



# 2021 OPERATING BUDGET

**Adopted by Ordinance  
No. 29-20**







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## Special Acknowledgments

The Department of Finance would like to thank City Council and the Office of the City Manager for their leadership and guidance in preparing the 2021 Operating Budget and the 2021-2025 Capital Improvements Program. Additionally, we would like to thank all City Directors and staff for their collaborative efforts in gathering, analyzing and presenting this information. Finally, a special thanks to Deputy Director of Finance Rosa Ocheltree, Budget Manager Melody Kennedy, Payroll Specialist Linda Glick, and Administrative Support III JoAnna Clark, for their exceptional efforts in preparing this budget document.

Matthew Stiffler  
Director of Finance





# 1 | General Overview







November 9, 2020

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

I am pleased to present to you the City of Dublin 2021 Operating Budget as approved by Dublin City Council, Ordinance 29-20. This Operating Budget supports the direction and guidance of Dublin City Council. The City's Administration submitted a proposed 2021 Operating Budget for City Council's consideration in October of 2020. The approved 2021 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:

- COVID-19 Pandemic Emergency – This budget recognizes the City is in the middle of a historic and unique emergency. This budget accepts the financial challenges the City knows it will face in the upcoming year including significant revenue reductions in Recreation related charges for services revenue and Hotel Motel taxes and is transparent regarding the proposed solution of utilizing a portion of the General Fund balance in order to fund these services at their pre-pandemic levels during the revenue interruption.

Additionally, the budget fully funds certain activities with an understanding that prior to the execution of these activities, as additional information is available in the first and second quarter of 2021, the 2021 Operating Budget will be re-examined and potentially amended in light of the ever-changing circumstances facing our City. The financial environment the City will face in 2021 is much more uncertain than prior years and this budget was adopted with the spirit and understanding that more coordination, including committee meetings and special financial reports, between our City Council and Administration will be necessary to meet the challenges 2021 may bring forward.

- Continued Focus On Succession Planning – This budget continues the succession planning and reorganization changes that began in the 2020 Operating Budget in response to Council's desire to ensure the organization's long term stability and effectiveness. The 2020 Operating Budget's most significant change included the creation of two Deputy City Manager positions with responsibility of multiple City work units. The 2021 Operating Budget continues to advance on the prior budget's changes including significant changes to the Operations related divisions.



- 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
  - 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 in accordance with the City's pay classification/pay system for non-bargaining unit employees (an overall 2% increase has been budgeted for all non-bargaining unit employees in order to make the necessary funds available to administer this program. This 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 in 2021
  - 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 from 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% from previous survey)
  - 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 should new programs be brought forward for consideration during the budget cycle
  - 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 and continuously evaluate
  
- 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 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 and connected Dublin/intelligent infrastructure to be at the forefront of the emerging connected/autonomous industry
  - Leverage the City’s unique broadband infrastructure and pursue Council’s goal of being the most connected City
  - 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
  - Update the City’s Community Plan with Council’s goal of developing a 2035 Framework Plan
  - Leverage the City’s land acquisitions for economic development where appropriate
  - Continuously streamline all review processes
  - Actively engage businesses, building/land owners, development and real estate communities



- Implement the Historic Dublin Task Force recommendations, as adopted by City Council
  - Assess the outcome of the Regional Housing Strategy and develop a Dublin-specific sub-strategy for City Council's consideration
  - 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 or as otherwise may be necessary due to pandemic conditions and safety requirements
  - Recognize and celebrate our residents, businesses, schools, and city accomplishments
  - Provide community events and seek engagement opportunities at these events
  - Provide an Annual State of the City presentation by whatever means is deemed appropriate under the conditions

## 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 58.4% in 2019. At year-end 2020, the fund balance is projected to be 84.9%. The General Fund's year-end 2020 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 2021 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                       | ▪ Hotel/Motel Tax           |
| • Street Maintenance and Repair | ▪ Enforcement and Education |
| • State Highway                 | ▪ Law Enforcement Trust     |
| ▪ Cemetery                      | ▪ Mandatory Drug Fine       |
| ▪ Recreation                    | ▪ Mayor's Court Computer    |
| ▪ Safety                        | ▪ Wireless 911              |
| ▪ Pool                          |                             |

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 regularly receive revenue from the General Fund are as follows: Street Maintenance and Repair, Cemetery, Recreation, Safety and the Pool funds. Additionally, due to the impact of COVID-19, the Hotel/Motel Tax Fund will be subsidized by the General Fund in 2021.

## 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.

The 2021 income tax revenue estimate reflects a 1.0% increase over the 2020 budgeted amount. This estimate is based on strong 2019 actual income tax revenues, and the continued strong execution of our economic development strategy. Many of the agreements negotiated in 2019 will begin or continue to lead to income tax growth in 2021. Despite the challenges of COVID-19, to date income tax revenues have remained well ahead of the 2020 budgeted amount. The budgeted amount for 2021 is projected to be lower than the 2020 actual amount reflecting a continuation of the City's conservative budget philosophy with regard to revenue forecasting.

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 exceeded the amount budgeted in all years except 2009 and likely 2020. In 2021, operating revenues are projected to be \$86.5 million, which represents a 7.4% decrease over the original 2020 budgeted operating revenues. This decrease is attributable to declines in revenue sources impacted by COVID-19 including recreation related charges for services and hotel motel tax revenue as well as declines in interest revenue. Additionally, \$3.1 million in non-recurring revenue from a sale of capital assets was included in the 2020 budget.



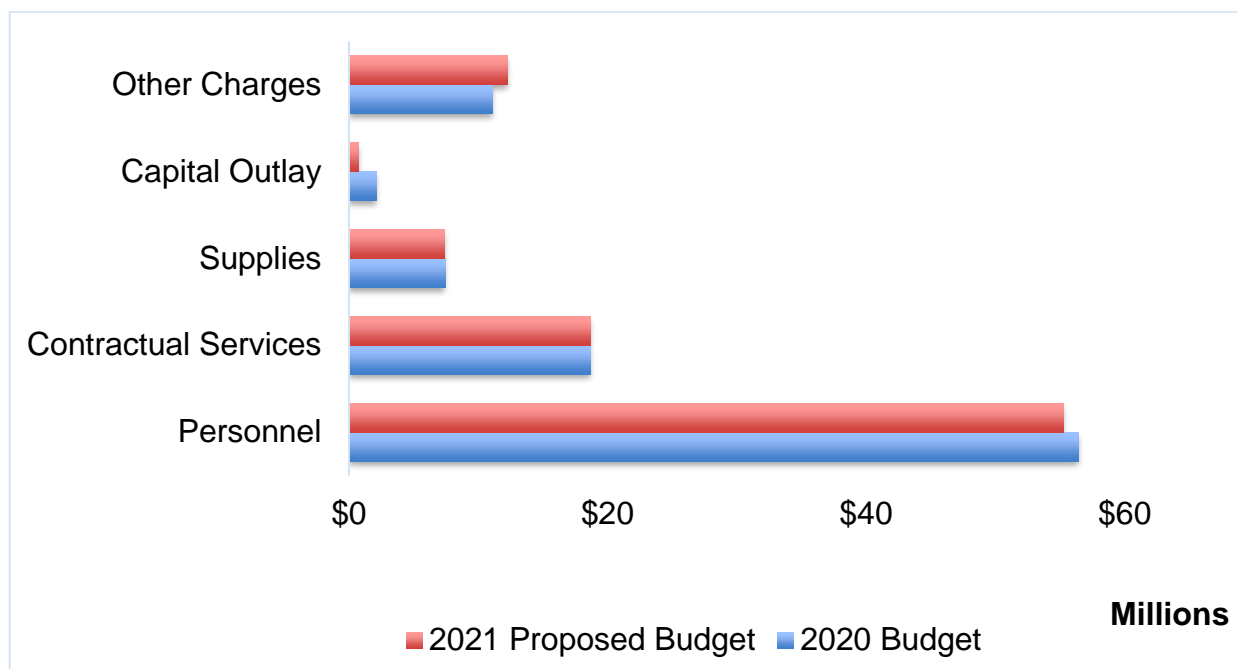
## Operating Revenues (in millions)

	2018	2019	2020 Original	2021 Proposed
<b>Budgeted Revenues</b>	<b>\$82.7</b>	<b>\$88.8</b>	<b>\$92.9</b>	<b>\$86.5</b>
<b>Actual Revenues</b>	<b>\$88.3</b>	<b>\$92.5</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 2021 Operating Budget reflects funding requests totaling \$94.4 million in operating expenditures. This represents a \$1.4 million or 1.4% decrease as compared to the approved 2020 Operating Budget. A comparison of the 2020 and 2021 Operating Budgets, by category, is as follows:



As evident in the chart above, the City’s largest expenditure is for personal services. This component is decreased \$1.2 million or 2.1% as part of the 2021 Operating Budget. This decrease is largely the result of a reduction in expenditures due to the 27<sup>th</sup> pay period in 2020. Contractual services, supplies and other charges and expenditures each increased, reflecting an overall increase of \$1.2 million or 3.2% over 2020. Highlights of these noteworthy changes are discussed in the ‘Significant Changes other than Personnel’ section of this letter. Capital outlay decreased approximately \$1.3 million or 65.1%. This reduction was a result of making the final payment of four annual payments for a prior land acquisition.





Based on the estimated operating revenues of \$86.5 million, the expenditures are budgeted to exceed revenue by \$7.9 million. This variance is the result of two policy decisions. The first is that Dublin will continue our practice of conservatively estimating revenue while budgeting realistic expenditures. This conservative approach has historically resulted in actual revenues exceeded actual expenditures. The second is the estimated impact of COVID-19 on the City's special revenue funds, specifically charges for services in the Recreation and Pool Funds and bed tax revenue deposited into the Hotel Motel Fund. Together, these estimated decreases will require subsidization of an additional \$3.5 million in 2021 more than a typical year. Because of the strong financial resources of the City and because the revenue decline is likely to reverse itself as the emergency ends, the Administration and City Council have decided to absorb these potential declines in lieu of cutting additional services at this time. This decision will be re-evaluated on an ongoing basis as the City continues to navigate this emergency's financial impact.

#### Operating Expenditures (in millions)

	2018	2019	2020 Budget	2021 Proposed
<b>Budgeted</b>				
<b>Expenditures<sup>1</sup></b>	<b>\$86.8</b>	<b>\$89.4</b>	<b>\$95.7</b>	<b>\$94.4</b>
<b>Actual</b>				
<b>Expenditures</b>	<b>\$84.9</b>	<b>\$82.3</b>		
<b>Actual</b>				
<b>Encumbrances</b>	<b>\$5.7</b>	<b>\$5.6</b>		

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

#### General Fund Balance

The 2021-2025 adopted Capital Improvement Program utilized a capital transfer from the General Fund to the Capital Improvements Fund of \$6.0 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. It also included \$200,000 in transfers from the General Fund to the Sewer Fund to support the City's sewer extension program. These capital transfers will therefore reduce the General Fund balance and increase expenditures attributed to the General Fund by those amounts. Including this transfers, the projected General Fund balance is estimated to be approximately \$49.2 million, or 56.2% of the 2021 General Fund year-end expenditures and transfers, exceeding the 50% requirement by \$5.4 million. Absent the capital transfer, the 2021 operating budget would project a year-end balance to be approximately \$55.4 million, or 68.0% of the 2021 General Fund year-end expenditures and transfers, exceeding the 50% requirement by \$14.5 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 415 full-time employees, a decrease of 1 over the level of full-time staff authorized in 2020. Many of the staffing modification reflected below are a result of the finalization of the reorganization process that began in the 2020 Operating Budget.

<b>Office of the City Manager –</b>	<b>Change: 3</b>
<b>Director of Development –</b>	<b>Change: -2</b>
<b>Economic Development –</b>	<b>Change: 1</b>
<b>Information Technology –</b>	<b>Change: -2</b>
<b>Overall -</b>	<b>Net Change: 0</b>

The Office of the City Manager additions include the Chief Information/Technology Officer and an Administrative Support position from the Division of Information Technology. The Director of Development office has been eliminated and the Director position reclassified to the Deputy City Manager/Chief Finance and Development Officer and moved to the Office of the City Manager. In addition, an Administrative Support position to the Division of Economic Development.

### **Performance Analytics – Net Change: 1**

This Division was created as part of the 2020 Operating Budget reorganization. As part of the division's creation, the Data Manager was reclassified to the Director of Performance Analytics position. The 2021 Operating Budget contains funding to backfill the Data Manager position.

### **Building Standards – Net Change: -1**

A permit technician in the Building Standards position is being eliminated.

### **Facilities – Net Change: -1**

A custodial position in Facilities is being eliminated. The duties of the position will be filled through contractual services.

### **Office of the Deputy City Manager/Chief Operating Officer – Net Change: 0**

The Departments and Divisions under the direction of the Deputy City Manager/Chief Operations Officer have been significantly reorganized in the budget. From a budgetary perspective, there are no net changes in positions. Some of the goals of the reorganization included creating a sustainable organizational structure for succession planning and the development of career ladders, create clarity and focus with regard to responsibilities, improve efficiencies and management of business functions, ease the flexibility to cross-utilize staff and resources and continue to provide excellent customer service while managing high quality and safe infrastructure. Many of the divisions have seen significant change in staffing that is further communicated on each division's statement of functions preceding the division's budgetary information.



The 2021 Operating Budget reflects funding for 190.7 part-time/seasonal positions. This level is an increase of 4.7 positions from 2020.

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 2021 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 2021 by 5.6% and 6.5%, respectively. For 2021, our medical claim cost increased by 16.9% while the premium associated with our stop loss coverage decreased 21.1%. Some of the increase in medical claims as well as the reduction in stop loss premium are due to changes made to the stop loss coverage. Overall, the change in insurance coverage is expected to save the City an estimated \$150,000 in 2021.

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 2021 while continuing to monitor costs and discuss what options are available to the City to lower the trend associated with current or future costs. Staff and Council will regularly review this program and associated costs and will determine if any adjustments are necessary.

The overall cost of the salary and benefits package proposed in the 2021 Operating Budget for all funds (not just those funds identified on page 1-4) totals \$55.6 million, which is a decrease of \$896,000 or 1.6% from the 2020 Operating Budget. This decrease is a result of the reduction in the number of pay periods in 2021 due to a 27<sup>th</sup> pay period falling in 2020.

### 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, despite the overall reduction in operating expenditures from 2020 to 2021, there are some areas where increases in expenditures are unavoidable. Some areas of noteworthy changes in expenditures from the 2020 to the 2021 Operating Budget include:

- \$1,390,722 decrease in costs related to salaries and benefits related to the 27<sup>th</sup> pay period
- \$1,285,750 decrease in capital outlays after making the fourth of four annual payments on the a land acquisition
- \$267,575 decrease in costs due to the suspension of City travel
- \$250,000 increase in costs to begin the Dublin 2035 framework discussion



- \$548,365 increase in refuse and recycling related charges
- \$622,275 increase in economic development incentives

### Capital Improvements Program

To set the infrastructure conditions for economic vitality and a high quality of life, execution of the approved 2021-2025 Capital Improvement Program (CIP) on time and on budget is essential. The 2021 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 2021 includes funding for the completion of Riverside Crossing Park, the reconstruction of a historic cabin and the expansion of Coffman Park. Additionally, funding has been programmed for construction of the new University Boulevard in support of a new medical center and potential development of other City-owned land and new intersection \Avery Road and Shier Rings Road. Other capital improvements programmed for 2021 from Tax Increment Financing (TIF) funds or other capital funds include the relocation of Eiterman Road in support of new development associated with the Ohio University campus and construction of the US33/SR161/Post Road Interchange. Enterprise 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 2021 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 2021 capital improvements are included under the 'Capital Project Funds' tab of the budget.

The Administration is committed to meeting and advancing Council's goals which are aligned to the City's Vision and Mission Statements. The 2021 Operating Budget allocates resources recognizing these commitments while exercising strong fiscal responsibility expected by the community.

Respectfully submitted,

Dana L. McDaniel  
City Manager



### **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, 2020**



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, 2020. 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**

*(from left to right starting on the bottom row)*

Chris Amorose Groomes, Mayor (At-Large) - 2016

Cathy De Rosa, Vice Mayor (Ward 4) - 2018

Gegory S. Peterson (Ward 1) – 1998-2001; 2014

John Reiner (Ward 3) - 1997

Christina A. Alutto (At-Large) - 2016

Jane Fox (Ward 2) - 2018

Andy Keeler (At-Large) - 2020

Clerk of Council  
Anne Clarke

### **City Administration**

City Manager  
Dana L. McDaniel

Deputy City Manager/Chief Finance Development Director  
Megan O'Callaghan

Assistant City Manager/Chief Strategy and Innovation Officer  
Homer C. Rogers

Director of Communication/Public Information  
Sue D. Burness

Director of Finance  
Matthew L. Stiffler

Chief Information Officer  
Doug E. McCollough

Director of Law  
Jennifer D. Readler

Chief of Police  
Justin Paez



## Dublin City Council Goals

### 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 programs*  
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 *innovative 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.



## 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 2020 annual retreat, held February 20-21 with the Senior Leadership Team, provided an opportunity to review the focus areas and associated priorities and strategies. Discussions included exploration of eleven categories:

- Commerce
- Mobility
- Finance
- Technology
- Education
- Land
- Demographics
- Culture
- Housing
- Social
- Services

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 2021 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.

Pursuant to City Council discussions regarding the above-mentioned themes, the following three Visionary Goals were reaffirmed, and a fourth goal added to address the need to establish a long-range framework to aid in the planning for Dublin 2035. These goals were approved in May 2020, Resolution No. 25-20:

**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 a new course is charted for the City's economic development strategy.

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. Continue pilots and explore partnerships and possible economic models to find viable solutions to deliver broadband access and smart city capabilities to all business and residents.

**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, privacy, and transparency. Develop policies and tactics related to these various aspects. Leverage 2019 investments in data platforms, new staffing, and resources to capture the economic and operational improvement opportunities now possible through data and data analytics.

**4. Dublin 2035.**

Creation and mobilization of a Dublin 2035 framework. The beginning of a meaningful movement of mindful consideration in the planning, navigation, and establishment of long-term future direction. This plan will be organized around four overarching themes:

- Infrastructure
- Land Use
- Economics
- Quality of Life

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.



## 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>	√	√	√	√	√
Communications and Public Information	√			√	
Legal Services (Contractual)	√				
<b>Police</b>	√			√	√
<b>Assistant City Manager – Chief Strategy and Innovation Officer</b>					
Human Resources	√		√		
Court Services	√				
Records Management	√				
Information Technology	√		√		
Performance Analytics	√		√	√	
<b>Deputy City Manager – Chief Finance and Development Officer</b>					
<b>Finance</b>	√	√			
Finance - Fiscal Administration	√	√			
Taxation	√	√			
<b>Development</b>	√	√			
Building	√	√			
Planning	√	√			
Economic Development	√	√		√	
<b>Deputy City Manager – Chief Operations Officer</b>					
<b>Public Service</b>	√		√		
Solid Waste	√		√		
Street Maintenance Operations	√		√		
Grounds & Parks Operations	√		√		
Horticulture	√		√		
Forestry	√		√		
Cemetery	√		√		
<b>Public Works</b>					
Engineering	√		√		
Transportation Mobility	√		√		
<b>Facility and Fleet Management</b>					
Facilities Management	√		√		
Fleet Management	√		√		
<b>Parks &amp; Recreation</b>					
Recreation Services	√		√		√
Community Events	√			√	
Outreach and Engagement	√			√	



## Dublin Community Profile

<https://dublinohiousa.gov/living/city-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 49,000 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.

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 known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment, and green initiatives.



*Dublin Link – The City's iconic pedestrian bridge*

The City owns more than 1,200 acres of public 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 links the two sides together. Master planning for the park has taken approximately six years and major park construction is planned during 2019-2025.

The Dublin Link pedestrian bridge opened in March 2020 and is a signature project for the City of Dublin. In September 2020, the Slag Cement Association (SCA) recognized the project as its Project of the Year for green design. <https://dublinohiousa.gov/newsroom/the-dublin-link-honored-for-green-design>

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 2020-2021, the City's North Pool is undergoing a multi-million dollar renovation project after almost 30 years of operation. <https://dublinohiousa.gov/northpool>

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. *[Note: Due to the COVID-19 pandemic, the Festival was cancelled for 2020 for public safety.]*



*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 launched Smart911.com. This is a new communication tool that allows 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. It also sends alerts and notifications for weather, traffic and other emergencies in the community.

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 almost 17,000 students with 22 schools in operation. The three high schools have been *consistently* ranked in the top 35 schools in Ohio by *U.S. News and World Report*, with the most National Merit Semi-Finalists in Ohio for four straight years. <https://www.dublinschools.net/domain/860>

**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	4.62%
Ohio Health (3)	Medical & Administration	2	2,000	1.92%
Dublin City Schools	Education	3	1,951	1.88%
Sedgewick (4)	Insurance & Financial	4	1,622	1.56%
Introducing Great Solutions (IGS)	Energy/Natural Gas Retailer	5	1,000	0.96%
Fiserv	Financial/Technology	6	800	0.77%
Online Computer Library Center	Computer Library	7	738	0.71%
Express Scripts	Pharmaceuticals	8	500	0.48%
United Health Care	Insurance & Financial	9	450	0.43%
The Wendy's Company	Food & Beverage	10	186	0.18%

(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.

(4) Formerly CareWorks Family of Companies.

Sources: City of Dublin Finance Department and Economic Development Department 2019. 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>2014-2018*</b>	<b>2010</b>	<b>2000</b>
<b>Population</b>	49,037	41,751	31,478
<b>People /Square Mile</b>	2,006	1,684	1,489
<b>Household Size**</b>	2.82	2.78	2.81
<b>Households**</b>	16,114	14,984	12,040
<b>Households /Square Mile</b>	659	604	570

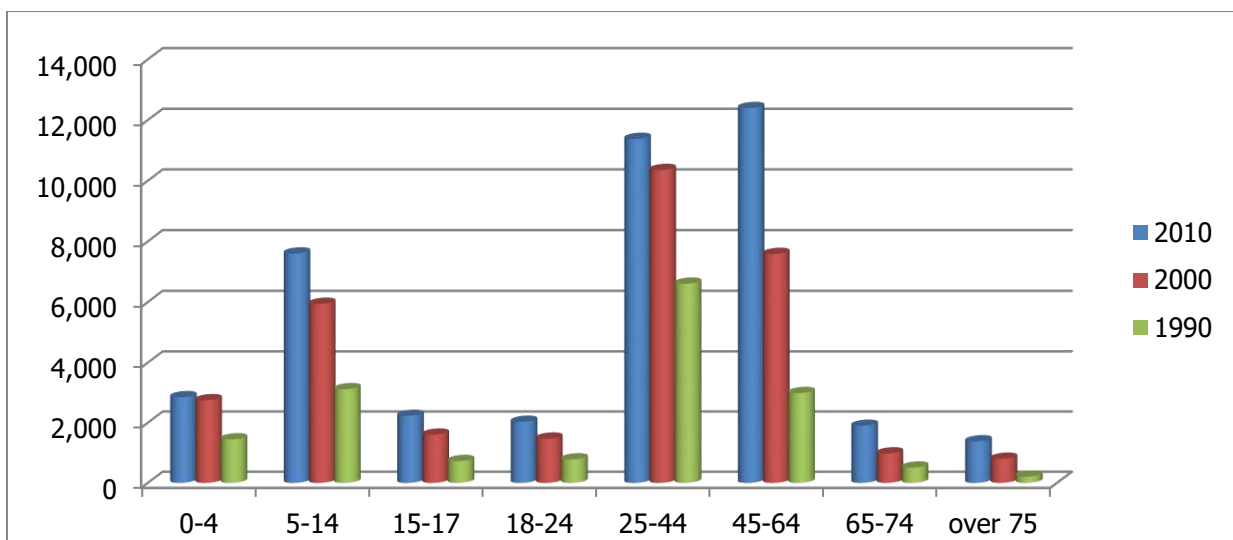
\*Per July 1, 2019 U.S. Census Bureau.

\*\*2014-2018.

The City of Dublin Department of Development and the Mid-Ohio Regional Planning Commission (MORPC) estimates the City's population to be 49,484 projected for 2020/2021.

**Population Growth Forecast 2018-2050**

Additional information with regard to the City's growth projections can be obtained through MORPC's Open Data website. Click on the title to follow the link.

**Age**



<i><b>Race and Ethnicity</b></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><b>Housing Statistics</b></i>	<b>2014-2018</b>
<b>Owner Occupied</b>	77.1%
<b>Median Value of Owner-Occupied Housing units</b>	\$371,800
<b>Median Gross Rent</b>	\$1,375

*\*Per July 1, 2019 U.S. Census Bureau.*

<i><b>Education</b></i>	<b>2014-2018</b>
<b>High School Graduate or Higher (over 25 yrs)</b>	98.1%
<b>Bachelor's Degree or Higher (over 25 yrs)</b>	75.2%

*\*Per July 1, 2019 U.S. Census Bureau*

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 – Chief Strategy & Innovation Officer, a Deputy City Manager – Chief Operating Officer, and a Deputy City Manager – Chief Finance & Development Officer, 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.



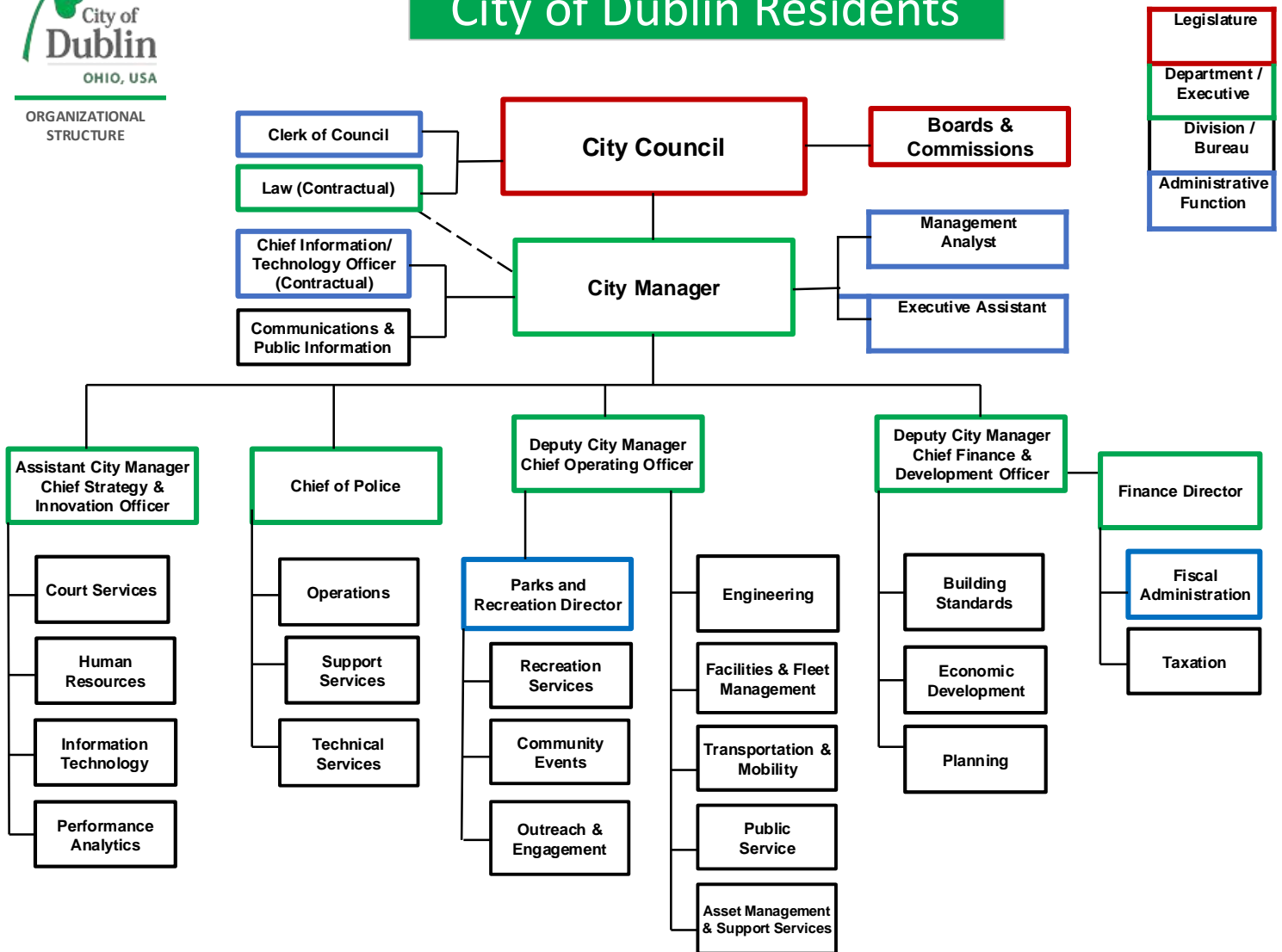
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ORGANIZATIONAL  
STRUCTURE

## City of Dublin Residents





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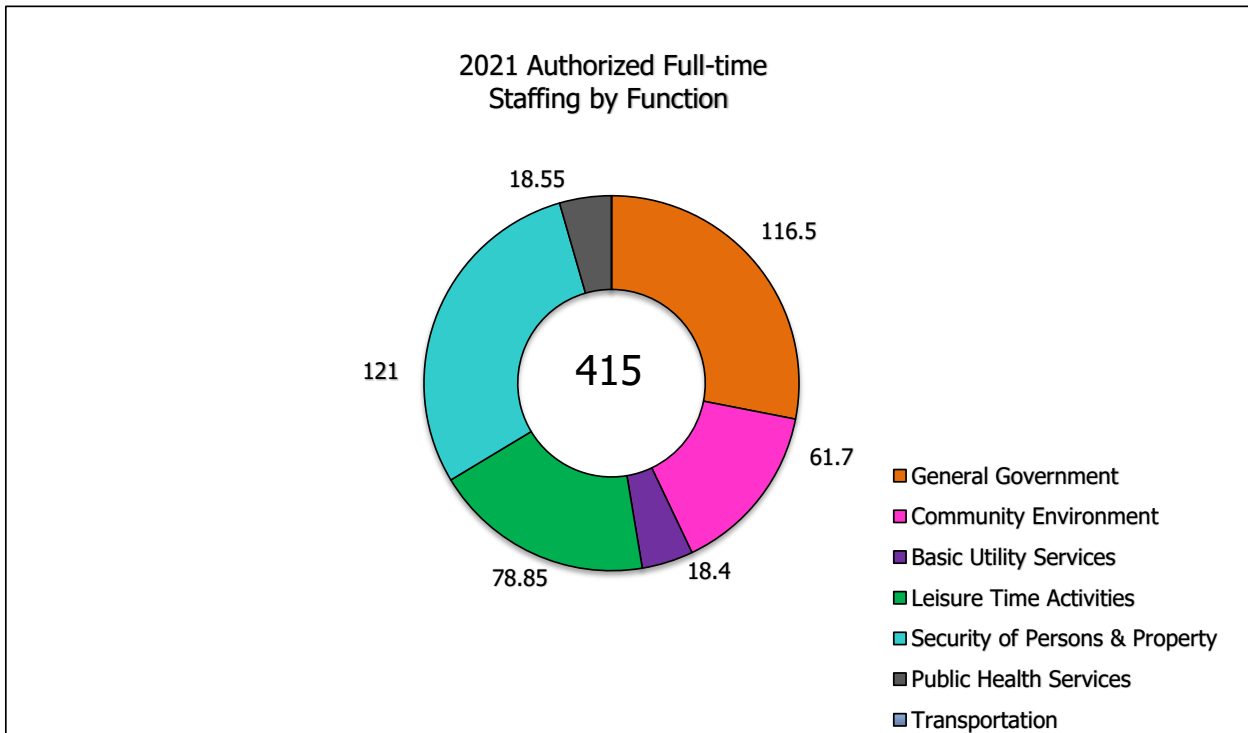




**Staffing Comparison by Function**  
**Full-Time Employees**  
**Years 2015 - 2021**

This table and chart, and the table on the following page, reflect full-time employees only. The 2021 Operating Budget also funds approximately 190.68 FTE part-time and seasonal positions through-out the City.

<b><u>Function</u></b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
General Government	99	101	103.5	106.5	106.5	108	<b>116.5</b>
Community Environment	60	59.3	59.8	59.8	60.8	60.3	<b>61.7</b>
Basic Utility Services	16	16.55	17.8	17.8	17.7	17.7	<b>18.4</b>
Leisure Time Activities	85	85	84	84	83	84	<b>77.85</b>
Security of Persons & Property	102	102	111	113	113	121	<b>121</b>
Public Health Services	1	1	1	1	1	1	<b>1</b>
Transportation	22	22.15	21.9	23.9	24	24	<b>18.55</b>
<b>TOTALS</b>	<b>385</b>	<b>387</b>	<b>399</b>	<b>406</b>	<b>406</b>	<b>416</b>	<b>415</b>





## Full-Time Staffing by Work Unit

Work Unit	2015 Funded	2016 Funded	2017 Funded	2018 Funded	2019 Funded	2020 Funded	2021 Funded	2021 Increase / (Decrease)	2021 Position Requests and Re-allocation (see footnotes)
Legislative Affairs	3	3	3	3	3	3	3	0	
Office of the City Manager	6	6	6	6	6	6	9	3	(1) (2) (5)
Human Resources	10	9.75	10	10	10	10	10	0	
Communications and Public Information	8	8	8	8	8	8	8	0	
Finance/ Office of the Director/Fiscal Administration	11	10.5	11	12	12	12	12	0	
Taxation	6	5.5	5	6	6	6	6	0	
Office of the Deputy City Manager/Chief Operating Officer	7	7	5.5	5.5	5.5	5	14.5	9.5	(10)
Environmental/Solid Waste Management	6	6.25	6.5	6.5	6.05	6.05	7.1	1.05	(10)
Engineering	26	25.3	25.8	25.8	25.8	25.3	16.7	-8.6	(10)
Transportation and Mobility	n/a	n/a	n/a	n/a	n/a	0	12	12	(10)
Parks and Recreation/ Office of the Director	n/a	5.25	3	3	4.5	4.5	0	-4.5	(10)
Parks and Grounds Maintenance	47	28.5	31.5	31.5	29.5	29	27.35	-1.65	(10)
Horticulture	n/a	7	7	7	7	7	7	0	
Forestry	n/a	6	6	6	6	6	6	0	
Development/Office of the Director	n/a	2	2	2	2	2	0	-2	(2)
Economic Development	5	4	4	4	4	4	5	1	(2)
Building Standards	15	15	15	15	15	15	14	-1	(3)
Planning	19	19	19	19	20	20	19	-1	(4)
Fleet Management	9	9	9	9	9	9	8.4	-0.6	(9) (10)
Information Technology Operations	13	14	15	15	15	13	11	-2	(5)
Performance Analytics	n/a	n/a	n/a	n/a	n/a	3	4	1	(6)
Court Services/Records Management	4	4	4	4	4	4	4	0	
Facilities Management	15	15	18	18	18	18	16.6	-1.4	(7)
Outreach and Engagement	2	2	2	3	3	4	4	0	
Street Maintenance	22	22.15	21.9	23.9	24	24	18.55	-5.45	(10)
Cemetery Maintenance	1	1	1	1	1	1	1	0	
Recreation Services	7	9.95	10.65	10.65	10.65	9.85	10	0.15	(8)
Community Recreation Center	15	11.3	10.9	10.9	10.9	11.2	11.05	-0.15	(8)
Municipal Pool	n/a	1.25	0.95	0.95	0.95	0.95	0.95	0	
Community Recreation Center - Facilities	9	9	6	6	6	7	7	0	
Police	102	102	111	113	113	121	121	0	
Community Events - Hotel/Motel Tax Fund	6	6	7	7	6	7	7	0	
Community Events - Recreation	n/a	n/a	n/a	n/a	1	1	1	0	
Hotel/Motel Tax - Public Art	1	0.75	1	1	0.5	0.5	0.5	0	
Water Maintenance	1	1.6	2.6	2.6	2.75	2.75	2.8	0.05	(10)
Sewer Maintenance	9	8.7	8.7	8.7	8.9	8.9	8.5	-0.4	(10)
Employee Benefits Self Insurance	1	1.25	1	1	1	1	1	0	
<b>TOTALS</b>	<b>386</b>	<b>387</b>	<b>399</b>	<b>406</b>	<b>406</b>	<b>416</b>	<b>415</b>	<b>-1.0</b>	

**NOTES:**

- (1) The Government & International Relations Manager position is currently vacant, and will remain un-funded in 2021. The Chief Information/Technology Officer position will remain un-funded in 2021 and will be covered through contracted service.
- (2) Office of the Development Director has been removed and the Development Director position has been reclassified to the Deputy City Manager/Chief Finance and Development Officer position in the Office of the City Manager. The Administrative Support position in the Development Office has been reassigned to Economic Development.
- (3) A Permit Technician position is removed.
- (4) Remove the Planning Manager position and reclassify the position to the Director of Transportation & Mobility position.
- (5) Chief Information/Technology Officer and one Administrative Support position is reassigned to the Office of the City Manager.
- (6) The Data Manager position was reclassified to the Director of Performance Analytics in the 2020 Operating Budget. The vacant Data Manager position is sought to be backfilled.
- (7) One Custodial position is eliminated and will be replaced with contracted service.
- (8) Minor shifting of full-time staff position allocations.
- (9) The Fleet Administrator is being reallocated to a Fleet Manager position, and a Fleet Technician I is being reallocated to a Fleet Technician II position.
- (10) Resulting from the re-organization of the Public Works Department.





Part-Time Staffing by Work Unit

Work Unit	2015 Funded	2016 Funded	2017 Funded	2018 Funded	2019 Funded	2020 Funded	2021 Funded	2021 Increase / (Decrease)	Notes:
City Council/Legislation	7	7	7	7	8	8	7	-1	(1)
Office of the City Manager	2	2	3	3	2	2	2	0	
Human Resources	0	0.5	0	0	0	0	0.5	0.5	(2)
Communications and Public Information	2	2	2	2	2	2	2	0	
Finance/ Office of the Director	1	1	1	0	0	0	0	0	
Taxation	2	2	2	2	2	2	2	0	
Office of the Deputy City Manager/Chief Operating Officer	1	1	1	1	1	1	1	0	
Environmental/Solid Waste Management	3	2	2	1	1	1	1	0	
Engineering	2	2	2	2	2	2	2	0	
Parks and Grounds Maintenance	45	45	22	22	22	22	22	0	
Horticulture	n/a	n/a	18	18	18	18	18	0	
Forestry	n/a	n/a	10	10	10	10	10	0	
Development/Office of the Director	n/a	1	1	1	0	0	n/a	0	
Economic Development	1	1	1	1	1	1	1	0	
Building Standards	1	1	1	0	0	0	0	0	
Planning	4	4	4	4	3	3	3	0	
Information Technology	3	4	4	4	4	3	2	-1	(1)
Performance Analytics	n/a	n/a	n/a	n/a	n/a	1	1	0	
Court Services/Records Management	1	1	1	1	1	1	1	0	
Facilities Management	4	4	5	5	5	5	5	0	
Outreach and Engagement	2	2	2	1	1	1	1	0	
Street and Utilities Operations	10	6	6	4	4	4	4	0	
Cemetery Maintenance	2	2	2	2	2	2	2	0	
Recreation Services	33.5	28.32	33.05	26.91	27.4	31.43	26.96	-4.47	(3)
Community Recreation Center	48.8	53	50	45.21	49.32	48.88	50.2	1.32	
Community Recreation Center - Facilities	0	1	0	0	0	0	0	0	
Municipal Pools	65.25	65.25	65.25	18.59	18.07	10.45	19.77	9.32	(3)
Community Events - Hotel/Motel Tax Fund	8	8	10	3.5	3.5	2.75	2.75	0	
Community Events - Recreation	n/a	n/a	n/a	n/a	1.5	1.5	1.5	0	
Water Maintenance	1	1	1	1	1	1	1	0	
Sewer Maintenance	2	1	1	1	1	1	1	0	
Employee Benefits Self Insurance	1	0	0	0	0	0	0	0	
<b>TOTALS</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>190.68</b>	<b>4.67</b>	

**NOTES:**

- (1) - Remove one Intern position.
- (2) - Add six-month clerical support position (limited hours).
- (3) - Reallocation of staffing; accommodate increased North Pool staffing.



## 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.

Operating Funds - Budgeted															
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	Enforcement and Education	Wireless 911	Water	Sewer	
Legislative Affairs	X														
City Manager	X														
Communications and Public Information	X														
Legal Services (Contractual)	X														
Police						X		X	X		X	X			
Assistant City Manager – Chief Strategy and Innovation Officer															
Human Resources	X														
Court Services	X									X					
Records Management	X														
Information Technology Operations	X														
Performance Analytics	X														
Deputy City Manager – Chief Finance and Development Officer															
Finance															
Finance – Fiscal Administration	X							X							
Taxation	X														
Development															
Building	X														
Planning	X														
Economic Development	X														
Deputy City Manager – Chief Operations Officer															
Public Service	X							X							
Solid Waste	X														
Street Maintenance Operations		X						X							
Grounds & Parks Operations	X							X							
Horticulture	X														
Forestry	X														
Cemetery				X											
Public Works															
Engineering	X												X	X	
Transportation and Mobility	X	X	X												
Facilities and Fleet Management															
Facilities Management	X				X										
Fleet Management	X														
Parks and Recreation															
Recreation Services					X		X								
Community Recreation Center					X		X								
Community Events					X			X							
Outreach and Engagement	X							X							

\*- See the Financial Overview section (tab 2) for a complete list of Funds.

# 2 | Financial Overview

2 | Financial Overview





## **FINANCIAL AND BUDGET STRUCTURE**



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## FINANCIAL MANAGEMENT POLICIES AND PHILOSOPHY



*City Hall, 5555 Perimeter Drive*

### **USE OF THIS REPORT**

This report is published to provide City Council, the City's residents and other interested parties detailed information concerning the financial condition and financial management policies of the City. We believe the information, as presented, is accurate in all material respects; is presented in a manner designed to fairly set forth the budget and financial activity of the funds herein, and the accompanying disclosures necessary to enable the reader to gain the maximum understanding of the City's budgetary activities.

### **AWARDS**

The Government Finance Officers Association (GFOA) awarded the City the *Distinguished Budget Presentation Award* for its Operating Budget for the calendar year 2020. The Award is given to participating government entities for preparing high-quality budget documents that meet program criteria and strive to improve budgetary transparency. This was the seventeenth consecutive year that the City has achieved this prestigious award.

### **INTERNAL ACCOUNTING AND BUDGETING CONTROL STRUCTURE**

Management of the City is responsible for establishing and maintaining an adequate internal control structure. The objective of internal controls is to ensure that the assets of the City are protected from loss, theft or misuse. The controls are designed to provide for proper recording of financial statements and compliance with budgetary requirements as established by City Council and the Ohio Revised Code (ORC). We believe the City's internal control structure adequately safeguards the City's assets and provides reasonable assurance of proper recording of the financial statements. The City is audited by an independent auditor on an annual basis.

### **LONG-RANGE PLANNING – DUBLIN 2035 FRAMEWORK**

As part of City Council's goals established in February 2020, a new goal of "Dublin 2035 Framework" was included. This update, as the Dublin Community Plan has done previously will allow for a meaningful movement of mindful consideration in the planning, navigation, and establishment of long-term future direction for the City. Identified as one of the major themes is economics. Workshops will be held during 2021 to encompass inclusion and feedback, project planning, scope, budget and execution.





## FINANCIAL MANAGEMENT POLICIES AND PHILOSOPHY



*Depiction of Dublin Link Pedestrian Bridge and Riverside Crossing Park*

### OPERATING BUDGET POLICIES

- The City's budget will be prepared according to Ohio law and is based on accounting for certain transactions on a basis of receipts, disbursements, and encumbrances.
- 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 on-line 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.



- 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.
- 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.



## ACCOUNTING AND FUND STRUCTURE



*Police Department and Mayor's Court Building, 6565 Commerce Parkway*

### Basis of Accounting

The City is operating on a "cash basis" of accounting, where only revenue received and expenses paid are documented throughout the calendar year. However, 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 <https://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 budgeted funds of the City are the same as the funds included in the City's audited financial statements.

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. Significant amounts are also transferred by the General Fund to other funds to support them. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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 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.

### **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.

### **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. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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.

### **COVID Relief Fund**

A fund established in September 2020 by Ordinance 25-20 authorizing the Coronavirus Relief Fund as required by Ohio General Assembly for distributing funds provided by the CARES Act in Amended House Bill 481 of the 133<sup>rd</sup> General Assembly (H.B. 481).

### **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. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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. (No budgetary schedule is presented for this fund due to no activity.)

### **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 Perimeter



### **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). (No budgetary schedule is presented for this fund due to no activity.)

### **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. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **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.

### **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.

### **H2 Hotel TIF Fund**

A fund provided to account for the construction of various public infrastructure improvements within the Bridge Street District, and service payments received within the Home2 (H2 Hotel) TIF area (which repealed the existing Cooker TIF in that area).

### **Bridge Park Block A TIF Fund**

A fund provided to account for the construction of public infrastructure such as public roadways, parking garages, and a conference/events center within the Bridge Street District, and service payments received within the Bridge Park Block A area.



### **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. (No budgetary schedule is presented for this fund due there being no revenue or expenditure activity.)

### **The Corners TIF**

A fund provided to account for the construction of public infrastructure improvements and service payments received for the project located at the intersections of Blazar Parkway, Frantz Road and Rings Road.

### **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 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).



*Dublin Community Recreation Center, 5600 Post Road*



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## 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 as 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.

**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.



*Red Trabue Nature Preserve*



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## BUDGET CALENDAR



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**TIME FRAMES FOR THE 2021 BUDGET PROCESS**

The City of Dublin Charter dictates that the laws of the State of Ohio relating generally to budgets, appropriations, taxation, debts, bonds, assessments, deposit and investment of funds and other fiscal matters of the City shall be applicable. Adoption of a Five-Year Capital Improvements Program and an Annual Operating Budget are required by City Charter. The annual budget calendar is established annually by City Council, and dates of work sessions and legislation can vary from year-to-year.

<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 (dates as prescribed by Ohio Revised Code)	On or about January 1 (first week of new year)	Finance
City Council goal setting for the following year	February	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	February	City Manager / Director of Finance
Departments/Divisions submit CIP project proposal forms to Director of Finance. Finance begins review and compilation of the CIP	Mid-March	All City Departments / Division Directors
City Administration's debt presentation to City Council	February	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 (dates as prescribed by Ohio Revised Code)	On or before May 1	Finance
City Council Work Session to summarize priorities for the CIP	May	City Council
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>
Annual Operating Budget kick-off memo to departments/divisions	Late-July	City Manager / Director of Finance
Departments/Divisions submit operating budget requests with supporting documentation to the Director of Finance	Early-August	Finance
Review for Annual Operating Budget: <ul style="list-style-type: none"> <li>• Payroll budget preparation</li> <li>• Health insurance rate analysis review</li> <li>• Finalize revenue projections</li> </ul>	June / July / August	Finance / HR
Finance Department begins analysis and compilation of draft Annual Operating Budget	August	Finance
Human Resources meets with Departments/Divisions as needed to review organizational charts, personnel proposals (new or reclassifications) and justifications for staffing requests	January through August	HR / Department Directors
Meet with Management Assistant to discuss performance measurements for the Annual Operating Budget	August	Finance
Inventory of staff requested CIP projects submitted to City Council	Early-August	Finance
Revenue estimates and debt profile discussion with City Council	Early-August	City Manager / Director of Finance
Finance Committee of the Whole (workshop) review meeting(s) for CIP #1	Mid-August	City Council / City Manager / Director of Finance
1 <sup>st</sup> Reading of CIP by City Council	Second meeting in August	City Council
Finance Committee of the Whole (workshop) review meeting(s) for CIP #2	Early-September	City Council / City Manager / Director of Finance
2 <sup>nd</sup> Reading and Public Hearing/Approval of CIP by City Council	Late-September	City Council
Receive Official Certificate of Estimated Resources from Franklin County	70 Mid-September	Finance



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Departments/Divisions meet with City Manager, Finance Director, Budget Manager and appropriate staff to discuss operating budget requests	September / October	Department/Division Directors
City Manager's operating budget recommendations discussed with staff	September / October	City Manager/Director of Finance
Adoption of Resolution Accepting the Amounts and Rates As Determined By The Necessary Tax Levies and Certifying Them to The County Auditor (dates as prescribed by Ohio Revised Code)	On or before October 1	City Council/Finance
Presentation of revenue estimates to City Council	Late-September	City Manager/Director of Finance
Proposed Annual Operating Budget submitted to City Council	Early-October	City Manager/Director of Finance
Annual Operating Budget – 1 <sup>st</sup> reading	Early-October	City Council
City Council Work Session review meeting(s) for Annual Operating Budget #1	Mid-October	City Council
City Council Work Session review meeting(s) for Annual Operating Budget #2	Late-October	City Council
Annual Operating Budget – 2 <sup>nd</sup> reading	Early-November	City Council
Submit Annual Appropriation Ordinance for next fiscal year (requires 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	1/1/2021 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2021 Unencumbered Balance
GENERAL	\$ 64,524,305	\$ 73,487,580	\$ 190,000	\$ 138,201,885	\$ 57,874,330	\$ 31,361,965	\$ 48,965,590
<b>SPECIAL REVENUE FUNDS</b>							
Street Maintenance and Repair	\$ 2,435,671	\$ 2,540,000	\$ 2,000,000	\$ 6,975,671	\$ 3,839,260	\$ 693,750	\$ 2,442,661
State Highway Improvement	\$ 527,542	\$ 206,100	\$ -	\$ 733,642	\$ 31,000	\$ 181,250	\$ 521,392
Recreation	\$ 1,178,367	\$ 2,004,775	\$ 6,000,000	\$ 9,183,142	\$ 7,967,900	\$ 189,105	\$ 1,026,137
Swimming Pool	\$ 255,007	\$ 480,000	\$ 475,000	\$ 1,210,007	\$ 1,087,690	\$ 35,895	\$ 86,422
Permissive Tax	\$ 291,477	\$ 120,000	\$ -	\$ 411,477	\$ -	\$ 200,000	\$ 211,477
Hotel/Motel	\$ 2,753,927	\$ 3,311,500	\$ 1,500,000	\$ 7,565,427	\$ 4,965,293	\$ -	\$ 2,600,134
Safety	\$ 2,383,264	\$ 4,320,300	\$ 13,580,000	\$ 20,283,564	\$ 18,312,628	\$ -	\$ 1,970,936
Law Enforcement Trust	\$ 100,808	\$ 700	\$ -	\$ 101,508	\$ 7,000	\$ -	\$ 94,508
Mandatory Drug Fine	\$ 2,782	\$ 40	\$ -	\$ 2,822	\$ -	\$ -	\$ 2,822
Wireless 9-1-1 System	\$ 618,125	\$ 140,000	\$ -	\$ 758,125	\$ 46,820	\$ 80,000	\$ 631,305
Education and Enforcement	\$ 66,833	\$ 1,000	\$ -	\$ 67,833	\$ 2,450	\$ -	\$ 65,383
Mayor's Court Computer Fund	\$ 58,587	\$ 18,500	\$ -	\$ 77,087	\$ 13,375	\$ -	\$ 63,712
Cemetery	\$ 75,475	\$ 27,500	\$ 200,000	\$ 302,975	\$ 211,150	\$ -	\$ 91,825
Accrued Leave Reserves	\$ 76,609	\$ 489,250	\$ -	\$ 565,859	\$ 474,250	\$ -	\$ 91,609
Rings Unitrust	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000
Coronavirus Relief Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>DEBT SERVICE FUNDS</b>							
G.O. Debt Service	\$ 4,635,907	\$ 50,000	\$ 12,450,390	\$ 17,136,297	\$ 14,112,500	\$ -	\$ 3,023,797
Economic Development Bond Ret	\$ 3	\$ -	\$ 2,069,800	\$ 2,069,803	\$ 2,069,800	\$ -	\$ 3
Special Assessment Debt Service	\$ 5,020	\$ -	\$ -	\$ 5,020	\$ -	\$ -	\$ 5,020
1992 Special Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2001 Special Assessment	\$ 129,542	\$ 105,000	\$ -	\$ 234,542	\$ 84,310	\$ -	\$ 150,232
<b>CAPITAL PROJECTS FUNDS</b>							
Capital Improvements Tax	\$ 9,430,626	\$ 34,375,139	\$ 9,482,000	\$ 53,287,765	\$ 41,261,500	\$ 5,713,050	\$ 6,313,215
Parkland Acquisition	\$ 1,607,255	\$ 819,650	\$ -	\$ 2,426,905	\$ 761,650	\$ -	\$ 1,665,255
Capital Construction	\$ 1,713,857	\$ 5,900,000	\$ -	\$ 7,613,857	\$ 5,700,000	\$ -	\$ 1,913,857
Woerner-Temple TIF	\$ 91,701	\$ 170,700	\$ -	\$ 262,401	\$ 2,000	\$ 170,000	\$ 90,401
Ruscilli TIF	\$ 1,357,871	\$ 555,000	\$ -	\$ 1,912,871	\$ 7,800	\$ 1,037,400	\$ 867,671
Pizzuti TIF	\$ 1,142,710	\$ 220,000	\$ -	\$ 1,362,710	\$ 10,000	\$ 500,015	\$ 852,695
Thomas/Kohler TIF	\$ 2,724,189	\$ 740,000	\$ -	\$ 3,464,189	\$ 2,509,000	\$ 800,000	\$ 155,189
McKittrick TIF	\$ 2,042,624	\$ 800,000	\$ -	\$ 2,842,624	\$ 12,000	\$ 1,097,125	\$ 1,733,499
Perimeter Center TIF	\$ 4,067,346	\$ 505,000	\$ -	\$ 4,572,346	\$ 3,106,200	\$ -	\$ 1,466,146
Rings Road TIF	\$ 165,021	\$ 310,000	\$ -	\$ 475,021	\$ 5,000	\$ -	\$ 470,021
Perimeter West TIF	\$ 61,392	\$ 1,400,000	\$ -	\$ 1,461,392	\$ 337,500	\$ 661,200	\$ 462,692
Upper Metro Place TIF	\$ 2,484	\$ 530,000	\$ -	\$ 532,484	\$ 6,500	\$ 519,400	\$ 6,584
Rings/Frantz TIF	\$ 2,128,236	\$ 400,000	\$ -	\$ 2,528,236	\$ 5,000	\$ 850,000	\$ 1,673,236
Historic Dublin TIF	\$ 31,471	\$ 73,600	\$ -	\$ 105,071	\$ 1,000	\$ 75,000	\$ 29,071
Emerald Pkwy Phase 5 TIF	\$ 22,107	\$ -	\$ -	\$ 22,107	\$ -	\$ -	\$ 22,107
Emerald Pkwy Phase 8 TIF	\$ 1,017,682	\$ -	\$ -	\$ 1,017,682	\$ -	\$ 481,500	\$ 536,182
Perimeter Loop TIF	\$ 18,167	\$ 36,000	\$ -	\$ 54,167	\$ 600	\$ 30,000	\$ 23,567
Tartan West TIF Fund	\$ 3,134,293	\$ 1,149,845	\$ -	\$ 4,284,138	\$ 206,550	\$ 850,000	\$ 3,227,588
Shamrock Blvd. TIF Fund	\$ 113,484	\$ 50,000	\$ -	\$ 163,484	\$ 750	\$ 50,000	\$ 112,734
River Ridge TIF Fund	\$ 863,991	\$ 96,000	\$ -	\$ 959,991	\$ 1,250	\$ 135,300	\$ 823,441
Lifetime Fitness TIF	\$ 530,309	\$ 134,700	\$ -	\$ 665,009	\$ 1,750	\$ -	\$ 663,259
COIC Improvement Fund	\$ 115,487	\$ -	\$ -	\$ 115,487	\$ -	\$ -	\$ 115,487
Ireland Place TIF	\$ 12,814	\$ 3,000	\$ -	\$ 15,814	\$ 200	\$ 2,000	\$ 13,614
Shier Rings Road TIF	\$ 15,363	\$ 7,000	\$ -	\$ 22,363	\$ 250	\$ -	\$ 22,113
Shamrock Crossing TIF	\$ 402,500	\$ 280,000	\$ -	\$ 682,500	\$ 4,000	\$ 375,000	\$ 303,500
Bridge and High TIF	\$ 370,359	\$ 113,000	\$ -	\$ 483,359	\$ 1,500	\$ 150,000	\$ 331,859
Dublin Methodist Hospital TIF	\$ 722,109	\$ 250,000	\$ -	\$ 972,109	\$ 3,100	\$ -	\$ 969,009
Kroger Centre TIF	\$ 305,300	\$ 242,000	\$ -	\$ 547,300	\$ 4,000	\$ -	\$ 543,300
Frantz/Dublin Road TIF	\$ 14,526	\$ -	\$ -	\$ 14,526	\$ -	\$ -	\$ 14,526
Delta Energy TIF	\$ 40,075	\$ -	\$ -	\$ 40,075	\$ 600	\$ 20,000	\$ 19,475
Bridge Street TIF	\$ 478,355	\$ -	\$ 1,536,965	\$ 2,015,320	\$ 1,536,965	\$ -	\$ 478,355
Vrable TIF	\$ 864,299	\$ 475,000	\$ -	\$ 1,339,299	\$ 6,000	\$ 495,100	\$ 838,199
West Innovation TIF	\$ 2,291,606	\$ 575,000	\$ -	\$ 2,866,606	\$ 1,752,000	\$ -	\$ 1,114,606
Ohio University TIF	\$ 13,844	\$ -	\$ -	\$ 13,844	\$ -	\$ -	\$ 13,844
Tuller TIF	\$ 487,935	\$ 1,200,000	\$ -	\$ 1,687,935	\$ 165,000	\$ 630,300	\$ 892,635
Nestle TIF	\$ 178,879	\$ 27,000	\$ -	\$ 205,879	\$ 2,000	\$ -	\$ 203,879
Bridge Park Blocks B and C TIF	\$ 728,509	\$ 2,132,350	\$ -	\$ 2,860,859	\$ 45,500	\$ 2,419,800	\$ 395,559
Innovation TIF	\$ 126,255	\$ 65,000	\$ -	\$ 191,255	\$ 101,000	\$ -	\$ 90,255
Riviera TIF	\$ 196,368	\$ 200,000	\$ -	\$ 396,368	\$ -	\$ -	\$ 396,368
Penzone TIF	\$ 70,259	\$ 95,000	\$ -	\$ 165,259	\$ 1,500	\$ 30,000	\$ 133,759
H2 Hotel TIF	\$ 259,474	\$ 280,000	\$ -	\$ 539,474	\$ 5,000	\$ 250,000	\$ 284,474
Bridge Park Block Z TIF	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -
Bridge Park Block A TIF	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ 600,000	\$ -	\$ -
Bridge Park Incentive District TIF	\$ -	\$ 69,550	\$ -	\$ 69,550	\$ 69,550	\$ -	\$ -
The Corners TIF	\$ 1,600,000	\$ -	\$ 250,000	\$ 1,850,000	\$ 1,829,500	\$ -	\$ 20,500
<b>PERMENENT IMPROVEMENT FUNDS</b>							
Cemetery Perpetual Care	\$ 1,524,896	\$ 30,000	\$ -	\$ 1,554,896	\$ -	\$ -	\$ 1,554,896



## SUMMARY FOR ALL FUNDS

Fund	1/1/2021 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2021 Unencumbered Balance
<b>ENTERPRISE FUNDS</b>							
Water	\$ 11,457,244	\$ 1,177,500	\$ -	\$ 12,634,744	\$ 1,641,555	\$ -	\$ 10,993,189
Sewer	\$ 5,081,526	\$ 2,510,000	\$ 350,000	\$ 7,941,526	\$ 3,782,145	\$ -	\$ 4,159,381
Sewer Construction Fund	\$ 4,059,452	\$ 1,865,000	\$ -	\$ 5,924,452	\$ 5,440,000	\$ -	\$ 484,452
Merchandising	\$ 34,038	\$ -	\$ -	\$ 34,038	\$ -	\$ -	\$ 34,038
<b>INTERNAL SERVICE FUNDS</b>							
Employee Benefits Self-Insurance	\$ 2,863,531	\$ 9,520,900	\$ -	\$ 12,384,431	\$ 9,426,570	\$ -	\$ 2,957,861
Workers' Compensation Self-Insurance	\$ 222,194	\$ 101,000	\$ -	\$ 323,194	\$ 314,358	\$ -	\$ 8,836
<b>FIDUCIARY FUNDS</b>							
Trust and Agency	\$ 164,409	\$ 2,939,450	\$ -	\$ 3,103,859	\$ 2,917,350	\$ -	\$ 186,509
Convention and Visitor's Bureau	\$ 187,194	\$ 600,000	\$ -	\$ 787,194	\$ 600,000	\$ -	\$ 187,194
COIRS	\$ 698,607	\$ 333,600	\$ -	\$ 1,032,207	\$ 317,500	\$ -	\$ 714,707
PACE	\$ -	\$ 1,470,955	\$ -	\$ 1,470,955	\$ 1,470,955	\$ -	\$ -
<b>Totals</b>	<b>\$ 148,423,471</b>	<b>\$ 162,880,184</b>	<b>\$ 50,084,155</b>	<b>\$ 361,387,810</b>	<b>\$ 197,223,904</b>	<b>\$ 50,084,155</b>	<b>\$ 114,079,751</b>

## **REVENUE PROJECTIONS**



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## REVENUE PROJECTIONS FOR 2021

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.

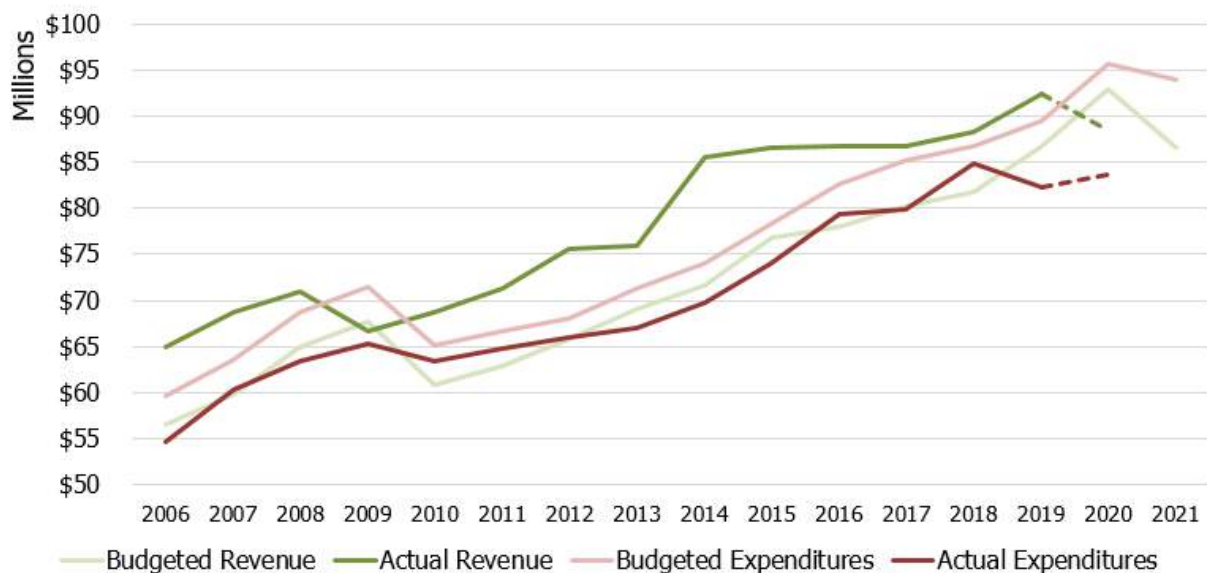
As part of the City's budget philosophy, as reflected in the Financial Management Policies section of the budget document, revenue will be estimated using a conservative, objective and analytical approach. This philosophy is predicated on the fact the City has limited control over revenues. It is better 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.

Due to the economic impact of COVID-19, the City is estimating ending the year at or below the original budget estimate for the first time since the 2009 recession. However, the City's administration is cautiously optimistic with regard to income tax receipts for 2021 barring any significant downward movement or a negative announcement with any of our Dublin businesses. Fiscal challenges are expected to be faced in 2021 in the areas of recreation services and community events due to the unknown future COVID-19 health guidelines and impacts on the economy.

### Total Operating Revenues

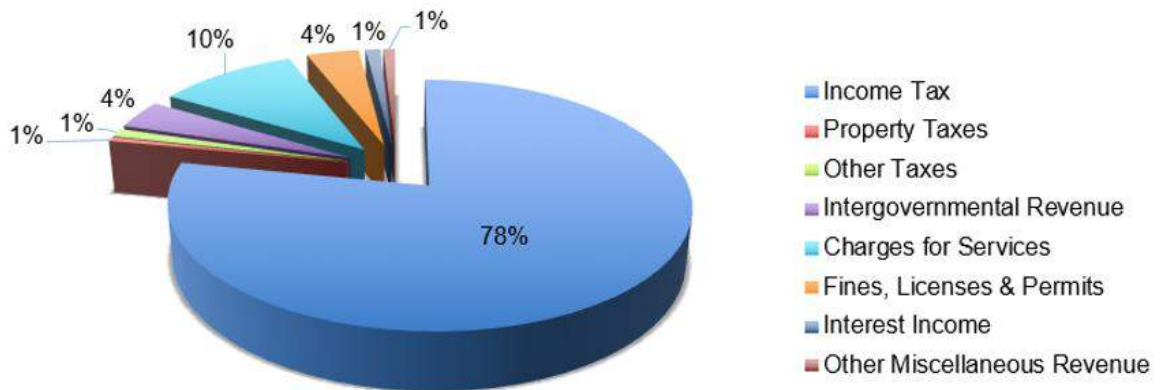




As seen in the following chart, income tax collections make up the largest piece of the pie totaling a projected \$67,633,918 allocated to the General Fund. The 2021 total projected operating revenue totals \$86.5m, with revenue from other sources projected to total \$18,904,077.

Operating Revenue 2021 = \$86,537,995

Represents a 6.8% decrease as compared to the 2020 Operating Budget



This section provides projections for the key revenue sources of the City for 2021. The information provides **actual information for 2016 through 2019, estimates for 2020, and projections for 2021 and 2022.**

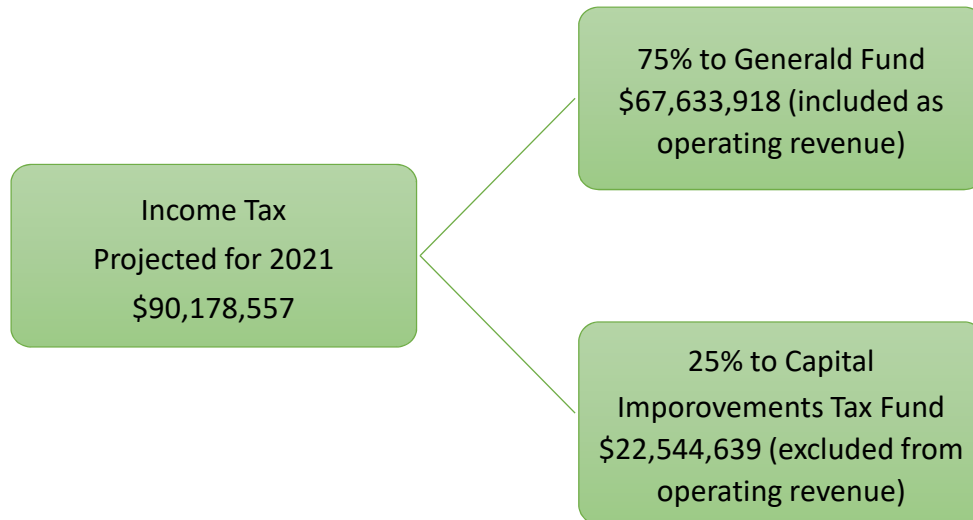
### General Fund

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 2021****Income Taxes (General Fund Collections)**

2016	\$67,485,222
2017	65,630,150
2018	66,090,159
2019	70,011,955
2020	66,964,275
2021	67,633,918
2022	68,310,257

Income tax revenues are the City's largest revenue source. In 2021, income tax revenues are estimated to comprise approximately 92% of General Fund operating revenues (not including transfers/advances). Total income tax collections for 2021 in both the General Fund and the Capital Improvements Tax Fund is projected to be \$90,178,557 which represents 55% of all revenues projected for 2021 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. 2021 income tax collections are projected to increase 1% annually for years 2021 through 2025. These estimates are consistent with projections utilized in the 2021 – 2025 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.



**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	287,843
2020	256,262
2021	250,262
2022	250,200

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	3,866,752
2020	3,014,400
2021	2,922,400
2022	2,922,400

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.

**Other General Fund Revenue**

Annually, the City collects approximately \$1.1m from other charges for services in the General Fund such as court collections, sale of fuel and CNG to the Dublin City School District and Washington



Township, and rental income.

### Special Revenue Funds

#### **Motor Vehicle License (MVL) Taxes and Gasoline Taxes**

2016	\$1,866,982
2017	1,874,512
2018	1,904,851
2019	1,925,786
2020	2,689,100
2021	2,689,100
2022	2,690,000

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 has afforded the City the opportunity to transfer funding from MVL and gas tax collections to the assist with capital improvement roadway projects.

#### **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	3,879,413
2020 (original)	3,900,400
2020 (revised)*	1,175,400
2021	2,004,775
2022	3,000,000

\*Recreation services has been one of the City's hardest hit areas during the COVID-19 pandemic due to extended facility closures, loss of rental fees, decreased class and camp participation, and state restrictions on athletic facilities.

#### **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 17 hotels/motels. As part of the 2016 Operating Budget, Dublin City Council approved an increase to the percentage of bed tax revenues that the Visit Dublin Ohio (previously



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 visitor's bureau.

2016	\$2,047,945
2017	2,078,248
2018	2,217,172
2019	2,366,908
2020 (original)	2,400,000
2020 (revised)*	853,500
2021	960,000
2022	1,400,000

\*The hotel industry has been heavily impacted by the COVID-19 pandemic. Travel and hotel stays are not expected to fully recover until 2023.

Typically, the City, the visitor's bureau, 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 is the primary public safety dispatch center for the City of Dublin, City of Hilliard and City of 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 joined in mid-2020. The dispatching center is managed by the City of Dublin at an on-site facility inside the Dublin Justice Center.

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	3,500,000
2022	3,700,000

**Other Special Revenue Fund Revenue**

Annually, the City collects other charges for services from the City's two outdoor municipal swimming pool facilities, safety collections such as false alarm response fees and abandoned vehicle fees, wireless 9-1-1 collections and interest income.

**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	23,337,321
2020	22,321,425
2021	22,544,639
2022	22,770,009

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 (Real Estate Taxes)**

2016	\$3,194,679
2017	3,239,582
2018	3,541,493
2019	3,531,233
2020	3,475,150
2021	3,475,150
2022	3,475,150

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 2021 – 2025 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.

**Other Capital Improvements Fund Revenue**

Other revenue allocated to capital improvements funds is interest income, developer contributions, sale of capital assets, and service payments in lieu of real property taxes from Tax Increment Financing Funds.

**Enterprise Funds****Water and Sanitary Sewer Surcharges**

2016	\$2,802,846
2017	2,676,266
2018	2,973,011
2019	2,920,782
2020	2,455,000
2021	2,455,000
2022	2,500,000

The user fees provide the funding for ongoing maintenance of the water and sewer systems. It has become apparent that due to the extensive capital needs, particularly in the sewer system, the water and sewer surcharges need to be monitored to ensure the rates established in the long term are sufficient to fund the future operational and capital needs of both systems. Increasing maintenance needs within the sewer system have necessitated an increase in the surcharge. After review and analysis of both the Water and Sewer Funds, a 3% fee increase was approved by City Council for 2021.

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

2016	\$2,008,393
2017	1,542,532
2018	1,281,411
2019	821,488
2020	975,000
2021	975,000
2022	980,000

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 2020 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.

**Other Water and Sewer Fund Revenue**

Other revenue collected in the Water and Sewer Funds is fees for fire hydrant permits, interest income, and sale of capital assets.

**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 2021, the year will end with a fund balance of 55.8%. This percentage is \$5 million in excess of the City's 50% reserve policy. The significant component of the decrease in balance is due to planned \$6.0 million capital expenditures planned for 2021.

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 (approximately 17%). The City's Fund Balance far exceeds this recommendation.

**General Fund Balance**

Year	Year-End Balance	Expenditures	Percent
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	85.5%
2017	\$60,125,537	\$69,831,134	86.1%
2018	\$57,212,737	\$76,806,088	74.4%
2019	\$49,645,656	\$84,959,378	58.4%
2020 Estimate	\$64,524,305	\$76,034,664	84.9%
2021 Estimate	\$48,965,590	\$87,699,330	55.8%
2021 Estimate (No CIP)	\$55,365,590	\$81,579,330	67.9%

*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 Actual	2020 Estimate	2021 Budget
GENERAL FUND	\$ 85,654,347	\$ 104,629,432	\$ 94,498,288	\$ 78,792,297	\$ 92,313,313	\$ 73,677,580
<b>SPECIAL REVENUE FUNDS</b>						
Street Maintenance and Repair	3,238,402	2,541,027	3,274,228	4,394,954	4,790,000	4,540,000
State Highway Improvements	141,950	140,588	142,864	165,052	206,100	206,100
Recreation	7,298,600	6,612,477	7,626,922	7,629,413	6,175,400	8,004,775
Swimming Pool	831,699	861,413	798,118	919,693	588,000	955,000
Permissive Tax	2,914,706	121,302	126,373	125,332	120,000	120,000
Hotel/Motel Tax	4,343,528	4,563,498	4,714,868	4,907,315	1,000,000	4,811,500
Safety	12,882,342	13,010,158	15,268,193	15,450,378	17,796,212	17,900,300
Law Enforcement Trust	232	67,240	3,009	64,388	700	700
Mandatory Drug Fine	30	40	54	63	40	40
Wireless 9-1-1 System	135,244	439,777	143,302	144,628	140,000	140,000
Enforcement and Education	1,935	2,132	3,430	3,635	1,000	1,000
Mayor's Court Computer	25,145	24,364	21,097	18,016	18,500	18,500
Cemetery	162,556	129,503	173,366	203,871	227,500	227,500
Accrued Leave Reserves	146,272	184,371	96,703	283,867	353,000	489,250
Rings Unitrust	-	150,000	150,000	150,000	-	-
Coronavirus Relief Fund	-	-	-	-	3,000,000	-
<b>DEBT SERVICE FUNDS</b>						
General Obligation Bond Retirement	9,129,367	12,544,789	14,192,082	13,930,498	15,980,605	12,500,390
Economic Development Bond Retirement	215,140	1,003,345	1,690,908	2,070,906	2,071,160	2,069,800
Special Assessment Bond Retirement	897	804	1,789	3,231	-	-
1992 Special Assessment Bond Retirement	17	7	-	-	-	-
2001 Special Assessment Bond Retirement	124,720	119,767	111,406	107,249	110,000	105,000
<b>CAPITAL PROJECTS FUNDS</b>						
Capital Improvements Tax	26,921,306	32,239,915	34,485,240	30,882,775	34,146,862	43,857,139
Parkland Acquisition	763,262	770,738	845,545	845,428	819,650	819,650
Capital Improvement Construction	20,856,867	59,007,076	42,710,029	14,399,371	20,200,000	5,900,000
Recreation Capital Improvement	-	-	-	-	-	-
Woerner-Temple TIF	439,984	509,785	475,785	470,741	170,700	170,700
Ruscilli TIF	256,842	501,251	515,821	521,477	697,000	555,000
Pizzuti TIF	218,242	218,743	166,836	269,464	205,000	220,000
Thomas/Kohler TIF	646,833	613,343	759,258	733,359	496,000	740,000
McKittrick TIF	1,687,804	1,144,647	870,190	816,832	835,000	800,000
Perimeter Center TIF	506,398	524,687	529,496	547,441	505,000	505,000
Rings Road TIF	210,102	311,959	315,771	315,689	310,000	310,000
Perimeter West TIF	1,422,809	1,725,746	1,718,929	1,231,082	1,400,000	1,400,000
Upper Metro Place TIF	18,842,006	6,627,058	2,198,236	1,570,172	547,200	530,000
Rings/Frantz TIF	418,681	418,934	440,846	397,758	397,800	400,000
Historic Dublin Parking TIF	68,601	68,661	69,759	73,623	73,600	73,600
Emerald Pkwy Phase 8 TIF	-	-	-	-	-	-
Perimeter Loop TIF	36,527	36,306	36,443	36,434	36,000	36,000
Tartan West TIF Fund	910,076	1,420,959	1,152,412	1,161,825	1,235,900	1,149,845
Shamrock Boulevard TIF Fund	48,523	47,247	53,652	53,638	50,000	50,000
River Ridge TIF	97,063	97,029	96,844	96,819	96,000	96,000
Lifetime Fitness TIF	1,203,778	141,934	134,762	134,727	134,700	134,700
COIC Improvement Fund	-	-	-	-	-	-
Irelan Place TIF	4,202	4,204	12,596	6,652	12,000	3,000
Shier Rings Road TIF	13,040	19,963	9,592	6,712	9,500	7,000
Shamrock Crossing TIF Fund	193,420	334,404	280,670	235,610	280,000	280,000
Bridge and High TIF Fund	113,764	113,862	106,675	112,586	113,000	113,000
Dublin Methodist Hospital TIF Fund	151,848	75,970	238,487	162,062	150,000	250,000
Kroger Centre TIF	297,641	247,832	252,356	251,963	242,000	242,000
Frantz/Dublin Road TIF	200,000	-	-	-	-	-
Delta Energy TIF	34,400	34,420	24,487	24,481	24,480	-
Bridge Street TIF	5,000,000	1,928,296	1,758,406	1,800,000	1,400,000	1,536,965
Vrable TIF	2,776,813	495,043	459,101	484,536	450,000	475,000
West Innovation TIF	1,753,282	294,666	483,283	902,487	587,925	575,000





## Revenue Comparisons - All Funds

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Budget
Ohio University TIF	168,000	-	-	-	-	-
Tuller TIF	14,220,000	2,321,842	-	931,222	950,000	1,200,000
Nestle TIF	39,987	40,712	25,972	28,197	27,000	27,000
Bridge Park Blocks B & C TIF	-	-	830,831	3,530,180	2,055,198	2,132,350
Innovation TIF	4	84,077	32,159	94,759	80,000	65,000
Riviera TIF	9,000	17,200	2,300,000	100,000	-	200,000
Penzone TIF	-	-	-	34,094	97,000	95,000
H2 Hotel TIF	-	-	-	404,048	280,000	280,000
Bridge Park TIF Block Z	-	-	-	119,119	151,000	150,000
Bridge Park TIF Block A	-	-	-	579,308	600,000	600,000
Bridge Park Incentive District	-	-	-	32,534	70,000	69,550
The Corners TIF	-	-	-	-	-	250,000
<b>PERMANENT FUNDS</b>						
Cemetery Perpetual Care	67,167	42,039	44,231	55,509	30,000	30,000
<b>ENTERPRISE FUNDS</b>						
Water	1,933,691	1,706,762	1,602,592	2,384,936	1,222,500	1,177,500
Water Tower Construction Fund	-	-	-	-	-	-
Sewer	3,092,782	3,512,677	4,393,371	2,871,185	3,201,000	2,860,000
Sewer Construction Fund	1,449	1,380,000	1,358,543	1,525,819	6,015,000	1,865,000
Merchandising	3,241	562	-	-	-	-
<b>INTERNAL SERVICE FUNDS</b>						
Employee Benefits Self-Insurance	6,984,960	7,606,049	8,345,270	7,492,624	8,772,381	9,520,900
Worker's Compensation	107,207	5,613	5,083	202,599	201,000	101,000
<b>FIDUCIARY FUNDS</b>						
Convention and Visitors' Bureau	1,077,644	1,119,057	1,193,862	1,274,489	1,295,000	600,000
Other Agency	1,513,265	3,359,234	1,885,496	1,375,680	2,889,200	2,939,450
COIRS	238,261	1,021,316	330,625	336,112	326,100	333,600
Property Assessed Clean Energy (PACE)	-	-	52,805	131,977	254,745	1,470,955
<b>SUBTOTAL</b>	<b>242,797,897</b>	<b>279,337,849</b>	<b>256,639,349</b>	<b>211,414,922</b>	<b>239,033,971</b>	<b>212,964,339</b>
Less:						
Transfers & Advances	(74,149,184)	(96,502,278)	(84,155,455)	(57,974,759)	(62,531,702)	(50,084,155)
<b>TOTAL REVENUE</b>	<b>\$168,648,713</b>	<b>\$182,835,571</b>	<b>\$172,483,894</b>	<b>\$153,440,163</b>	<b>\$176,502,269</b>	<b>\$162,880,184</b>



## Revenue Comparison - General Fund

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Budget
<b>TAXES</b>						
Income Taxes	\$ 67,485,222	\$ 65,630,150	\$ 66,090,159	\$ 70,011,955	\$ 66,964,275	\$ 67,633,918
<b>INTERGOVERNMENTAL REVENUE</b>						
Local Government	322,332	293,943	232,870	356,917	458,638	405,262
Estate Taxes	369	-	-	-	-	-
Cigarette Taxes	448	535	522	567	500	500
Liquor and Beer Permits	63,866	68,334	75,177	78,189	70,000	70,000
Grants-State & Federal	548	-	47,897	41,269	-	-
Other	11,870	7,336	8,756	7,844	10,000	10,000
<b>CHARGES FOR SERVICES</b>						
General Fees and Charges	75,567	201,122	306,132	209,907	107,500	107,500
Sale of Fuel	687,533	980,740	850,949	795,178	950,000	775,000
Vehicle Maintenance Services	59,515	86,099	30,447	29,290	25,000	25,000
<b>FINES, LICENSES AND PERMITS</b>						
Fines and Forfeitures	359,450	324,052	304,210	261,705	310,000	250,000
Licenses and Permits	3,736,117	3,969,229	3,979,485	3,866,752	3,014,400	2,922,400
<b>OTHER REVENUES</b>						
Interest Income	609,639	812,125	941,042	1,371,825	1,100,000	900,000
Other	568,445	477,267	606,740	375,901	3,603,000	388,000
<b>NONOPERATING REVENUE</b>						
Transfers/Advances	11,673,427	31,778,500	21,023,902	1,385,000	15,700,000	190,000
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 85,654,347</b>	<b>\$ 104,629,432</b>	<b>\$ 94,498,288</b>	<b>\$ 78,792,297</b>	<b>\$ 92,313,313</b>	<b>\$ 73,677,580</b>



## Recap of 2021 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b>GENERAL FUND</b>				
City Council/Boards & Commissions	\$ 890,525			
City Manager	1,782,255			
Miscellaneous	870,970			
Human Resources	2,180,780			
Communications and Public Information	1,935,035			
Legal Services	1,950,000			
Information Technology	4,734,910			
Performance Analytics	960,570			
Court Services	417,290			
Records Management	179,260			
Finance				
Office of the Director	1,772,540			
Transfers/Advances	31,361,965			
Miscellaneous	664,900			
Taxation	3,798,640			
Development				
Office of the Director	-			
Planning	2,519,115			
Economic Development	4,551,995			
Building Standards	1,955,245			
Public Works				
Office of the Deputy City Manager	1,932,190			
Solid Waste Management	4,325,465			
Fleet Management	3,446,345			
Engineering	2,947,040			
Transportation and Mobility	1,965,040			
Miscellaneous	373,500			
Facilities Management	2,881,480			
Parks and Recreation				
Office of the Director	-			
Park and Grounds Operations	5,785,530			
Horticulture	1,397,760			
Forestry	1,102,035			
Outreach and Engagement	553,915	89,236,295	<b>89,236,295</b>	
<b>SPECIAL REVENUE FUNDS</b>				
Street Maintenance and Repair Fund				
Public Service				
Street Operations	3,511,135			
Transportation and Mobility	328,125			
Transfers/Advances	693,750	4,533,010		
State Highway Improvements Fund				
Transfers/Advances	181,250			
Transportation and Mobility	31,000	212,250		
Recreation Fund				
Community Recreation Center - Facilities	1,266,680			
Recreation	2,713,985			
Community Recreation Center (DCRC)	3,827,120			
Community Events - Recreation	160,115			
Transfers/Advances	189,105	8,157,005		
Swimming Pool Fund				
Dublin Municipal Pools	1,087,690			
Transfers/Advances	35,895	1,123,585		
Permissive Tax Fund	200,000	200,000		
Hotel/Motel Tax Fund				
Public Works	150,110			
Events Administration	3,788,742			
Finance	1,026,441			
Transfers/Advances	-	4,965,293		
Safety Fund				
Finance Misc - Contractual Service	18,000			
Police	13,771,087			
Communication	4,523,541	18,312,628		



## Recap of 2021 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b>SPECIAL REVENUE FUNDS (Continued)</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	2,450	2,450		
Mayor's Court Computer Fund Court Services	13,375	13,375		
Cemetery Fund Cemetery	211,150	211,150		
Accrued Leave Reserve Fund Finance	474,250	474,250		
			<b>38,338,816</b>	
<b>DEBT SERVICE FUNDS</b>				
General Obligation Debt Service Fund		14,112,500		
Economic Development Bond Retirement		2,069,800		
Special Assessment Bond Retirement Fund		84,310		
			<b>16,266,610</b>	
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements Tax Fund		41,261,500		
Transfers/Advances		5,713,050		
Parkland Acquisition Fund		761,650		
Capital Construction Fund		5,700,000		
TIF Funds		24,119,705		
			<b>77,555,905</b>	
<b>ENTERPRISE FUNDS</b>				
Water Fund				
Finance	293,200			
Engineering	1,348,355			
		1,641,555		
Sewer Fund				
Finance	1,455,605			
Engineering	2,326,540			
		3,782,145		
Sewer Construction Fund		5,440,000		
			<b>10,863,700</b>	
<b>INTERNAL SERVICE FUNDS</b>				
Employee Benefits Self-Insurance Fund		9,426,570		
Workers' Comp. Self-Insurance Fund		314,358		
			<b>9,740,928</b>	
<b>TRUST AND AGENCY FUNDS</b>				
Agency Fund		2,917,350		
Visit Dublin Ohio (Convention & Visitors' Bureau Fund)		600,000		
COIRS		317,500		
PACE		1,470,955		
			<b>5,305,805</b>	
			<b>\$ 247,308,059</b>	
<b>RECAP:</b>				
Total Amount Budgeted	247,308,059			
Less:				
Transfers / Advances	(50,084,155)			
Total Expenditures	\$ 197,223,904			



## Expenditure and Budget Summary - General Fund

	2018 Actual	2019 Actual	2020 Original Budget	2021 Budget
<b>GENERAL FUND</b>				
City Council	\$ 656,082	\$ 675,333	\$ 730,290	\$ 848,875
Boards & Commissions	11,623	27,293	41,475	41,650
City Manager	1,199,147	1,153,262	1,186,345	1,782,255
Miscellaneous	6,779,708	2,096,049	2,191,965	870,970
Human Resources	1,815,252	1,861,327	2,020,960	2,180,780
Communications and Public Information	1,650,305	1,684,290	1,880,190	1,935,035
Legal Services	1,814,093	1,455,102	1,950,000	1,950,000
Information Technology	4,702,984	4,718,844	5,494,880	4,734,910
Performance Analytics	-	-	-	960,570
Court Services	364,682	368,540	408,295	417,290
Records Management	152,332	150,946	169,805	179,260
Finance				
Office of the Director	1,572,611	1,578,567	1,701,100	1,772,540
Transfers/Advances	43,798,050	36,015,000	19,810,000	31,361,965
Miscellaneous	498,201	932,849	981,040	664,900
Taxation	3,691,747	3,334,493	3,863,630	3,798,640
Development				
Office of the Director	298,225	305,956	320,895	-
Planning	2,091,509	1,786,672	2,426,580	2,519,115
Economic Development	2,575,362	2,852,861	3,467,870	4,551,995
Building Standards	1,701,536	1,823,996	1,925,150	1,955,245
Public Works				
Office of the Deputy City Manager	603,109	656,630	820,200	1,932,190
Solid Waste Management	3,180,563	3,303,457	3,542,030	4,325,465
Fleet Management	2,883,022	2,772,392	3,445,425	3,446,345
Engineering	3,199,929	2,995,852	3,926,970	2,947,040
Transportation and Mobility	-	-	-	1,965,040
Miscellaneous	209,488	252,141	360,000	373,500
Facilities Management	2,498,991	2,488,671	2,919,340	2,881,480
Parks and Recreation				
Office of the Director	430,233	1,616,353	1,861,145	-
Park and Grounds Operations	5,254,813	4,232,737	4,586,750	5,785,530
Horticulture	1,120,693	1,115,705	1,255,010	1,397,760
Forestry	867,722	816,961	1,048,145	1,102,035
Outreach and Engagement	323,845	345,528	379,070	553,915
	<b>\$ 95,945,857</b>	<b>\$ 83,417,807</b>	<b>\$ 74,714,555</b>	<b>\$ 89,236,295</b>



**Revenue and Expenditure Summary**  
**(Excludes Tax Increment Financing (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	\$ 67,633,918	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	485,762	2,483,000	206,100	-	-
Charges for services	907,500	35,500	-	27,000	1,997,150
Fines, licenses and permits	3,172,400	-	-	-	-
Interest income	900,000	20,000	-	500	5,000
Miscellaneous	388,000	1,500	-	-	2,625
<b>Total estimated revenues</b>	<b>\$ 73,487,580</b>	<b>\$ 2,540,000</b>	<b>\$ 206,100</b>	<b>\$ 27,500</b>	<b>\$ 2,004,775</b>
<b>Estimated expenditures:</b>					
Personal services	28,107,540	2,318,005	-	151,550	5,358,115
Other expenses	29,464,305	1,503,455	31,000	44,600	2,561,135
Capital outlay	302,485	17,800	-	15,000	48,650
<b>Total estimated expenditures</b>	<b>\$ 57,874,330</b>	<b>\$ 3,839,260</b>	<b>\$ 31,000</b>	<b>\$ 211,150</b>	<b>\$ 7,967,900</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 15,613,250</b>	<b>\$ (1,299,260)</b>	<b>\$ 175,100</b>	<b>\$ (183,650)</b>	<b>\$ (5,963,125)</b>
<b>Other financing sources (uses):</b>					
Transfers in	190,000	2,000,000	-	200,000	6,000,000
Transfers out	(29,825,000)	(693,750)	(81,250)	-	(189,105)
Advances in	-	-	-	-	-
Advances out	(1,536,965)	-	(100,000)	-	-
<b>Total other financing sources (uses)</b>	<b>\$ (31,171,965)</b>	<b>\$ 1,306,250</b>	<b>\$ (181,250)</b>	<b>\$ 200,000</b>	<b>\$ 5,810,895</b>
<b>Net change in fund balance</b>	<b>\$ (15,558,715)</b>	<b>\$ 6,990</b>	<b>\$ (6,150)</b>	<b>\$ 16,350</b>	<b>\$ (152,230)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 64,524,305</b>	<b>\$ 2,435,671</b>	<b>\$ 527,542</b>	<b>\$ 75,475</b>	<b>\$ 1,178,367</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 48,965,590</b>	<b>\$ 2,442,661</b>	<b>\$ 521,392</b>	<b>\$ 91,825</b>	<b>\$ 1,026,137</b>
<b>Percentage Change in Fund Balance</b>	-24.11% (Note 1)	0%	-1%	22% (Note 2)	-13% (Note 3)

**Notes - Changes in Fund Balances:**

- 1 - Projected decrease in fund balance is due to conservative revenue estimates resulting from impacts of the COVID-19 pandemic, along with increased operating transfers for the Recreation Fund and the Hotel/Motel Tax Fund which have been adversely impacted by the pandemic. Fund balance decrease also due to a \$6.0 million transfer to Capital Improvement Fund.
- 2 - Projected increase in fund balance is due to making increased operating transfers to the Fund in 2020.
- 3 - Projected decrease in fund balance is due to impacts of the COVID-19 pandemic and restrictions on usage of the facility and programs that most likely will continue into 2021.



**Revenue and Expenditure Summary**  
**(Excludes Tax Increment Financing (TIF) Funds and Construction Funds)**

<b>Fund</b>	<b>Safety</b>	<b>Swimming Pool</b>	<b>Permissive Tax</b>	<b>Hotel/Motel Tax</b>	<b>Enforcement &amp; Education</b>
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	458,300	-	-	-	-
Hotel/Motel taxes	-	-	-	960,000	-
Intergovernmental revenue	60,000	-	100,000	-	-
Charges for services	3,797,000	480,000	-	1,730,500	-
Fines, licenses and permits	-	-	-	216,000	-
Interest income	5,000	-	20,000	25,000	1,000
Miscellaneous	-	-	-	380,000	-
<b>Total estimated revenues</b>	<b>\$ 4,320,300</b>	<b>\$ 480,000</b>	<b>\$ 120,000</b>	<b>\$ 3,311,500</b>	<b>\$ 1,000</b>
<b>Estimated expenditures:</b>					
Personal services	17,728,608	646,015	-	930,230	2,450
Other expenses	560,395	344,765	-	3,943,063	-
Capital outlay	23,625	96,910	-	92,000	-
<b>Total estimated expenditures</b>	<b>\$ 18,312,628</b>	<b>\$ 1,087,690</b>	<b>\$ -</b>	<b>\$ 4,965,293</b>	<b>\$ 2,450</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (13,992,328)</b>	<b>\$ (607,690)</b>	<b>\$ 120,000</b>	<b>\$ (1,653,793)</b>	<b>\$ (1,450)</b>
<b>Other financing sources (uses):</b>					
Transfers in	13,580,000	475,000	-	1,500,000	-
Transfers out	-	(35,895)	-	-	-
Advances in	-	-	-	-	-
Advances out	-	-	(200,000)	-	-
<b>Total other financing sources (uses)</b>	<b>\$ 13,580,000</b>	<b>\$ 439,105</b>	<b>\$ (200,000)</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (412,328)</b>	<b>\$ (168,585)</b>	<b>\$ (80,000)</b>	<b>\$ (153,793)</b>	<b>\$ (1,450)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 2,383,264</b>	<b>\$ 255,007</b>	<b>\$ 291,477</b>	<b>\$ 2,753,927</b>	<b>\$ 66,833</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 1,970,936</b>	<b>\$ 86,422</b>	<b>\$ 211,477</b>	<b>\$ 2,600,134</b>	<b>\$ 65,383</b>
<b>Percentage Change in Fund Balance</b>	-17% (Note 4)	-66% (Note 5)	-27% (Note 6)	-6% (Note 7)	-2%

**Notes - Changes in Fund Balances:**

- 4 - Projected decrease in fund balance is due to increases in personal service costs (contract negotiations).
- 5 - The City's North Pool is being renovated in 2020, and will re-open for the 2021 season. Although pool fees will increase slightly due to the improvements made at the North Pool, it is difficult to predict how the impact of the COVID-19 pandemic will affect pool attendance. Subsequently, a conservative approach was taken in estimating revenue for the season and the operating transfer amount from the General Fund was increased. Expenses to operate the new facility are expected to increase.
- 6 - Projected decrease in fund balance is due to anticipated decrease in permissive tax collections due to the COVID-19 pandemic (this is a motor vehicle license tax).
- 7 - The hotel industry has been greatly impacted by the COVID-19 pandemic. Recovery through 2021 is expected to be slow.



**Revenue and Expenditure Summary**  
(Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

<b>Fund</b>	<b>Law Enforcement Trust</b>	<b>Mandatory Drug Fine</b>	<b>Mayor's Court Computer</b>	<b>Accrued Leave</b>	<b>Rings Unitrust</b>
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-
Charges for services	-	-	-	484,250	-
Fines, licenses and permits	-	-	18,000	-	-
Interest income	700	40	500	5,000	-
Miscellaneous	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 700</b>	<b>\$ 40</b>	<b>\$ 18,500</b>	<b>\$ 489,250</b>	<b>\$ -</b>
<b>Estimated expenditures:</b>					
Personal services	-	-	875	474,250	-
Other expenses	-	-	4,500	-	-
Capital outlay	7,000	-	8,000	-	-
<b>Total estimated expenditures</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ 13,375</b>	<b>\$ 474,250</b>	<b>\$ -</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (6,300)</b>	<b>\$ 40</b>	<b>\$ 5,125</b>	<b>\$ 15,000</b>	<b>\$ -</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>Net change in fund balance</b>	<b>\$ (6,300)</b>	<b>\$ 40</b>	<b>\$ 5,125</b>	<b>\$ 15,000</b>	<b>\$ -</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 100,808</b>	<b>\$ 2,782</b>	<b>\$ 58,587</b>	<b>\$ 76,609</b>	<b>\$ 450,000</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 94,508</b>	<b>\$ 2,822</b>	<b>\$ 63,712</b>	<b>\$ 91,609</b>	<b>\$ 450,000</b>
<b>Percentage Change in Fund Balance</b>	<b>-6%</b>	<b>1%</b>	<b>9%</b>	<b>20%</b> (Note 8)	<b>0%</b>

**Notes - Changes in Fund Balances:**

8 - The accrued leave calculation was re-evaluated for 2021, and the percentage allocated was increased.



**Revenue and Expenditure Summary**  
**(Excludes Tax Increment Financing (TIF) Funds and Construction Funds)**

<b>Fund</b>	<b>Wireless 911</b>	<b>Debt Service</b>	<b>Capital Improvements</b>	<b>Parkland Acquisition</b>	<b>Cemetery Perpetual Care</b>
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ 22,544,639	\$ -	\$ -
Property taxes	-	-	2,781,500	693,650	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	130,000	-	3,449,000	126,000	-
Charges for services	-	-	-	-	-
Fines, licenses and permits	-	-	-	-	-
Interest income	10,000	50,000	400,000	-	30,000
Miscellaneous	-	105,000	5,200,000	-	-
<b>Total estimated revenues</b>	<b>\$ 140,000</b>	<b>\$ 155,000</b>	<b>\$ 34,375,139</b>	<b>\$ 819,650</b>	<b>\$ 30,000</b>
<b>Estimated expenditures:</b>					
Personal services	-	-	-	-	-
Other expenses	46,820	16,266,610	46,500	11,650	-
Capital outlay	-	-	41,215,000	750,000	-
<b>Total estimated expenditures</b>	<b>\$ 46,820</b>	<b>\$ 16,266,610</b>	<b>\$ 41,261,500</b>	<b>\$ 761,650</b>	<b>\$ -</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 93,180</b>	<b>\$ (16,111,610)</b>	<b>\$ (6,886,361)</b>	<b>\$ 58,000</b>	<b>\$ 30,000</b>
<b>Other financing sources (uses):</b>					
Transfers in	-	14,520,190	6,750,000	-	-
Transfers out	(80,000)	-	(5,713,050)	-	-
Advances in	-	-	2,732,000	-	-
Advances out	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ (80,000)</b>	<b>\$ 14,520,190</b>	<b>\$ 3,768,950</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ 13,180</b>	<b>\$ (1,591,420)</b>	<b>\$ (3,117,411)</b>	<b>\$ 58,000</b>	<b>\$ 30,000</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 618,125</b>	<b>\$ 4,770,472</b>	<b>\$ 9,430,626</b>	<b>\$ 1,607,255</b>	<b>\$ 1,524,896</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 631,305</b>	<b>\$ 3,179,052</b>	<b>\$ 6,313,215</b>	<b>\$ 1,665,255</b>	<b>\$ 1,554,896</b>
<b>Percentage Change in Fund Balance</b>	2%	-33% (Note 9)	-33% (Note 10)	4%	2%

**Notes - Changes in Fund Balances:**

- 9 - The projected decrease in fund balance is due to decreasing the transfer-in amount and using bond premium to retire debt.
- 10 - The projected decrease in fund balance is due to increased Capital Improvement projects planned in the 2021-2025 Capital Improvements Program for 2021. The increase in budgeted projects from 2020 to 2021 was approximately 35% and includes sewer infrastructure improvements.



**Revenue and Expenditure Summary**  
**(Excludes Tax Increment Financing (TIF) Funds and Construction Funds)**

<b>Fund</b>	<b>Water</b>		<b>Sewer</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		1,000,000		2,430,000		9,470,900		100,000
Fines, licenses and permits		2,500		-		-		-
Interest income		175,000		80,000		50,000		1,000
Miscellaneous		-		-		-		-
<b>Total estimated revenues</b>	<b>\$</b>	<b>1,177,500</b>	<b>\$</b>	<b>2,510,000</b>	<b>\$</b>	<b>9,520,900</b>	<b>\$</b>	<b>101,000</b>
<b>Estimated expenditures:</b>								
Personal services		346,760		969,170		106,810		-
Other expenses		818,295		2,236,405		9,319,760		314,358
Capital outlay		476,500		576,570		-		-
<b>Total estimated expenditures</b>	<b>\$</b>	<b>1,641,555</b>	<b>\$</b>	<b>3,782,145</b>	<b>\$</b>	<b>9,426,570</b>	<b>\$</b>	<b>314,358</b>
<b>Excess of revenues over expenditures</b>	<b>\$</b>	<b>(464,055)</b>	<b>\$</b>	<b>(1,272,145)</b>	<b>\$</b>	<b>94,330</b>	<b>\$</b>	<b>(213,358)</b>
<b>Other financing sources (uses):</b>								
Transfers in		-		350,000		-		-
Transfers out		-		-		-		-
Advances in		-		-		-		-
Advances out		-		-		-		-
<b>Total other financing sources (uses)</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>350,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>Net change in fund balance</b>	<b>\$</b>	<b>(464,055)</b>	<b>\$</b>	<b>(922,145)</b>	<b>\$</b>	<b>94,330</b>	<b>\$</b>	<b>(213,358)</b>
<b>Estimated fund balance, January 1</b>	<b>\$</b>	<b>11,457,244</b>	<b>\$</b>	<b>5,081,526</b>	<b>\$</b>	<b>2,863,531</b>	<b>\$</b>	<b>222,194</b>
<b>Estimated fund balance, December 31</b>	<b>\$</b>	<b>10,993,189</b>	<b>\$</b>	<b>4,159,381</b>	<b>\$</b>	<b>2,957,861</b>	<b>\$</b>	<b>8,836</b>
<b>Percentage Change in Fund Balance</b>		-4%		-18% (Note 10)		3%		-96% (Note 11)

**Notes - Changes in Fund Balances:**

10 - The projected decrease in fund balance is due to increased Capital Improvement projects planned in the 2021-2025 Capital Improvements Program for 2021. The increase in budgeted projects from 2020 to 2021 was approximately 35% and includes sewer infrastructure improvements.

11 - Heavy use of Worker's Compensation benefits in 2019 through 2020, and projected continuation of use through 2021, has resulted in a reduced fund balance.



**Revenue and Expenditure Summary**  
**(Excludes Tax Increment Financing (TIF) Funds and Construction Funds)**

<b>Fund</b>	<b>Fiduciary</b>	<b>Total</b>
<b>Estimated revenues:</b>		
Income taxes	\$ -	\$ 90,178,557
Property taxes	-	3,933,450
Hotel/Motel taxes	600,000	1,560,000
Intergovernmental revenue	-	7,039,862
Charges for services	325,000	22,784,800
Fines, licenses and permits	-	3,408,900
Interest income	8,600	1,787,340
Miscellaneous	4,410,405	10,487,530
<b>Total estimated revenues</b>	<b>\$ 5,344,005</b>	<b>\$ 141,180,439</b>
<b>Estimated expenditures:</b>		
Personal services	-	57,140,378
Other expenses	5,305,805	72,823,421
Capital outlay	-	43,629,540
<b>Total estimated expenditures</b>	<b>\$ 5,305,805</b>	<b>\$ 173,593,339</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 38,200</b>	<b>\$ (32,412,900)</b>
<b>Other financing sources (uses):</b>		
Transfers in	-	45,565,190 *
Transfers out	-	(36,618,050) *
Advances in	-	2,732,000 *
Advances out	-	(1,836,965) *
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ 9,842,175</b>
<b>Net change in fund balance</b>	<b>\$ 38,200</b>	
<b>Estimated fund balance, January 1</b>	<b>\$ 1,050,209</b>	
<b>Estimated fund balance, December 31</b>	<b>\$ 1,088,409</b>	
<b>Percentage Change in Fund Balance</b>		4%

**Notes:**

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

As defined by GASB Statement No. 34, the General Fund, the Safety Fund, the General Obligation Debt Fund, the Capital Improvements Tax Fund, the Sewer and the Water funds meet the criteria of being a major fund. That criteria states that the General Fund is always a major fund, and other major funds are those whose revenues, expenditures, are at least 10 percent of corresponding totals for all governmental or enterprise funds, and at least 5 percent of the aggregate amount for all governmental and enterprise funds (excludes Fiduciary Funds).



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

Fund Type	General Fund			Special Revenue Funds		
	2019 Actual	2020 Estimate	2021 Budget	2019 Actual	2020 Estimate	2021 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ 70,011,955	\$ 66,964,275	\$ 67,633,918	\$ -	\$ -	\$ -
Property taxes	-	-	-	477,344	458,300	458,300
Hotel/Motel taxes	-	-	-	2,366,908	2,400,000	960,000
Intergovernmental revenue	484,785	539,138	485,762	2,513,278	2,983,100	2,979,100
Charges for services	1,034,375	1,082,500	907,500	9,277,544	10,123,412	8,551,400
Fines, licenses and permits	4,128,457	3,324,400	3,172,400	231,003	228,000	234,000
Interest income	1,371,825	1,100,000	900,000	242,191	175,240	92,740
Miscellaneous	375,901	3,603,000	388,000	557,337	387,900	384,125
<b>Total estimated revenues</b>	<b>\$ 77,407,298</b>	<b>\$ 76,613,313</b>	<b>\$ 73,487,580</b>	<b>\$ 15,665,606</b>	<b>\$ 16,755,952</b>	<b>\$ 13,659,665</b>
<b>Estimated expenditures:</b>						
Personal services	24,942,163	28,854,930	28,107,540	23,804,019	27,917,440	27,610,098
Other expenses	23,858,175	27,907,825	29,464,305	8,159,729	9,267,805	9,039,733
Capital outlay	1,544,041	1,625,760	302,485	1,231,763	494,650	308,985
<b>Total estimated expenditures</b>	<b>\$ 50,344,379</b>	<b>\$ 58,388,515</b>	<b>\$ 57,874,330</b>	<b>\$ 33,195,511</b>	<b>\$ 37,679,895</b>	<b>\$ 36,958,816</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 27,062,919</b>	<b>\$ 18,224,798</b>	<b>\$ 15,613,250</b>	<b>\$ (17,529,906)</b>	<b>\$ (20,923,943)</b>	<b>\$ (23,299,151)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	500,000	190,000	18,795,000	20,430,000	23,755,000
Transfers out	(18,715,000)	(26,850,250)	(29,825,000)	(282,900)	(1,146,460)	(1,080,000)
Advances in	1,385,000	15,700,000.00	-	-	-	-
Advances out	(17,300,000)	(1,400,000)	(1,536,965)	(50,000)	(1,225,000)	(300,000)
<b>Total other financing sources (uses)</b>	<b>\$ (34,630,000)</b>	<b>\$ (12,050,250)</b>	<b>\$ (31,171,965)</b>	<b>\$ 18,462,100</b>	<b>\$ 18,058,540</b>	<b>\$ 22,375,000</b>
<b>Net change in fund balance</b>	<b>\$ (7,567,081)</b>	<b>\$ 6,174,548</b>	<b>\$ (15,558,715)</b>	<b>\$ 932,194</b>	<b>\$ (2,865,403)</b>	<b>\$ (924,151)</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.



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

Fund Type	Debt Service Funds			Capital Project Funds		
	2019 Actual	2020 Estimate	2021 Budget	2019 Actual	2020 Estimate	2021 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ 23,337,321	\$ 22,321,425	\$ 22,544,639
Property taxes	-	-	-	3,531,233	3,475,150	3,475,150
Hotel/Motel taxes	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	601,059	425,000	3,575,000
Charges for services	-	-	-	-	-	-
Fines, licenses and permits	-	-	-	-	-	-
Interest income	142,314	50,000	50,000	692,579	225,000	400,000
Miscellaneous	110,480	110,000	105,000	187,010	2,700,000	5,200,000
<b>Total estimated revenues</b>	<b>\$ 252,793</b>	<b>\$ 160,000</b>	<b>\$ 155,000</b>	<b>\$ 28,349,203</b>	<b>\$ 29,146,575</b>	<b>\$ 35,194,789</b>
<b>Estimated expenditures:</b>						
Personal services	-	-	-	-	-	-
Other expenses	17,354,191	17,076,910	16,266,610	50,226	57,150	58,150
Capital outlay	-	-	-	17,615,864	40,910,000	41,965,000
<b>Total estimated expenditures</b>	<b>\$ 17,354,191</b>	<b>\$ 17,076,910</b>	<b>\$ 16,266,610</b>	<b>\$ 17,666,090</b>	<b>\$ 40,967,150</b>	<b>\$ 42,023,150</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (17,101,397)</b>	<b>\$ (16,916,910)</b>	<b>\$ (16,111,610)</b>	<b>\$ 10,683,113</b>	<b>\$ (11,820,575)</b>	<b>\$ (6,828,361)</b>
<b>Other financing sources (uses):</b>						
Transfers in	15,859,091	17,780,765	14,520,190	1,657,000	7,600,250	6,750,000
Transfers out	-	-	-	(6,402,809)	(7,714,635)	(5,713,050)
Advances in	-	-	-	1,722,000	2,308,937	2,732,000
Advances out	-	-	-	(610,000)	(350,000)	-
<b>Total other financing sources (uses)</b>	<b>\$ 15,859,091</b>	<b>\$ 17,780,765</b>	<b>\$ 14,520,190</b>	<b>\$ (3,633,809)</b>	<b>\$ 1,844,552</b>	<b>\$ 3,768,950</b>
<b>Net change in fund balance</b>	<b>\$ (1,242,307)</b>	<b>\$ 863,855</b>	<b>\$ (1,591,420)</b>	<b>\$ 7,049,304</b>	<b>\$ (9,976,023)</b>	<b>\$ (3,059,411)</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.

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

Fund Type	Permanent Funds			Enterprise Funds		
	2019 Actual	2020 Estimate	2021 Budget	2019 Actual	2020 Estimate	2021 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	21,250	-	-	3,742,270	3,430,000	3,430,000
Fines, licenses and permits	-	-	-	4,440	2,500	2,500
Interest income	34,259	30,000	30,000	437,560	320,000	255,000
Miscellaneous	-	-	-	62,000	-	-
<b>Total estimated revenues</b>	<b>\$ 55,509</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 4,246,269</b>	<b>\$ 3,752,500</b>	<b>\$ 3,687,500</b>
<b>Estimated expenditures:</b>						
Personal services	-	-	-	1,161,374	1,339,360	1,315,930
Other expenses	-	-	-	2,164,970	2,775,595	3,054,700
Capital outlay	-	-	-	1,018,649	1,337,370	1,053,070
<b>Total estimated expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,344,992</b>	<b>\$ 5,452,325</b>	<b>\$ 5,423,700</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 55,509</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ (98,723)</b>	<b>\$ (1,699,825)</b>	<b>\$ (1,736,200)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	9,852	200,000	350,000
Transfers out	-	-	-	-	-	-
Advances in	-	-	-	1,000,000	-	-
Advances out	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,009,852</b>	<b>\$ 200,000</b>	<b>\$ 350,000</b>
<b>Net change in fund balance</b>	<b>\$ 55,509</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 911,129</b>	<b>\$ (1,499,825)</b>	<b>\$ (1,386,200)</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.

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

Fund Type	Internal Service Funds			Fiduciary Funds		
	2019 Actual	2020 Estimate	2021 Budget	2019 Actual	2020 Estimate	2021 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-	-
Hotel/Motel taxes	-	-	-	1,274,489	1,295,000	600,000
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	7,586,614	8,812,381	9,570,900	317,500	572,245	325,000
Fines, licenses and permits	-	-	-	-	-	-
Interest income	74,748	61,000	51,000	18,612	8,600	8,600
Miscellaneous	33,861	-	-	1,507,657	1,319,200	4,410,405
<b>Total estimated revenues</b>	<b>\$ 7,695,223</b>	<b>\$ 8,873,381</b>	<b>\$ 9,621,900</b>	<b>\$ 3,118,258</b>	<b>\$ 3,195,045</b>	<b>\$ 5,344,005</b>
<b>Estimated expenditures:</b>						
Personal services	96,269	106,255	106,810	-	-	-
Other expenses	7,611,706	9,173,435	9,634,118	3,253,758	3,089,595	5,305,805
Capital outlay	-	-	-	-	-	-
<b>Total estimated expenditures</b>	<b>\$ 7,707,974</b>	<b>\$ 9,279,690</b>	<b>\$ 9,740,928</b>	<b>\$ 3,253,758</b>	<b>\$ 3,089,595</b>	<b>\$ 5,305,805</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (12,751)</b>	<b>\$ (406,309)</b>	<b>\$ (119,028)</b>	<b>\$ (135,500)</b>	<b>\$ 105,450</b>	<b>\$ 38,200</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>\$ (12,751)</b>	<b>\$ (406,309)</b>	<b>\$ (119,028)</b>	<b>\$ (135,500)</b>	<b>\$ 105,450</b>	<b>\$ 38,200</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.

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

Fund Type	Totals		
	2019 Actual	2020 Estimate	2021 Budget
<b>Estimated revenues:</b>			
Income taxes	\$ 93,349,276	\$ 89,285,700	\$ 90,178,557
Property taxes	4,008,578	3,933,450	3,933,450
Hotel/Motel taxes	3,641,397	3,695,000	1,560,000
Intergovernmental revenue	3,599,122	3,947,238	7,039,862
Charges for services	21,979,553	24,020,538	22,784,800
Fines, licenses and permits	4,363,900	3,554,900	3,408,900
Interest income	3,014,088	1,969,840	1,787,340
Miscellaneous	2,834,246	8,120,100	10,487,530
<b>Total estimated revenues</b>	<b>\$ 136,790,160</b>	<b>\$ 138,526,766</b>	<b>\$ 141,180,439</b>
<b>Estimated expenditures:</b>			
Personal services	50,003,824	58,217,985	57,140,378
Other expenses	62,452,755	69,348,315	72,823,421
Capital outlay	21,410,316	44,367,780	43,629,540
<b>Total estimated expenditures</b>	<b>\$ 133,866,895</b>	<b>\$ 171,934,080</b>	<b>\$ 173,593,339</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 2,923,264</b>	<b>\$ (33,407,314)</b>	<b>\$ (32,412,900)</b>
<b>Other financing sources (uses):</b>			
Transfers in	36,320,943	46,511,015	45,565,190
Transfers out	(25,400,709)	(35,711,345)	(36,618,050)
Advances in	4,107,000	18,008,937	2,732,000
Advances out	(17,960,000)	(2,975,000)	(1,836,965)
<b>Total other financing sources (uses)</b>	<b>\$ (2,932,766)</b>	<b>\$ 25,833,607</b>	<b>\$ 9,842,175</b>
<b>Net change in fund balance</b>	<b>\$ (9,502)</b>	<b>\$ ( 7,573,707)</b>	<b>\$ (22,570,725)</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.





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**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.

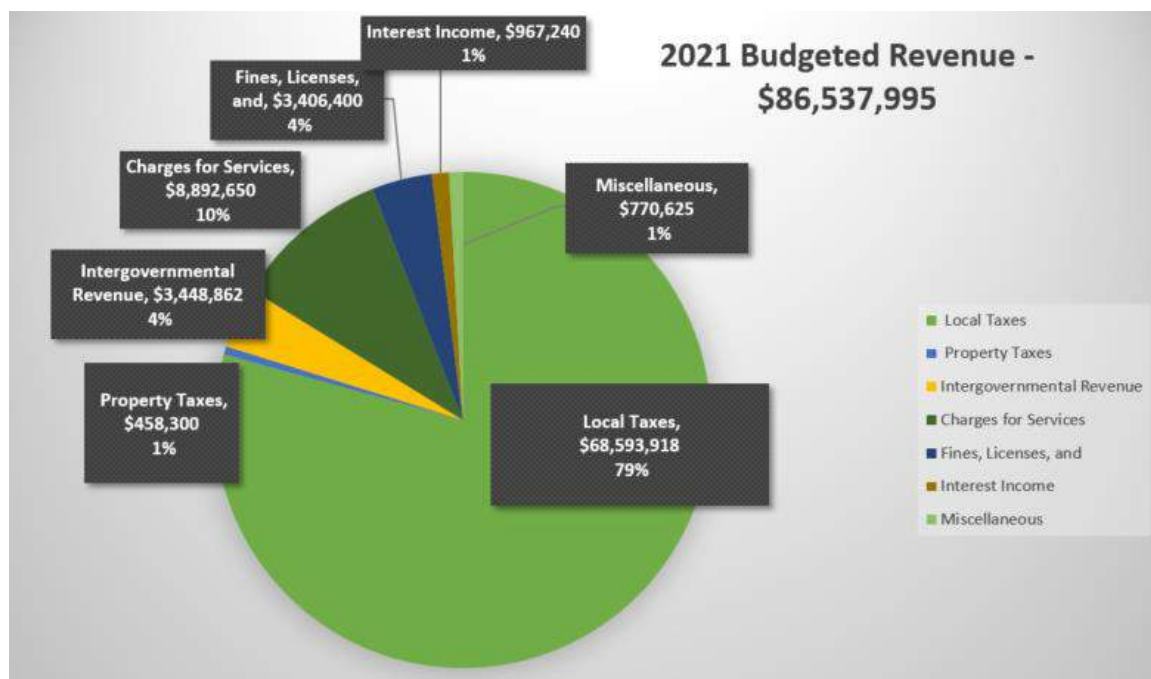
**Operating Revenue & Expenditures**

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*                        |                           |

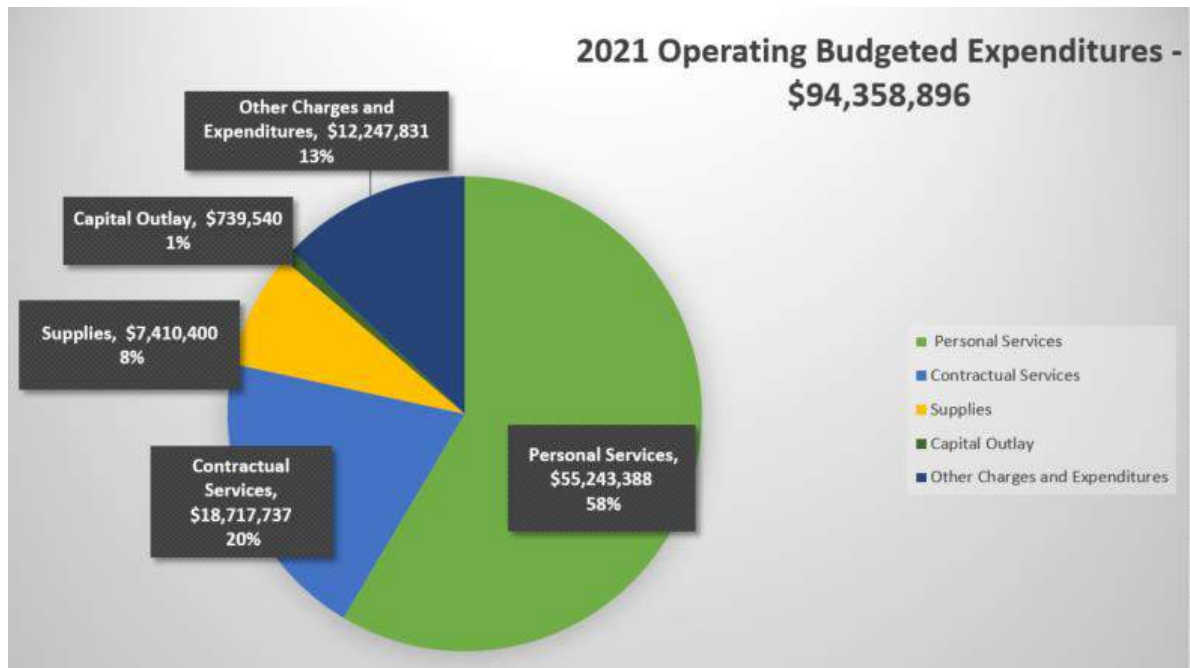
\*Funded, in part, by transfers from the General Fund

This year, like others in the past, show a budget in which the operating expenditures are budgeted to exceed the operating revenue. For 2021, the variance is estimated to be \$7.8m on operating revenue of \$86.5m and operating expenditures of \$94.3m. This is due to the City's conservative approach to budgeting revenues.



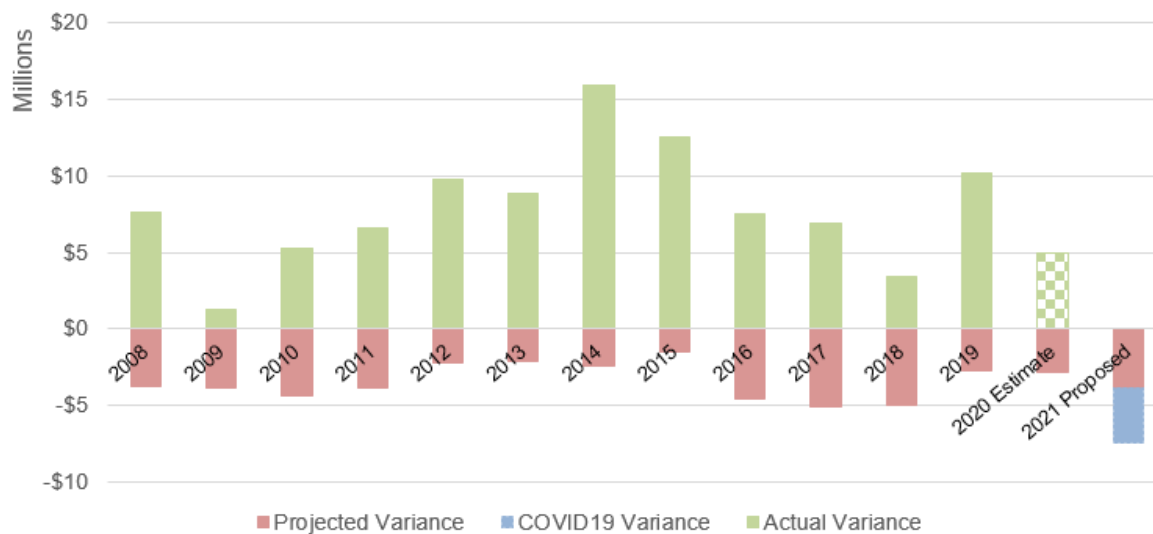


### COMPARISON OF REVENUE AND EXPENDITURES (Excludes Other Financing Sources and Uses)



While the projections for 2021 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.

### 2008 Through 2021 Budgeted Expenditures and Revenue Versus Actual





## COMPARISON OF REVENUE AND EXPENDITURES

### **Trend Projection Analysis**

With regard to trend projections, one-time or non-recurring revenue and expenditures in 2021 were 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 did happen in 2020 with the sale of the City's Development Building located at 5800 Shier-Rings Road. There are no similar sales planned at this time in 2021.

The fiscal impact of COVID-19 has also been a major consideration in the compilation of the 2021 Operating Budget. General Fund operating transfers are planned in 2021 to the Hotel/Motel Fund as well as the Recreation Fund which were two of the hardest hit areas during the pandemic. Revenues and expenditures will be closely monitored during 2021 and financial adjustments made as necessary.

In 2020, the City had 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 2021 that are planned to be recurring in nature for parks maintenance, and economic development. Contractual service spending of \$18.6m was budgeted for 2020. \$18.7m is budgeted in 2021, 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 2019, 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. Ten staff positions were added in the 2020 budget, nine of which had off-setting revenue sources to cover their costs. After reorganization of Public Works Department, a net decrease of one position is planned for 2021.

In all of these significant budget areas, City Council is taking action. Staffing requests for 2021 brought forward to City Council for review were thoughtfully vetted, as was the area of health insurance benefits.

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.



## SUMMARIZING THE 2021 OPERATING BUDGET

Summarizing the 2021 Operating Budget per City Council's strategic focus areas:

### **Fiscal Health**

- Complies with the City's General Fund policy.
- Acknowledges the Recreation Cost Recovery Policy will not be able to be met under current public health guidelines and directly addresses the COVID19 related revenue declines.

### **Economic Vitality**

- 34.1% increase in funding for economic development incentives demonstrates our commitment to continuing to grow our economy.

### **Community Engagement**

- Provides funding for all community events and outdoor pool.

### **Safe and Resilient Community**

- Continues to provide current service levels for all City services to residents.

### **Smart, Customer Focused Government**

- Completes the reorganization efforts started in the previous operating budget.



## 2021 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>	\$ 28,107,540	\$ 29,464,305	\$ 302,485	\$ 31,361,965	\$ 89,236,295
<b>Special Revenue Funds</b>					
Street Maintenance and Repair Fund - Public Service					
Street Operations	2,318,005	1,185,330	7,800	-	3,511,135
Transportation and Mobility	-	318,125	10,000	-	328,125
Finance	-	-	-	693,750	693,750
State Highway Fund					
Transportation and Mobility	-	31,000	-	-	31,000
Finance	-	-	-	181,250	181,250
Recreation Fund					
Recreation Services	1,839,085	869,900	5,000	-	2,713,985
Community Recreation Center	2,675,600	1,114,370	37,150	-	3,827,120
Community Recreation Center Facilities	703,715	562,965	-	-	1,266,680
Community Events - Recreation	139,715	13,900	6,500	-	160,115
Finance	-	-	-	189,105	189,105
Swimming Pool Fund	646,015	344,765	96,910	-	1,087,690
Finance	-	-	-	35,895	35,895
Permissive Tax Fund	-	-	-	200,000	200,000
Hotel/Motel Tax Fund	930,230	3,943,063	92,000	-	4,965,293
Safety Fund					
Police	13,362,567	386,895	21,625	-	13,771,087
Communication	4,366,041	155,500	2,000	-	4,523,541
Finance	-	18,000	-	-	18,000
Wireless 9-1-1 Fund	-	46,820	-	80,000	126,820
Educations and Enforcement Fund	2,450	-	-	-	2,450
Law Enforcement Fund	-	-	7,000	-	7,000
Mayor's Court Computer Fund	875	4,500	8,000	-	13,375
Cemetery Fund	151,550	44,600	15,000	-	211,150
Accrued Leave Reserve Fund	-	474,250	-	-	474,250
<b>Debt Service Funds</b>					
General Obligation Debt Service	-	14,112,500	-	-	14,112,500
Economic Development Bond Retirement Fund	-	2,069,800	-	-	2,069,800
Special Assessments	-	84,310	-	-	84,310
<b>Capital Projects Funds</b>					
Capital Improvements Tax Fund	-	46,500	41,215,000	5,713,050	46,974,550
Parkland Acquisition Fund	-	11,650	750,000	-	761,650
Capital Improvement Construction	-	-	5,700,000	-	5,700,000
Capital Improvement Construction - DCRC	-	-	-	-	-
TIF Funds	-	8,245,515	4,245,050	11,629,140	24,119,705
<b>Enterprise Funds</b>					
Water Fund					
Finance	-	293,200	-	-	293,200
Engineering	346,760	525,095	476,500	-	1,348,355
Sewer Fund					
Finance	-	1,455,605	-	-	1,455,605
Engineering	969,170	780,800	576,570	-	2,326,540
Sewer Construction Fund	-	10,000	5,430,000	-	5,440,000
Merchandise Fund	-	-	-	-	-
<b>Internal Service Funds</b>					
Employee Benefits Self-Insurance Fund	106,810	9,319,760	-	-	9,426,570
Worker's Compensation Self-Insurance Fund	-	314,358	-	-	314,358
<b>Fiduciary Funds</b>					
Agency Fund	-	2,917,350	-	-	2,917,350
Visit Dublin Ohio (Dublin Convention and Visitor's Bureau)	-	600,000	-	-	600,000
Central Ohio Interoperable Radio System (COIRS)	-	317,500	-	-	317,500
Property Assessment Clean Energy (PACE)	-	1,470,955	-	-	1,470,955
<b>Totals</b>	<b>\$ 56,666,128</b>	<b>\$ 81,553,186</b>	<b>\$ 59,004,590</b>	<b>\$ 50,084,155</b>	<b>\$ 247,308,059</b>



## 2021 Appropriations Summary by Expenditure Category - General Fund

<b>General Fund</b>	<b><u>Personal Services</u></b>	<b><u>Other Expenses</u></b>	<b><u>Capital Outlay</u></b>	<b><u>Transfers/ Advances</u></b>	<b><u>Total</u></b>
City Council	\$ 759,575	\$ 89,300	\$ -	\$ -	\$ 848,875
Boards and Commissions	40,900	750	-	-	41,650
Office of the City Manager	1,237,705	544,550	-	-	1,782,255
Human Resources	1,352,005	828,775	-	-	2,180,780
Communications and Public Information	1,051,770	883,265	-	-	1,935,035
Legal Services	-	1,950,000	-	-	1,950,000
Court Services	295,765	121,525	-	-	417,290
Records Management	141,660	37,600	-	-	179,260
Miscellaneous Account/Contingencies	-	870,970	-	-	870,970
Performance Analytics	604,870	354,700	1,000	-	960,570
Information Technology Operations	1,534,690	3,200,220	-	-	4,734,910
Finance - Office of the Director	1,467,740	304,800	-	-	1,772,540
Taxation	720,395	3,076,245	2,000	-	3,798,640
Miscellaneous Accounts	-	664,900	-	-	664,900
Transfers	-	-	-	29,825,000	29,825,000
Advances	-	-	-	1,536,965	1,536,965
Public Works					
Office of the Deputy City Manager	1,710,475	220,715	1,000	-	1,932,190
Solid Waste Management	873,135	3,447,205	5,125	-	4,325,465
Fleet Management	957,645	2,469,600	19,100	-	3,446,345
Engineering	2,191,790	750,250	5,000	-	2,947,040
Miscellaneous	-	373,500	-	-	373,500
Transportation and Mobility	1,386,380	578,660	-	-	1,965,040
Facilities Management	1,669,900	1,201,580	10,000	-	2,881,480
Parks and Recreation					
Office of the Director	-	-	-	-	-
Parks and Grounds Operations	3,622,130	2,111,400	52,000	-	5,785,530
Horticulture	974,790	319,260	103,710	-	1,397,760
Forestry	796,530	208,955	96,550	-	1,102,035
Outreach and Engagement	441,515	112,400	-	-	553,915
Development					
Office of the Director	-	-	-	-	-
Planning	2,055,495	459,120	4,500	-	2,519,115
Economic Development	660,935	3,888,560	2,500	-	4,551,995
Building Standards	1,559,745	395,500	-	-	1,955,245
<b>Totals</b>	<b>\$ 28,107,540</b>	<b>\$ 29,464,305</b>	<b>\$ 302,485</b>	<b>\$ 31,361,965</b>	<b>\$ 89,236,295</b>

## **DEBT ADMINISTRATION**





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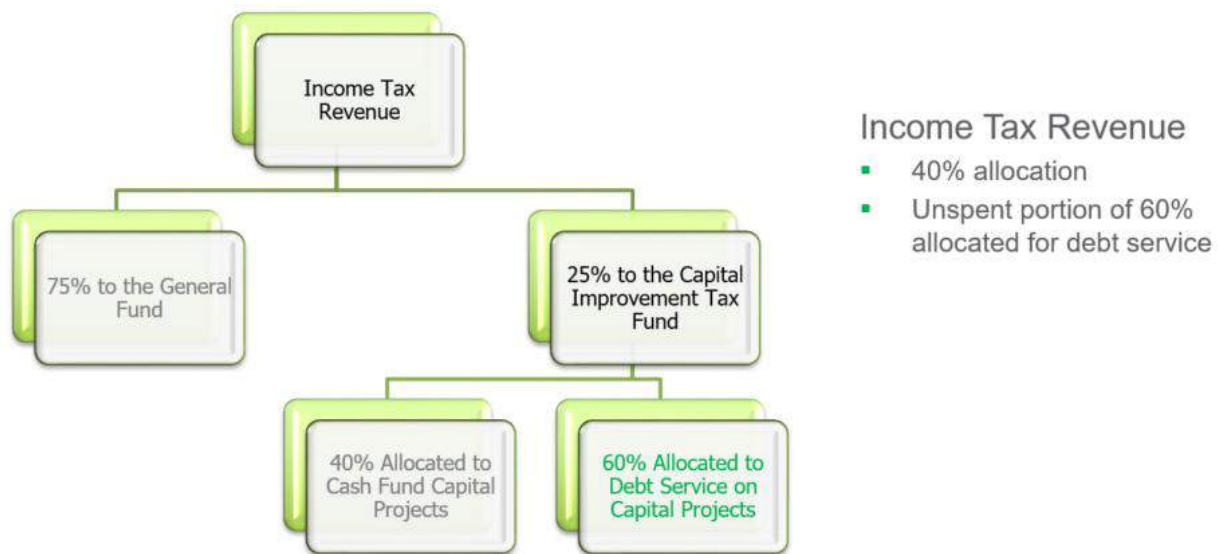


## DEBT ADMINISTRATION

Dublin's infrastructure needs are met through a five-year Capital Improvements Program (CIP). Currently, the 2021 - 2025 CIP programs \$237 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.

### **Funding Sources:**

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 per City of Dublin policy.



	2020	2021	2022	2023	2024	2025
Income Tax Revenue*	\$ 89,285,700	\$ 90,178,557	\$ 91,080,343	\$ 91,991,146	\$ 92,911,057	\$ 93,840,168
Revenue for capital projects (25% of income tax revenue)	22,321,425	22,544,639	22,770,086	\$ 22,997,786	\$ 23,227,764	\$ 23,460,042
<sup>1</sup> Revenue available for cash capital projects	8,928,570	9,017,856	9,108,034	\$ 9,199,115	\$ 9,291,106	\$ 9,384,017
<sup>2</sup> Revenue available for debt financed projects	13,392,855	13,526,784	13,662,051	\$ 13,798,672	\$ 13,936,659	\$ 14,076,025

\* Income tax revenue reflects an estimated increase/decrease over the previous year as follows:

2021	1.00%
2022	1.00%
2023	1.00%
2024	1.00%
2025	1.00%

<sup>1</sup> 40% of the 25% designated for capital improvements is further designated for cash capital projects pursuant to the City of Dublin Debt Policy.

<sup>2</sup> 60% of the 25% designated for capital improvements is further designated to retire debt issued for capital projects pursuant to the City of Dublin Debt Policy.



**Rating Agency Reviews:**

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.

**Proposed New Long-Term Debt:**

The City's long-term debt outstanding as of December 31, 2020 is estimated to be \$185.1 million. Of the total, approximately \$2.6 million will be retired using revenues generated by the City's water system operations, \$13.4 million will be retired using revenues generated by the City's sewer system operations, approximately \$81,000 will be retired through the collection of special assessments, \$137,500 will be retired using State Highway revenues, and \$85.8 million will be retired using service payments in lieu of taxes from tax increment financing districts. The remaining \$83.3 million, or about 45%, will be retired with income tax revenue.

New debt to be issued in 2021 through 2025 is currently planned as follows:



Proposed Project	2021	2022	2023	2024	2025
<u>Long-Term Bonds-Retired by Income Taxes</u>					
Riverside Crossing Park - Park Improvements	\$ 5,700,000	\$ -	\$ -	\$ -	\$ -
Riverside Crossing Park - Promenade	\$ -	\$ -	\$ -	\$ -	\$ 5,300,000
<b>Total - Retired by Income Taxes</b>	<b>\$ 5,700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,300,000</b>
<u>Long-Term Bonds-Retired by Utility Revenues</u>					
Water Extensions - Areas 3A & 8A	\$ -	\$ -	\$ 90,000	\$ -	\$ -
Water Extensions - Areas 2B & 2 C	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Water Extensions - Areas 9	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Water Extensions - Area 10B	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Sewer Lining and Repair	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
Sewer Extensions - Areas 3A, 3B, 3C, 8A, & 15	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Sewer Extensions - Area 2A, 2B, & 2C	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Sewer Extensions - Areas 1B & 1C	\$ 1,850,000	\$ -	\$ -	\$ -	\$ -
Sewer Extensions - Area 9	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Sewer Extensions - Area 10B	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Deer Run - Glick Road Relief Sewer	\$ -	\$ -	\$ -	\$ 4,335,000	\$ -
Deer Run - Avery Road Relief Sewer	\$ -	\$ -	\$ -	\$ -	\$ 2,040,000
<b>Total - Retired by Sewer Revenues</b>	<b>\$ 1,850,000</b>	<b>\$ 1,500,000</b>	<b>\$ 540,000</b>	<b>\$ 6,435,000</b>	<b>\$ 2,320,000</b>
<b>TOTAL</b>	<b>\$ 7,550,000</b>	<b>\$ 1,500,000</b>	<b>\$ 540,000</b>	<b>\$ 6,435,000</b>	<b>\$ 7,620,000</b>

**Debt Limitation – Ohio Revised Code:**

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 2020, the City's total taxable assessed valuation was \$2,315,451,770. As a result, the City had a legal debt margin for total debt of \$243,122,435 and a legal debt margin for unvoted debt of \$127,349,847. Exemptions include: special assessment bonds; revenue bonds; general obligation enterprise debt; other bonded debt issues – income tax, tax increment financing, and hotel/motel tax funded debt. Total net debt applicable to the limit rolled-off in 2020.

Limitation	Nonexempt Debt Outstanding	Additional Debt Capacity Within Limitation
10 ½% = \$243,122,435	\$200,000	\$242,922,435
5 ½% = \$127,349,847	\$0	\$127,349,847

The City is currently in compliance with the limitations set forth by the Ohio Revised Code, as well as with the City's debt policy.

**Debt Per Capita:**

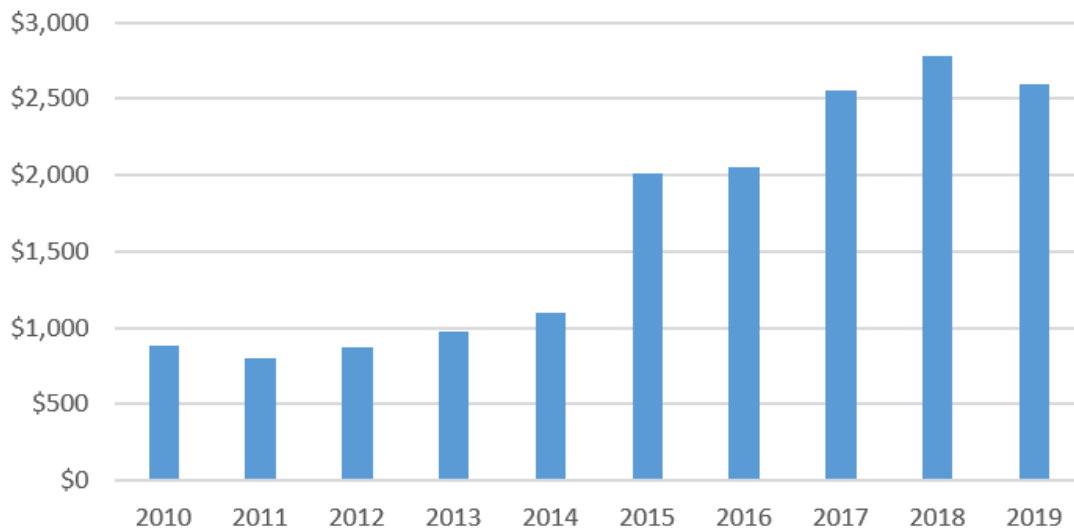


Fiscal Year	General Bonded Debt Outstanding				Net Bonded Debt		
	General	Special	Less: Reserved	Net General	Total	as Percentage	Net Bonded
	Obligation	Assessment	for Debt Service	Bonded Debt	Estimated	of Est. Actual	Debt
	Bonds	Bonds	Principal-only	Outstanding	Actual Property	Property	Per
					Value (2)	Value	Capita (4)
2010	36,957,283	1,501,534	(1,469,240)	36,989,577	5,838,579,257	0.63%	880
2011	33,554,714	1,323,827	(1,225,823)	33,652,718	5,580,956,000	0.60%	801
2012	37,270,220	1,138,522	(975,561)	37,433,181	5,578,344,371	0.67%	868
2013	43,059,688	946,628	(1,245,507)	42,760,809	5,527,762,572	0.77%	980
2014	49,559,138	746,558	(1,582,173)	48,723,523	5,724,044,687	0.85%	1,098
2015	95,965,862	644,899	(6,833,532)	89,777,229	5,826,516,715	1.54%	2,011
2016	98,613,191	540,063	(4,064,459)	95,088,795	5,894,521,944	1.61%	2,054
2017	124,645,069	432,050	(4,335,546)	120,741,573	6,392,298,201	1.89%	2,551
2018	139,429,806	319,272	(4,908,529)	134,840,549	6,522,290,887	2.07%	2,780
2019	129,677,061	203,317	(3,722,892)	126,157,486	6,615,576,487	1.91%	2,593

## Notes:

- (1) Detail regarding the City's outstanding debt can be found in the Debt Service Schedule.
- (2) Taxable property value data per Franklin County, Ohio.
- (3) Includes general bonded debt, other governmental activities debt, and business-type debt.
- (4) Population per Mid-Ohio Regional Planning Commission (MORPC).

### Net Bonded Debt Per Capita as of December 31, 2019



Source: City of Dublin Comprehensive Annual Financial Report (CAFR) for the fiscal year ended December 31, 2019.



**Analysis of Financing Alternatives:**

City Council has directed staff to explore alternatives to the issuance of debt for capital acquisitions and construction projects as financially reasonable, and for cost efficiency. These alternatives include, but are not limited to: grants; use of reserves; use of current revenues, and contributions from developers.



**DEBT SERVICE SCHEDULE**  
**Reflects Debt as of 12/31/2020**

		Date Of Issue	Original Amount	O/S Principal	2020 Principal Payment	Interest Payment
<b>Unvoted Bonds (G.O.)</b>	<b>Source</b>					
Service Center	Income Tax Revenue	12/1/01	3,675,000	436,683	262,692	15,066
Municipal Pool South (OMB)	Income Tax Revenue	4/14/04	2,986,000	1,092,000	164,000	50,085
Industrial Pkwy/SR 161 Improvements	Perimeter West TIF	1/7/14	8,210,000	5,485,000	490,000	177,144
Darree Fields Water Tower	Water Fund	1/7/14	1,710,000	1,140,000	100,000	36,850
Sanitary Sewer Lining	Sewer Fund	1/7/14	1,880,000	1,260,000	110,000	40,738
LED Street Lights	Income Tax Revenue	10/2/12	2,185,000	755,000	245,000	20,825
Dublin Road Water Tower	Water Fund	10/2/12	2,360,000	1,680,000	105,000	51,788
Sewer Lining & Repairs	Sewer Fund	10/2/12	2,540,000	1,810,000	115,000	55,725
Emerald Parkway Phase 8	Emerald 8 TIF	12/17/13	5,420,000	5,295,000	305,000	175,425
Bridge Street - Land Acquisition	River Ridge TIF/McKittrick TIF	12/17/13	4,435,000	4,310,000	250,000	142,800
270/33 Interchange (Design, ROW)	Ruscilli	1/7/14	9,000,000	3,825,000	920,000	113,075
Justice Center Improvements	Income Tax Revenue	9/30/15	10,600,000	9,095,000	415,000	365,294
Sewer Lining & Repairs	Sewer Fund	9/30/15	2,500,000	2,145,000	100,000	86,169
BSD Transportation (Riverside Dr/161/Park)	McKittrick TIF/ Shamrock Crossing TIF/H2 Hotel TIF/Penzone TIF/Income Tax Revenue	9/30/15	25,000,000	21,455,000	980,000	861,725
BSD Transportation (Bridge Park)	Vrable TIF	9/30/15	11,100,000	9,815,000	450,000	394,081
BSD Parking Structures (Tax-Exempt)	Bridge Park TIF	10/28/15	16,000,000	16,000,000	-	718,231
BSD Parking Structures (Taxable)	Bridge Park TIF	10/28/15	16,000,000	15,005,000	730,000	622,925
270/33 Interchange (Construction) (SIB)	Pizzutti TIF/Upper Metro TIF	2/10/15	10,010,000	6,936,711	357,464	687,231
Dublin Road/Glick Road Improvements (OPWC)	State Highway	7/1/14	250,000	162,500	25,000	-
BSD Transportation (John Shields Parkway II)	Tuller TIF	12/6/16	9,325,000	8,265,000	375,000	256,550
Service Center Renovation/Expansion	Income Tax Revenue	8/2/17	3,300,000	3,065,000	125,000	120,300
Sewer Lining & Repairs/Extensions	Sewer Fund	8/2/17	1,380,000	1,280,000	50,000	50,300
Pedestrian Bridge/N. High Street	Income Tax Revenue	8/2/17	27,200,000	25,270,000	1,020,000	992,150
CML/City Parking Garage	Historic Dublin TIF/Income Tax Revenue	12/18/18	15,600,000	15,065,000	530,000	691,781
CML/City Parking Garage	Bridge & High TIF/Income Tax Revenue	12/18/18	4,000,000	3,865,000	135,000	165,738
Riverside Crossing Park	Income Tax Revenue	12/18/18	1,750,000	1,690,000	60,000	77,619
Sewer Lining & Repairs/Extensions	Sewer Fund	12/18/18	1,350,000	1,305,000	45,000	59,888
Riverside Crossing Park	Income Tax Revenue	4/2/20	14,000,000	14,000,000	-	278,833
North Pool	Income Tax Revenue	4/2/20	6,000,000	6,000,000	-	119,500
Sewer Lining & Repairs/Extensions	Sewer Fund	4/2/20	6,000,000	6,000,000	-	119,500
				194,397,894	9,354,156	7,578,485
<b>Ballantrae (2001)</b>	<b>Special Assessment</b>	<b>12/1/01</b>	<b>1,700,000</b>	<b>203,317</b>	<b>122,308</b>	<b>7,015</b>
				203,317	122,308	7,015
<b>Total Debt Payments</b>				<b>194,801,211</b>	<b>9,676,464</b>	<b>7,592,500</b>

# 3 | General Fund









## 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**

#### **2020** **CURRENT NUMBER**

#### **2021** **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>0</u>
	<b>1</b>	<b>0</b>

### **NOTES & ADJUSTMENTS:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	340,975	362,010	362,010	346,875
701103	Overtime Wages	17,934	15,000	24,600	25,000
701104	Other Wages	0	10,800	9,300	0
701201	Employee Benefits	266,030	293,175	293,175	316,700
702000	Training/Travel	7,158	24,500	16,100	24,500
703100	Meeting Expenses	8,543	7,500	7,500	7,500
703101	Ceremonial Functions Expense	15,229	24,000	24,486	24,000
703201	Long Term Strategic Plan	1,539	15,000	15,000	15,000
<b>Personal Services Total:</b>		<b>657,408</b>	<b>751,985</b>	<b>752,171</b>	<b>759,575</b>
<b>Contractual Services</b>					
713004	Other Professional Services	11,667	16,000	16,503	74,800
715002	Advertising	1,041	4,000	4,293	4,000
716000	Memberships/Subscriptions	1,700	2,500	3,005	2,500
<b>Contractual Services Total:</b>		<b>14,408</b>	<b>22,500</b>	<b>23,801</b>	<b>81,300</b>
<b>Supplies</b>					
721001	Office Supplies	3,518	8,000	9,036	8,000
<b>Supplies Total:</b>		<b>3,518</b>	<b>8,000</b>	<b>9,036</b>	<b>8,000</b>
<b>City Council Total:</b>		<b>675,333</b>	<b>782,485</b>	<b>785,008</b>	<b>848,875</b>
<b>General Fund Total:</b>		<b>675,333</b>	<b>782,485</b>	<b>785,008</b>	<b>848,875</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
Boards and Commissions					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	6,976	8,400	11,600	8,400
701201	Employee Benefits	1,066	1,325	1,700	1,500
702000	Training/Travel	3,251	30,000	26,425	30,000
703100	Meeting Expenses	16,000	1,000	1,000	1,000
<b>Personal Services Total:</b>		<b>27,293</b>	<b>40,725</b>	<b>40,725</b>	<b>40,900</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>27,293</b>	<b>41,475</b>	<b>41,475</b>	<b>41,650</b>
<b>General Fund Total:</b>		<b>27,293</b>	<b>41,475</b>	<b>41,475</b>	<b>41,650</b>



**City Council /  
Boards and Commissions**

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**BUDGET SUMMARY**

**10110510 (City Council)**

- Account 701101 provides funding for the salaries/wages of City Council Members and staff reflected under Personnel Data.
- Account 701103 provides overtime for eligible staff working night meetings (CC, PZC, BZA, ARB, task force, etc.).
- Account 701104 provides for part-time or seasonal wages. That funding has been moved to account 713004 for consulting in 2021.
- 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, and Council communications consulting.
- Account 715002 provides funding for advertising expenses related to publication in local newspapers of the annual meeting schedule and various required legal notices.

**10110520 (Boards & Commissions)**

- 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 City board and commission members. Funding is provided for Architectural Review Board 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. (Actual funds in 2019 reflect the costs of a wireless microphone upgrade.)
- 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.

**PERSONNEL DATA**  
**POSITION TITLE****2020**  
**CURRENT NUMBER**      **2021**  
**ADOPTED**

City Manager	1	1
Assistant City Manager/Chief Strategy & Innovation Officer	1	1
Deputy City Manager/Chief Finance & Development Officer (1)	0	1
Chief Information/Technology Officer (2) (3)	0	1
Government & International Relations Manager (4)	1	1
Management Assistant	1	1
Executive Assistant to the City Manager	1	1
Administrative Support 3 (2)	0	1
Administrative Support 1	<u>1</u>	<u>1</u>
	<b>6</b>	<b>9</b>

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

Intern (ICF)	1	1
Intern	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**NOTES AND ADJUSTMENTS:**

(1) Office of the Development Director was re-organized. The Development Director position has been moved to the Office of the City Manager and re-allocated to the Deputy City Manager/Chief Finance & Development Officer position.

(2) The Chief Information/Technology Officer and the Administrative Support 3 positions are moved from the Information Technology Office to the Office of the City Manager.

(3) The Chief Information/Technology Officer position will remain unfunded for 2021, and will be covered through contracted service.

(4) The Government & International Relations Manager position is currently vacant, and will remain unfunded through 2021.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Office of the City Manager (OCM)					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	678,400	725,040	665,040	833,840
701103	Overtime Wages	3,370	3,000	6,100	11,000
701104	Other Wages	14,786	32,125	31,025	32,125
701201	Employee Benefits	213,817	239,455	238,455	329,115
702000	Training/Travel	16,090	14,500	15,481	13,125
703100	Meeting Expenses	6,006	6,500	6,536	6,500
703202	Staff Goal Setting	4,352	12,000	13,300	12,000
<b>Personal Services Total:</b>		<b>936,821</b>	<b>1,032,620</b>	<b>975,937</b>	<b>1,237,705</b>
<b>Contractual Services</b>					
713004	Other Professional Services	90,781	84,800	167,475	436,570
716000	Memberships/Subscriptions	6,323	7,080	7,080	8,980
<b>Contractual Services Total:</b>		<b>97,105</b>	<b>91,880</b>	<b>174,555</b>	<b>445,550</b>
<b>Supplies</b>					
721001	Office Supplies	2,618	3,500	6,425	4,000
<b>Supplies Total:</b>		<b>2,618</b>	<b>3,500</b>	<b>6,425</b>	<b>4,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	185,596	242,500	254,947	95,000
<b>Other Charges and Ex Total:</b>		<b>185,596</b>	<b>242,500</b>	<b>254,947</b>	<b>95,000</b>
<b>City Manager Total:</b>		<b>1,222,139</b>	<b>1,370,500</b>	<b>1,411,864</b>	<b>1,782,255</b>
<b>General Fund Total:</b>		<b>1,222,139</b>	<b>1,370,500</b>	<b>1,411,864</b>	<b>1,782,255</b>



Office of the City Manager

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**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 Office.
- 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 2021, this includes funding for the Chief Information Officer (CIO) projects, 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 Institute, 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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Miscellaneous					
<b>Personal Services</b>					
701107	Salary Adjustments	0	250,000	250,000	0
<b>Personal Services Total:</b>		<b>0</b>	<b>250,000</b>	<b>250,000</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	109,300	108,000	121,000	88,800
714006	Workers' Compensation	200,000	100,000	100,000	100,000
716000	Memberships/Subscriptions	52,428	70,970	69,970	76,865
719001	County Wide Disaster Serv	63,674	64,580	65,620	65,555
<b>Contractual Services Total:</b>		<b>425,403</b>	<b>343,550</b>	<b>356,590</b>	<b>331,220</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	1,285,025	1,285,025	1,285,025	0
<b>Capital Outlay Total:</b>		<b>1,285,025</b>	<b>1,285,025</b>	<b>1,285,025</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751015	Leadership Dublin	10,000	10,000	10,000	10,000
754002	Grants/Community Org	384,846	396,250	414,114	379,750
756002	Contingencies	75,112	150,000	148,960	150,000
<b>Other Charges and Ex Total:</b>		<b>469,958</b>	<b>556,250</b>	<b>573,074</b>	<b>539,750</b>
<b>City Manager Total:</b>		<b>2,180,386</b>	<b>2,434,825</b>	<b>2,464,689</b>	<b>870,970</b>
<b>General Fund Total:</b>		<b>2,180,386</b>	<b>2,434,825</b>	<b>2,464,689</b>	<b>870,970</b>



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

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**BUDGET SUMMARY:**

**10110190**

- Account 701107 provided a funding allotment for the City's 2020 re-organization, and was subsequently eliminated for 2021.
- 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.
- Account 756002 provides funding for unanticipated expenditures that may occur throughout the year.

**10180190**

- Account 735001 provided 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.

<b>PERSONNEL DATA</b>	<b>2020</b>	<b>2021</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
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	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>



**PART-TIME/SEASONAL STAFF**

Intern (1)	$\frac{0}{0}$	$\frac{.5}{.5}$
<b>TOTAL</b>	<b>0</b>	<b>.5</b>

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**NOTES AND ADJUSTMENTS:**

(1) A part-year (six month) Intern position is requested to assist with entry level clerical work.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Human Resources (HR)					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	784,130	842,385	842,385	799,200
701103	Overtime Wages	181	500	500	500
701104	Other Wages	0	0	0	6,000
701201	Employee Benefits	266,493	296,000	296,000	311,695
701204	Uniforms and Clothing	541	2,000	2,459	2,000
701206	Employee Training and Developm	133,411	201,340	191,902	177,010
701207	Tuition Reimbursement	23,384	40,000	30,000	40,000
702000	Training/Travel	15,051	22,700	14,305	11,350
702001	Reimbursable Business Expense	0	3,500	3,500	1,750
703100	Meeting Expenses	169	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>1,223,360</b>	<b>1,410,925</b>	<b>1,383,550</b>	<b>1,352,005</b>
<b>Contractual Services</b>					
713004	Other Professional Services	74,190	132,555	169,333	105,555
713005	Misc. Contract. Serv.	26,054	31,880	38,515	31,880
714001	Insurance and Bonding	485,864	506,090	546,090	561,335
714009	Insurance Claims Paid	532	10,000	10,000	10,000
715002	Advertising	3,051	10,000	10,000	7,500
715003	Printing and Reproductions	1,016	3,000	3,000	3,000
716000	Memberships/Subscriptions	7,128	11,160	11,260	8,445
<b>Contractual Services Total:</b>		<b>597,835</b>	<b>704,685</b>	<b>788,198</b>	<b>727,715</b>
<b>Supplies</b>					
721001	Office Supplies	4,994	8,605	10,374	8,100
724003	Equipment Maintenance	0	180	180	180
<b>Supplies Total:</b>		<b>4,994</b>	<b>8,785</b>	<b>10,554</b>	<b>8,280</b>
<b>Other Charges and Ex</b>					
751005	Risk Mgt. /Safety Programs	11,082	17,175	17,175	43,525
751017	Employee Recognition Program	44,846	49,255	54,896	49,255
<b>Other Charges and Ex Total:</b>		<b>55,927</b>	<b>66,430</b>	<b>72,071</b>	<b>92,780</b>
<b>City Manager Total:</b>		<b>1,882,117</b>	<b>2,190,825</b>	<b>2,254,373</b>	<b>2,180,780</b>
<b>General Fund Total:</b>		<b>1,882,117</b>	<b>2,190,825</b>	<b>2,254,373</b>	<b>2,180,780</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 701104 provides funding for the Intern position.
- 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 City employee 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 providing those employee's uniforms budget those 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 HR and Risk Management staff.
- Account 702001 provides funding for reimbursable business expenses.
- Account 703100 provides funding to provide logistical support for significant hiring such as 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, as well as for cyber coverage. Although property markets have significantly stiffened in the last 24 months, the additions of the pedestrian bridge, Riverside Crossing Park, City Hall and North Pool have greatly impacted the cost of property 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.



Office of the City Manager / Human Resources

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**BUDGET SUMMARY:**

**10110120 (continued)**

- 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 five 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 2020, the direction of the program focused on eLearning training available on the Cornerstone Learning platform while providing training to fill perceived gaps in much needed skill sets. 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

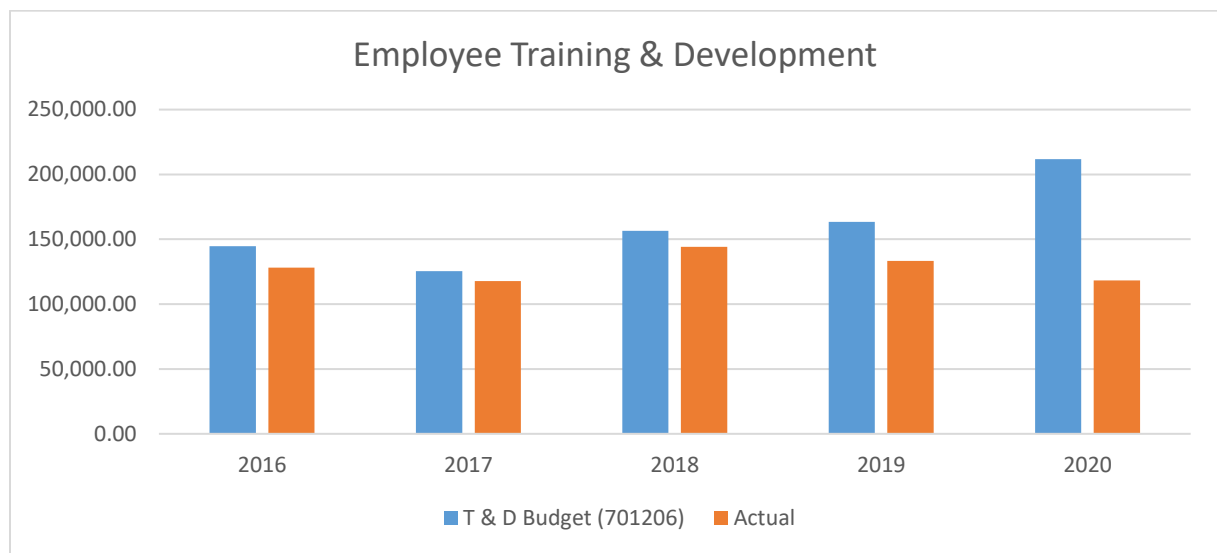
**III. Management Development:** Employee management, City specific processes and services, City policies and guidelines, and quarterly huddles with City Manager

**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 2016-2020 trending up each year. The columns show the revised budget amounts for 2016-2020, actual expenditures for each year, and outstanding encumbrances for 2020 as of August 3, 2020.



## 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:** Cornerstone OnDemand, 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 Cornerstone OnDemand Learning platform and 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.

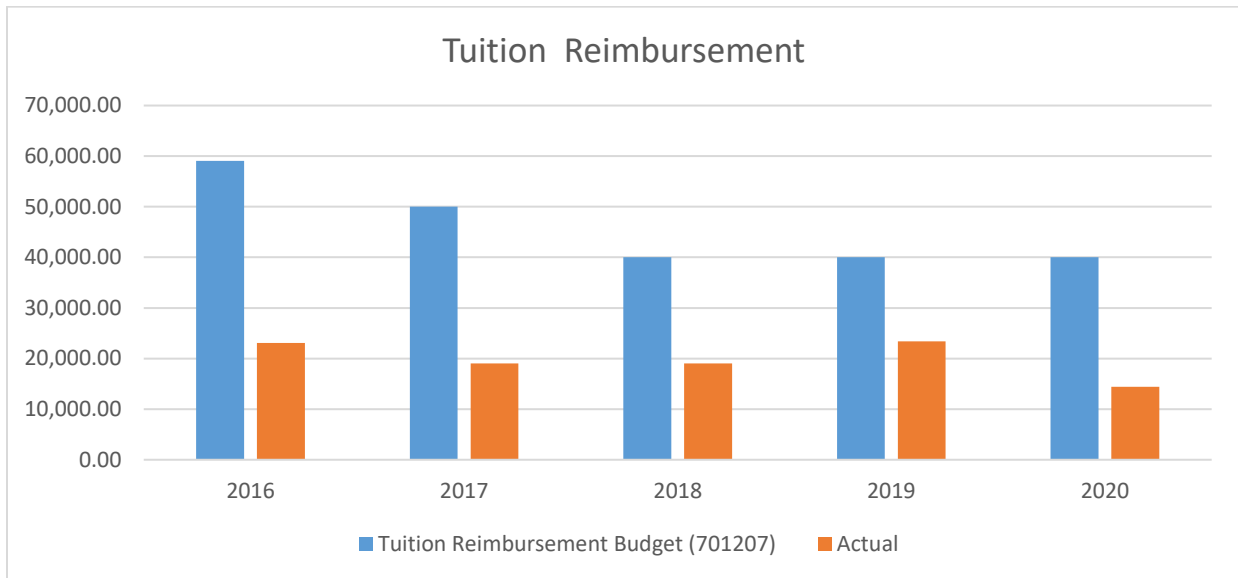
**Maximum reimbursement per calendar year:** Non-union staff = \$3,000, USW= \$3,000, FOP/OLC= 3,750, and, FOP Lodge 9 = \$3,750

**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 2016-2020 trending down each year. The columns show the revised budget amounts for 2016-2020, actual expenditures for each year, and outstanding encumbrances for 2020. The 2020 actual expenditure data used in the chart is as of July 31, 2020. 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, 2018 = 7, 2019= 11 and 2020= 14.

**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.

A new Incident Management software application is budgeted for Risk Management that which will integrate with Kronos and enables the City to proactively uncover issues and improve safety performance and regulatory compliance. Using configurable SmartForms and interactive dashboards, managers can complete accident investigations, analyze data to reveal gaps in compliance, identify trends, and lessen the chance of future incidents.



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 2016-2020 trending up each year. The columns show the revised budget amounts for 2016-2020, actual expenditures for each year, and outstanding encumbrances for 2020. The 2020 actual expenditure data used in the chart is as of August 3, 2020. 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 AND 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****2020  
CURRENT NUMBER****2021  
ADOPTED**

Director, Communications & Public Information  
Public Affairs Officer  
Public Information Officer  
Multimedia Communication Specialist  
Digital & Brand Manager  
Digital & Graphic Designer  
Administrative Support 3  
**TOTAL**

1  
1  
2  
1  
1  
1  
1  
**8**

1  
1  
2  
1  
1  
1  
1  
**8**

**PART-TIME/SEASONAL STAFF**

Communication Interns  
**TOTAL**

2  
**2**

2  
**2**

**NOTES AND ADJUSTMENTS:**



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	633,777	699,285	699,285	678,570
701103	Overtime Wages	4,702	4,500	4,500	4,500
701104	Other Wages	12,431	30,000	30,000	30,000
701201	Employee Benefits	276,347	317,995	317,995	326,775
701204	Uniforms and Clothing	350	800	800	800
702000	Training/Travel	12,041	15,250	15,250	7,625
703100	Meeting Expenses	4,425	3,500	3,500	3,500
<b>Personal Services Total:</b>		<b>944,072</b>	<b>1,071,330</b>	<b>1,071,330</b>	<b>1,051,770</b>
<b>Contractual Services</b>					
713004	Other Professional Services	329,533	413,300	564,285	383,300
713005	Misc. Contract. Serv.	16,153	27,220	40,220	35,220
715001	Communications	51	500	500	500
715002	Advertising	102,597	84,000	104,000	84,000
715003	Printing and Reproductions	11,747	15,000	15,900	15,000
716000	Memberships/Subscriptions	4,116	5,700	5,700	6,620
<b>Contractual Services Total:</b>		<b>464,197</b>	<b>545,720</b>	<b>730,605</b>	<b>524,640</b>
<b>Supplies</b>					
721001	Office Supplies	2,759	3,000	3,151	3,000
721002	Operating Supplies	415	1,000	1,000	1,000
724003	Equipment Maintenance	0	500	500	500
<b>Supplies Total:</b>		<b>3,174</b>	<b>4,500</b>	<b>4,651</b>	<b>4,500</b>
<b>Capital Outlay</b>					
734002	Tools	6,829	2,500	2,500	2,500
<b>Capital Outlay Total:</b>		<b>6,829</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	292,658	341,625	329,629	341,625
751012	Promotional Programs	8,792	10,000	12,850	10,000
<b>Other Charges and Ex Total:</b>		<b>301,450</b>	<b>351,625</b>	<b>342,479</b>	<b>351,625</b>
<b>City Manager Total:</b>		<b>1,719,721</b>	<b>1,975,675</b>	<b>2,151,565</b>	<b>1,935,035</b>
<b>General Fund Total:</b>		<b>1,719,721</b>	<b>1,975,675</b>	<b>2,151,565</b>	<b>1,935,035</b>



Office of the City Manager / Communications and Public Information

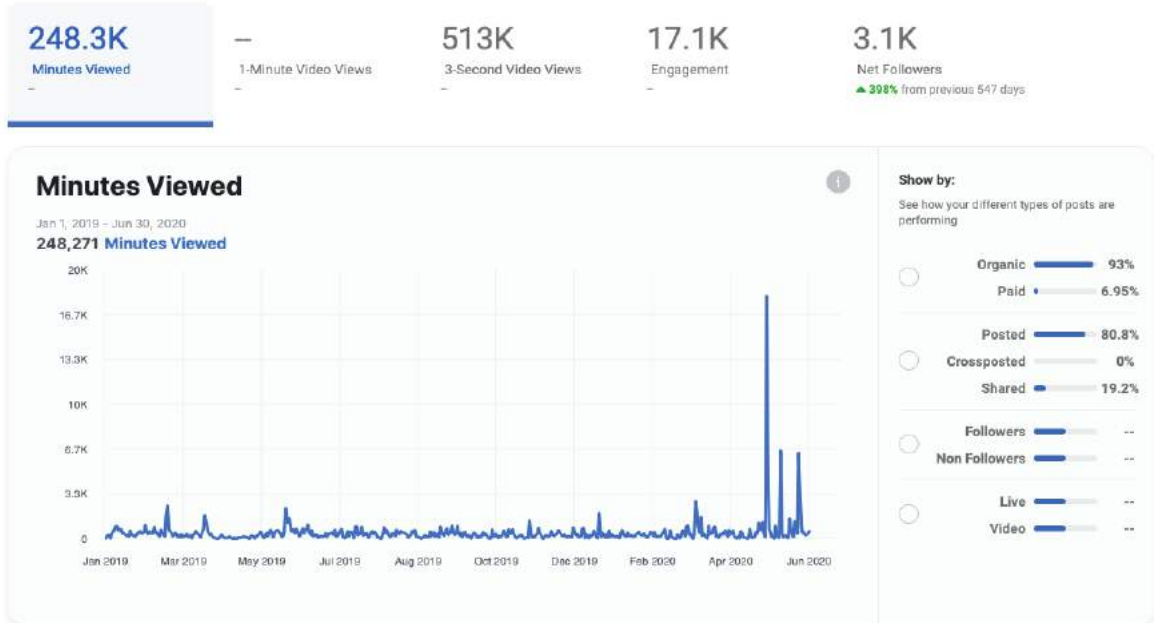
**Budget Summary:**

**10110130**

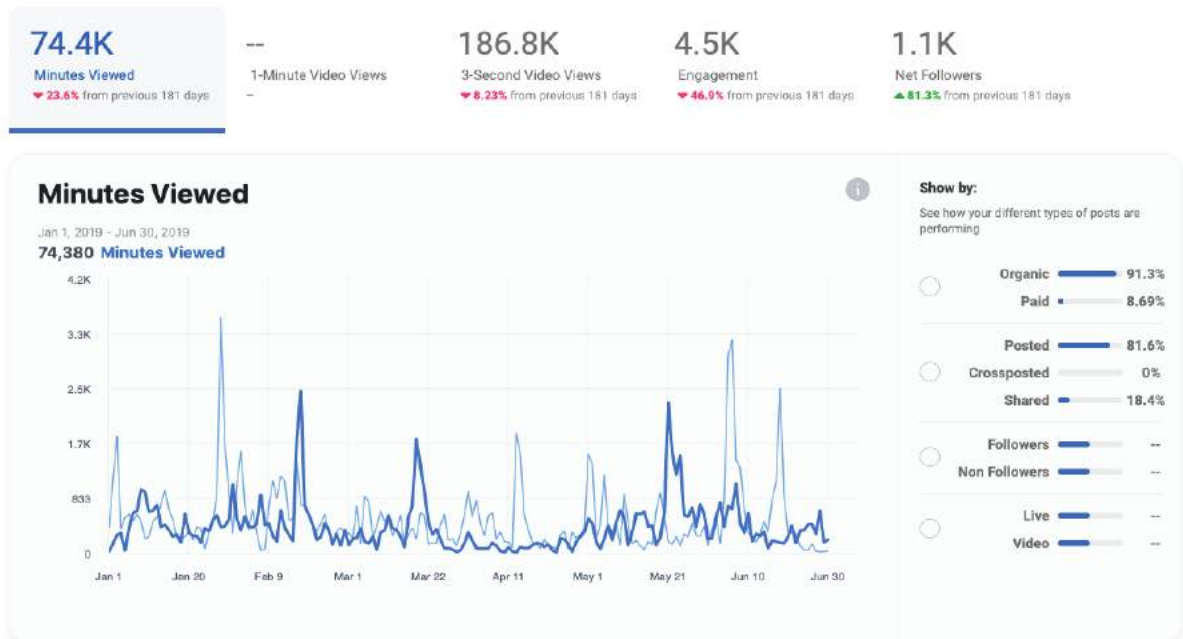
- Account 701101 provides funding for staffing reflected under Personnel Data.
- Account 701103 provides funding of overtime for events, meetings and special projects.
- Account 701104 other wages provides funding for interns.
- Account 701204 provides funding for branded tee shirts and items for the employee 410 communication/engagement team.
- Account 702000 provides funding for staff professional development.
- Account 703100 provides funding for 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, Zencity, 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, 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.



## Facebook Video: January 1 - June 30, 2020



## Facebook Video: January 1 - June 30, 2019







Office of the City Manager / Communications and Public Information

### YouTube Video: January 1 - June 30, 2020

People watched your videos 19,051 times during the dates you selected



### YouTube Video: January 1 - June 30, 2019






People watched your videos 3,187 times during the dates you selected










## YouTube Top 5 Videos: January 1 - June 30, 2020

## Your top videos in this period

Video		Average view duration	Views
1	 Dublin Recreation Center Reopens with Safety Measures Jun 4, 2020	2:28 (76.6%)	1,674
2	 Dublin, Ohio, USA: We Will Be Together Again Apr 3, 2020	3:06 (78.4%)	865
3	 Dublin News Now: Q & A with Dr. Ben Bring Mar 27, 2020	3:35 (59.8%)	819
4	 How to Make 'No-Knead' Bread May 11, 2020	0:39 (36.3%)	608
5	 Abbey Theater to Premiere Virtual Musical May 21, 2020	1:35 (47.9%)	449

## YouTube Top 5 Videos: January 1 - June 30, 2019

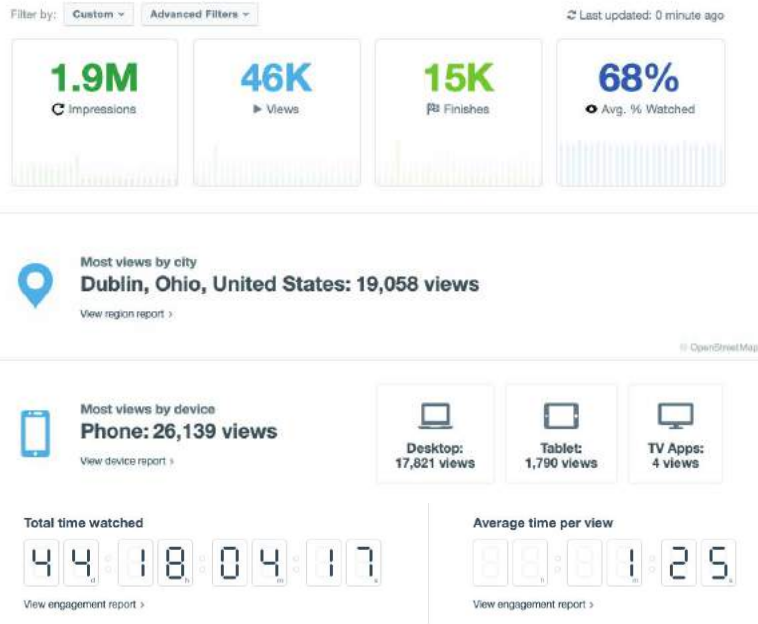
## Your top videos in this period

Video		Average view duration	Views
1	 State of the City - Thursday, March 14, 2019 Mar 14, 2019	10:39 (16.1%)	246
2	 Dublin Police Jul 7, 2017	2:31 (54.2%)	192
3	 Dublin City Council Meeting - Monday, February 25, 2019 Feb 25, 2019	15:00 (15.9%)	176
4	 Dublin Police Department- Police Navidad Dec 20, 2017	0:37 (99.7%)	159
5	 Dublin City Council - Monday, April 22, 2019 Apr 22, 2019	11:08 (8.2%)	151



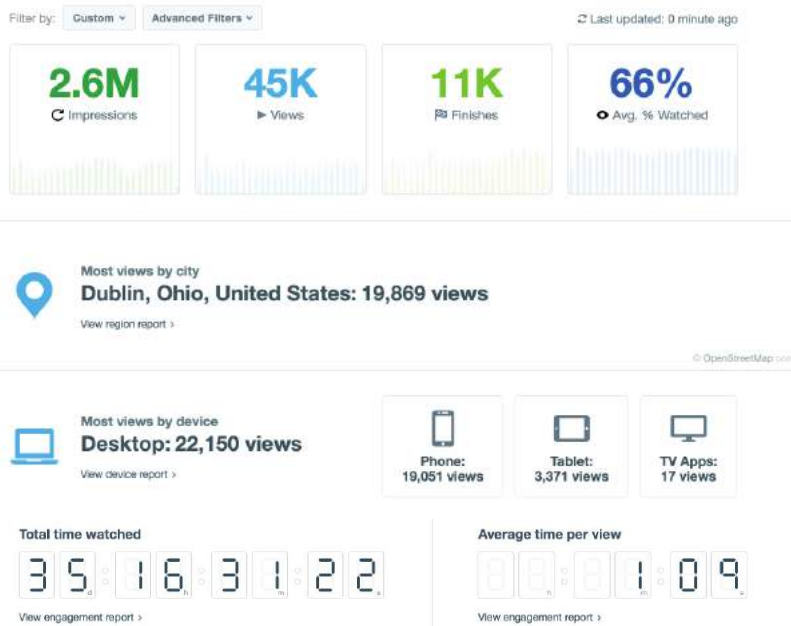
## Vimeo Video: January 1 - June 30, 2020

### Analytics Dashboard



## Vimeo Video: January 1 - June 30, 2019

### Analytics Dashboard







Office of the City Manager / Communications and Public Information

## Vimeo Top 5 Videos: January 1 - June 30, 2020

► Most views

[View report >](#)



Opening Soon: Dublin's Pe...  
5,695 views



Time lapse - Dublin Pedestr...  
5,024 views



DCRC Sign-Up Guide - Des...  
2,507 views



Riverside Crossing Park - E...  
1,623 views

## Vimeo Top 5 Videos: January 1 - June 30, 2019

► Most views

[View report >](#)



Riverside Crossing Park - E...  
2,482 views



Dublin News in :90 - New A...  
1,620 views



Time lapse - Dublin Pedestr...  
1,280 views



Downtown Dublin Improve...  
1,204 views





## Office of the City Manager / Communications and Public Information

## Digital Media

## // websites

	2013	2014	2015	2016	2017	2018	2019	2020* January - June
<b>dublinohiousa.gov</b>								
sessions	821,080	844,969	969,480	974,769	887,153	865,944	844,218	464,334
pageviews	2,093,339	2,052,637	2,213,397	2,173,537	1,978,280	1,881,248	1,859,801	984,668
<b>dublinirishfestival.org</b>								
sessions	320,946	292,935	225,575	216,250	231,793	215,017	218,617	33,139
pageviews	965,911	841,125	612,965	599,275	640,155	730,962	654,315	72,624
<b>bridgestreet.dublinohiousa.gov</b>								
sessions	NA	NA	31,495	51,609	48,841	70,429	61,254	37,746
pageviews	NA	NA	98,640	143,329	120,549	150,442	109,776	55,967
<b>dubnet.dublinohiousa.gov</b>								
sessions	NA	NA	86,722	85,657	70,334	63,254	61,143	26,762
pageviews	NA	NA	310,466	187,633	146,747	131,938	131,639	54,749
<b>econdev.dublinohiousa.gov</b>								
sessions	NA	NA	NA	19,936	20,703	16,502	19,454	7,762
pageviews	NA	NA	NA	40,274	36,806	30,453	36,122	13,686

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	2019	2020* January - June
Facebook	6,844	7,918	9,741	12,572	14,720	16,637	18,302	19,870
Twitter	7,658	9,206	11,135	12,755	14,154	15,112	15,527	16,758
LinkedIn	424	784	1,209	1,486	2,094	2,917	3,431	5,430
Instagram	717	1,400	2,470	3,833	5,445	7,704	9,220	13,858
Nextdoor	NA	1,611	5,326	8,549	11,775	14,582	15,902	18,780

## // eNews

	2013	2014	2015	2016	2017	2018	2019	2020* January - June
Audience	2,739	3,185	4,522	4,781	6,762	8,975	9,743	9,982

**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.

**PERSONNEL DATA**  
**POSITION TITLE****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Director of Law \*

1

1

Assistant Director of Law \*

22**TOTAL****3****3****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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Legal Services					
<b>Contractual Services</b>					
713002	Legal Services	962,859	1,000,000	1,105,322	1,000,000
713003	Other Legal Services	394,052	575,000	709,093	575,000
713004	Other Professional Services	209,683	375,000	425,927	375,000
<b>Contractual Services Total:</b>		<b>1,566,594</b>	<b>1,950,000</b>	<b>2,240,342</b>	<b>1,950,000</b>
<b>City Manager Total:</b>		<b>1,566,594</b>	<b>1,950,000</b>	<b>2,240,342</b>	<b>1,950,000</b>
<b>General Fund Total:</b>		<b>1,566,594</b>	<b>1,950,000</b>	<b>2,240,342</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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**Deputy City Manager / Chief Finance and Development Officer  
Finance / 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****2020  
CURRENT NUMBER****2021  
ADOPTED**

Director of Finance	1	1
Deputy Director of Finance	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:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Office of the Director of Finance/Fiscal Administration					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	944,769	1,053,620	1,053,620	1,031,165
701103	Overtime Wages	4,100	6,000	6,000	6,000
701201	Employee Benefits	351,569	407,970	407,970	421,075
701204	Uniforms and Clothing	0	2,000	2,000	2,000
702000	Training/Travel	11,560	15,000	15,114	7,500
<b>Personal Services Total:</b>		<b>1,311,998</b>	<b>1,484,590</b>	<b>1,484,704</b>	<b>1,467,740</b>
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	1,410	11,200	11,200	11,200
713004	Other Professional Services	974	21,000	21,926	21,000
713005	Misc. Contract. Serv.	174,679	150,000	165,125	150,000
715001	Communications	32,075	27,000	27,000	27,000
715002	Advertising	4,266	5,000	5,000	5,000
715003	Printing and Reproductions	6,500	10,000	14,056	10,000
716000	Memberships/Subscriptions	4,682	3,600	4,620	4,600
717001	Rents and Leases	11,798	15,000	16,585	15,000
<b>Contractual Services Total:</b>		<b>236,385</b>	<b>242,800</b>	<b>265,512</b>	<b>243,800</b>
<b>Supplies</b>					
721001	Office Supplies	15,416	35,500	36,248	35,500
721002	Operating Supplies	5,107	3,000	5,000	3,000
721003	Coffee/Misc. Supplies	21,682	22,000	22,630	22,000
724003	Equipment Maintenance	768	500	1,000	500
728000	Office Expense	208	1,000	1,000	0
<b>Supplies Total:</b>		<b>43,180</b>	<b>62,000</b>	<b>65,878</b>	<b>61,000</b>
<b>Finance Total:</b>		<b>1,591,563</b>	<b>1,789,390</b>	<b>1,816,094</b>	<b>1,772,540</b>
<b>General Fund Total:</b>		<b>1,591,563</b>	<b>1,789,390</b>	<b>1,816,094</b>	<b>1,772,540</b>

**Deputy City Manager / Chief Finance and Development Officer  
Finance / Fiscal Administration**

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**BUDGET SUMMARY:****10110210**

- Account 701101 provides funding for the staffing reflected under Personnel Data.
- Account 701204 provides funding for shirts to identify staff members working the Dublin Irish Festival to support the festival's financial operation.
- 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 Municipal Finance Officers Association (MFOA), the Government Finance Officers Association (GFOA), Association of Government Accountants (AGA), and Ohio Society of CPAs.
- 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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741201	Transf Exp Street Maint and Re	2,275,000	2,250,000	2,250,000	2,000,000
741225	Transf Exp Recreation	3,750,000	4,000,000	5,000,000	6,000,000
741226	Transf Exp Pool	420,000	400,000	500,000	475,000
741232	Transf Exp Hotel/Motel Tax	0	0	0	1,500,000
741241	Transf Exp Safety	12,100,000	13,500,000	13,500,000	13,500,000
741261	Transf Exp Cemetery	170,000	200,000	200,000	200,000
741262	Transf Exp Accrued Leave Reser	0	0	35,000	0
741401	Transf Exp Capital Impr Tax	0	6,500,250	2,000,000	6,000,000
741620	Transf Exp Sewer	0	0	0	150,000
742404	Adv Exp Capital Improv Const	14,000,000	0	0	0
742412	Adv Exp TIF Woerner-Temple	300,000	0	0	0
742457	Adv Exp Bridge Street	1,400,000	1,400,000	1,400,000	1,536,965
742465	Adv Exp TIF Riviera	100,000	0	0	0
742623	Adv Exp Sewer Construction	1,500,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>36,015,000</b>	<b>28,250,250</b>	<b>24,885,000</b>	<b>31,361,965</b>
<b>Finance Total:</b>		<b>36,015,000</b>	<b>28,250,250</b>	<b>24,885,000</b>	<b>31,361,965</b>
<b>General Fund Total:</b>		<b>36,015,000</b>	<b>28,250,250</b>	<b>24,885,000</b>	<b>31,361,965</b>



## 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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Miscellaneous					
<b>Contractual Services</b>					
711001	County Auditor Deductions	77	2,500	2,500	2,500
711003	Real Estate Taxes	436,647	169,000	170,630	70,000
713001	Accounting/Auditing Services	50,267	64,700	70,950	64,700
714002	Health Services	454,423	470,910	482,606	517,700
<b>Contractual Services Total:</b>		<b>941,414</b>	<b>707,110</b>	<b>726,686</b>	<b>654,900</b>
<b>Other Charges and Ex</b>					
755000	Refunds	-45	10,000	10,000	10,000
<b>Other Charges and Ex Total:</b>		<b>-45</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>941,370</b>	<b>717,110</b>	<b>736,686</b>	<b>664,900</b>
<b>General Fund Total:</b>		<b>941,370</b>	<b>717,110</b>	<b>736,686</b>	<b>664,900</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 payment of 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 (BOH), and funding for contracted mosquito spraying. Franklin BOH fee increases are based on increases in the City's population, as well as inflationary costs.



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**Deputy City Manager / Chief Finance and Development Officer  
Finance / Taxation**

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**STATEMENT OF FUNCTIONS**

The Division of Taxation is responsible for the collection of all tax revenues, performing 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).
- Continue to add payroll providers that remit payments 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**
**2020  
CURRENT NUMBER**
**2021  
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:**



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Taxation					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	503,495	561,285	567,785	531,430
701103	Overtime Wages	3,241	4,000	4,000	4,000
701201	Employee Benefits	167,994	225,315	218,815	182,715
702000	Training/Travel	2,438	4,500	4,500	2,250
<b>Personal Services Total:</b>		<b>677,168</b>	<b>795,100</b>	<b>795,100</b>	<b>720,395</b>
<b>Contractual Services</b>					
713004	Other Professional Services	11,765	900	9,627	900
713005	Misc. Contract. Serv.	27,574	44,600	52,170	44,600
713006	State Utility Fees City Tax	267	500	500	500
713007	State Opt - In Fess City Tax	6,770	10,000	10,000	10,000
715001	Communications	17,945	3,000	20,100	3,000
716000	Memberships/Subscriptions	557	1,345	1,544	1,345
<b>Contractual Services Total:</b>		<b>64,879</b>	<b>60,345</b>	<b>93,941</b>	<b>60,345</b>
<b>Supplies</b>					
721001	Office Supplies	2,105	3,000	4,186	3,000
721004	Dublin Forms	0	2,500	12,150	2,500
724003	Equipment Maintenance	0	400	400	400
<b>Supplies Total:</b>		<b>2,105</b>	<b>5,900</b>	<b>16,736</b>	<b>5,900</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	6,414	2,000	2,000	2,000
<b>Capital Outlay Total:</b>		<b>6,414</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	2,607,507	3,010,000	3,010,000	3,010,000
<b>Other Charges and Ex Total:</b>		<b>2,607,507</b>	<b>3,010,000</b>	<b>3,010,000</b>	<b>3,010,000</b>
<b>Finance Total:</b>		<b>3,358,072</b>	<b>3,873,345</b>	<b>3,917,778</b>	<b>3,798,640</b>
<b>General Fund Total:</b>		<b>3,358,072</b>	<b>3,873,345</b>	<b>3,917,778</b>	<b>3,798,640</b>



**Deputy City Manager / Chief Finance and Development Officer  
Finance / Taxation**

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**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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## Office of the Deputy City Manager/Chief Operating Officer

**STATEMENT OF FUNCTIONS**

The Deputy City Manager/Chief Operating Officer provides direction and oversight for:

- The Department of Public Works consisting of the Divisions of Street & Utilities Operations, Engineering, Facilities Management and Fleet Management.
- The Department of Parks and Recreation consisting of the Divisions of Parks and Grounds Maintenance, Recreation Services, Community Events and Volunteer Services.
- The Infrastructure Asset Management Program.

**OBJECTIVES AND ACTIVITIES**

- To provide leadership and direction to the staff within the Divisions of Street & Utilities Operations, Engineering, Facilities Management, Fleet Management, Parks and Grounds Maintenance, Recreation Services, Community Events, Volunteer Services and Infrastructure Asset Management, 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.
- To provide quality service to our residents through the use and development of GoDublin and the dedicated GoDublin Maintenance Team specifically focused on resident and Council requests so that other teams can focus on planned work.
- To provide asset performance management to improve the reliability and availability of physical assets while minimizing risk and operating costs; including condition monitoring, predictive maintenance, asset integrity management, utilizing technologies such as asset health data collection, visualization, and analytics.
- To provide front desk service at the Service Center to provide direct and friendly customer interaction with our residents and visitors.
- To provide contract, prevailing wage, bid document, and procurement coordination with the departments of Public Works.

<b>PERSONNEL DATA</b>	<b>2020</b>	<b>2021</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT</u></b>	<b><u>PROPOSED</u></b>
<b><u>NUMBER</u></b>		
Director, Public Works (1)	1	0
Deputy City Manager/Chief Operating Officer (1)	0	1
Management Analyst (2)	0	1
Infrastructure Asset Manager Engineer (3)	1	0
Director, Asset Management and Support Services (3)	0	1
Director, Parks and Recreation (4)	0	1
Maintenance Crew Supervisor (5)	0	1
Maintenance Worker (6)	0	3
Engineering Technician I	1	1



Administrative Support 3 (7)	1	2
Administrative Support 1 (8)	0	1
Contract and Procurement Coordinator	1	1
Landscape Architect Manager (9)	0	1
Landscape Architect (10)	<u>0</u>	<u>.5</u>
<b>TOTAL</b>	<b>5.0</b>	<b>14.5</b>

**PART-TIME/SEASONAL STAFF**

Intern	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

**NOTES AND ADJUSTMENTS:**

- (1) Pursuant to the re-organization in 2020, the Director of Public Works position is reclassified to the Deputy City Manager/Chief Operating Officer.
- (2) New Management Analyst position is reallocated from Director of Street & Utilities Operations vacancy.
- (3) Infrastructure Asset Manager Engineer position reclassified to Director of Asset Management and Support Services.
- (4) Parks and Recreation Director position reallocated from Parks and Recreation Director's Office.
- (5) One (1) Maintenance Crew Supervisor position reallocated from Parks and Recreation Office of the Director for the GoDublin Maintenance Team.
- (6) One Maintenance Worker position reallocated from Parks Maintenance and two Maintenance Workers reallocated from Street and Utilities Operations for the GoDublin maintenance team.
- (7) One Administrative Support 3 position reallocated from Parks and Recreation Director's Office.
- (8) One Administrative Support 1 position is reallocated from Fleet.
- (9) Landscape Architect Manager position reallocated from Parks and Recreation Director's Office.
- (10) Landscape Architect position is allocated to this budget (50%), and the Hotel/Motel Tax Fund – Public Art budget (50%).

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Deputy City Manager - Chief Operating Officer					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	436,559	466,355	466,355	1,186,820
701103	Overtime Wages	1,103	5,000	5,000	9,500
701104	Other Wages	5,427	27,040	27,040	24,000
701201	Employee Benefits	113,629	177,420	177,420	472,100
701204	Uniforms and Clothing	160	250	250	450
702000	Training/Travel	11,782	12,575	12,575	13,005
703100	Meeting Expenses	3,542	4,600	4,600	4,600
<b>Personal Services Total:</b>		<b>572,203</b>	<b>693,240</b>	<b>693,240</b>	<b>1,710,475</b>
<b>Contractual Services</b>					
713004	Other Professional Services	138	12,500	15,500	2,500
713005	Misc. Contract. Serv.	97,804	65,000	88,699	185,000
715001	Communications	27	200	200	300
716000	Memberships/Subscriptions	1,547	1,825	1,825	7,915
<b>Contractual Services Total:</b>		<b>99,515</b>	<b>79,525</b>	<b>106,224</b>	<b>195,715</b>
<b>Supplies</b>					
721001	Office Supplies	889	2,000	2,352	3,500
721002	Operating Supplies	0	1,500	1,500	1,500
<b>Supplies Total:</b>		<b>889</b>	<b>3,500</b>	<b>3,852</b>	<b>5,000</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>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	20,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
<b>Public Works Total:</b>		<b>672,607</b>	<b>777,265</b>	<b>804,317</b>	<b>1,932,190</b>
<b>General Fund Total:</b>		<b>672,607</b>	<b>777,265</b>	<b>804,317</b>	<b>1,932,190</b>

**Office of the Deputy City Manager/Chief Operating Officer****BUDGET SUMMARY:****10110310**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides for overtime funding of Administrative Support staff for meetings, special events and other unexpected circumstances. A decrease in funding reflects the reassigning of the Crew Supervisor position to the Parks and Grounds Maintenance budget.
- Account 701104 provides funding for one intern position to support the Infrastructure Asset Management program.
- Account 701204 supports minimal funding for Landscape Architect, Landscape architect and PPE Replacements and supplies. A decrease in funding reflects the reassigning of the Crew Supervisor position to the Parks and Grounds Maintenance budget.
- Account 702000 provides funding for travel, training, and certification courses for staff, as well as recertification credits for professional certifications, and staff training and development. Additional funding is included for landscape architect position for ASLA training and re-certifications.
- Account 703100 provides funding in meeting expenses for events such as Staff Retreats, Public Works Week and SnowGo Day.
- Account 713004 The VHB Software allocation of \$10,000 in 2019 will be rolled into Pavement Inspection in 2020. The new, proposed pavement inspection procedure will come packaged with pavement management 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 that is limited to the next 3 years (2020, 2021, and 2022). Funding for right of way landscape enhancements/renovations. All landscape maintenance contracts, supplemental contract mulching and various Homeowner's Associations (HOA) contracts have been moved to the Parks and Grounds Maintenance budget.
- Account 715001 provides funding for express mail and courier services.
- Account 716000 provides funding for professional memberships, and 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 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.
- Account 751003 includes new funding for park dedications and Parks & Recreation events. Funds are being included again in 2021 for CAPRA re-accreditation in 2021 that was postponed in 2020 due to the pandemic. These costs include expenses for site visits. Also includes funding for updates and printing for bike path maps.

**10180310**

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



**Deputy City Manager / Chief Operating Officer  
Public Service /Environmental/ Solid Waste Management**

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**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.

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**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.

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<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2020</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2021</u></b> <b><u>ADOPTED</u></b>
Public Service Director (1)	0	.30
Director, Streets & Utilities Operations (2)	.15	0
Operations Administrator	1	1
Maintenance Crew Supervisor (3)	.30	.80
Maintenance Worker	4	4
Administrative Support 2	.60	1
<b>TOTAL</b>	<b>6.05</b>	<b>7.1</b>
 <b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>

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**NOTES AND ADJUSTMENTS:**

- (1) The Public Service Director position is allocated 30% to this budget, 35% to the Street Fund and 35% to Parks and Grounds Maintenance.
- (2) The Director of Street & Utilities Operations position is being reallocated to Management Analyst position in the Deputy City Manager's Office.
- (3) One Maintenance Crew Supervisor position is allocated 80% to this budget, 20% to the Street Fund.



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Environmental / Solid Waste					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	420,336	460,105	460,105	503,395
701103	Overtime Wages	43,307	40,000	40,000	40,000
701104	Other Wages	15,932	29,100	20,100	29,100
701201	Employee Benefits	220,636	248,080	248,080	295,395
701204	Uniforms and Clothing	4,377	4,395	4,395	4,395
702000	Training/Travel	0	1,700	1,700	850
<b>Personal Services Total:</b>		<b>704,588</b>	<b>783,380</b>	<b>774,380</b>	<b>873,135</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	239	5,300	5,802	5,300
715001	Communications	0	100	100	100
715003	Printing and Reproductions	0	300	300	300
716000	Memberships/Subscriptions	468	710	710	710
<b>Contractual Services Total:</b>		<b>707</b>	<b>6,410</b>	<b>6,912</b>	<b>6,410</b>
<b>Supplies</b>					
721001	Office Supplies	481	300	300	300
721002	Operating Supplies	1,769	1,740	2,112	1,740
<b>Supplies Total:</b>		<b>2,250</b>	<b>2,040</b>	<b>2,412</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	2,792,637	2,889,890	3,134,145	3,438,255
751012	Promotional Programs	605	500	500	500
<b>Other Charges and Ex Total:</b>		<b>2,793,242</b>	<b>2,890,390</b>	<b>3,134,645</b>	<b>3,438,755</b>
<b>Public Works Total:</b>		<b>3,500,788</b>	<b>3,687,345</b>	<b>3,923,474</b>	<b>4,325,465</b>
<b>General Fund Total:</b>		<b>3,500,788</b>	<b>3,687,345</b>	<b>3,923,474</b>	<b>4,325,465</b>



**Deputy City Manager / Chief Operating Officer  
Public Service /Environmental/ 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 701104 provides funding for wages of part-time or seasonal staff.
- 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. The increase in budget for 2021 is due to a contractual per household per month rate increase, increase in the number of households serviced, and an increase in recycling processing fees.
- 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.

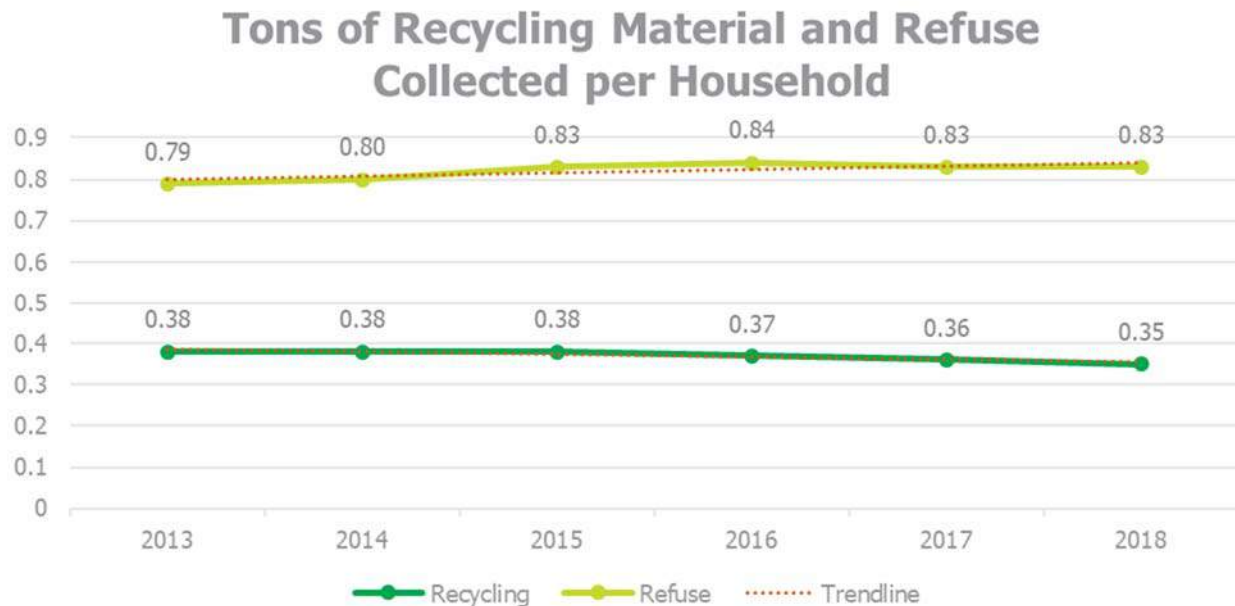


Deputy City Manager / Chief Operating Officer  
Public Service /Environmental/ Solid Waste Management

**Performance Measures:**

**Tons of Recycling Material Collected per Household**

**Tons of Refuse Collected per Household**



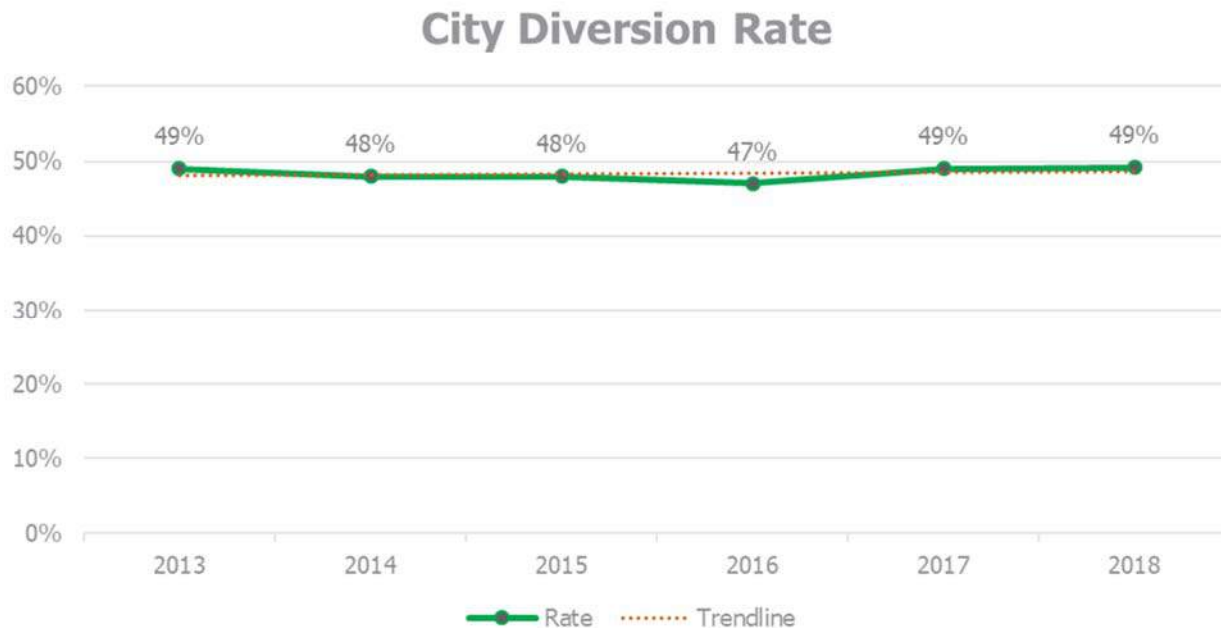
The Solid WasteWork Unit uses both measurements above (tons of refuse and tons of recycling collected per household) to calculate an average rate of tons collected per solid waste customer in Dublin. The recycling rate per household remains fairly constant over the six-year span at around 0.37 tons/household. 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.



Deputy City Manager / Chief Operating Officer  
Public Service /Environmental/ 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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**Deputy City Manager / Chief Operating Officer/ Engineering****STATEMENT OF FUNCTIONS**

Engineering provides services such as design review, street and bridge design and construction, 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. 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, flood plain and ponds.
- To manage City infrastructure by establishing maintenance programs for sanitary and storm sewers, water lines, manholes, 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**  
**POSITION TITLE****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Director, Engineering (1)	1	.6
Deputy Director (2)	0	1.3
Engineering Manager (2)(3)	2	0
Senior Civil Engineer (2)	2.3	2
Civil Engineer II (4)(5)	6	3
Construction Manager (5)	0	1
Engineering Technician I (6)	1.5	1.5
Engineering Technician II	2	2
Operations Administrator (7)	0	.3
Electrical Worker (8)	4	0
Engineering Project Inspector (9)	4.5	4.5
Administrative Support 2 (10)	2	.5
<b>TOTAL</b>	<b>25.3</b>	<b>16.7</b>

**PART-TIME/SEASONAL STAFF**

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

**NOTES AND ADJUSTMENTS:**

(1) The Director of Engineering position is allocated 60% to this budget, 20% to the Water Fund, and 20% to the Sewer Fund.



- (2) A Senior Civil Engineer position and an Engineering Manager position are being is being reallocated to Deputy Director positions. One Deputy Director position is allocated 100% to Engineering, and One Deputy Director position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to the Water Fund.
- (3) An Engineering Manager position is being reallocated to the Deputy Director position in the Transportation & Mobility Division.
- (4) Two Civil Engineer II positions are being reallocated to the Transportation & Mobility Division.
- (5) One Civil Engineer II position is being reallocated to the Construction Manager position.
- (6) An Engineering Technician I is allocated 50% to this budget and 50% to the Water Fund.
- (7) An Operations Administrator is allocated 30% to this budget, 20% to the Water Fund and 50% to the Sewer Fund.
- (8) Four Electrical Workers are being reallocated to the Transportation & Mobility Division.
- (9) One Engineering Project Inspector position is allocated 50% to this budget and 50% to the Water Fund.
- (10) One Administrative Support 2 is being reallocated to the Transportation & Mobility Division. One Administrative Support 2 position is allocated 30% to the Sewer Fund, 50% to Engineering in the General Fund and 20% to the Water Fund.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,898,809	2,068,490	2,068,490	1,414,060
701103	Overtime Wages	38,078	68,000	68,000	58,000
701104	Other Wages	12,573	17,000	17,000	17,000
701201	Employee Benefits	841,944	985,840	985,840	690,695
701204	Uniforms and Clothing	5,302	7,500	8,030	3,350
702000	Training/Travel	22,815	30,000	29,970	7,675
703100	Meeting Expenses	999	1,200	1,200	1,010
<b>Personal Services Total:</b>		<b>2,820,520</b>	<b>3,178,030</b>	<b>3,178,530</b>	<b>2,191,790</b>
<b>Contractual Services</b>					
712002	Eng. Inspection Services	43,103	200,000	263,722	200,000
712003	Plan Review	2,901	5,000	5,999	20,000
713004	Other Professional Services	346,825	787,160	1,352,976	513,460
715001	Communications	16	3,000	3,000	2,150
715003	Printing and Reproductions	1,631	3,000	3,000	3,000
716000	Memberships/Subscriptions	3,979	4,820	4,820	2,660
<b>Contractual Services Total:</b>		<b>398,455</b>	<b>1,002,980</b>	<b>1,633,517</b>	<b>741,270</b>
<b>Supplies</b>					
721001	Office Supplies	4,354	7,000	8,419	4,900
721002	Operating Supplies	7,300	5,830	5,830	4,080
<b>Supplies Total:</b>		<b>11,654</b>	<b>12,830</b>	<b>14,249</b>	<b>8,980</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	20,000	20,000	5,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>5,000</b>
<b>Public Works Total:</b>		<b>3,230,629</b>	<b>4,213,840</b>	<b>4,846,296</b>	<b>2,947,040</b>
<b>General Fund Total:</b>		<b>3,230,629</b>	<b>4,213,840</b>	<b>4,846,296</b>	<b>2,947,040</b>





**Deputy City Manager / Chief Operating Officer/ 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, and long-line pavement marking. 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. Costs of traffic modeling have been moved to the Transportation & Mobility work unit.
- 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.

**Deputy City Manager / Chief Operating Officer/ Transportation & Mobility****STATEMENT OF FUNCTIONS**

Transportation & Mobility is responsible for comprehensive transportation planning and operations (including traffic engineering and safety). This work unit explores ways to make transportation more efficient and accessible and developing and evaluating innovative approaches to transportation and mobility (all modes). This work unit is tasked with understanding transportation and mobility needs, coordinating options to meet needs, and integrating transportation into planning and programs. Transportation & Mobility explores ways to enhance safety and mobility options through emerging technologies and is responsible for leading Connected Dublin's Smart Mobility initiatives. This work unit is responsible for parking management. Transportation & Mobility also provides services such as operation and maintenance of traffic signals, street lights, the outdoor warning system, school zone flashers, traffic control and regulatory signs and pavement marking maintenance, standards and design.

**OBJECTIVES AND ACTIVITIES**

- To establish design standards for City transportation, traffic signals, traffic control signs, and pavement markings.
- To maintain traffic signals, street lights, the outdoor warning system, school zone flashers, traffic signs and pavement markings.
- To perform and maintain transportation modeling for determining needed transportation infrastructure improvements.
- To pursue funding and programming for needed transportation improvements.
- To research, evaluate, and develop comprehensive and innovative approaches to mobility options through emerging technologies.
- To manage parking with the goal of improving mobility and promote economic development.

**PERSONNEL DATA**  
**POSITION TITLE****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Director, Transportation & Mobility (1)  
 Deputy Director (2)  
 Civil Engineer II (3)  
 Maintenance Crew Supervisor (4)  
 Electrical Worker (5)  
 Maintenance Worker (6)  
 Administrative Support 2 (7)

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**TOTAL****0****12****NOTES AND ADJUSTMENTS:**

- (1) The Planning Manager position in Planning is being reallocated to the Director of Transportation & Mobility position.
- (2) An Engineering Manager position in Engineering is being reallocated to the Deputy Director position.
- (3) Two Civil Engineer II positions in Engineering are being reallocated to this division.
- (4) One Maintenance Crew Supervisor is being reallocation from Street and Utilities Operations.
- (5) Four Electrical Workers are being reallocated from the Engineering Division.
- (6) Two Maintenance Workers are being reallocated from Street & Utilities Operations.
- (7) One Administrative Support 2 is being reallocated from the Engineering Division.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Transportation and Mobility					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	920,510
701103	Overtime Wages	0	0	0	10,000
701201	Employee Benefits	0	0	0	434,170
701204	Uniforms and Clothing	0	0	0	4,440
702000	Training/Travel	0	0	0	17,120
703100	Meeting Expenses	0	0	0	140
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,386,380</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	415,000
715001	Communications	0	0	0	850
716000	Memberships/Subscriptions	0	0	0	2,460
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>418,310</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	3,100
721002	Operating Supplies	0	0	0	4,250
724003	Equipment Maintenance	0	0	0	3,000
725002	Signs	0	0	0	150,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>160,350</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,965,040</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,965,040</b>



**Deputy City Manager / Chief Operating Officer/ Transportation & Mobility**

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**BUDGET SUMMARY:**

**10170381**

- Account 701101 provides funding for staffing reflected in the Personnel Data and notes and adjustments.
- Account 702000 provides for training and certifications.
- Account 713004 provides funding for professional services for pedestrian bridge programming and operations; Bridge Street Parking Management implementation; general engineering transportation tasks; travel demand models, and the Connected Roundabout Vehicle Study, Phase 2.
- Account 725002 provides funding for sign shop materials.

2021 Operating Budget - City of Dublin, Ohio

		<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Department Budget</b>
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Enigneering - Miscellaneous					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	219,397	240,875	284,446	248,500
<b>Contractual Services Total:</b>		<b>219,397</b>	<b>240,875</b>	<b>284,446</b>	<b>248,500</b>
<b>Supplies</b>					
724001	General Maintenance	84,712	125,000	162,274	125,000
<b>Supplies Total:</b>		<b>84,712</b>	<b>125,000</b>	<b>162,274</b>	<b>125,000</b>
<b>Public Works Total:</b>		<b>304,109</b>	<b>365,875</b>	<b>446,720</b>	<b>373,500</b>
<b>General Fund Total:</b>		<b>304,109</b>	<b>365,875</b>	<b>446,720</b>	<b>373,500</b>



**Deputy City Manager / Chief Operating Officer  
Transportation & Mobility  
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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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**STATEMENT OF FUNCTIONS**

Fleet Management 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. Fleet Management continues to pursue alternative fuel and other options in an effort to reduce emissions of the City fleet and equipment. Additionally, Fleet Management 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**

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Director, Facilities and Fleet Management (1)	0	.4
Director of Fleet Management (2)	1	0
Fleet Manager (2)	0	1
Fleet Administrator (3)	1	0
Fleet Technician II (4)	0	1
Fleet Technician I (4)	6	5
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>8.4</b>

**NOTES AND ADJUSTMENTS:**

- (1) The new Director of Facilities and Fleet Management position is allocated 40% to this budget and 60% to Facilities Management.
- (2) The Director of Fleet Management position is being reclassified to the Fleet Manager position.
- (3) The Fleet Administrator position is being reallocated to an Administrative Support position in the Office of the Deputy City Manager/Chief Operating Officer.
- (4) One Fleet Technician I position is being reclassified to a Fleet Technician II.



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Fleet Managerment					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	630,526	717,735	717,735	648,860
701103	Overtime Wages	49,061	50,000	50,000	50,000
701201	Employee Benefits	226,160	293,110	293,110	240,160
701204	Uniforms and Clothing	7,528	9,375	9,944	9,375
702000	Training/Travel	16,186	18,500	18,500	9,250
<b>Personal Services Total:</b>		<b>929,461</b>	<b>1,088,720</b>	<b>1,089,289</b>	<b>957,645</b>
<b>Contractual Services</b>					
713004	Other Professional Services	4,814	12,950	12,950	12,950
713005	Misc. Contract. Serv.	104,921	90,000	98,642	90,000
716000	Memberships/Subscriptions	2,869	4,900	4,900	4,900
717001	Rents and Leases	35,362	58,000	58,971	58,000
<b>Contractual Services Total:</b>		<b>147,965</b>	<b>165,850</b>	<b>175,463</b>	<b>165,850</b>
<b>Supplies</b>					
721001	Office Supplies	1,453	1,500	1,962	1,500
721002	Operating Supplies	27,637	39,500	39,500	39,500
724003	Equipment Maintenance	15,510	17,000	20,358	17,000
726001	Vehicle Maintenance	538,039	460,000	545,537	460,000
726002	Fuel	1,205,649	1,785,750	1,962,472	1,785,750
<b>Supplies Total:</b>		<b>1,788,288</b>	<b>2,303,750</b>	<b>2,569,828</b>	<b>2,303,750</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,046	1,000	1,000	1,000
734002	Tools	28,837	18,100	18,100	18,100
<b>Capital Outlay Total:</b>		<b>29,883</b>	<b>19,100</b>	<b>19,100</b>	<b>19,100</b>
<b>Public Works Total:</b>		<b>2,895,597</b>	<b>3,577,420</b>	<b>3,853,680</b>	<b>3,446,345</b>
<b>General Fund Total:</b>		<b>2,895,597</b>	<b>3,577,420</b>	<b>3,853,680</b>	<b>3,446,345</b>



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

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**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.

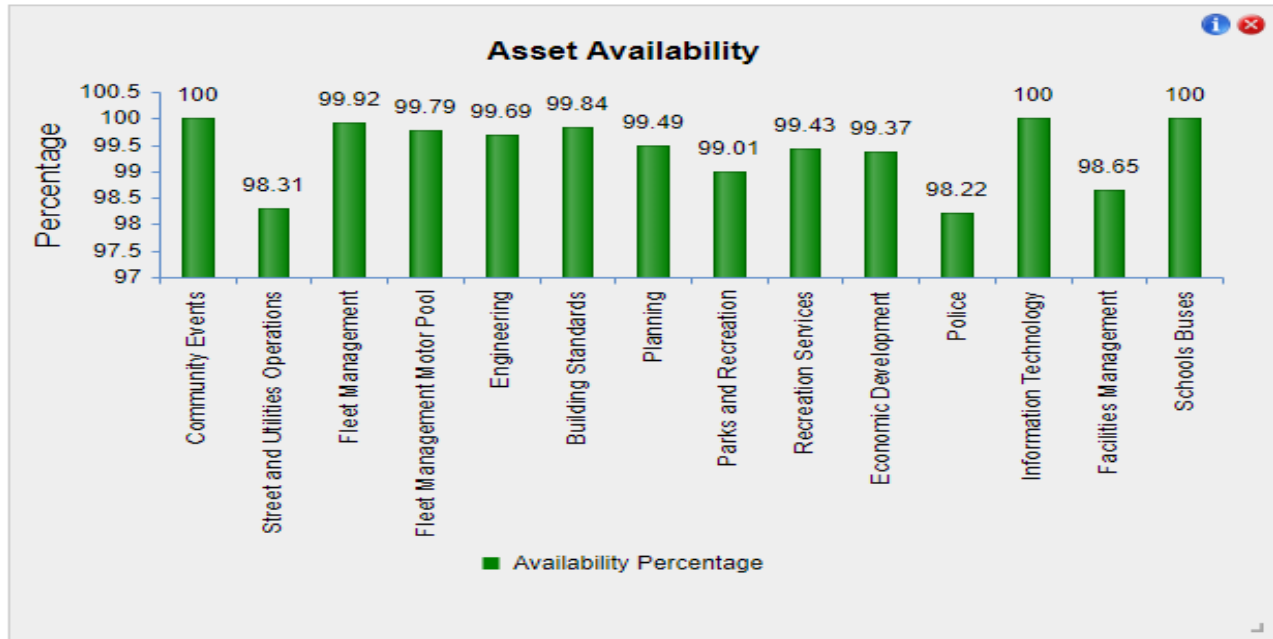
**10180370**

- 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.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**



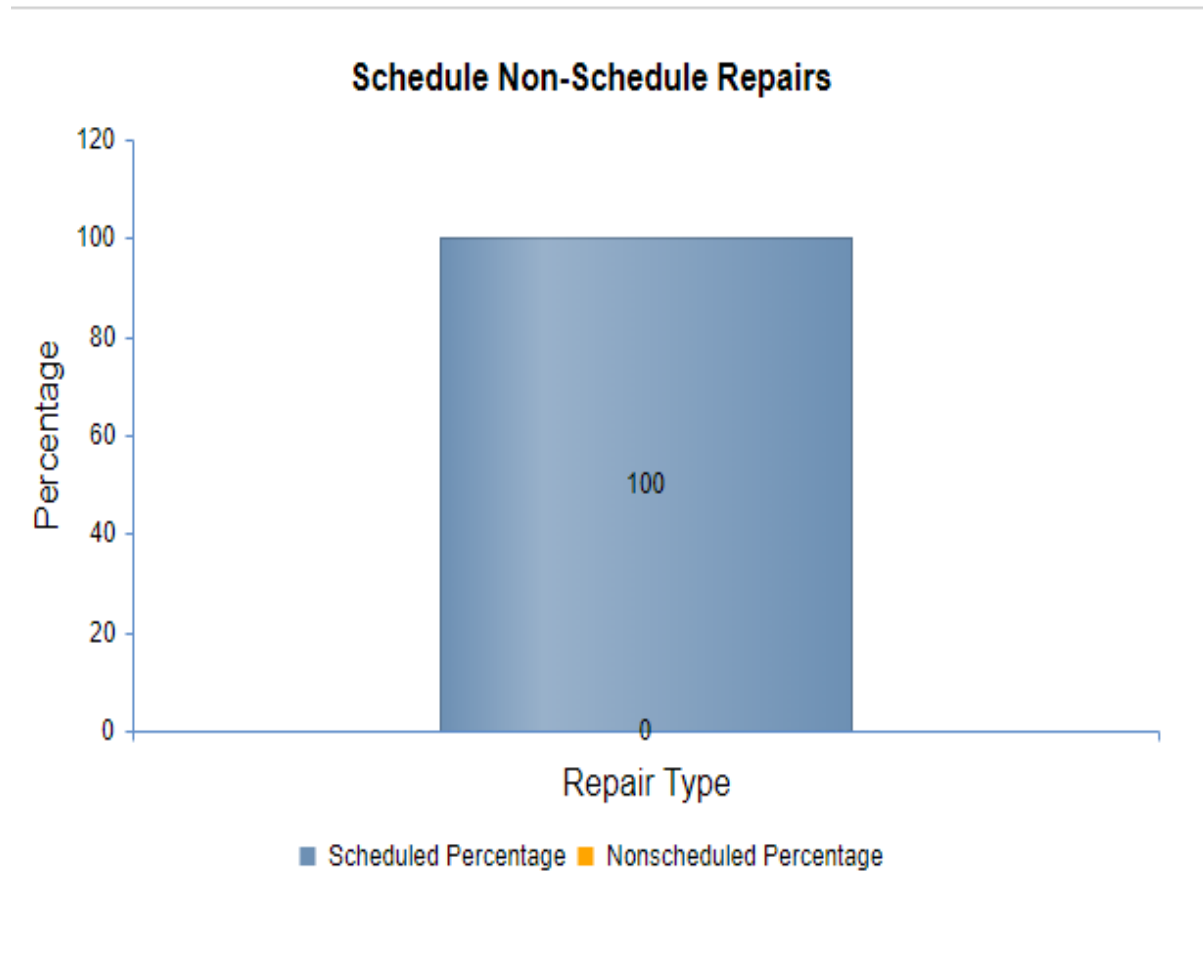
Since keeping assets on the road is the essential purpose of a fleet management organization, the rate of fleet availability is perhaps the most important of all fleet performance measures. Asset availability generally accepted benchmark is 95% or better for your entire fleet.

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.



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**PERFORMANCE MEASURES:**



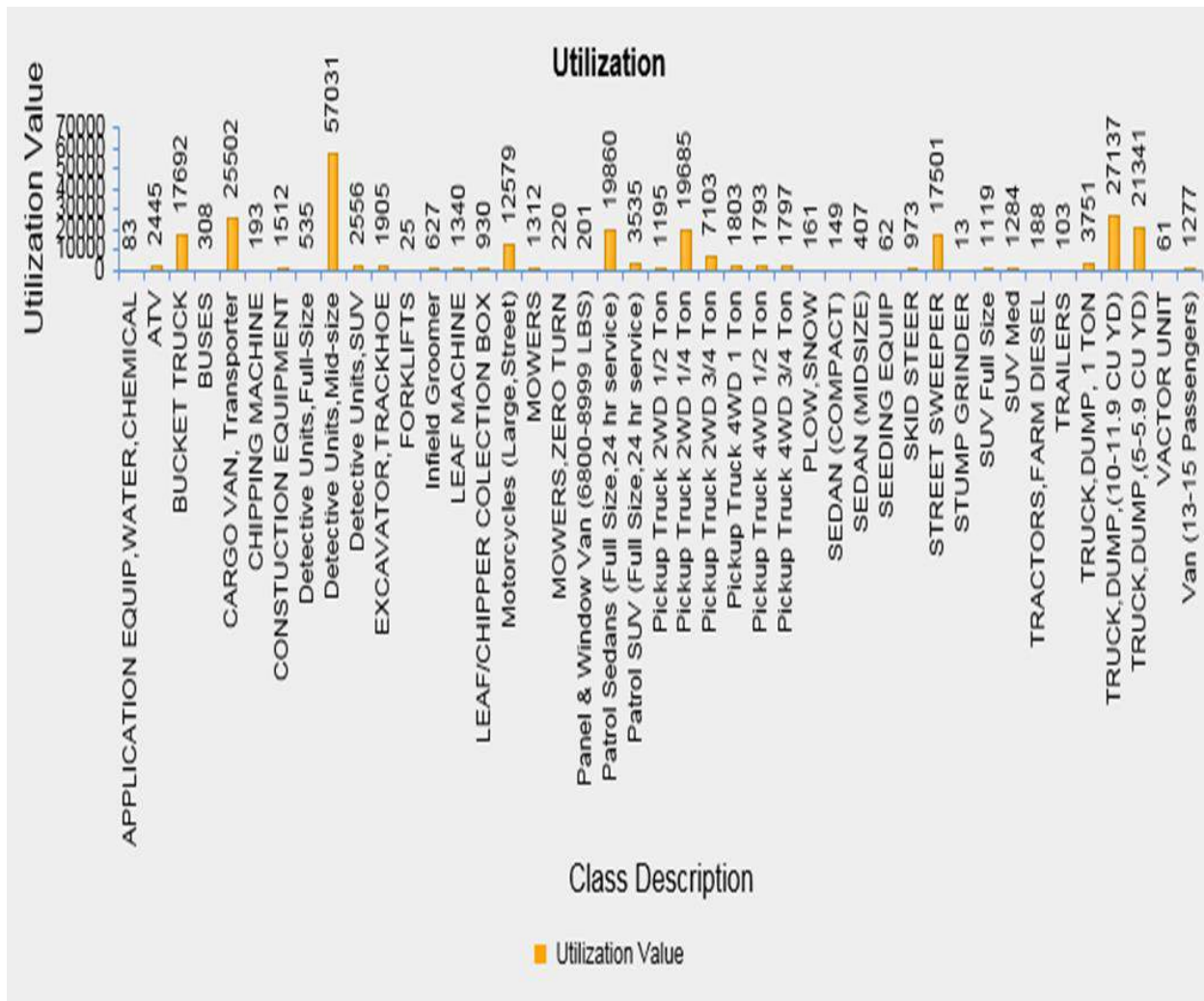
The monitoring of scheduled repairs is a performance measure that fleet applies here for accountability of the operation and uses to avoid unscheduled repairs and downtime when possible. It helps to monitor the efficiency and effectiveness's of various repair activities. This is a key performance indicator 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"***



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

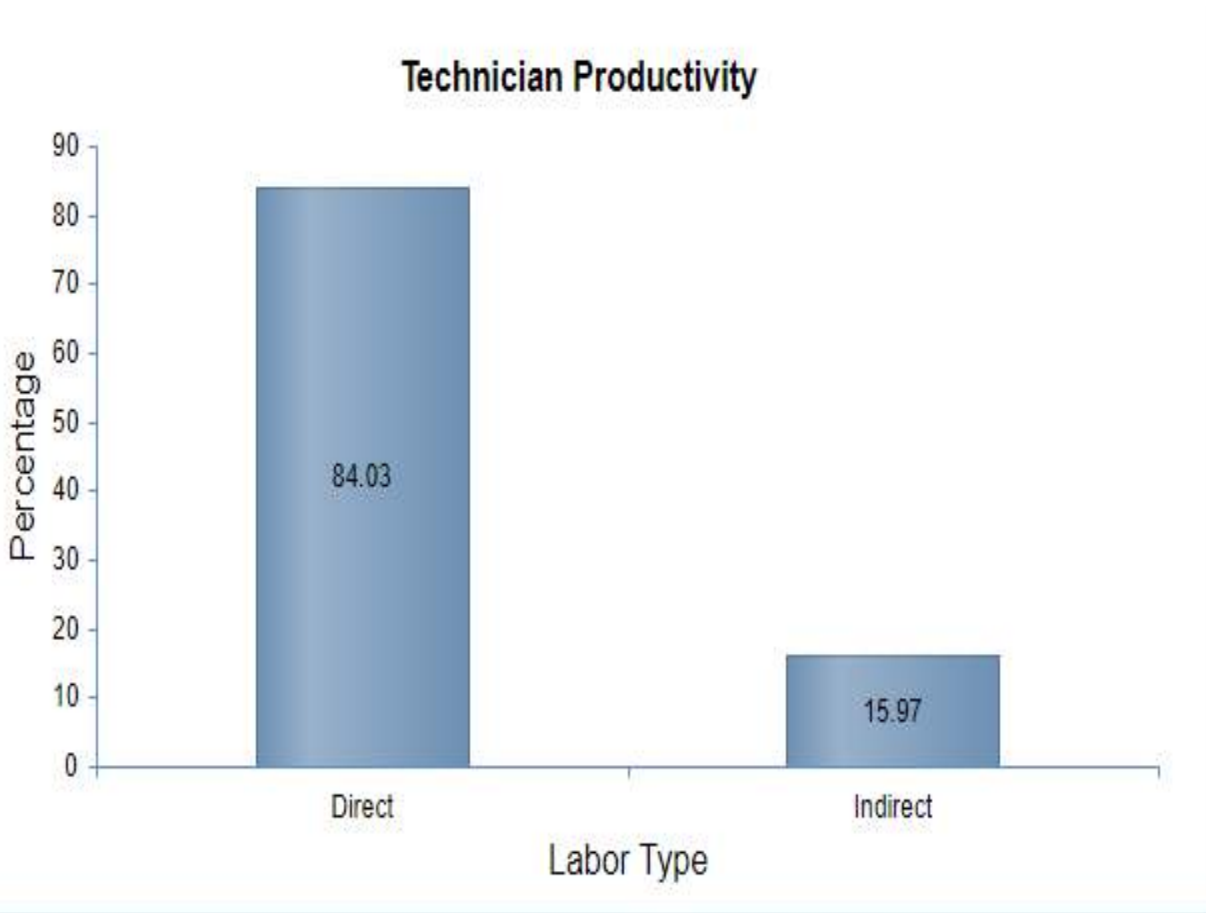


This performance measure allows fleet to see the overall utilization of all assets within fleet. In keeping with best practices and the fleet utilization policy, we can monitor assets to see if they are meeting the threshold set forth. Our best practice states 4000 miles per year for on road assets and 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.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

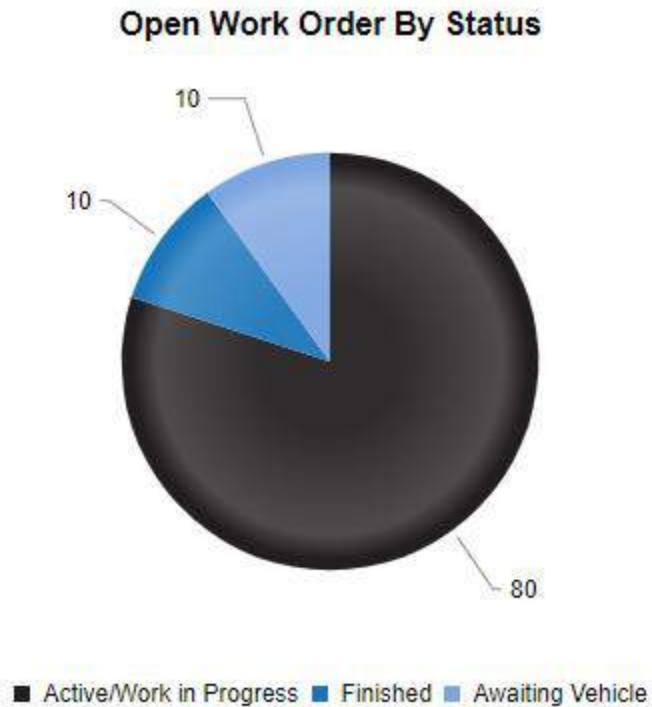


This performance measure is one that is used regularly by the fleet to ensure we are achieving the optimal technician productivity. Lower than average productivity can be attributed to many things that are not directly associated with the technician. Parts availability, access to special tools, and the 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.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

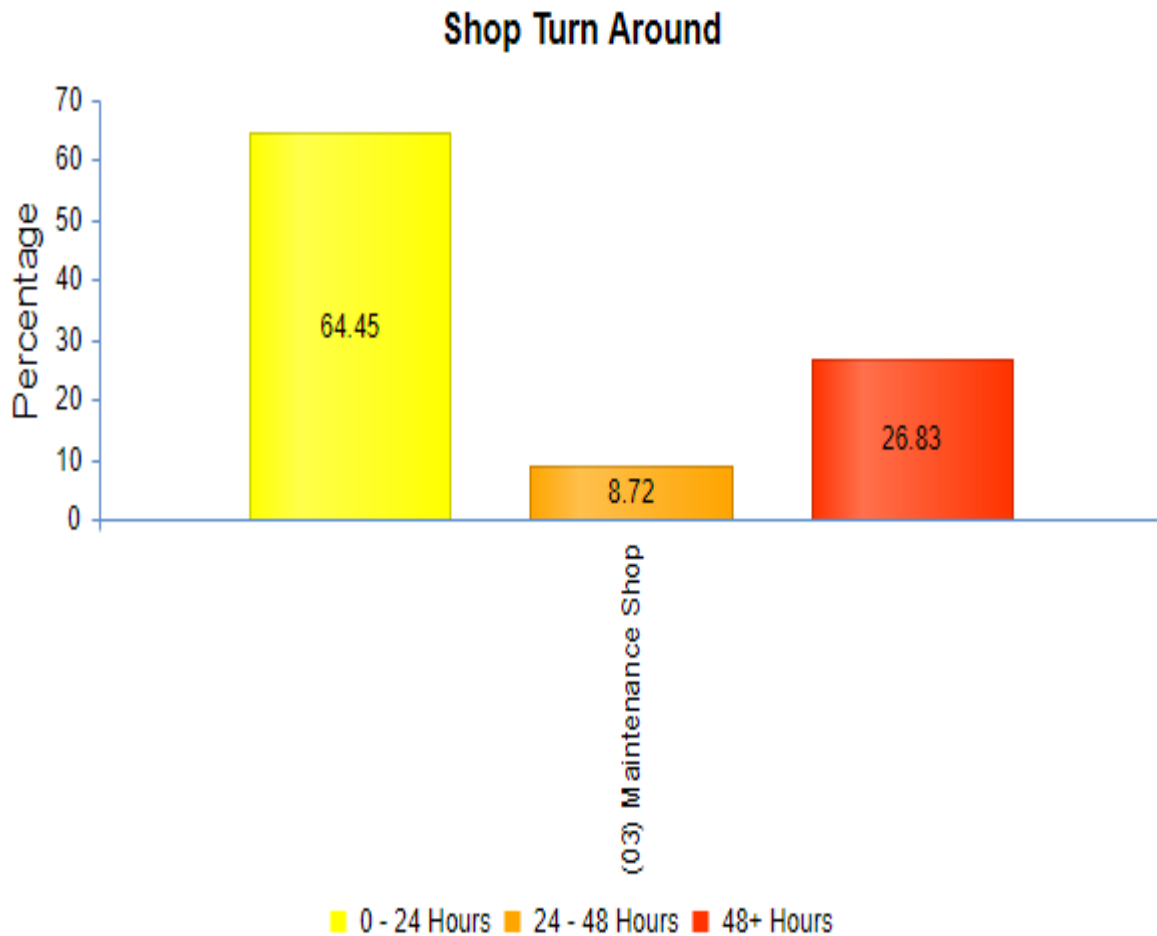


This performance measurement allows for a live look at what is actively being worked on in the fleet maintenance facility. It allows fleet to manage the workflow of all the technicians. It also allows fleet to look at what is at a vendor and what is warranty work being conducted.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**



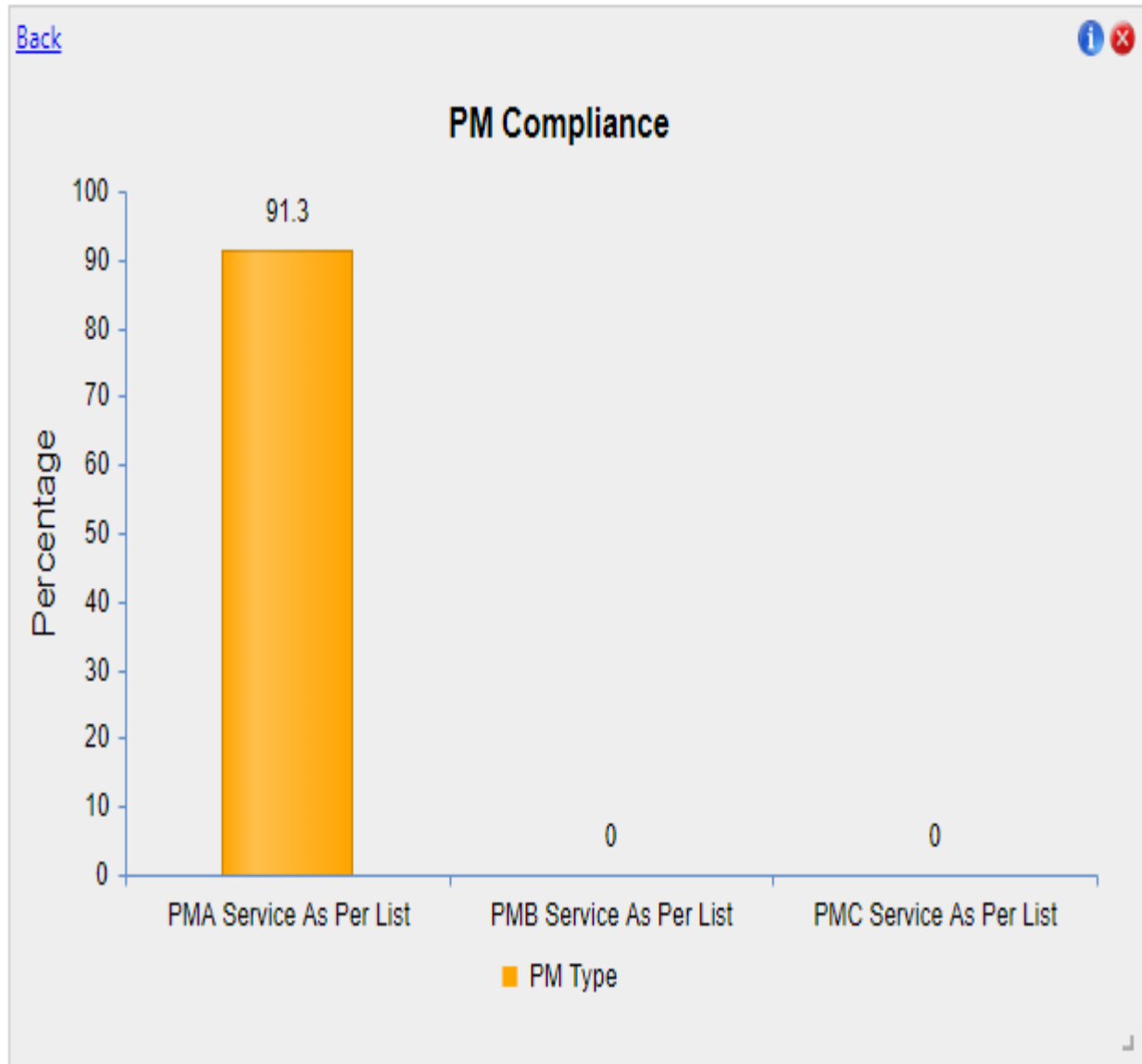
This measurement shows where the fleet is on the overall operation of timely repairs that come in. Our best practice for our fleet is 90% within 48 hours in and out of the shop and 10% within 48+ hours. This allows us to see where we need to improve our service in getting assets in and out of the shop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





Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

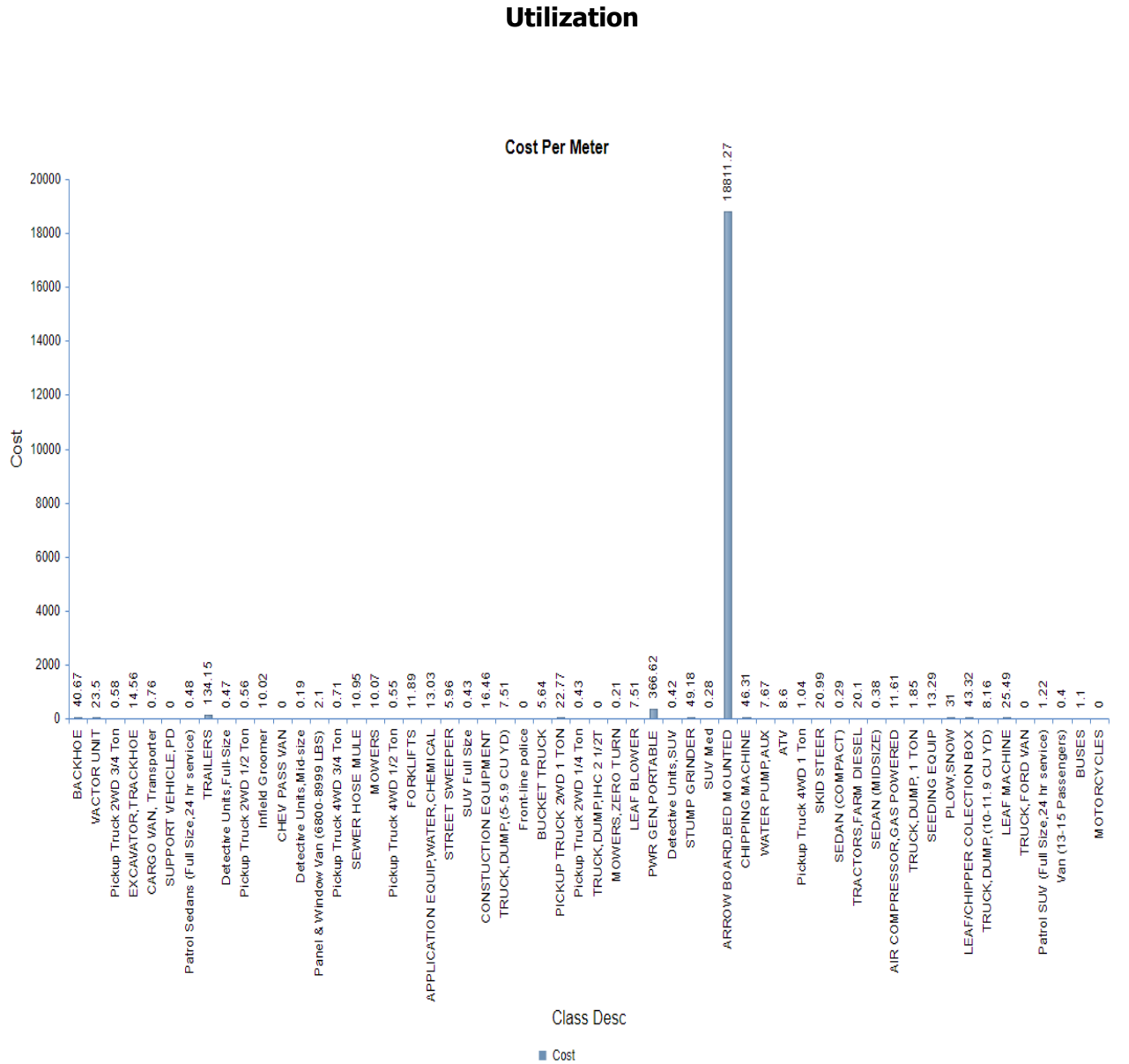


The purpose of the Preventive Maintenance (PM) program is to increase operator safety, reduce downtime, track warranty, and avoid costly repairs. Operators must assist the PM program by conducting daily inspections, entering in accurate meter readings and keep PM appointments and following city operating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



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / 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 aspects 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.

Fleet



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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Facilities Management**

**STATEMENT OF FUNCTIONS:**

Facilities Management is charged with managing 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.

**PERSONNEL DATA**  
**POSITION TITLE**
**2020**  
**CURRENT NUMBER**
**2021**  
**ADOPTED**

Director, Facilities and Fleet Management (1)	0	.6
Director of Facilities Management (2)	1	0
Operations Administrator	1	1
Maintenance Crew Supervisor	2	2
Facilities System Specialist	1	1
Maintenance Worker	3	3
Custodial Worker (3)	9	8
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>18</b>	<b>16.6</b>

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>

**NOTES AND ADJUSTMENTS:**

(1) The new Director of Facilities and Fleet Management position is allocated 60% to this budget and 40% to Fleet Management.

(2) The Director of Facilities Management position is being reclassified to the Director of Facilities and Fleet Management position.

(3) Due to its proximity to the Recreation Center, the Development Building (Old City Hall), will be cleaned on third shift by the contract custodial staff. This change will occur next summer after the City Council Chambers and Legislative Affairs offices move to the City Hall Addition. One vacant Custodial Worker position is being eliminated as efficiencies have been found using City staff.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Facilities Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,047,637	1,122,120	1,122,120	1,052,740
701103	Overtime Wages	13,865	20,000	20,000	20,000
701104	Other Wages	54,908	74,960	74,960	74,960
701201	Employee Benefits	422,510	593,315	593,315	506,550
701204	Uniforms and Clothing	12,151	13,200	13,490	12,400
702000	Training/Travel	2,836	6,000	4,149	3,000
703100	Meeting Expenses	173	250	250	250
<b>Personal Services Total:</b>		<b>1,554,079</b>	<b>1,829,845</b>	<b>1,828,284</b>	<b>1,669,900</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	281,132	317,220	395,655	317,220
715001	Communications	3,500	3,500	5,500	3,500
716000	Memberships/Subscriptions	417	500	500	500
717001	Rents and Leases	4,634	5,100	6,258	5,100
717005	Utilities- Other Fuel Types	466,188	519,350	622,688	519,350
<b>Contractual Services Total:</b>		<b>755,871</b>	<b>845,670</b>	<b>1,030,602</b>	<b>845,670</b>
<b>Supplies</b>					
721001	Office Supplies	855	2,000	2,145	2,000
721002	Operating Supplies	90,295	127,500	155,416	127,500
724003	Equipment Maintenance	221,821	224,910	273,859	224,910
<b>Supplies Total:</b>		<b>312,971</b>	<b>354,410</b>	<b>431,420</b>	<b>354,410</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	9,927	10,000	10,000	10,000
734002	Tools	0	1,500	1,500	1,500
<b>Capital Outlay Total:</b>		<b>9,927</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>Public Works Total:</b>		<b>2,632,848</b>	<b>3,041,425</b>	<b>3,301,805</b>	<b>2,881,480</b>
<b>General Fund Total:</b>		<b>2,632,848</b>	<b>3,041,425</b>	<b>3,301,805</b>	<b>2,881,480</b>



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Facilities Management**

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**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****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Director of Development (1)  
Administrative Support 3 (2)  
**TOTAL**

1  
1  
**2**

0  
0  
**0**

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

0  
**0**

0  
**0**

**NOTES AND ADJUSTMENTS:**

(1) – Per the 2020 reorganization, the position was moved to the Office of the City Manager and replaced as the Deputy City Manager/Chief Finance and Development Officer position.

(2) – Position moved to Economic Development.



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	234,329	245,405	245,405	0
701103	Overtime Wages	2,181	2,500	2,500	0
701201	Employee Benefits	57,620	61,995	61,995	0
702000	Training/Travel	9,848	15,000	15,000	0
702001	Reimbursable Business Expense	-2	500	500	0
703100	Meeting Expenses	1,261	3,000	3,000	0
<b>Personal Services Total:</b>		<b>305,236</b>	<b>328,400</b>	<b>328,400</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	1,000	1,000	0
715003	Printing and Reproductions	0	500	500	0
716000	Memberships/Subscriptions	845	1,490	1,490	0
<b>Contractual Services Total:</b>		<b>845</b>	<b>2,990</b>	<b>2,990</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,500	2,500	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>
<b>Development Total:</b>		<b>306,081</b>	<b>333,890</b>	<b>333,890</b>	<b>0</b>
<b>General Fund Total:</b>		<b>306,081</b>	<b>333,890</b>	<b>333,890</b>	<b>0</b>



**Development / Office of the Director**

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**BUDGET SUMMARY:**

**10110710**

Funding has been moved to the appropriate accounts in the Office of the City Manager in organization 10110110, and Economic Development in organization 10110740.



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**Deputy City Manager / Chief Finance and Development Officer  
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 One Columbus 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**

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Director of Economic Development  
Economic Development Administrator (1)  
Senior Economic Development Administrator (1)  
Administrative Support 3 (2)  
**TOTAL**

1  
2  
1  
0  
**4**

1  
3  
0  
1  
**5**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

1  
**1**

1  
**1**

**NOTES AND ADJUSTMENTS:**

- (1) Number of positions remains the same; but the open Senior Administrator position was filled in late 2020 at the Administrator level.  
(2) Administrative Support moved from the Office of the Development Director.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Economic Development					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	340,514	395,005	394,995	447,545
701103	Overtime Wages	0	0	10	2,500
701104	Other Wages	5,690	14,750	14,750	20,000
701201	Employee Benefits	113,686	145,380	145,380	172,640
702000	Training/Travel	29,574	29,000	29,000	4,250
702001	Reimbursable Business Expense	619	2,000	2,000	2,000
703100	Meeting Expenses	9,669	12,000	12,000	12,000
<b>Personal Services Total:</b>		<b>499,752</b>	<b>598,135</b>	<b>598,135</b>	<b>660,935</b>
<b>Contractual Services</b>					
713004	Other Professional Services	585,668	605,850	654,758	587,100
715002	Advertising	151,969	258,000	330,890	258,000
715003	Printing and Reproductions	1,845	6,000	6,000	6,000
716000	Memberships/Subscriptions	33,219	34,000	34,230	34,465
<b>Contractual Services Total:</b>		<b>772,701</b>	<b>903,850</b>	<b>1,025,878</b>	<b>885,565</b>
<b>Supplies</b>					
721001	Office Supplies	1,090	2,500	3,041	2,500
<b>Supplies Total:</b>		<b>1,090</b>	<b>2,500</b>	<b>3,041</b>	<b>2,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	2,500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751009	Economic Development	301,618	287,000	288,800	302,000
751010	Economic Dev Incentives	2,105,081	1,825,770	1,835,965	2,448,495
754002	Grants/Community Org	78,900	250,000	265,000	250,000
754004	Grants/DCVB	0	0	300,000	0
<b>Other Charges and Ex Total:</b>		<b>2,485,599</b>	<b>2,362,770</b>	<b>2,689,765</b>	<b>3,000,495</b>
<b>Development Total:</b>		<b>3,759,143</b>	<b>3,867,255</b>	<b>4,316,819</b>	<b>4,551,995</b>
<b>General Fund Total:</b>		<b>3,759,143</b>	<b>3,867,255</b>	<b>4,316,819</b>	<b>4,551,995</b>



**Deputy City Manager / Chief Finance and Development Officer  
Economic Development**

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**BUDGET SUMMARY:**

**10110740**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 702000 includes travel/training and certification courses for staff.
- 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)/OneColumbus, 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, 100-gig project, and a parking agreement with Dublin Community Church.
- Account 751010 reflects funding for economic development incentives in accordance with executed Economic Development Agreements (EDA). The increase for 2021 is due to the increased number of EDAs that were executed in 2019 and 2020, but will become active in 2021, including the Quantum EDA.
- Account 754002 provides funding for the City's Façade Improvement Grant Program and a proposed grant program for Legacy Office Competitiveness Improvement.
- Account 754004 funded an economic development incentive reprioritization plan for the Dublin Convention and Visitors Bureau (DCVB) as a result of the 2020 COVID19 pandemic.



## Economic Development

### PERFORMANCE MEASURES:

#### 1) Total Number of Jobs Retained through Economic Development Agreements

This measure shows that through the execution of Economic Development Agreements (EDAs), the City is successful at retaining employers at risk of moving from Dublin. This does not include renewed leases without incentives.

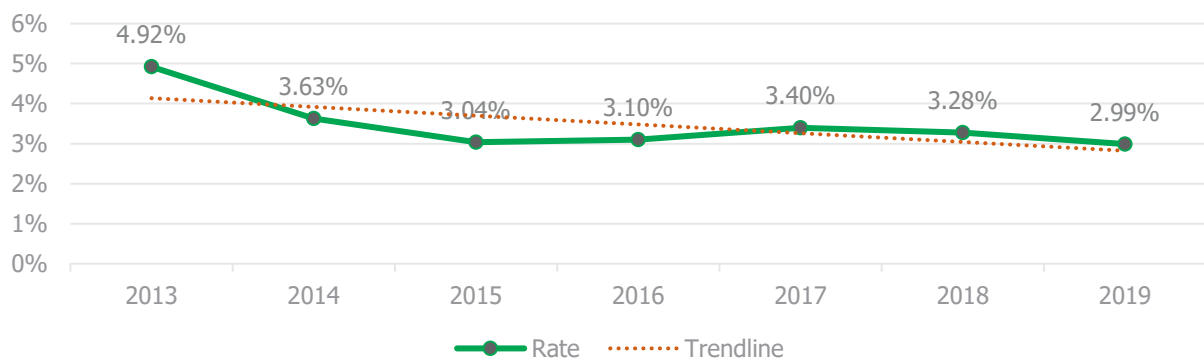
#### 2) Total Number of Jobs Created through Economic Development Agreements

This measure shows that through the execution of EDAs, the City is successful at recruiting new employers to Dublin. This is not a city-wide statistic, as many companies move into Dublin without incentives. 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
2019	14	858	2371
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>74</b>	<b>9,630</b>	<b>6,142</b>

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

### City of Dublin Unemployment Rate

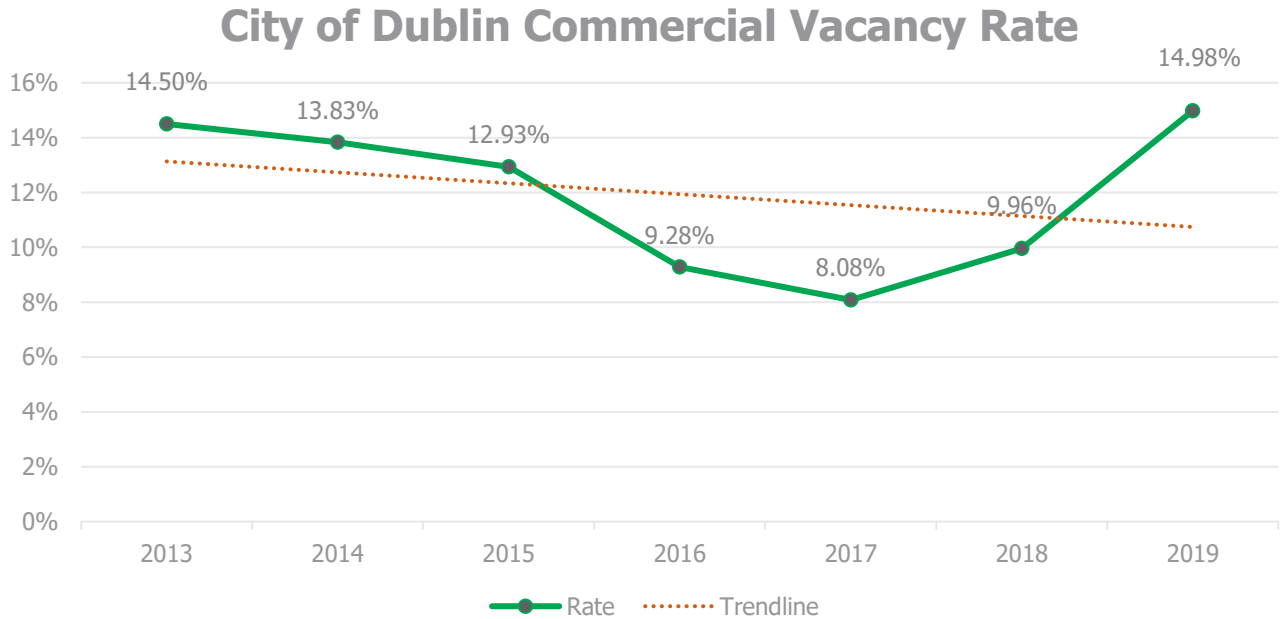


A high rate of unemployment indicates limited employment opportunities in a labor market that is in a situation of oversupply. A low rate of unemployment indicates a tight labor market, potential scarcity of skilled labor, and future cost pressures from wage demands from workers. Ideally, 5.5% is an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



## Economic Development

### 4) City of Dublin Commercial Office Vacancy Rate



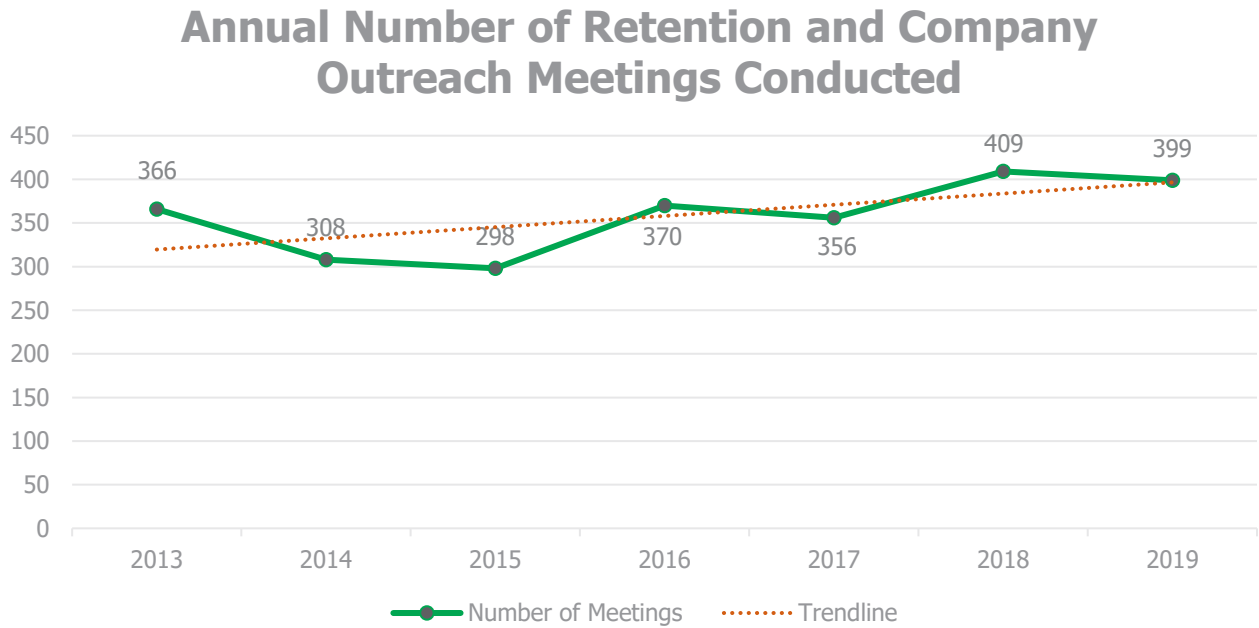
Vacancy Stabilization is considered 12.5%. Dipping below 10% indicates the need for more office product/new development, and rental rates typically begin to rise and get increasingly competitive. Getting above 13% indicates it's a renter's market, and rates are typically competitive. Anything consistently 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).





## Economic Development

### 5) 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.



**Deputy City Manager / Chief Finance and Development Officer**  
**Development / Building Standards**

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**STATEMENT OF FUNCTIONS:**

Building Standards is under the administrative direction of the Director of Building Standards (Chief Building Official) who currently reports to the City Manager. 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.

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**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.

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<b><u>PERSONNEL DATA</u></b>	<b><u>2020</u></b>	<b><u>2021</u></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 (1)	<u>3</u>	<u>2</u>
<b>TOTAL</b>	<b>15</b>	<b>14</b>

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**NOTES AND ADJUSTMENTS:**

(1) One Permit Technician retired in May of 2019. That position is vacant and not being replaced.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Building Standards					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,084,680	1,149,980	1,149,980	1,085,940
701103	Overtime Wages	13,346	10,000	10,000	10,000
701201	Employee Benefits	397,356	529,645	529,645	453,805
701204	Uniforms and Clothing	2,681	4,000	4,000	3,000
702000	Training/Travel	3,284	10,000	10,000	5,000
703100	Meeting Expenses	218	2,500	2,500	2,000
<b>Personal Services Total:</b>		<b>1,501,566</b>	<b>1,706,125</b>	<b>1,706,125</b>	<b>1,559,745</b>
<b>Contractual Services</b>					
712003	Plan Review	186,996	150,000	196,847	150,000
712004	Building Inspection Services	115,473	150,000	187,389	150,000
713004	Other Professional Services	17,600	3,000	4,500	2,000
713005	Misc. Contract. Serv.	43,378	70,000	70,000	70,000
715003	Printing and Reproductions	3,730	3,500	6,896	3,000
716000	Memberships/Subscriptions	2,929	4,000	4,000	3,000
<b>Contractual Services Total:</b>		<b>370,105</b>	<b>380,500</b>	<b>469,632</b>	<b>378,000</b>
<b>Supplies</b>					
721001	Office Supplies	3,123	4,000	4,846	4,000
721002	Operating Supplies	3,608	10,000	6,950	6,000
<b>Supplies Total:</b>		<b>6,732</b>	<b>14,000</b>	<b>11,796</b>	<b>10,000</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>1,878,402</b>	<b>2,108,125</b>	<b>2,195,053</b>	<b>1,955,245</b>
<b>General Fund Total:</b>		<b>1,878,402</b>	<b>2,108,125</b>	<b>2,195,053</b>	<b>1,955,245</b>



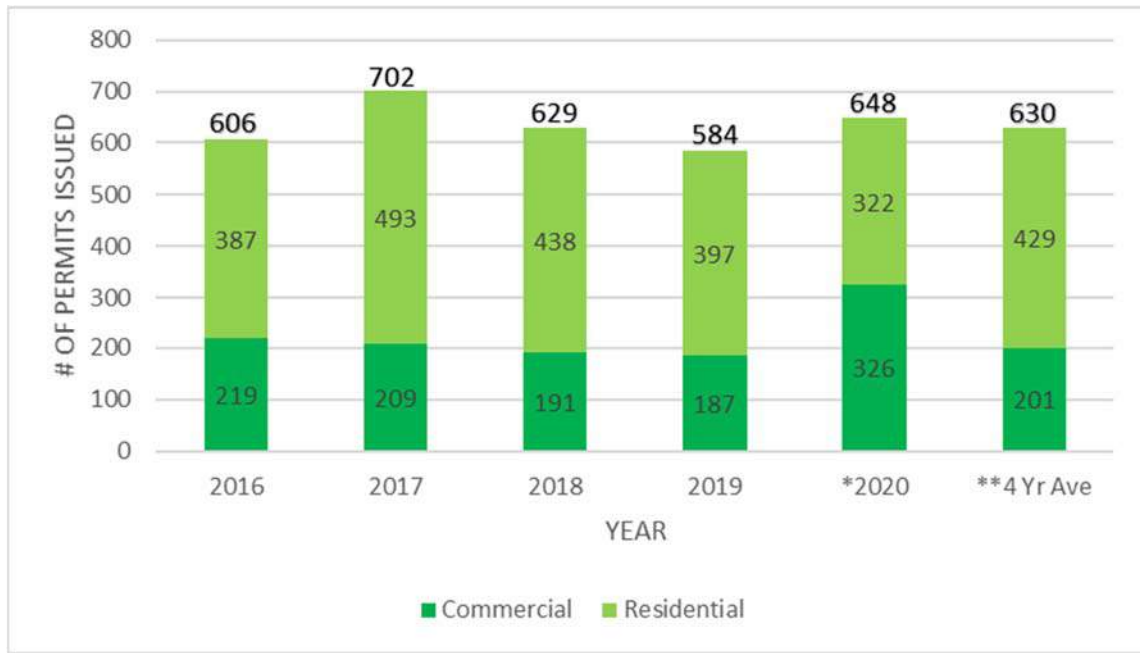
**Deputy City Manager / Chief Finance and Development Officer  
Development / Building Standards**

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**BUDGET SUMMARY:**

**10120730**

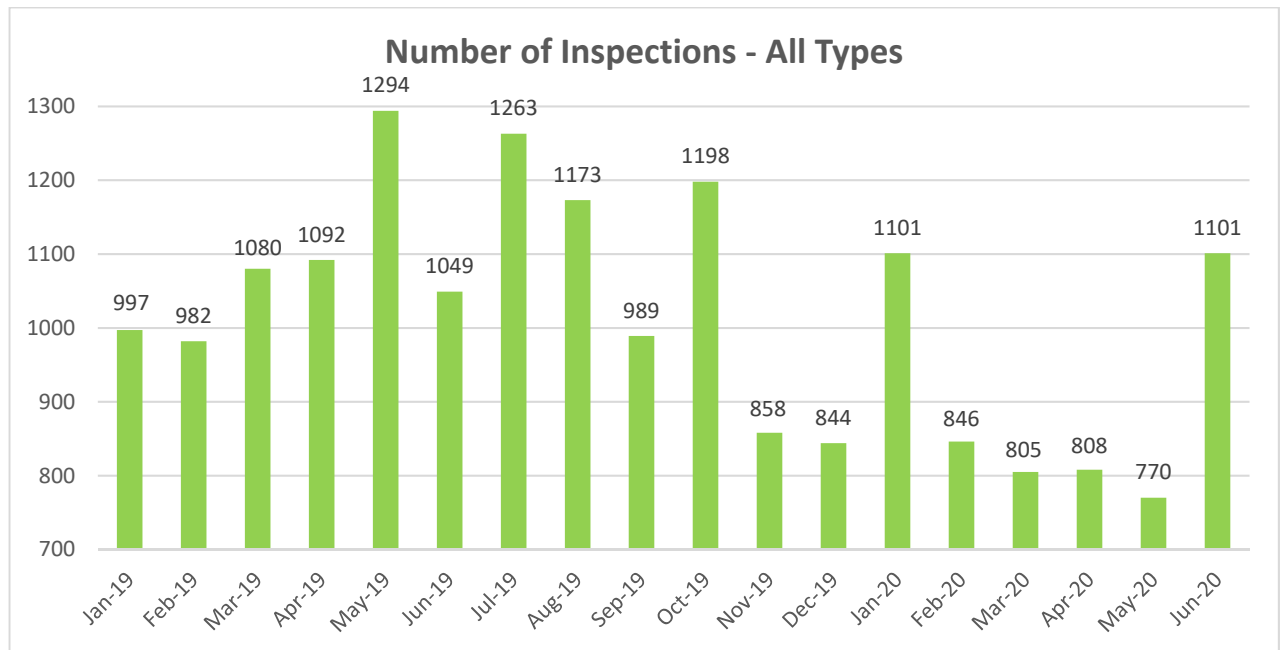
- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701204 provides funding for uniforms, includes; shirts, boots and cold weather wear for Inspectors.
- Account 702000 provides funding for training, attendance at regional conferences and required State certifications.
- 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. Commercial/Residential New Building Permits Issued**

*\*2020 Total is projected, based upon 7/31/20 permit data (378 actual ytd)*

*\*\*4 year average does not include the 2020 YTD statistic*

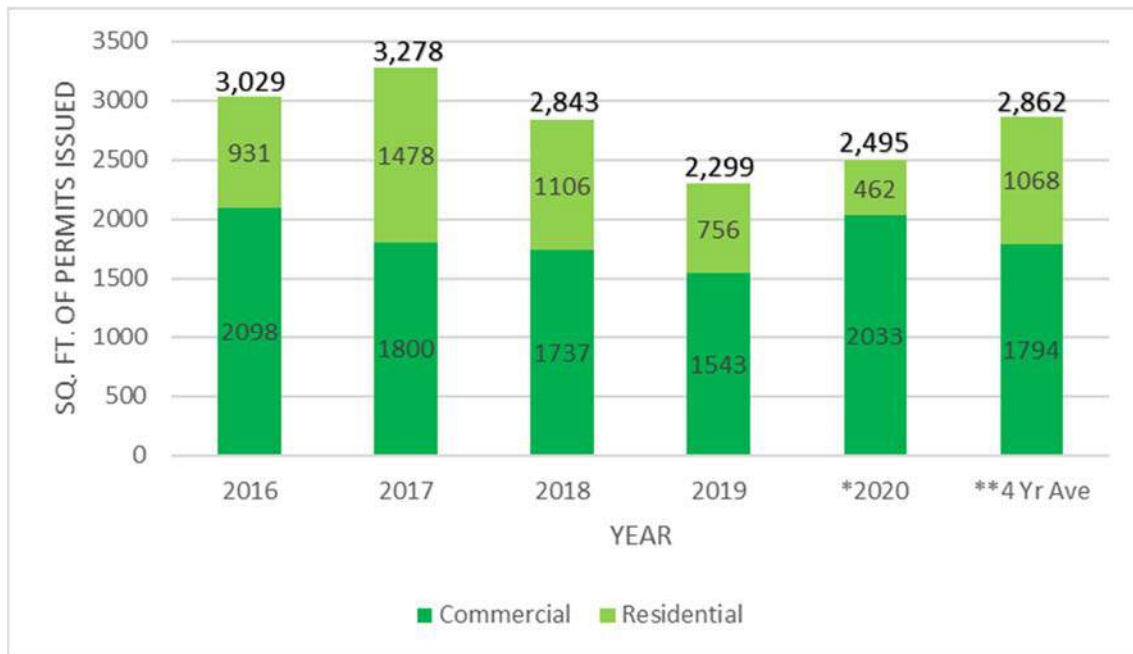
Construction activity within the City of Dublin maintained solid and robust gains from 2011 to 2017. The projected 2020 permits are approx. 3% higher than the 4 year average. Commercial permits have maintained a healthy pace and the size of the projects continue to increase as well. Building Standards 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 Inspections over the Last 18 Months (Commercial/Residential)**

Total number of building inspections is a good indicator of the overall health of the construction sector. The graph above captures the total Commercial and Residential building inspections over the last 18 months.

We have been experiencing the worldwide COVID-19 Pandemic since March of this year and field inspections have been affected the most of any of our operations. Our Plan Review operation, which is completely electronic/online, has not slowed significantly. Maintaining social distancing and complying with the accepted PPE requirements, has taken its toll. As you can see from the June 2020 inspection numbers above, project inspections are starting to pick back up and appear to be moving back to a more normal level. Based on our inspection numbers for July 2020, it appears we are rebounding in the inspection area.

We have continued to provide requested inspections for the entire Pandemic period and we will continue to do so. We are vigilant regarding wearing our PPE equipment in the field and are doing our best to keep all of our staff safe and healthy.

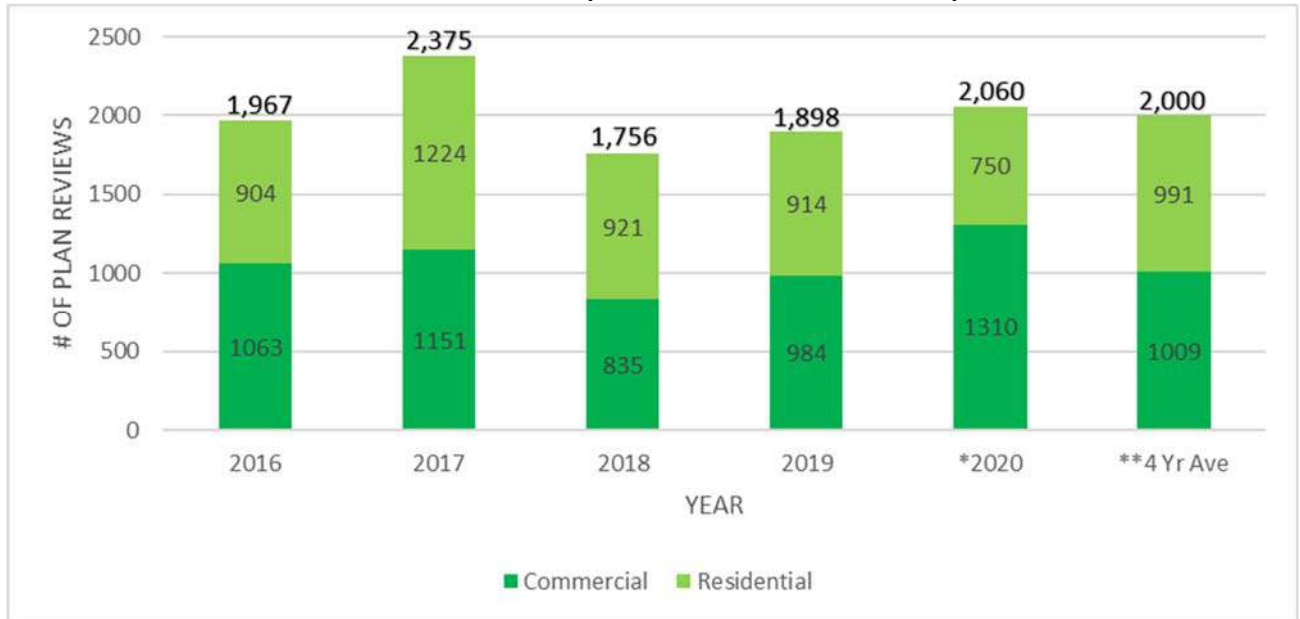
**Development / Building Standards****Performance Measures:****3. Building Permits Issued: Total Square Feet x 1,000 (Commercial and Residential)**

*\*2020 Total is projected based upon 7/31/20 permit data (actual 1,456 ytd)*

*\*\*4 year average does not include the 2020 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 steady residential construction bode well for 2020 and beyond. 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 2020 Building Permit Square Footage to be 88% 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)**

*\*2020 Total is projected based upon 7/31/20 plan review data (actual 1,269 ytd)*

*\*\*4 year average does not include the 2020 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 18 months. Our projected 2020 number of plan review rounds is 2,060, which is 103% 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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## Deputy City Manager / Chief Finance and Development Officer 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**

#### **2020 CURRENT NUMBER**

#### **2021 ADOPTED**

Director, Planning	1	1
Planning Manager (1)	1	0
Senior Planner	3	3
Planner II	2	2
Planner I	3	3
Planning Technician	1	1
Code Enforcement Supervisor	1	1
Code Enforcement Officer	3	3
Zoning Inspector	2	2
Administrative Support 3	1	1
Administrative Support 2	1	1
Administrative Support 1	1	1
<b>TOTAL</b>	<b>20</b>	<b>19</b>

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

Planning Assistant / Intern	3	3
<b>TOTAL</b>	<b>3</b>	<b>3</b>

### **NOTES AND ADJUSTMENTS:**

(1) Planning Manager position is reallocated to the Director of Transportation and Mobility position.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Planning					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,319,637	1,527,300	1,527,300	1,385,180
701103	Overtime Wages	16,727	12,500	12,500	12,500
701104	Other Wages	43,050	70,020	70,020	70,020
701201	Employee Benefits	507,957	658,745	658,745	563,585
701204	Uniforms and Clothing	2,525	2,810	3,313	2,810
702000	Training/Travel	60,666	41,300	56,300	20,650
703100	Meeting Expenses	3,154	750	750	750
<b>Personal Services Total:</b>		<b>1,953,716</b>	<b>2,313,425</b>	<b>2,328,928</b>	<b>2,055,495</b>
<b>Contractual Services</b>					
712008	Planning Services	157,408	68,000	289,093	80,000
713004	Other Professional Services	44,237	80,000	178,021	80,000
713005	Misc. Contract. Serv.	1,860	1,100	6,100	4,300
715001	Communications	4,234	7,500	3,490	7,500
715003	Printing and Reproductions	0	2,000	4,000	2,000
716000	Memberships/Subscriptions	8,139	10,000	11,055	10,000
717001	Rents and Leases	2,196	2,820	2,820	2,820
<b>Contractual Services Total:</b>		<b>218,073</b>	<b>171,420</b>	<b>494,579</b>	<b>186,620</b>
<b>Supplies</b>					
721001	Office Supplies	5,686	8,000	8,565	8,000
721002	Operating Supplies	1,846	4,000	4,515	4,000
724003	Equipment Maintenance	454	2,300	2,300	500
<b>Supplies Total:</b>		<b>7,986</b>	<b>14,300</b>	<b>15,380</b>	<b>12,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	297	4,500	8,488	4,500
<b>Capital Outlay Total:</b>		<b>297</b>	<b>4,500</b>	<b>8,488</b>	<b>4,500</b>
<b>Other Charges and Ex</b>					
751011	Dublin 2035 Framework	0	0	0	250,000
753001	Code Enforcement	10,289	10,000	10,000	10,000
755000	Refunds	0	3,000	3,000	0
<b>Other Charges and Ex Total:</b>		<b>10,289</b>	<b>13,000</b>	<b>13,000</b>	<b>260,000</b>
<b>Development Total:</b>		<b>2,190,361</b>	<b>2,516,645</b>	<b>2,860,374</b>	<b>2,519,115</b>
<b>General Fund Total:</b>		<b>2,190,361</b>	<b>2,516,645</b>	<b>2,860,374</b>	<b>2,519,115</b>



**Deputy City Manager / Chief Finance and Development Officer  
Planning**

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**BUDGET SUMMARY:**

**10120720**

- Account 701101 provides funding for the staffing reflected in the Personnel Data. One of the two existing Planner II positions is being transferred to the Transportation and Mobility Division. In order to retain a second Planner II position in Planning, the Planning Manager position is shown as unfunded in the 2021 budget.
- Account 701104 provides wages for the Planning Assistants.
- Account 702000 provides funding for training and travel, which has been reduced to account for the impacts on travel and conference attendance due to COVID-19. Planning staff will focus training dollars on virtual or alternative opportunities to gain required continuing education and certification requirements.
- Account 703100 provides funding for public meetings supplies.
- Account 712008 provides funding for general planning services and area studies including continued implementation of the mobility plan, a property survey to assist Code Enforcement efforts, implementation of the Historic Dublin Task Force outcomes, updates to the area plans associated with the Community Plan, and document scanning to provide improved record retention. (The Revised Budget column includes encumbrance carryovers from prior years.)
- 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. (The Revised Budget column includes encumbrance carryovers from prior years.)
- Account 715001 provides funding for postage for all work units located within the Development Building.
- Account 716000 provides funding for professional membership and certification fees such as the APA (state and national) and ASLA.
- Account 721002 includes funding for office supplies and supplies for specialized presentations.
- Account 751011 provides initial funding for the Dublin 2035 Framework Plan, which is an update of the Community Plan. Funding from the account would include for modeling for transportation, infrastructure, and fiscal components of the plan, as well as public input and speaker series.
- 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.



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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**
**2020**  
**CURRENT NUMBER**
**2021**  
**ADOPTED**

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

1  
 1  
 .5  
 1  
 1  
**4.5**

0  
 0  
 0  
 0  
 0  
**0**

**NOTES AND ADJUSTMENTS:**

Staff and funding for this Work Unit has been reallocated to the Office of the Deputy City Manager / Chief Operations Officer's Office.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	390,144	425,645	425,645	0
701103	Overtime Wages	3,858	6,000	6,000	0
701201	Employee Benefits	162,455	190,530	190,530	0
701204	Uniforms and Clothing	637	880	977	0
702000	Training/Travel	5,902	12,700	12,700	0
703100	Meeting Expenses	543	1,500	1,500	0
<b>Personal Services Total:</b>		<b>563,540</b>	<b>637,255</b>	<b>637,352</b>	<b>0</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	1,043,172	1,654,600	1,820,922	0
715001	Communications	26	100	100	0
716000	Memberships/Subscriptions	5,763	6,145	6,145	0
<b>Contractual Services Total:</b>		<b>1,048,961</b>	<b>1,660,845</b>	<b>1,827,167</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	1,302	1,800	2,160	0
<b>Supplies Total:</b>		<b>1,302</b>	<b>1,800</b>	<b>2,160</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	2,626	15,000	15,303	0
<b>Other Charges and Ex Total:</b>		<b>2,626</b>	<b>15,000</b>	<b>15,303</b>	<b>0</b>
<b>Parks and Recreation Total:</b>		<b>1,616,429</b>	<b>2,314,900</b>	<b>2,481,981</b>	<b>0</b>
<b>General Fund Total:</b>		<b>1,616,429</b>	<b>2,314,900</b>	<b>2,481,981</b>	<b>0</b>



**Parks & Recreation/ Office of the Director**

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**BUDGET SUMMARY:**

**10140410**

Funding has been moved to organization 10110310.





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**Deputy City Manager / Chief Operating Officer  
Public Service/ Parks and Grounds Maintenance**

**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 and Grounds Maintenance strives to be both environmentally and economically sound in its management of public areas including parks, gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Parks and Grounds Maintenance is committed to maintaining and providing a safe and accessible park system and will lead efforts for the enhancement and preservation of City grounds.

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

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Director, Public Service (1)  
Director, Parks (2)  
Operations Administrator  
Maintenance Crew Supervisor  
Maintenance Worker (3)  
Administrative Support 2  
**TOTAL**

0  
1  
1  
6  
20  
1  
**29**

.35  
0  
1  
6  
19  
1  
**27.35**

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker  
**TOTAL**

22  
**22**

22  
**22**

**NOTES AND ADJUSTMENTS:**

- (1) The Public Service Director position is allocated 35% to this budget, 30% to the Solid Waste Fund and 35% to the Streets Fund.
- (2) The Director of Parks Operations position is being reallocated to the Public Service Director position.
- (3) One Maintenance Worker is reallocated from Parks and Grounds Maintenance to the Go Dublin Maintenance Team.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Parks and Grounds Maintenance					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	2,038,328	2,138,775	2,138,775	1,999,270
701103	Overtime Wages	179,480	95,000	95,000	96,500
701104	Other Wages	264,003	372,400	372,400	372,400
701201	Employee Benefits	1,027,965	1,148,135	1,148,135	1,103,920
701204	Uniforms and Clothing	38,265	44,500	49,794	44,790
702000	Training/Travel	4,489	10,875	10,875	5,250
<b>Personal Services Total:</b>		<b>3,552,531</b>	<b>3,809,685</b>	<b>3,814,979</b>	<b>3,622,130</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	244,013	117,895	178,979	1,420,995
715001	Communications	0	200	200	200
716000	Memberships/Subscriptions	1,895	2,880	2,880	2,880
717005	Utilities- Other Fuel Types	281,879	308,245	363,898	315,750
<b>Contractual Services Total:</b>		<b>527,787</b>	<b>429,220</b>	<b>545,957</b>	<b>1,739,825</b>
<b>Supplies</b>					
721001	Office Supplies	4,711	8,690	11,164	8,690
721002	Operating Supplies	35,215	44,800	44,903	44,800
722001	Reforestation	27,962	25,000	25,000	25,000
724002	Park Maintenance	189,393	193,000	211,200	193,000
724003	Equipment Maintenance	62,687	90,000	95,371	90,000
<b>Supplies Total:</b>		<b>319,968</b>	<b>361,490</b>	<b>387,638</b>	<b>361,490</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	31,455	32,000	32,000	32,000
734002	Tools	6,087	8,000	8,000	8,000
735001	Cap Impr Land and Land Impr	19,033	20,000	20,000	20,000
<b>Capital Outlay Total:</b>		<b>56,575</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	89	2,085	2,497	2,085
<b>Other Charges and Ex Total:</b>		<b>89</b>	<b>2,085</b>	<b>2,497</b>	<b>2,085</b>
<b>Parks and Recreation Total:</b>		<b>4,456,950</b>	<b>4,662,480</b>	<b>4,811,070</b>	<b>5,785,530</b>
<b>General Fund Total:</b>		<b>4,456,950</b>	<b>4,662,480</b>	<b>4,811,070</b>	<b>5,785,530</b>



**Deputy City Manager / Chief Operating Officer  
Public Service/ Parks and Grounds Maintenance**

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**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 all landscape maintenance contracts, supplemental contract mulching, winter work, various HOA contracts, lightning prediction service, pond maintenance, masonry repairs, SCRAM wildlife agreement/services. Landscape maintenance contracts were moved to this account from the Office of the Parks and Recreation Director.
- 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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**Deputy City Manager / Chief Operating Officer  
Public Service/ 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****2020  
CURRENT NUMBER****2021  
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:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Horticulture					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	383,568	433,785	433,785	412,040
701103	Overtime Wages	30,339	45,000	45,000	45,000
701104	Other Wages	198,324	190,600	190,600	190,600
701201	Employee Benefits	232,149	288,110	288,110	304,180
701204	Uniforms and Clothing	11,660	17,470	21,709	17,470
702000	Training/Travel	7,901	11,130	11,130	5,500
<b>Personal Services Total:</b>		<b>863,942</b>	<b>986,095</b>	<b>990,334</b>	<b>974,790</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	115,499	200,000	200,400	200,000
716000	Memberships/Subscriptions	1,971	2,705	3,035	2,260
<b>Contractual Services Total:</b>		<b>117,470</b>	<b>202,705</b>	<b>203,435</b>	<b>202,260</b>
<b>Supplies</b>					
721002	Operating Supplies	6,087	6,500	6,583	6,500
724002	Park Maintenance	60,942	64,500	69,317	64,500
724003	Equipment Maintenance	2,063	2,500	2,902	2,500
<b>Supplies Total:</b>		<b>69,091</b>	<b>73,500</b>	<b>78,802</b>	<b>73,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	3,291	3,710	3,710	3,710
734002	Tools	6,320	7,500	7,500	7,500
735001	Cap Impr Land and Land Impr	66,284	100,000	101,720	100,000
<b>Capital Outlay Total:</b>		<b>75,895</b>	<b>111,210</b>	<b>112,930</b>	<b>111,210</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	21,882	36,000	51,000	36,000
<b>Other Charges and Ex Total:</b>		<b>21,882</b>	<b>36,000</b>	<b>51,000</b>	<b>36,000</b>
<b>Parks and Recreation Total:</b>		<b>1,148,280</b>	<b>1,409,510</b>	<b>1,436,501</b>	<b>1,397,760</b>
<b>General Fund Total:</b>		<b>1,148,280</b>	<b>1,409,510</b>	<b>1,436,501</b>	<b>1,397,760</b>



**Deputy City Manager / Chief Operating Officer  
Public Service/ Horticulture**

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**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.
- 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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**Deputy City Manager / Chief Operating Officer  
Public Service/ 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****2020  
CURRENT NUMBER****2021  
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:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Forestry					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	337,073	381,320	381,320	374,445
701103	Overtime Wages	18,081	25,000	25,000	25,000
701104	Other Wages	136,905	188,425	188,425	188,425
701201	Employee Benefits	146,289	242,385	242,385	190,465
701204	Uniforms and Clothing	8,595	11,200	13,479	11,200
702000	Training/Travel	8,978	13,845	13,845	6,995
<b>Personal Services Total:</b>		<b>655,921</b>	<b>862,175</b>	<b>864,454</b>	<b>796,530</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	55,379	127,000	147,000	150,000
716000	Memberships/Subscriptions	1,907	2,480	2,480	3,030
<b>Contractual Services Total:</b>		<b>57,286</b>	<b>129,480</b>	<b>149,480</b>	<b>153,030</b>
<b>Supplies</b>					
721002	Operating Supplies	2,838	3,600	3,600	3,600
724002	Park Maintenance	26,183	44,825	45,564	45,825
724003	Equipment Maintenance	1,137	1,500	1,611	1,500
<b>Supplies Total:</b>		<b>30,159</b>	<b>49,925</b>	<b>50,775</b>	<b>50,925</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	2,178	23,050	23,050	23,050
734002	Tools	3,534	3,750	3,750	3,750
735001	Cap Impr Land and Land Impr	67,484	73,500	73,500	73,500
<b>Capital Outlay Total:</b>		<b>73,196</b>	<b>100,300</b>	<b>100,300</b>	<b>100,300</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	563	1,250	1,250	1,250
<b>Other Charges and Ex Total:</b>		<b>563</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Parks and Recreation Total:</b>		<b>817,125</b>	<b>1,143,130</b>	<b>1,166,259</b>	<b>1,102,035</b>
<b>General Fund Total:</b>		<b>817,125</b>	<b>1,143,130</b>	<b>1,166,259</b>	<b>1,102,035</b>



**Deputy City Manager / Chief Operating Officer  
Public Service/ Forestry**

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**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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**Deputy City Manager / Chief Operating Officer  
Parks and 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**

**2020**  
**CURRENT NUMBER**

**2020**  
**ADOPTED**

Director, Outreach and Engagement  
Administrative Support II  
Volunteer Coordinator  
Nature Education Coordinator  
**TOTAL**

1  
1  
1  
1  
**4**

1  
1  
1  
1  
**4**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

1  
**1**

1  
**1**

**NOTES AND ADJUSTMENTS:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	206,553	288,365	288,365	282,360
701103	Overtime Wages	1,931	3,000	3,000	3,000
701104	Other Wages	8,457	12,000	12,000	14,130
701201	Employee Benefits	76,114	123,515	123,515	134,725
701204	Uniforms and Clothing	143	1,800	2,300	1,800
702000	Training/Travel	2,608	6,000	6,000	3,000
703100	Meeting Expenses	1,570	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>297,377</b>	<b>437,180</b>	<b>437,680</b>	<b>441,515</b>
<b>Contractual Services</b>					
713004	Other Professional Services	7,713	17,000	23,525	19,600
715002	Advertising	0	800	800	800
715003	Printing and Reproductions	2,731	4,000	4,000	4,000
716000	Memberships/Subscriptions	535	500	500	500
717001	Rents and Leases	1,380	2,000	2,000	2,000
<b>Contractual Services Total:</b>		<b>12,360</b>	<b>24,300</b>	<b>30,825</b>	<b>26,900</b>
<b>Supplies</b>					
721001	Office Supplies	1,741	3,000	3,659	3,000
721002	Operating Supplies	2,347	9,500	9,863	11,500
<b>Supplies Total:</b>		<b>4,088</b>	<b>12,500</b>	<b>13,522</b>	<b>14,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	33,235	66,000	68,350	71,000
<b>Other Charges and Ex Total:</b>		<b>33,235</b>	<b>66,000</b>	<b>68,350</b>	<b>71,000</b>
<b>Parks and Recreation Total:</b>		<b>347,059</b>	<b>539,980</b>	<b>550,377</b>	<b>553,915</b>
<b>General Fund Total:</b>		<b>347,059</b>	<b>539,980</b>	<b>550,377</b>	<b>553,915</b>



**Deputy City Manager / Chief Operating Officer  
Parks and Recreation / Outreach and Engagement**

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**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 Officers.
- 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 internal 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 management of the City's information technology operations is the responsibility of the Director, Information Technology. . 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, multi-function printers, servers, data storage, the Citywide telephone system, mobile devices and any other technology infrastructure related issues. We also deliver program and project management services for the organization; which includes and is not limited to the Dublin fiber operations and our Enterprise Resource Planning (ERP) systems. The team also provides client endpoint services and strives to enhance and promote the utilization of technology so that city operations realize the benefits of using technology as a tool. 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 management and administration, 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 each division 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****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Information Technology Director  
 Information Security Administrator  
 Support Services Analyst  
 Network Operations Manager  
 Information Technology Project Leader  
 Network Engineer  
 Administrative Support 3 (1)  
**TOTAL**

1  
 1  
 3  
 1  
 3  
 2  
 1  
**12**

1  
 1  
 3  
 1  
 3  
 2  
 0  
**11**

**PART-TIME/SEASONAL STAFF**

Intern (Support Services) (2)  
**TOTAL**

3  
**3**

2  
**2**



## Information Technology

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### **NOTES & ADJUSTMENTS:**

- (1) By way of organizational changes, the Administrative Support III position will be moved to the Office of the City Manager and report directly to the Assistant City Manager/Chief Strategy and Innovation Officer.
- (2) One Intern position will be removed. This information has been updated in the Personnel data table above.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Information Technology Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	1,015,385
701103	Overtime Wages	0	0	0	24,000
701104	Other Wages	0	0	0	27,000
701201	Employee Benefits	0	0	0	454,755
702000	Training/Travel	0	0	0	13,250
703100	Meeting Expenses	0	0	0	300
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,534,690</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	221,000
713005	Misc. Contract. Serv.	0	0	0	1,405,460
715001	Communications	0	0	0	508,240
716000	Memberships/Subscriptions	0	0	0	2,200
717001	Rents and Leases	0	0	0	14,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,150,900</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	1,000
721002	Operating Supplies	0	0	0	127,000
724003	Equipment Maintenance	0	0	0	921,320
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,049,320</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>4,734,910</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>4,734,910</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>60 Information Technology</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,336,319	1,511,235	1,511,235	0
701103	Overtime Wages	31,246	36,000	36,000	0
701104	Other Wages	18,986	40,000	40,000	0
701201	Employee Benefits	548,873	671,085	671,085	0
702000	Training/Travel	48,000	45,000	45,410	0
703100	Meeting Expenses	1,128	1,500	1,500	0
<b>Personal Services Total:</b>		<b>1,984,550</b>	<b>2,304,820</b>	<b>2,305,230</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	315,176	451,000	639,600	0
713005	Misc. Contract. Serv.	1,053,648	1,512,550	1,584,358	0
715001	Communications	429,740	504,940	653,017	0
716000	Memberships/Subscriptions	1,972	2,350	2,350	0
717001	Rents and Leases	65,350	82,000	85,757	0
<b>Contractual Services Total:</b>		<b>1,865,887</b>	<b>2,552,840</b>	<b>2,965,082</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	2,423	2,000	4,224	0
721002	Operating Supplies	118,342	171,000	207,616	0
724003	Equipment Maintenance	917,687	1,056,770	1,074,055	0
<b>Supplies Total:</b>		<b>1,038,452</b>	<b>1,229,770</b>	<b>1,285,895</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Information Technology Total:</b>		<b>4,888,889</b>	<b>6,088,430</b>	<b>6,557,208</b>	<b>0</b>
<b>General Fund Total:</b>		<b>4,888,889</b>	<b>6,088,430</b>	<b>6,557,208</b>	<b>0</b>



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**BUDGET SUMMARY:**

**10110180 (Previously 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.

**10180180 (Previously 10180610)**

- Account 731000 provides funding for additional equipment and furniture.



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## Performance Analytics

### **STATEMENT OF FUNCTIONS**

The Division of Performance Analytics was created to bring emphasis to the importance of aligning the organizations activities and services with Council Visionary Goals and Strategic Operational Goals; measuring the success of those activities and services; and continually improving those activities and services. The Division supports all other Divisions thus having direct and indirect impact on all of Council's Visionary Goals. The Division houses the Data Analytics, GIS and PIEworks (internal process improvement and innovation team) functions. This unique combination of disciplines allows the Division to bring the City new capabilities in terms of solution implementation and support; analysis; data connectivity, discovery and usage; process improvement; facilitation; research and development; citizen and employee engagement; decision support; and storytelling.

The Division is not only future looking and project oriented but also the core technical support team for GIS software, Data Visualization software, work order software, GoDublin and other solutions.

### **OBJECTIVES AND ACTIVITIES**

- Maintain and enhance the City's award winning GIS program (Council Goals 1-4 | Strategic Operations Goals 1-5)
- Create, maintain and grow the City's Data Analytics program (Council Goal 3 | Strategic Operations Goal 3)
- Support strategic planning efforts across the City (Council Goal 4 | Strategic Operations Goals 1-5)
- Catalog strategic plans and innovation efforts across the City (Council Goals 2 and 4 | Strategic Operations Goals 1-5)
- Provide customer support for deployed solutions (Strategic Operations Goal 3)
- Provide Research and Development capability in order to test new services and service delivery methods (Council Goals 2 and 4 | Strategic Operations Goal 3)
- Provide citywide vision, leadership and direction for evaluating current and emerging technologies (Council Goal 3 | Strategic Operations Goals 3 and 5)
- Provide process improvement capability as a service (Council Goals 2 and 3 | Strategic Operations Goals 3 and 5)
- Provide citywide project and event support as needed (Strategic Operations Goals 3, 4, and 5)

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

### **2020** **CURRENT NUMBER**

### **2021** **ADOPTED**

Performance Analytics Director  
Data Manager (1)  
Senior Data Analyst  
**TOTAL**

1  
0  
2  
**3**

1  
1  
2  
**4**

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

Intern (GIS)  
**TOTAL**

1  
**1**

1  
**1**

### **NOTES & ADJUSTMENTS:**

(1) Backfill the Data Manager position - The Data Manager is a key role for the Division as a tactical leader and program/project manager for the GIS and Data Analytic functions. This position was vacated when the current Director of Performance Analytics was promoted.



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Performance Analytics					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	400,070
701103	Overtime Wages	0	0	0	6,000
701104	Other Wages	0	0	0	13,000
701201	Employee Benefits	0	0	0	181,150
702000	Training/Travel	0	0	0	4,250
703100	Meeting Expenses	0	0	0	400
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>604,870</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	96,800
713005	Misc. Contract. Serv.	0	0	0	125,400
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>222,200</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	500
721002	Operating Supplies	0	0	0	4,000
724003	Equipment Maintenance	0	0	0	116,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>120,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	1,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	12,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>960,570</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>960,570</b>



## Performance Analytics

### **BUDGET SUMMARY:**

#### **10110170**

- Account 701101 provides funding for the Performance Analytics staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime wages for non-exempt staff.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for trade conferences, training and development, travel, and professional certifications.
- Account 703100 provides funding for meeting and facilitation expenses.
- 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 such as the City's data platform, GoDublin, facilitation tools and project management tools.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for general operating supplies such as: plotter paper, printing consumables.
- Account 724003 provides funding for citywide hardware and software maintenance costs and applications supporting business operations such as Esri GIS software, Data visualization software and the Cityworks work order system.
- Account 751003 provides funding for special projects and programs and research and development such as the PIEworks program and Google Cloud storage that supports chatbot, Alexa skills and other technology experiments.

#### **10180170**

- Account 731000 provides funding for additional equipment and furniture.



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**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**
**2020**  
**CURRENT NUMBER**
**2021**  
**ADOPTED**

Director of Court Services (1)  
 Diversion 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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Court Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	211,046	225,610	225,610	219,920
701103	Overtime Wages	2,164	3,500	3,500	3,500
701201	Employee Benefits	64,034	81,870	81,870	70,845
702000	Training/Travel	2,450	3,000	3,000	1,500
<b>Personal Services Total:</b>		<b>279,693</b>	<b>313,980</b>	<b>313,980</b>	<b>295,765</b>
<b>Contractual Services</b>					
713002	Legal Services	3,411	4,600	7,503	4,600
713004	Other Professional Services	80,290	86,500	97,890	91,500
713005	Misc. Contract. Serv.	6,847	11,000	11,000	11,000
715001	Communications	3,000	3,000	3,000	3,000
716000	Memberships/Subscriptions	610	725	725	925
<b>Contractual Services Total:</b>		<b>94,158</b>	<b>105,825</b>	<b>120,118</b>	<b>111,025</b>
<b>Supplies</b>					
721001	Office Supplies	889	2,500	3,823	2,500
721002	Operating Supplies	4,559	8,000	12,908	8,000
724003	Equipment Maintenance	260	300	300	0
<b>Supplies Total:</b>		<b>5,708</b>	<b>10,800</b>	<b>17,032</b>	<b>10,500</b>
<b>City Manager Total:</b>		<b>379,559</b>	<b>430,605</b>	<b>451,130</b>	<b>417,290</b>
<b>General Fund Total:</b>		<b>379,559</b>	<b>430,605</b>	<b>451,130</b>	<b>417,290</b>



Office of the City Manager / Court Services

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**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.

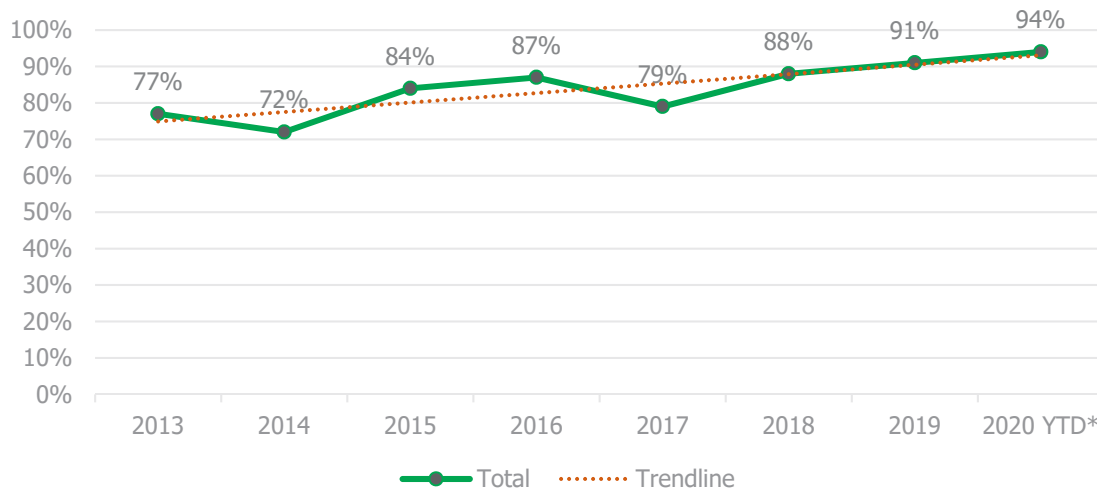


## Office of the City Manager / Court Services

**Performance Measures:**

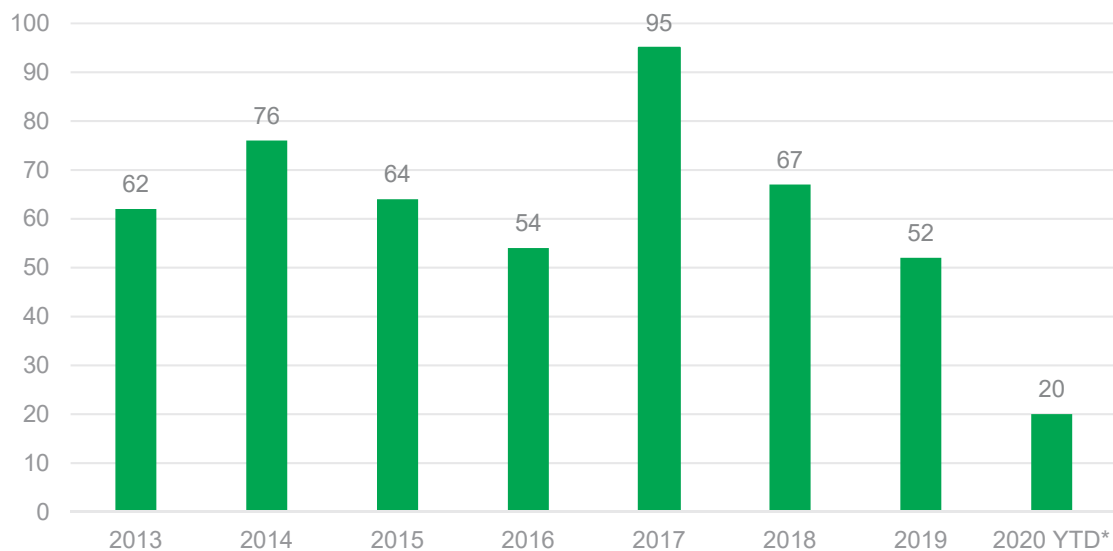
Successful Completion Rate for Juvenile Diversion - This measure is reflective of the percentage of juveniles who completed all of the required conditions of the diversion program and did not re-offend during the 6 months the case remained open. It is used as a benchmark to ensure that Court Services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

\*YTD 2020 as of 6/30/2020

**Percent of Juveniles Completing Diversion Program**

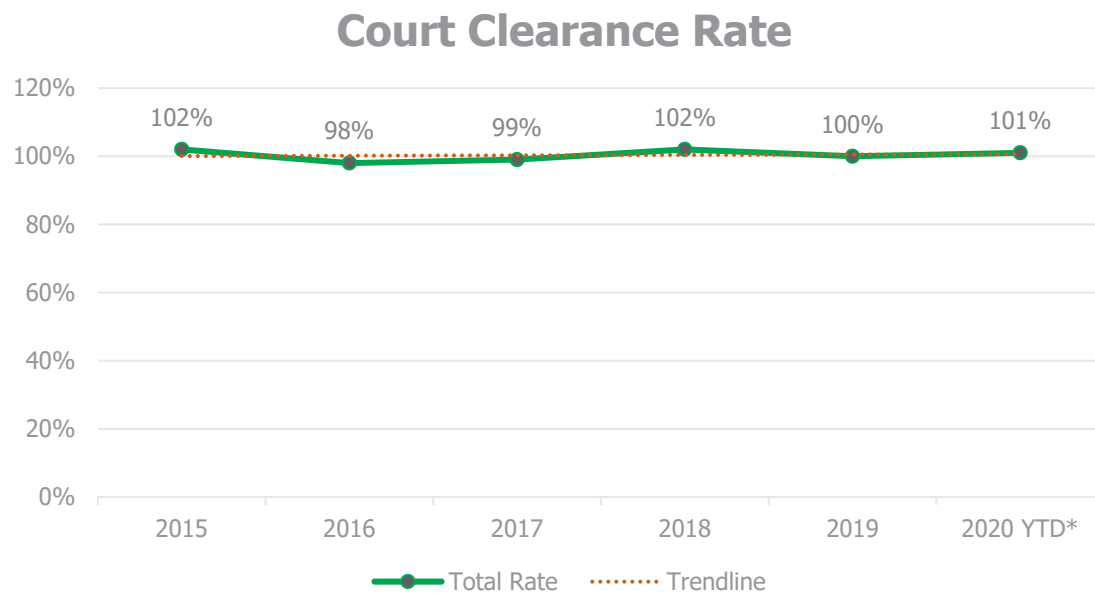
Juvenile Diversion Caseload – The total number of juveniles who were enrolled in the Juvenile Diversion Program each year.

\*YTD 2020 as of 6/30/2020

**Juvenile Diversion Caseload**



Clearance Rate – The court's clearance rate is a measure of its ability to keep up with its incoming caseload. \*YTD 2020 as of 6/30/2020







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**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****2020**  
**CURRENT NUMBER****2021**  
**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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Records Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	96,095	110,290	110,290	106,710
701103	Overtime Wages	283	500	500	500
701201	Employee Benefits	28,948	35,875	35,875	34,200
702000	Training/Travel	40	500	500	250
<b>Personal Services Total:</b>		<b>125,367</b>	<b>147,165</b>	<b>147,165</b>	<b>141,660</b>
<b>Contractual Services</b>					
713004	Other Professional Services	19,620	25,000	29,227	25,000
713005	Misc. Contract. Serv.	5,238	6,500	10,126	6,500
716000	Memberships/Subscriptions	284	600	600	600
<b>Contractual Services Total:</b>		<b>25,142</b>	<b>32,100</b>	<b>39,953</b>	<b>32,100</b>
<b>Supplies</b>					
721001	Office Supplies	1,551	2,000	2,989	2,000
724003	Equipment Maintenance	2,875	3,500	3,500	3,500
<b>Supplies Total:</b>		<b>4,426</b>	<b>5,500</b>	<b>6,489</b>	<b>5,500</b>
<b>City Manager Total:</b>		<b>154,935</b>	<b>184,765</b>	<b>193,607</b>	<b>179,260</b>
<b>General Fund Total:</b>		<b>154,935</b>	<b>184,765</b>	<b>193,607</b>	<b>179,260</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.

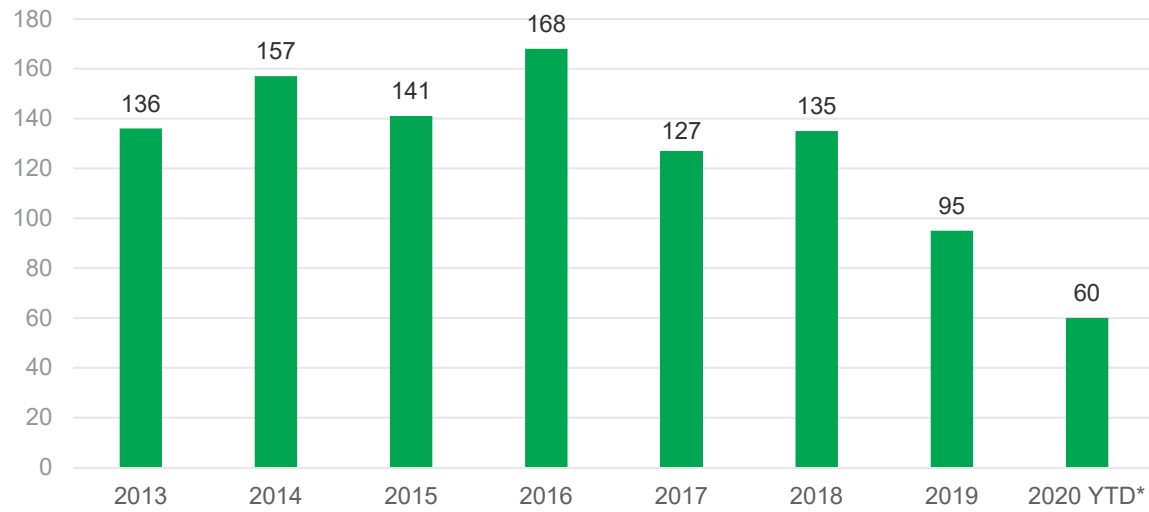


Office of the City Manager / Records Management

**Performance Measures:**

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

**Annual Requests for Records Located  
in the Justice Center**



\*YTD 2020 as of 6/30/2020

# 4 | Special Revnue Fund





**Deputy City Manager / Chief Operating Officer / Public Service / Street Maintenance****STATEMENT OF FUNCTIONS**

Street Maintenance is responsible for maintenance and minor repairs to the City's streets, paths, curbs, gutters and sidewalks. The work unit handles a vast array of other maintenance responsibilities including berming, guardrail repairs/replacements, mowing, litter removal and snow and ice removal operations. Additionally, special event coordination and support are managed within the work unit.

**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.

**PERSONNEL DATA**  
**POSITION TITLE****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Public Service Director (1)  
 Director, Street Maintenance (2)  
 Operations Administrator (3)  
 Maintenance Crew Supervisor (4)  
 Maintenance Worker (5)  
 Administrative Support 2  
**TOTAL**

0  
 .6  
 1.5  
 3  
 18  
 .9  
**24**

.35  
 0  
 1  
 2.2  
 14  
 1  
**18.55**

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker  
**TOTAL**

4  
**4**

4  
**4**

**NOTES AND ADJUSTMENTS:**

- (1) The Public Service Director position is allocated 35% to this budget, 30% to the Solid Waste Fund and 35% to the Parks and Grounds Maintenance Fund.
- (2) The vacant Director of Street & Utilities Operations position is being reallocated to Management Assistant position in the Deputy City Manager's Office.
- (3) One Operations Administrator position is reallocated to Engineering.
- (4) One Crew Supervisor position is allocated 20% in this budget and 80% in the Solid Waste Fund.
- (5) Two Maintenance Workers are reallocated to the GoDublin Maintenance Team. Two Maintenance Workers are reallocated to Transportation and Mobility for the Sign Shop.



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
Street Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,466,329	1,634,975	1,634,975	1,308,510
701103	Overtime Wages	163,118	160,000	160,000	160,000
701104	Other Wages	106,028	116,230	116,230	116,230
701201	Employee Benefits	684,101	874,280	874,280	699,500
701204	Uniforms and Clothing	25,739	21,725	22,242	22,745
702000	Training/Travel	11,643	22,040	22,040	11,020
<b>Personal Services Total:</b>		<b>2,456,959</b>	<b>2,829,250</b>	<b>2,829,767</b>	<b>2,318,005</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	83,348	134,785	183,516	134,785
715001	Communications	0	100	100	100
716000	Memberships/Subscriptions	921	1,460	1,460	1,660
717001	Rents and Leases	4,410	4,300	4,300	4,300
<b>Contractual Services Total:</b>		<b>88,679</b>	<b>140,645</b>	<b>189,376</b>	<b>140,845</b>
<b>Supplies</b>					
721001	Office Supplies	1,488	4,400	8,184	4,400
721002	Operating Supplies	96,676	97,000	126,964	97,000
723001	Street Salt	639,350	923,085	1,409,148	923,085
723006	Special Events	2,473	3,000	3,344	3,000
724003	Equipment Maintenance	1,800	2,000	2,000	2,000
725002	Signs	170,325	120,000	172,229	0
<b>Supplies Total:</b>		<b>912,112</b>	<b>1,149,485</b>	<b>1,721,869</b>	<b>1,029,485</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,500	1,500	1,500
734002	Tools	5,477	21,300	21,300	21,300
<b>Capital Outlay Total:</b>		<b>5,477</b>	<b>22,800</b>	<b>22,800</b>	<b>22,800</b>
<b>Public Works Total:</b>		<b>3,463,227</b>	<b>4,142,180</b>	<b>4,763,811</b>	<b>3,511,135</b>
<b>Street Maintenance and Repair Total:</b>		<b>3,463,227</b>	<b>4,142,180</b>	<b>4,763,811</b>	<b>3,511,135</b>



**Deputy City Manager / Chief Operating Officer / Public Service / Street Maintenance**

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**BUDGET SUMMARY:**

**20170330**

- Account 701101 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 funding for signs is reflected in Transportation and Mobility.

**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.



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**Deputy City Manager / Chief Operating Officer  
Transportation and Mobility /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 Transportation and Mobility Work Unit.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
Engineering - Traffic Signals and Street Lights					
<b>Contractual Services</b>					
713004	Other Professional Services	55,171	125,000	274,422	0
717005	Utilities- Other Fuel Types	18,457	29,500	34,618	0
<b>Contractual Services Total:</b>		<b>73,628</b>	<b>154,500</b>	<b>309,040</b>	<b>0</b>
<b>Supplies</b>					
721002	Operating Supplies	0	2,500	2,500	0
724001	General Maintenance	159,627	280,000	410,544	0
724003	Equipment Maintenance	608	1,000	1,000	0
<b>Supplies Total:</b>		<b>160,235</b>	<b>283,500</b>	<b>414,044</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	5,944	5,000	5,000	0
734002	Tools	1,709	5,000	5,000	0
<b>Capital Outlay Total:</b>		<b>7,654</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>Public Works Total:</b>		<b>241,516</b>	<b>448,000</b>	<b>733,085</b>	<b>0</b>
<b>Street Maintenance and Repair Total:</b>		<b>241,516</b>	<b>448,000</b>	<b>733,085</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
Transportation & Mobility					
<b>Contractual Services</b>					
716000	Memberships/Subscriptions	0	0	0	1,125
717005	Utilities- Other Fuel Types	0	0	0	31,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>32,625</b>
<b>Supplies</b>					
721002	Operating Supplies	0	0	0	2,500
724001	General Maintenance	0	0	0	280,000
724003	Equipment Maintenance	0	0	0	3,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>285,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	10,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>328,125</b>
<b>Street Maintenance and Repair Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>328,125</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>201 Street Maintenance and Repair</b>				
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
741000      Transfers Expense	0	925,000	925,000	693,750
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>925,000</b>	<b>925,000</b>	<b>693,750</b>
<b>Finance Total:</b>	<b>0</b>	<b>925,000</b>	<b>925,000</b>	<b>693,750</b>
<b>Street Maintenance and Repair Total:</b>	<b>0</b>	<b>925,000</b>	<b>925,000</b>	<b>693,750</b>



**Deputy City Manager / Chief Operating Officer  
Transportation and Mobility /Traffic Signals and Street Lights**

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**BUDGET SUMMARY:**

**20170381 (previously 20170320)**

- 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.

**20180381 (previously 20180320)**

- Account 73100 provides funding to set-up a new cage area with shelving, work bench, and bins, and miscellaneous small equipment.





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**Deputy City Manager / Chief Operating Officer  
Transportation and Mobility / Highway Maintenance**

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**STATEMENT OF FUNCTIONS**

This program is responsible for maintaining all traffic signals, traffic control signs, and street lights within the public right-of-way 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.

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**NOTES AND ADJUSTMENTS:**

There are no personnel assigned to the Highway Maintenance budget.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>202 State Highway</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	37,500	100,000	100,000	81,250
742000	Advances Expense	50,000	200,000	200,000	100,000
<b>Transfers/Advances Total:</b>		<b>87,500</b>	<b>300,000</b>	<b>300,000</b>	<b>181,250</b>
<b>Finance Total:</b>		<b>87,500</b>	<b>300,000</b>	<b>300,000</b>	<b>181,250</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	0	0	0	31,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>31,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>31,000</b>
<b>State Highway Total:</b>		<b>87,500</b>	<b>300,000</b>	<b>300,000</b>	<b>212,250</b>



**Deputy City Manager / Chief Operating Officer  
Transportation and Mobility / 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.

**20270381 (previously 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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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Community Recreation Center – Facilities**

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**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.

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**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****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Maintenance Crew Supervisor

1

1

Quality Control Manager

1

1

Maintenance Worker

3

3

Custodians

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

Seasonal Maintenance Worker

00**TOTAL****0****0**

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**NOTES AND ADJUSTMENTS:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>225 Recreation</b>					
<b>30 Public Works</b>					
Community Recreation Center - Facilities					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	357,996	463,085	463,085	456,265
701103	Overtime Wages	17,428	14,600	14,600	14,600
701201	Employee Benefits	174,897	271,595	271,595	227,250
701204	Uniforms and Clothing	3,646	4,600	4,600	4,600
702000	Training/Travel	185	1,300	6,300	650
703100	Meeting Expenses	0	350	350	350
<b>Personal Services Total:</b>		<b>554,152</b>	<b>755,530</b>	<b>760,530</b>	<b>703,715</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	320,187	372,810	439,574	372,810
716000	Memberships/Subscriptions	0	200	200	200
717001	Rents and Leases	0	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>320,187</b>	<b>374,010</b>	<b>440,774</b>	<b>374,010</b>
<b>Supplies</b>					
721002	Operating Supplies	77,738	103,295	96,935	103,295
724003	Equipment Maintenance	77,138	84,660	151,809	84,660
<b>Supplies Total:</b>		<b>154,876</b>	<b>187,955</b>	<b>248,744</b>	<b>187,955</b>
<b>Capital Outlay</b>					
734002	Tools	0	1,000	1,000	1,000
735002	Cap Impr Build & Other Struct	129,061	210,000	206,000	55,000
<b>Capital Outlay Total:</b>		<b>129,061</b>	<b>211,000</b>	<b>207,000</b>	<b>56,000</b>
<b>Public Works Total:</b>		<b>1,158,275</b>	<b>1,528,495</b>	<b>1,657,047</b>	<b>1,321,680</b>
<b>Recreation Total:</b>		<b>1,158,275</b>	<b>1,528,495</b>	<b>1,657,047</b>	<b>1,321,680</b>



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Community Recreation Center – Facilities**

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**BUDGET SUMMARY:**

**22540350**

- Account 701101 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 2021-2025 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.

<b><u>PERSONNEL DATA</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Director, Recreation Services	.45	.45
Recreation Services Administrator	2.0	2.0
Recreation Program Supervisor (1)	3.6	3.0
Recreation Operations Supervisor	.25	.25
Theater Supervisor	.3	.3
Adaptive Recreation Coordinator	.75	.75
Membership Services Coordinator	.4	.4
Recreation Program Coordinator (1)	1.0	2.0
Recreation Operations Specialist	.5	.25
Administrative Support 3	.6	.6
<b>TOTAL (2)</b>	<b>9.85 FTE</b>	<b>10.0 FTE</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Intern	1.46	1.07
Open Gym & Sports Programs	2.18	2.18
Pre-School / Youth Camps	21.22	17.82
Pre-School / Youth Programs	.55	.55
Teen Camps	3.23	2.33
Teen Programs	1.04	.39
Adult Programs	.27	.25
Senior Programs / Program Assistants	1.18	1.21
Special Needs	.30	.30
Park Programming/Corporate	0	.86
<b>TOTAL</b>	<b>31.43 FTE</b>	<b>26.96 FTE</b>

**NOTES AND ADJUSTMENTS:**

(1) Reclassification of Recreation Program Supervisor position to Recreation Program Coordinator position.

(2) The full-time positions allocated between this budget, the Dublin Community Recreation Center budget, and the Swimming Pool budget.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
Recreation Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	567,942	710,175	710,175	670,345
701103	Overtime Wages	8,056	5,000	5,000	5,000
701104	Other Wages	599,646	818,050	568,050	722,635
701201	Employee Benefits	330,285	467,315	467,315	423,765
701204	Uniforms and Clothing	12,399	12,925	12,925	12,840
702000	Training/Travel	3,303	9,000	9,000	4,500
<b>Personal Services Total:</b>		<b>1,521,630</b>	<b>2,022,465</b>	<b>1,772,465</b>	<b>1,839,085</b>
<b>Contractual Services</b>					
713004	Other Professional Services	308,152	431,455	193,996	424,895
713005	Misc. Contract. Serv.	50,005	50,400	50,400	50,400
715001	Communications	50	8,310	3,310	3,500
715002	Advertising	374	1,500	1,500	1,500
715003	Printing and Reproductions	22,436	32,000	35,429	32,000
716000	Memberships/Subscriptions	3,200	5,050	5,050	5,310
717001	Rents and Leases	88,827	97,270	48,053	96,010
<b>Contractual Services Total:</b>		<b>473,044</b>	<b>625,985</b>	<b>337,737</b>	<b>613,615</b>
<b>Supplies</b>					
721001	Office Supplies	4,958	14,160	11,660	12,000
721002	Operating Supplies	84,211	105,560	55,560	96,285
724003	Equipment Maintenance	0	1,000	1,000	1,000
<b>Supplies Total:</b>		<b>89,168</b>	<b>120,720</b>	<b>68,220</b>	<b>109,285</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,666	8,075	8,075	1,000
734003	Sports and Recreation Equipmen	2,784	5,300	5,300	4,000
<b>Capital Outlay Total:</b>		<b>4,450</b>	<b>13,375</b>	<b>13,375</b>	<b>5,000</b>
<b>Other Charges and Ex</b>					
751002	Special Events	881	43,600	28,600	42,500
751013	Sports Leagues	16,272	24,900	0	0
751014	Sr. Citizen Activities	24,968	29,500	25,400	29,500
755000	Refunds	68,509	75,000	129,500	75,000
<b>Other Charges and Ex Total:</b>		<b>110,631</b>	<b>173,000</b>	<b>183,500</b>	<b>147,000</b>
<b>Parks and Recreation Total:</b>		<b>2,198,925</b>	<b>2,955,545</b>	<b>2,375,297</b>	<b>2,713,985</b>
<b>Recreation Total:</b>		290 <b>2,198,925</b>	<b>2,955,545</b>	<b>2,375,297</b>	<b>2,713,985</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>225 Recreation</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	700,000	0	189,105
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>700,000</b>	<b>0</b>	<b>189,105</b>
<b>Finance Total:</b>		<b>0</b>	<b>700,000</b>	<b>0</b>	<b>189,105</b>
<b>Recreation Total:</b>		<b>0</b>	<b>700,000</b>	<b>0</b>	<b>189,105</b>



## Parks & Recreation / Recreation Services

### **BUDGET SUMMARY:**

#### **22540440**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments.
- Account 701103 provides funding for overtime.
- Account 701104 provides funding for part-time and seasonal staff wages. Decrease due to one less week of camp. Numbers include potential pay structure changes for Assistant Camp Supervisors.
- Account 702000 provides funding for conference and mileage. Decrease due to mandated 50% reduction.
- Account 713004 provides for other professional services.
- 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. Decrease due to Senior Newsletter going virtual.
- 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.
- 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 potential increase in Dublin City School's fees.
- Account 721002 provides funding for supplies for summer camp programs, special needs programs, teen programs, and adult programs and youth programs. Decrease primarily due to removal of Nature Ed programs.
- 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. Reduced expenses by contracting-out 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.

#### **22580440**

- Account 731000 provides funding for senior lounge and teen lounge equipment and furniture.
- Account 734003 provides funding for softball, basketball and volleyball leagues.

#### **22596290**

- Account 741000 provides funding for transfer to debt for the Recreation Capital (per Ordinance 65-18).



**Deputy City Manager / Chief Operating Officer  
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****2020****CURRENT NUMBER****2021****ADOPTED**

Director, Recreation Services	.5	.5
Recreation Services Administrator (1)	1.7	1.7
Recreation Program Supervisor	2.05	1.65
Recreation Operations Supervisor	.75	.75
Theater Supervisor	.7	.7
Adaptive Recreation Coordinator	.25	.25
Membership Services Coordinator	.6	.6
Recreation Program Coordinator	2.75	3.75
Recreation Operations Specialist	1.5	.75
Administrative Support 3	.4	.4
<b>TOTAL (1)</b>	<b>11.2 FTE</b>	<b>11.05 FTE</b>

**PART-TIME/SEASONAL STAFF**

Reservation Facility Workers	2.10	2.10
Fitness/Wellness	7.34	7.40
Aquatics	19.57	19.06
Babysitters	5.94	5.94
Wee Folk Room Front Desk	1.59	1.59
Front Desk	9.40	9.30
Theater Staff	1.02	1.81
Manager on Duty	1.13	1.62
Interns	.79	.48
Teen Lounge	.0	.90
<b>TOTAL</b>	<b>48.88 FTE</b>	<b>50.2 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.

## 2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
Community Recreation Center					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	794,060	769,880	769,880	700,995
701103	Overtime Wages	9,275	9,300	9,300	9,300
701104	Other Wages	1,224,974	1,346,775	1,346,775	1,395,795
701201	Employee Benefits	511,770	599,560	599,560	542,460
701204	Uniforms and Clothing	8,721	10,615	4,870	9,020
702000	Training/Travel	16,604	17,880	10,222	18,030
<b>Personal Services Total:</b>		<b>2,565,403</b>	<b>2,754,010</b>	<b>2,740,607</b>	<b>2,675,600</b>
<b>Contractual Services</b>					
713004	Other Professional Services	221,589	215,265	159,110	192,600
713005	Misc. Contract. Serv.	36,588	58,500	56,189	56,400
715001	Communications	0	4,000	1,000	2,000
715002	Advertising	5,427	12,000	12,000	3,500
715003	Printing and Reproductions	24,990	33,700	32,129	30,120
716000	Memberships/Subscriptions	7,983	7,765	7,765	3,320
717001	Rents and Leases	3,517	3,900	2,479	3,400
717005	Utilities- Other Fuel Types	503,982	530,160	656,503	530,160
<b>Contractual Services Total:</b>		<b>804,076</b>	<b>865,290</b>	<b>927,174</b>	<b>821,500</b>
<b>Supplies</b>					
721001	Office Supplies	11,645	20,000	11,500	19,150
721002	Operating Supplies	33,552	43,945	35,141	46,100
723004	Merchandise for Resale	1,289	3,000	3,000	3,000
723005	Other Program Supplies	24,962	46,350	25,116	35,790
724001	General Maintenance	51,770	75,025	58,796	54,760
724003	Equipment Maintenance	0	6,250	6,250	5,250
<b>Supplies Total:</b>		<b>123,218</b>	<b>194,570</b>	<b>139,803</b>	<b>164,050</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	8,061	43,950	67,484	37,150
734002	Tools	121	2,250	2,250	2,250
734003	Sports and Recreation Equipmen	73,098	86,570	7,674	86,570
<b>Capital Outlay Total:</b>		<b>81,280</b>	<b>132,770</b>	<b>77,408</b>	<b>125,970</b>
<b>Other Charges and Ex</b>					
755000	Refunds	25,825	40,000	82,000	40,000
<b>Other Charges and Ex Total:</b>		<b>25,825</b>	<b>40,000</b>	<b>82,000</b>	<b>40,000</b>
<b>Parks and Recreation Total:</b>		<b>3,599,802</b>	<b>3,986,640</b>	<b>3,966,992</b>	<b>3,827,120</b>

2021 Operating Budget - City of Dublin, Ohio

	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Department Budget</b>
<b>225 Recreation</b>				
<b>Recreation Total:</b>	<b>3,599,802</b>	<b>3,986,640</b>	<b>3,966,992</b>	<b>3,827,120</b>





**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Recreation Center**

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**BUDGET SUMMARY:**

**22540441**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments. Additional hours for more internally produced theatre initiatives and MOD hours to cover transition of specialist to coordinator.
- Account 701104 provides funding for part-time and seasonal staff wages.
- Account 702000 includes funding for staff continuing education/conferences, American Red Cross certifications. Increase due to certification year-balanced out primarily by decrease for FT training & travel. Cannot be cut due to safety and nature of certifications.
- Account 713004 includes a decrease in funding based on 3 year actuals analysis.
- Account 713005 provides funding for cable for the DCRC.
- Account 715001 provides funding for paper and ink for plotter, senior newsletter, and postage.
- Account 715002 Advertising decrease due to targeted social media advertising for Theatre initiatives.
- 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.
- Account 716000 provides funding for fitness floor magazines and newspapers. Decrease due to discontinuations of Tribe Team program.
- Account 717001 includes funding for rental of a postage machine.
- 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. Decrease due to supplies on hand and adjusted program offerings.
- Account 724001 provides 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. Cost maintained as replacement equipment was not purchased due to COVID.

**22580441**

- Account 731000 includes funding for community hall tables and chairs, lobby furniture, and lighting upgrades for the theater.



Deputy City Manager / Chief Operating Officer  
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 and block party packages.

**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, Kaltenbach Community Center, and block party packages.

**PERSONNEL DATA**

**POSITION TITLE**

Event Administrator (1)

Event Coordinator (1)

**TOTAL**

**2020**  
**CURRENT NUMBER**

.5

.5

**1**

**2021**  
**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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
Community Events					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	56,734	63,960	63,960	63,760
701103	Overtime Wages	234	400	400	400
701104	Other Wages	23,035	31,365	31,365	31,365
701201	Employee Benefits	29,388	32,350	32,350	43,890
701204	Uniforms and Clothing	248	300	300	300
<b>Personal Services Total:</b>		<b>109,639</b>	<b>128,375</b>	<b>128,375</b>	<b>139,715</b>
<b>Contractual Services</b>					
713004	Other Professional Services	960	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>960</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Supplies</b>					
721002	Operating Supplies	132	900	900	900
724001	General Maintenance	0	7,000	0	7,000
<b>Supplies Total:</b>		<b>132</b>	<b>7,900</b>	<b>900</b>	<b>7,900</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	339	3,500	3,500	3,500
734002	Tools	2,680	3,000	3,000	3,000
<b>Capital Outlay Total:</b>		<b>3,019</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	5,000	0	5,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>
<b>Parks and Recreation Total:</b>		<b>113,749</b>	<b>148,775</b>	<b>136,775</b>	<b>160,115</b>
<b>Recreation Total:</b>		<b>113,749</b>	<b>148,775</b>	<b>136,775</b>	<b>160,115</b>



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Events**

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**BUDGET SUMMARY:**

**22540450**

- Account 701101 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 and rental facilities
- Account 724001 includes funding for repairs and improvements on 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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**Deputy City Manager / Chief Operating Officer  
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**
**2020**  
**CURRENT NUMBER**
**2021**  
**ADOPTED**

Director, Recreation Services	.05	.05
Recreation Services Administrator	.30	.30
Recreation Supervisor	.35	.35
Recreation Program Coordinator	.25	.25
<b>TOTAL (1)</b>	<b>.95 FTE</b>	<b>.95 FTE</b>

**PART-TIME/SEASONAL STAFF**

Pool Manager	.69	1.38
Concession Manager	.24	.24
Assistant Concession Manager	.44	.87
Pool Lifeguard	6.81	12.89
Desk Staff/Concession Staff	2.27	4.07
Swim/Fitness Instructors	.0	.31
<b>TOTAL</b>	<b>10.45 FTE(2)</b>	<b>19.77 FTE (2)</b>

**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) Increases are associated with the North Pool re-opening.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>226 Pool</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	49,779	69,905	69,905	63,510
701103	Overtime Wages	2,568	3,000	3,000	3,000
701104	Other Wages	375,411	249,750	249,750	468,745
701201	Employee Benefits	77,612	78,025	48,025	96,860
701204	Uniforms and Clothing	8,730	10,030	10,030	13,000
702000	Training/Travel	198	500	500	900
<b>Personal Services Total:</b>		<b>514,298</b>	<b>411,210</b>	<b>381,210</b>	<b>646,015</b>
<b>Contractual Services</b>					
713004	Other Professional Services	1,200	770	923	1,480
713005	Misc. Contract. Serv.	6,053	10,400	34,747	3,900
715001	Communications	0	500	500	1,000
717005	Utilities- Other Fuel Types	176,421	140,000	174,031	180,000
719004	Concessions Vendor Services	53,046	30,000	24,000	63,000
<b>Contractual Services Total:</b>		<b>236,719</b>	<b>181,670</b>	<b>234,201</b>	<b>249,380</b>
<b>Supplies</b>					
721002	Operating Supplies	10,650	7,395	5,015	15,855
723002	Pool Supplies/Chemicals	17,898	10,750	12,401	24,400
723005	Other Program Supplies	474	830	30	2,565
724001	General Maintenance	64,142	27,570	15,033	50,965
<b>Supplies Total:</b>		<b>93,165</b>	<b>46,545</b>	<b>32,479</b>	<b>93,785</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	6,683	14,580	4,580	96,910
<b>Capital Outlay Total:</b>		<b>6,683</b>	<b>14,580</b>	<b>4,580</b>	<b>96,910</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	1,600	1,600	1,600
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
<b>Parks and Recreation Total:</b>		<b>850,866</b>	<b>655,605</b>	<b>654,070</b>	<b>1,087,690</b>
<b>Pool Total:</b>		<b>850,866</b>	<b>655,605</b>	<b>654,070</b>	<b>1,087,690</b>



Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Dublin Municipal Pools

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**BUDGET SUMMARY:**

**Note:**

***Across the board increases for North Pool opening. Other Wages, Benefits, Uniforms, Operating Supplies, Concessions, Pool Chemicals, and Repair & Maintenance are impacted.***

**22640440**

- Account 701101 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. North Pool opening large increase due to purchases needed; not included in the building costs.

**22696290**

- Account 741000 provides funding for transfer to debt for Recreation Capital (per Ordinance 65-18).





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Deputy City Manager / Chief Operating Officer  
Public Service / Cemetery Maintenance

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**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.

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**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**

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Maintenance Worker  
**TOTAL**

1  
**1**

1  
**1**

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker  
**TOTAL**

2  
**2**

2  
**2**

---

**NOTES AND ADJUSTMENTS:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>261 Cemetery</b>					
<b>40 Grounds Maintenance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	70,421	77,095	77,095	68,070
701103	Overtime Wages	4,018	6,000	6,000	6,000
701104	Other Wages	20,732	29,280	29,280	29,280
701201	Employee Benefits	36,538	45,680	45,680	45,600
701204	Uniforms and Clothing	878	2,100	3,076	2,100
702000	Training/Travel	0	1,000	1,000	500
<b>Personal Services Total:</b>		<b>132,588</b>	<b>161,155</b>	<b>162,131</b>	<b>151,550</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	3,750	3,750	3,750
713005	Misc. Contract. Serv.	974	16,000	16,000	16,000
715003	Printing and Reproductions	258	0	0	0
716000	Memberships/Subscriptions	95	200	200	200
717005	Utilities- Other Fuel Types	483	950	1,635	950
<b>Contractual Services Total:</b>		<b>1,810</b>	<b>20,900</b>	<b>21,585</b>	<b>20,900</b>
<b>Supplies</b>					
724001	General Maintenance	16,014	21,200	30,560	21,200
724003	Equipment Maintenance	358	2,500	2,500	2,500
<b>Supplies Total:</b>		<b>16,373</b>	<b>23,700</b>	<b>33,060</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>150,770</b>	<b>220,755</b>	<b>231,776</b>	<b>211,150</b>
<b>Cemetery Total:</b>		<b>150,770</b>	<b>220,755</b>	<b>231,776</b>	<b>211,150</b>



**Deputy City Manager / Chief Operating Officer  
Public Service / Cemetery Maintenance**

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**BUDGET SUMMARY:**

**26160432**

- Account 701101 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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**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Parks – Public Art**

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**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.

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**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.

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

**2020**  
**CURRENT NUMBER**

**2021**  
**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%).

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>40 Parks and Recreation</b>					
Public Art					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	18,095	36,695	36,695	0
701201	Employee Benefits	9,658	19,650	19,650	0
701204	Uniforms and Clothing	59	500	500	0
702000	Training/Travel	0	2,000	0	0
<b>Personal Services Total:</b>		<b>27,813</b>	<b>58,845</b>	<b>56,845</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	48,361	55,000	24,546	0
716000	Memberships/Subscriptions	0	200	200	0
<b>Contractual Services Total:</b>		<b>48,361</b>	<b>55,200</b>	<b>24,746</b>	<b>0</b>
<b>Supplies</b>					
721002	Operating Supplies	975	500	500	0
<b>Supplies Total:</b>		<b>975</b>	<b>500</b>	<b>500</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	1,308	40,000	30,799	0
<b>Other Charges and Ex Total:</b>		<b>1,308</b>	<b>40,000</b>	<b>30,799</b>	<b>0</b>
<b>Parks and Recreation Total:</b>		<b>78,457</b>	<b>154,545</b>	<b>112,890</b>	<b>0</b>
<b>Hotel/Motel Tax Total:</b>		<b>78,457</b>	<b>154,545</b>	<b>112,890</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>30 Public Works</b>					
Public Art					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	33,470
701201	Employee Benefits	0	0	0	19,740
701204	Uniforms and Clothing	0	0	0	200
702000	Training/Travel	0	0	0	1,000
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>54,410</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	55,000
716000	Memberships/Subscriptions	0	0	0	200
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>55,200</b>
<b>Supplies</b>					
721002	Operating Supplies	0	0	0	500
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	40,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>150,110</b>
<b>Hotel/Motel Tax Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>150,110</b>





**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Parks – Public Art**

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**BUDGET SUMMARY:**

**23240310 (Previously 23240410)**

- Account 70110 provides funding for staffing reflected in Personnel Data
- Account 701204 includes funding for uniform/PPE articles for staffing that has been reduced.
- 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.

**Deputy City Manager/Chief Operating Officer/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 Visit Dublin Ohio (VDO) previously the Dublin Convention and Visitors Bureau (DCVB). For 2016, City Council 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 VDO 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****2020  
CURRENT NUMBER****2021  
ADOPTED**

Director of Community Events

1

1

Event Administrator (1)

2.5

2.5

Event Coordinator (1) (2)

2.5

2.5

Administrative Support II

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

Event Specialist, year-round (FTE) (2)

.75

.75

Administrative Support – summer (FTE)

.5

.5

Summer Event Workers (FTE)

1.51.5**TOTAL****2.75****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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	441,209	521,390	521,390	510,090
701103	Overtime Wages	10,402	13,000	3,000	13,000
701104	Other Wages	104,715	80,000	45,000	75,000
701201	Employee Benefits	196,653	253,015	253,015	246,455
701204	Uniforms and Clothing	22,233	26,300	950	23,400
702000	Training/Travel	7,090	9,075	4,075	4,325
703100	Meeting Expenses	3,734	4,450	1,950	3,550
<b>Personal Services Total:</b>		<b>786,035</b>	<b>907,230</b>	<b>829,380</b>	<b>875,820</b>
<b>Contractual Services</b>					
713004	Other Professional Services	2,069,876	2,102,080	447,630	2,133,997
713005	Misc. Contract. Serv.	86,029	84,600	24,600	124,400
714001	Insurance and Bonding	6,970	6,500	0	7,000
715001	Communications	5,136	4,750	750	5,700
715002	Advertising	72,342	90,000	3,000	63,000
715003	Printing and Reproductions	16,615	11,150	1,150	10,350
716000	Memberships/Subscriptions	3,188	3,635	1,635	3,625
<b>Contractual Services Total:</b>		<b>2,260,156</b>	<b>2,302,715</b>	<b>478,765</b>	<b>2,348,072</b>
<b>Supplies</b>					
721001	Office Supplies	12,084	13,400	10,900	12,500
721002	Operating Supplies	355,472	336,700	61,809	337,050
<b>Supplies Total:</b>		<b>367,556</b>	<b>350,100</b>	<b>72,709</b>	<b>349,550</b>
<b>Capital Outlay</b>					
734002	Tools	1,192	5,000	2,500	2,000
<b>Capital Outlay Total:</b>		<b>1,192</b>	<b>5,000</b>	<b>2,500</b>	<b>2,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	7,815	32,750	32,250	11,750
751012	Promotional Programs	12,927	14,100	14,100	8,100
751016	Volunteer Programs	14,262	19,100	5,500	19,200
<b>Other Charges and Ex Total:</b>		<b>35,003</b>	<b>65,950</b>	<b>51,850</b>	<b>39,050</b>
<b>Parks and Recreation Total:</b>		<b>3,449,943</b>	<b>3,630,995</b>	<b>1,435,204</b>	<b>3,614,492</b>
<b>Hotel/Motel Tax Total:</b>		<b>3,449,943</b>	<b>3,630,995</b>	<b>1,435,204</b>	<b>3,614,492</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	3,900	4,500	4,500	5,000
<b>Contractual Services Total:</b>		<b>3,900</b>	<b>4,500</b>	<b>4,500</b>	<b>5,000</b>
<b>Other Charges and Ex</b>					
751001	City Sponsored Projects	0	0	0	0
754002	Grants/Community Org	0	0	0	0
754003	Grants/DAC	0	0	0	0
754005	Grant/Bridge Park NCA	0	0	0	0
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>3,900</b>	<b>4,500</b>	<b>4,500</b>	<b>5,000</b>
<b>30 Public Works</b>					
<b>Supplies</b>					
721002	Operating Supplies	0	20,000	0	20,000
<b>Supplies Total:</b>		<b>0</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>
<b>40 Parks and Recreation</b>					
<b>Supplies</b>					
721002	Operating Supplies	24,052	37,250	9,199	37,250
<b>Supplies Total:</b>		<b>24,052</b>	<b>37,250</b>	<b>9,199</b>	<b>37,250</b>
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	166,513	15,000	5,000	15,000
<b>Capital Outlay Total:</b>		<b>166,513</b>	<b>15,000</b>	<b>5,000</b>	<b>15,000</b>
<b>Parks and Recreation Total:</b>		<b>190,565</b>	<b>52,250</b>	<b>14,199</b>	<b>52,250</b>
<b>60 Information Technology</b>					
<b>Capital Outlay</b>					
732000	Information Technology	0	10,000	10,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>232 Hotel/Motel Tax</b>				
<hr/>				
<b>Information Technology Total:</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>80 Police</b>				
<b>Contractual Services</b>				
713005      Misc. Contract. Serv.	0	27,000	2,000	27,000
<b>Contractual Services Total:</b>	<b>0</b>	<b>27,000</b>	<b>2,000</b>	<b>27,000</b>
<hr/>				
<b>Police Total:</b>	<b>0</b>	<b>27,000</b>	<b>2,000</b>	<b>27,000</b>



**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events**

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**BUDGET SUMMARY:****23240450**

- Account 701101 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. There is a decrease due to removal of seasonal clerical position.
- 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. This account was reduced due to less travel city-wide.
- 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. There is a decrease due to some services that were done in 2020 and can be used for 2021. These expenses will return in 2021.
- Account 713005 includes funding for credit card fees used at events as well as rental of an off-site storage facility.
- 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. Reduction of print advertising and relying more on social media platforms.
- 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.
- 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 averages of costs in previous years.
- Account 751003 provides funding for committee ceremonial needs, funding for the DIF scholarship and sustainability efforts. Decrease this year is due to a one-time cost in 2020 to create a DIF Beverage Server online interactive training.
- Account 751012 provides funding for DIF promotional activities. Decrease is due to materials bought in 2020 that will be used in 21021.
- Account 751005 includes funding for DIF volunteer programs.



**Deputy City Manager/Chief Operating Officer  
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. 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.



**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events**

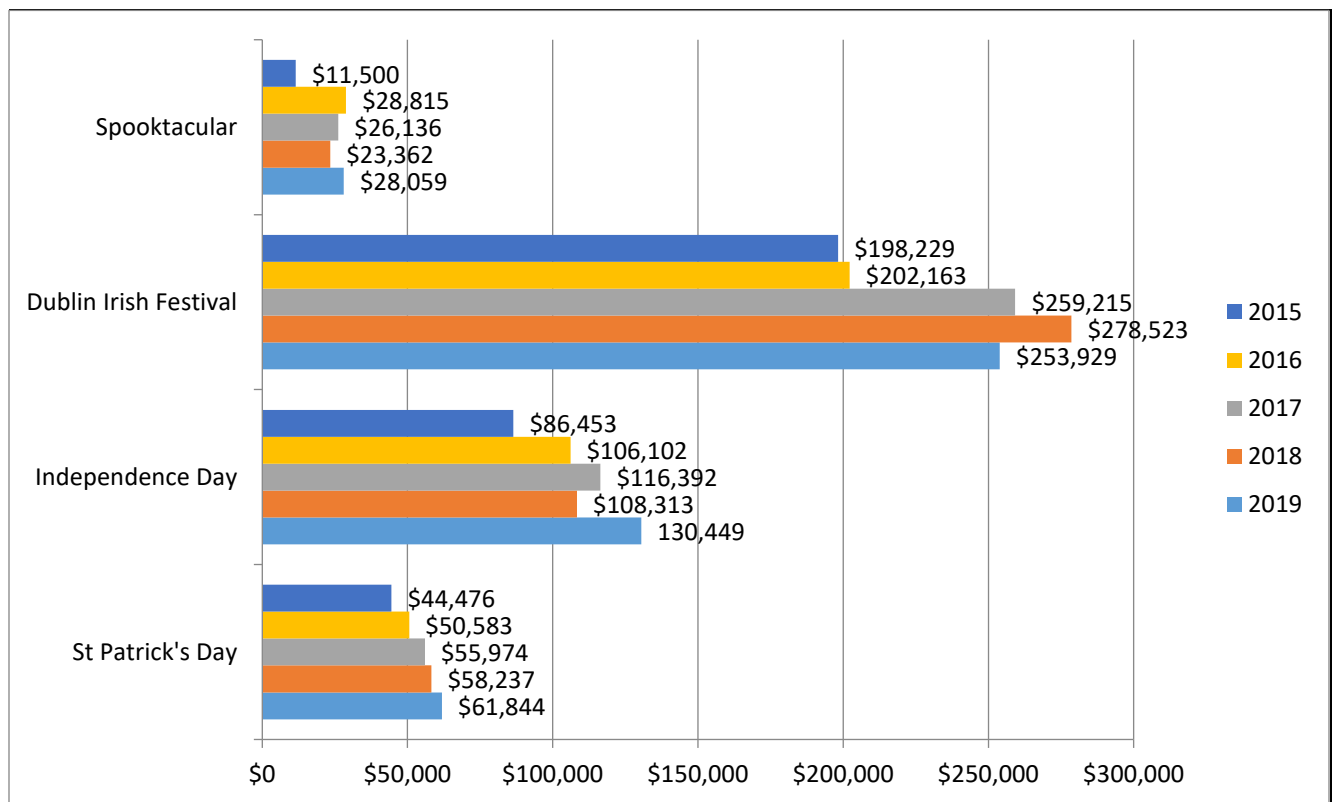
**Performance Measures:**

**Note: Since events were not held, numbers are for 2015-2019 only**

**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.

*\*\*Pre and post event costs are not calculated for the Dublin Irish Festival.*





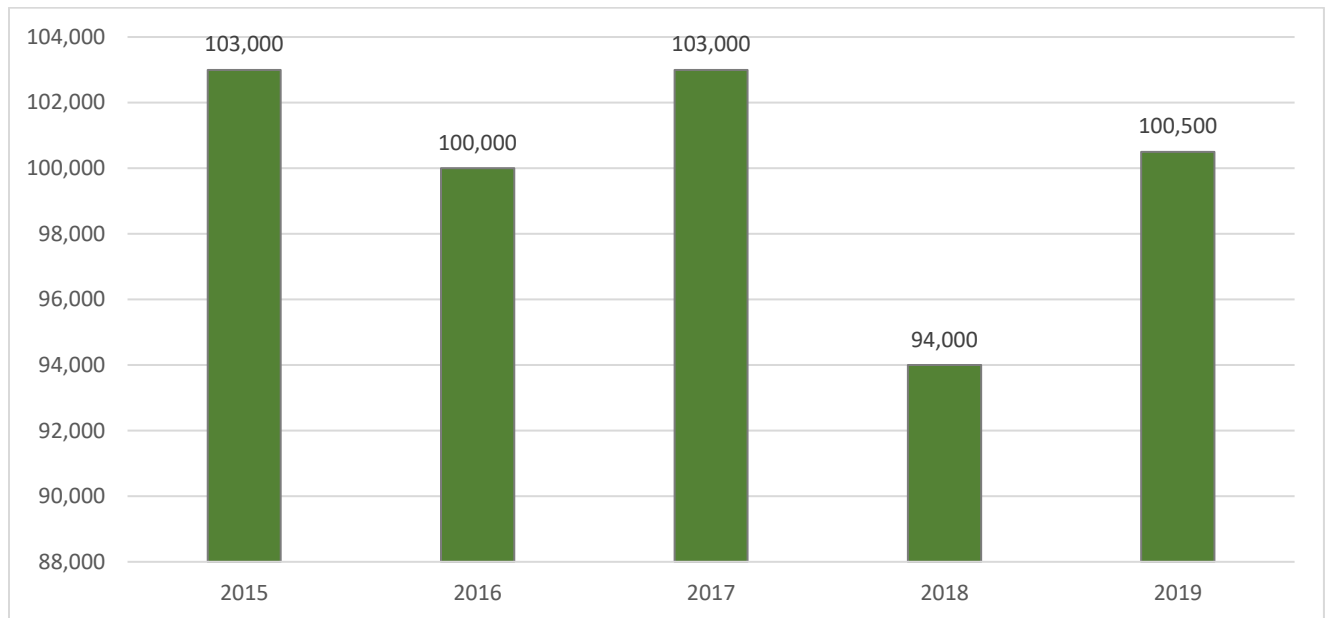


**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events**

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**Performance Measures:**

**2. Attendance at the Dublin Irish Festival**



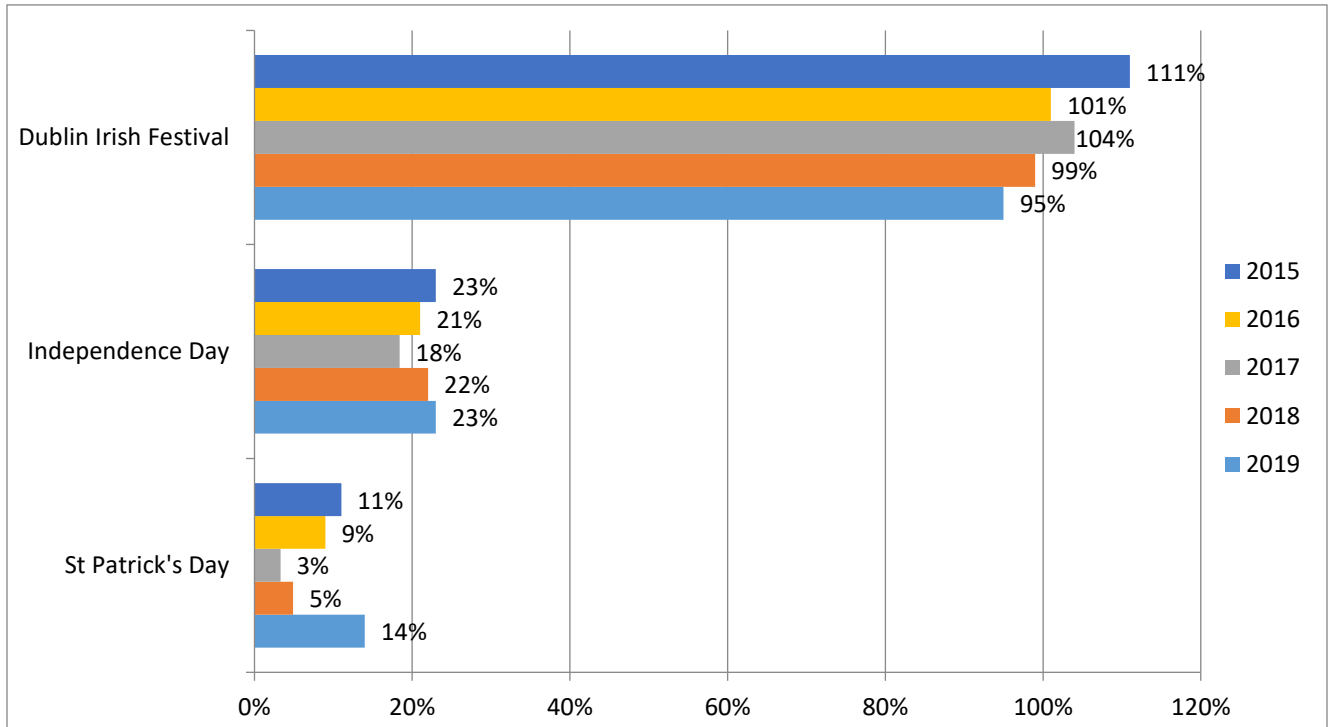
This measurement tracks the actual number of people who attend the Dublin Irish Festival.



Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events

**Performance Measures:**

**3. Percent of Budgeted Expenditure Recovered per City Signature Event (Cost Recovery with Staffing)**



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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	3,900	4,500	4,500	5,000
<b>Contractual Services Total:</b>		<b>3,900</b>	<b>4,500</b>	<b>4,500</b>	<b>5,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	165,400	166,460	166,460	0
<b>Transfers/Advances Total:</b>		<b>165,400</b>	<b>166,460</b>	<b>166,460</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751001	City Sponsored Projects	0	0	0	5,000
754002	Grants/Community Org	0	0	0	200,000
754003	Grants/DAC	0	0	0	518,441
754004	Grants/VDO	0	0	0	173,000
754005	Grant/Bridge Park NCA	0	0	0	125,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,021,441</b>
<b>Finance Total:</b>		<b>169,300</b>	<b>170,960</b>	<b>170,960</b>	<b>1,026,441</b>
<b>Hotel/Motel Tax Total:</b>		<b>169,300</b>	<b>170,960</b>	<b>170,960</b>	<b>1,026,441</b>



## Hotel Motel Tax Fund / Finance

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### **BUDGET SUMMARY:**

#### **23240210 – Finance**

- 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.
- 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) in accordance with the Bridge Park Development Agreement.

#### **23296220 – Finance**

- Account 741000 transfers funding for debt service associated with the acquisition and renovation of the Arts facility located at 7125 Riverside Drive (2020 is the last year of payments).



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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 eight 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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	875
<b>Personal Services Total:</b>		<b>0</b>	<b>1,750</b>	<b>1,750</b>	<b>875</b>
<b>Supplies</b>					
721001	Office Supplies	421	500	500	500
724003	Equipment Maintenance	3,600	4,000	4,000	4,000
<b>Supplies Total:</b>		<b>4,021</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	8,000	16,000	8,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>8,000</b>	<b>16,000</b>	<b>8,000</b>
<b>City Manager Total:</b>		<b>4,021</b>	<b>14,250</b>	<b>22,250</b>	<b>13,375</b>
<b>Mayor's Court Computer Total:</b>		<b>4,021</b>	<b>14,250</b>	<b>22,250</b>	<b>13,375</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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2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>231 Permissive Tax</b>				
<b>30 Public Works</b>				
<b>Capital Outlay</b>				
735006 Cap Impr Str Maint Proj	774,000	0	0	0
<b>Capital Outlay Total:</b>	<b>774,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers/Advances</b>				
742000 Advances Expense	0	100,000	100,000	200,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Public Works Total:</b>	<b>774,000</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Permissive Tax Total:</b>	<b>774,000</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</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 2021-2025 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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>262 Accrued Leave Reserves</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701201	Employee Benefits	7,277	10,000	10,000	0
701205	Accrued Leave Payout	427,256	340,000	405,965	474,250
<b>Personal Services Total:</b>		<b>434,533</b>	<b>350,000</b>	<b>415,965</b>	<b>474,250</b>
<b>Finance Total:</b>		<b>434,533</b>	<b>350,000</b>	<b>415,965</b>	<b>474,250</b>
<b>Accrued Leave Reserves Total:</b>		<b>434,533</b>	<b>350,000</b>	<b>415,965</b>	<b>474,250</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 2021 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>2020</b>	<b>2021</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Chief of Police	1	1
Police Lieutenant (Sworn Bureau Commander)	2	2
Technical Services Bureau Commander	1	1
Police Sergeant	6	6
Police Corporal	9	9
Police Officer (2)	54	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	29	29
Communications Supervisor	6	6
Communications Manager	3	3
Operations Manager	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>121</b>	<b>121</b>

**NOTES AND ADJUSTMENTS:**

(2) For 2021, 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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>241 Safety</b>					
<b>80 Police</b>					
Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	7,727,772	8,625,970	8,625,970	8,605,242
701103	Overtime Wages	397,929	507,600	507,600	507,600
701201	Employee Benefits	3,274,125	3,904,355	3,904,355	4,010,825
701204	Uniforms and Clothing	154,865	177,100	249,932	177,100
702000	Training/Travel	73,322	100,700	115,695	52,300
703100	Meeting Expenses	8,604	8,500	8,808	8,500
703200	Personnel Planning	500	1,000	1,000	1,000
<b>Personal Services Total:</b>		<b>11,637,116</b>	<b>13,325,225</b>	<b>13,413,360</b>	<b>13,362,567</b>
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,876	0	0	0
713004	Other Professional Services	8,610	12,500	16,710	12,500
713005	Misc. Contract. Serv.	110,205	123,650	126,441	123,650
715001	Communications	6,141	15,000	15,056	15,000
716000	Memberships/Subscriptions	29,167	46,570	61,290	46,570
717001	Rents and Leases	4,634	5,000	6,158	5,000
<b>Contractual Services Total:</b>		<b>165,634</b>	<b>202,720</b>	<b>225,656</b>	<b>202,720</b>
<b>Supplies</b>					
721001	Office Supplies	8,185	16,000	17,036	16,000
721002	Operating Supplies	83,815	83,675	115,257	83,675
724003	Equipment Maintenance	47,894	79,000	86,212	79,000
<b>Supplies Total:</b>		<b>139,895</b>	<b>178,675</b>	<b>218,505</b>	<b>178,675</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	33,683	21,625	32,300	21,625
<b>Capital Outlay Total:</b>		<b>33,683</b>	<b>21,625</b>	<b>32,300</b>	<b>21,625</b>
<b>Other Charges and Ex</b>					
751006	DARE Program	3,381	5,000	6,000	5,000
755000	Refunds	0	500	500	500
<b>Other Charges and Ex Total:</b>		<b>3,381</b>	<b>5,500</b>	<b>6,500</b>	<b>5,500</b>
<b>Police Total:</b>		<b>11,979,709</b>	<b>13,733,745</b>	<b>13,896,321</b>	<b>13,771,087</b>
<b>Safety Total:</b>		<b>11,979,709</b>	<b>13,733,745</b>	<b>13,896,321</b>	<b>13,771,087</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>241 Safety</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	18,000	18,000	18,000
<b>Contractual Services Total:</b>	<b>0</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Safety Total:</b>	<b>0</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>



## Safety/ Police

### **BUDGET SUMMARY:**

#### **Police:**

##### **24150820**

- Account 701101 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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>241 Safety</b>					
<b>80 Police</b>					
Communications - Dispatch					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	2,048,097	2,707,570	2,707,570	2,856,500
701103	Overtime Wages	190,335	130,000	130,000	130,000
701201	Employee Benefits	788,989	1,319,405	1,319,405	1,346,541
701204	Uniforms and Clothing	8,748	17,000	24,987	17,000
702000	Training/Travel	27,684	36,000	36,000	16,000
<b>Personal Services Total:</b>		<b>3,063,854</b>	<b>4,209,975</b>	<b>4,217,962</b>	<b>4,366,041</b>
<b>Contractual Services</b>					
715001	Communications	2,129	4,000	4,000	4,000
716000	Memberships/Subscriptions	35,979	42,500	42,656	42,500
<b>Contractual Services Total:</b>		<b>38,108</b>	<b>46,500</b>	<b>46,656</b>	<b>46,500</b>
<b>Supplies</b>					
721001	Office Supplies	3,400	6,000	6,055	6,000
721002	Operating Supplies	1,265	2,000	2,000	2,000
724003	Equipment Maintenance	141,190	101,000	102,470	101,000
<b>Supplies Total:</b>		<b>145,855</b>	<b>109,000</b>	<b>110,525</b>	<b>109,000</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,000	2,000	2,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Police Total:</b>		<b>3,247,816</b>	<b>4,367,475</b>	<b>4,377,143</b>	<b>4,523,541</b>
<b>Safety Total:</b>		<b>3,247,816</b>	<b>4,367,475</b>	<b>4,377,143</b>	<b>4,523,541</b>



## Safety/ Police

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### **BUDGET SUMMARY:**

#### **Communications (Dispatch):**

##### **24150841**

- Account 701101 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.



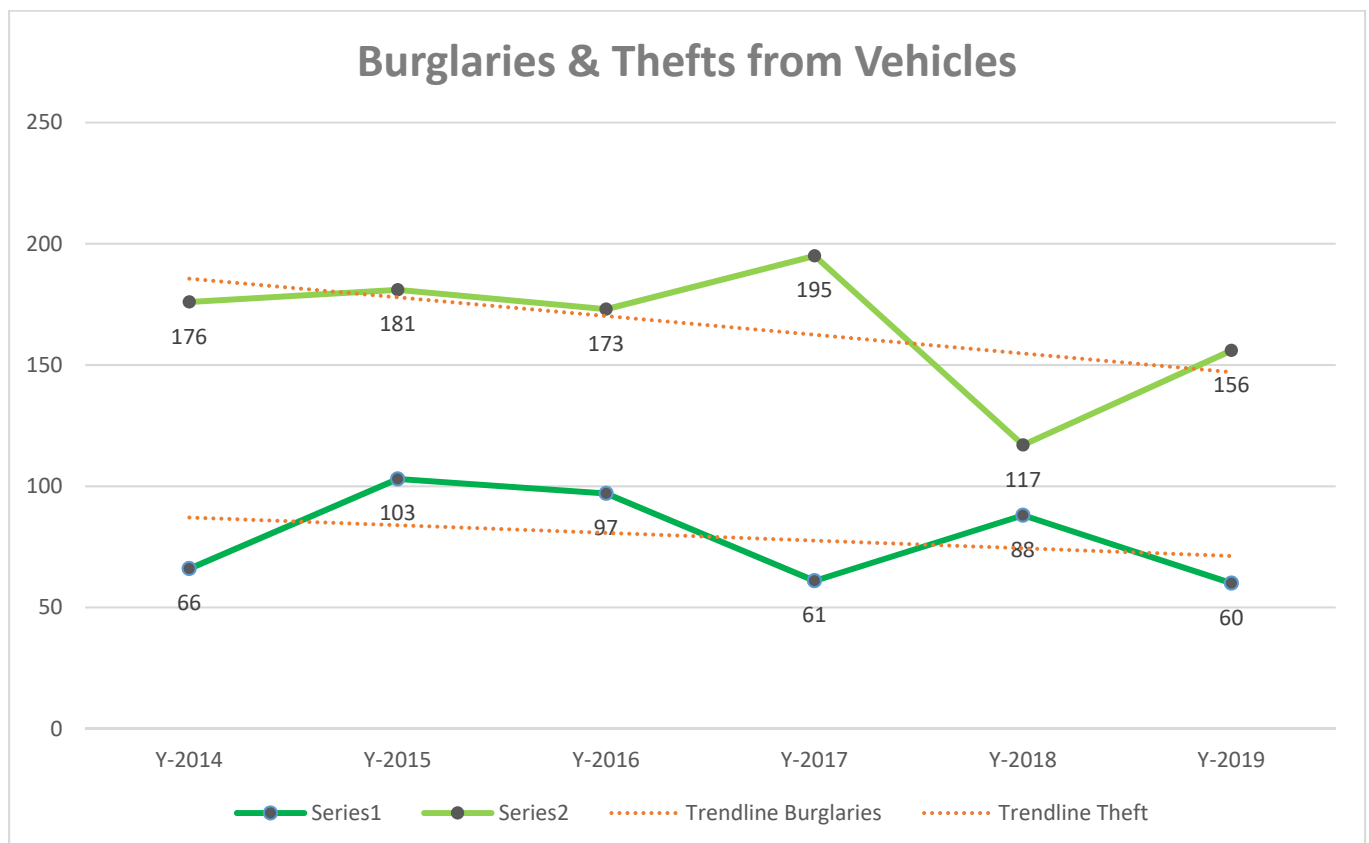


## Safety/ Police

**Performance Measures:**

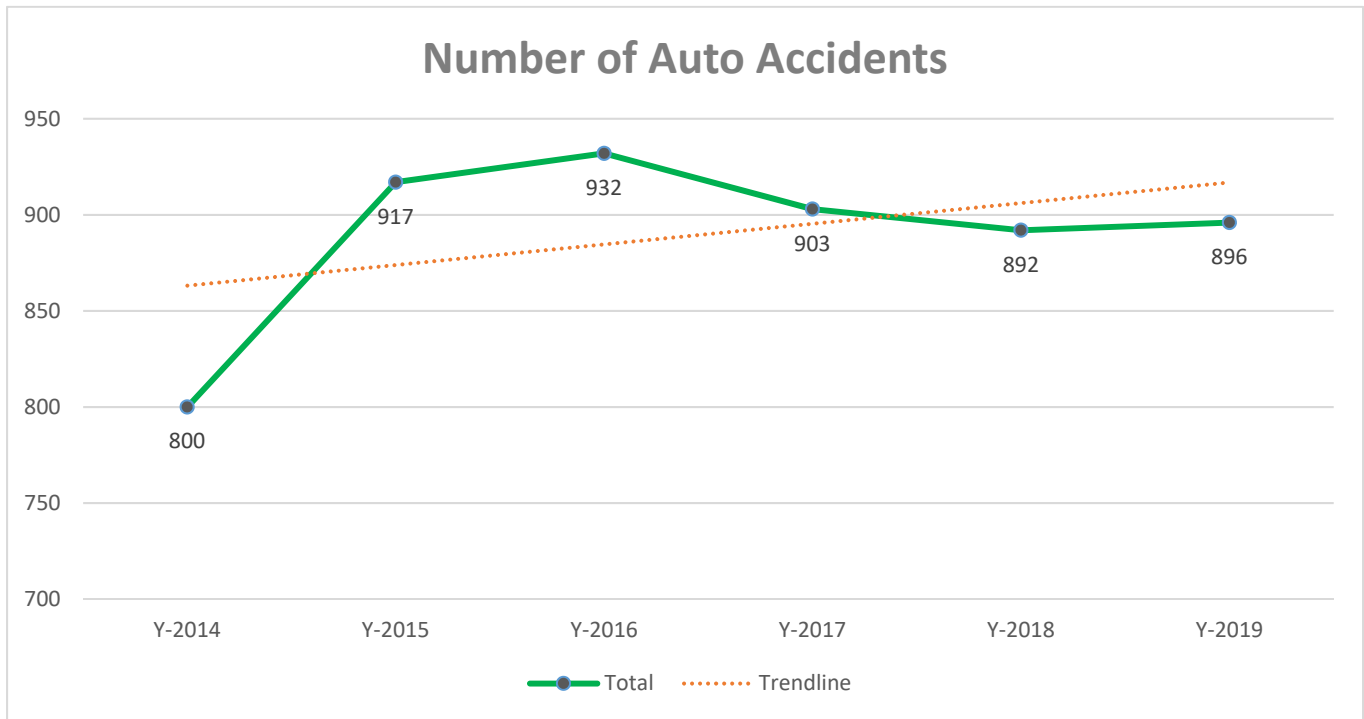
1. Number of Reported Thefts from Vehicles:
2. Number of Reported Burglaries/B&E
3. Number of Reported Traffic Accidents

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.





## Safety/ Police

**Performance Measures:**

4. Percent Change in the Number of Reported Thefts from Vehicles (2014 to 2019)
5. Percent Change in the Number of Reported Burglaries/B&E (2014 to 2019)
6. Percent Change in the Number of Reported Traffic Accidents (2014 to 2019)

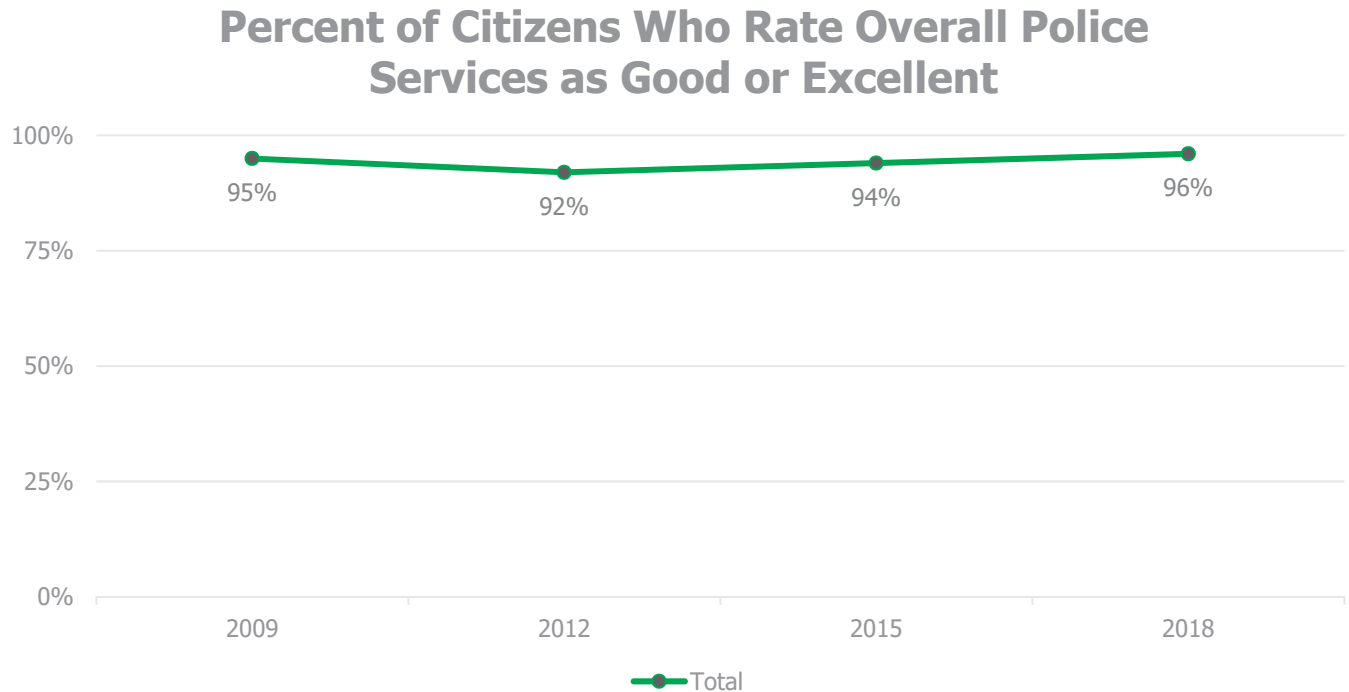
Year	Percent Change in Reported Thefts from Vehicles	Percent Change in Reported Burglaries/B&E	Percent Change in Reported Traffic Accidents
<b>2019</b>	33.33%	-31.82%	0.45%
<b>2018</b>	-40.00%	44.26%	-1.22%
<b>2017</b>	12.72%	-37.11%	-3.11%
<b>2016</b>	-4.42%	-5.83%	1.64%
<b>2015</b>	2.84%	56.06%	14.63%
<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)



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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	450
<b>Personal Services Total:</b>		<b>0</b>	<b>2,420</b>	<b>2,420</b>	<b>2,450</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	13,791	0	0	0
<b>Capital Outlay Total:</b>		<b>13,791</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Police Total:</b>		<b>13,791</b>	<b>2,420</b>	<b>2,420</b>	<b>2,450</b>
<b>Enforcement and Education Total:</b>		<b>13,791</b>	<b>2,420</b>	<b>2,420</b>	<b>2,450</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**

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**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.

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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>242 Law Enforcement</b>					
<b>80 Police</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	1,324	0	0	0
<b>Contractual Services Total:</b>		<b>1,324</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	4,960	7,000	15,640	7,000
<b>Capital Outlay Total:</b>		<b>4,960</b>	<b>7,000</b>	<b>15,640</b>	<b>7,000</b>
<b>Police Total:</b>		<b>6,284</b>	<b>7,000</b>	<b>15,640</b>	<b>7,000</b>
<b>Law Enforcement Total:</b>		<b>6,284</b>	<b>7,000</b>	<b>15,640</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 \$0.50 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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2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>244 Wireless 9-1-1 System</b>					
<b>80 Police</b>					
<b>Supplies</b>					
724003	Equipment Maintenance	0	46,820	46,820	46,820
<b>Supplies Total:</b>		<b>0</b>	<b>46,820</b>	<b>46,820</b>	<b>46,820</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>80,000</b>	<b>126,820</b>	<b>126,820</b>	<b>126,820</b>
<b>Wireless 9-1-1 System Total:</b>		<b>80,000</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









## 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, as well as special assessment debt. The City maintains un-voted general obligation bonds, un-voted special assessment bonds which roll-off in 2021, and voted general obligations bonds which roll-off in 2020.

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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>310 General Debt Service</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	3,888	5,000	611,740	0
762002	Principal- Parks Programs	442,000	694,400	692,860	1,441,000
762003	Principal- Transportation	7,860,161	6,797,889	6,132,889	6,268,500
762004	Principal- Land and Buildings	1,602,647	963,525	1,628,525	730,000
763003	Interest- Parks Program	147,054	1,216,305	1,216,305	718,000
763004	Interest- Transportation	3,714,113	4,692,566	3,835,046	4,475,000
763005	Interest- Land and Buildings	1,385,597	506,290	1,363,810	480,000
<b>Debt Service Total:</b>		<b>15,155,459</b>	<b>14,875,975</b>	<b>15,481,175</b>	<b>14,112,500</b>
<b>Finance Total:</b>		<b>15,155,459</b>	<b>14,875,975</b>	<b>15,481,175</b>	<b>14,112,500</b>
<b>General Debt Service Total:</b>		<b>15,155,459</b>	<b>14,875,975</b>	<b>15,481,175</b>	<b>14,112,500</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>311 Econ Development Bond Retirmnt</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
762004	Principal- Land and Buildings	695,000	730,000	730,000	765,000
763005	Interest- Land and Buildings	1,375,906	1,341,160	1,341,160	1,304,800
<b>Debt Service Total:</b>		<b>2,070,906</b>	<b>2,071,160</b>	<b>2,071,160</b>	<b>2,069,800</b>
<b>Finance Total:</b>		<b>2,070,906</b>	<b>2,071,160</b>	<b>2,071,160</b>	<b>2,069,800</b>
<b>Econ Development Bond Retirmnt Total:</b>		<b>2,070,906</b>	<b>2,071,160</b>	<b>2,071,160</b>	<b>2,069,800</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>322 2001 S.A. Debt Service</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	201	450	450	450
<b>Contractual Services Total:</b>		<b>201</b>	<b>450</b>	<b>450</b>	<b>450</b>
<b>Debt Service</b>					
762003	Principal- Transportation	115,955	122,310	122,310	81,110
763004	Interest- Transportation	11,669	7,015	7,015	2,750
<b>Debt Service Total:</b>		<b>127,624</b>	<b>129,325</b>	<b>129,325</b>	<b>83,860</b>
<b>Finance Total:</b>		<b>127,825</b>	<b>129,775</b>	<b>129,775</b>	<b>84,310</b>
<b>2001 S.A. Debt Service Total:</b>		<b>127,825</b>	<b>129,775</b>	<b>129,775</b>	<b>84,310</b>

# 6 | Capital Project Funds







## 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.

### **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><u>(MUNIS)</u></b> <b><u>Project</u></b> <b><u>No.</u></b>	<b><u>Project Description</u></b>	<b><u>2019</u></b> <b><u>Budgeted</u></b> <b><u>Operating</u></b> <b><u>Cost</u></b>	<b><u>2020</u></b> <b><u>Budgeted</u></b> <b><u>Operating</u></b> <b><u>Cost</u></b>	<b><u>2021</u></b> <b><u>Budgeted</u></b> <b><u>Operating</u></b> <b><u>Cost</u></b>	<b><u>Notes</u></b>
<b>ET003</b>	US33/SR161/Post Road Interchange	\$155,000	\$195,000	\$ 80,000	Contracted landscape maintenance. (Cost reduced in 2021 due to maturity of landscape.)
<b>GR132</b>	Scioto Pedestrian Bridge	N/A	\$ 50,000	\$ 50,000	Lighting program and operations.
<b>GR133</b>	Riverside Crossing Park	\$110,000	\$110,000	\$110,000	Increased cost of contracted landscape maintenance service.
<b>ET168</b>	Bridge Street Parking Garages	N/A	\$ 50,000	\$ 50,000	Parking management implementation.



*Riverside Crossing Park (under construction – October 2020) and the Scioto Pedestrian Bridge.* [Click on the link to go to live camera from the project site.](#)



## 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 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 2021, 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 2021-2025 CIP that have been identified as infrastructure projects benefiting the reflected TIFs.

### **Debt**

Debt proceeds for construction projects (with the exception of sewer and water projects) are posted to the Capital Construction Fund (404) and tracked through that Fund.



*Bridge Park public parking garage (funded by the Bridge Park TIF).*



*Parking options in Bridge Park.*

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>401 Capital Improvements Tax</b>					
<b>10 City Manager</b>					
<b>Capital Outlay</b>					
732000	Information Technology	0	0	0	1,885,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,885,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,885,000</b>
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	40,353	46,000	46,000	46,500
<b>Contractual Services Total:</b>		<b>40,353</b>	<b>46,000</b>	<b>46,000</b>	<b>46,500</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	18,730	0	0	0
736000	Cap Impr Other Projects	300,269	470,000	1,103,677	950,000
737000	Cap Impr Contingencies	0	250,000	250,000	250,000
<b>Capital Outlay Total:</b>		<b>318,999</b>	<b>720,000</b>	<b>1,353,677</b>	<b>1,200,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	6,175,039	7,507,635	5,655,635	5,713,050
742000	Advances Expense	400,000	350,000	350,000	0
<b>Transfers/Advances Total:</b>		<b>6,575,039</b>	<b>7,857,635</b>	<b>6,005,635</b>	<b>5,713,050</b>
<b>Finance Total:</b>		<b>6,934,391</b>	<b>8,623,635</b>	<b>7,405,312</b>	<b>6,959,550</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
734004	Other Equipment	1,106,345	1,355,000	2,106,919	1,140,000
735002	Cap Impr Build & Other Struct	976,009	2,710,000	12,920,734	1,010,000
735004	Cap Impr New Str Const/Eng Ser	11,483	0	141,498	520,000
735006	Cap Impr Str Maint Proj	10,152,948	28,865,000	19,783,585	31,585,000
735010	Cap Impr Storm Sewer Imp	717,698	2,065,000	2,495,256	975,000
<b>Capital Outlay Total:</b>		<b>12,964,484</b>	<b>34,995,000</b>	<b>37,447,992</b>	<b>35,230,000</b>
<b>Public Works Total:</b>		<b>12,964,484</b>	<b>34,995,000</b>	<b>37,447,992</b>	<b>35,230,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>401 Capital Improvements Tax</b>					
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	2,111,796	1,710,000	7,286,087	2,685,000
<b>Capital Outlay Total:</b>		<b>2,111,796</b>	<b>1,710,000</b>	<b>7,286,087</b>	<b>2,685,000</b>
<b>Parks and Recreation Total:</b>		<b>2,111,796</b>	<b>1,710,000</b>	<b>7,286,087</b>	<b>2,685,000</b>
<b>60 Information Technology</b>					
<b>Capital Outlay</b>					
732000	Information Technology	1,350,457	1,865,000	2,683,198	0
<b>Capital Outlay Total:</b>		<b>1,350,457</b>	<b>1,865,000</b>	<b>2,683,198</b>	<b>0</b>
<b>Information Technology Total:</b>		<b>1,350,457</b>	<b>1,865,000</b>	<b>2,683,198</b>	<b>0</b>
<b>80 Police</b>					
<b>Capital Outlay</b>					
734001	Police Capital Equipment	784,987	870,000	940,195	215,000
<b>Capital Outlay Total:</b>		<b>784,987</b>	<b>870,000</b>	<b>940,195</b>	<b>215,000</b>
<b>Police Total:</b>		<b>784,987</b>	<b>870,000</b>	<b>940,195</b>	<b>215,000</b>
<b>Capital Improvements Tax Total:</b>		<b>24,146,114</b>	<b>48,063,635</b>	<b>55,762,784</b>	<b>46,974,550</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>404 Capital Improvement Constructi</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	5,048	12,000	12,000	0
<b>Contractual Services Total:</b>		<b>5,048</b>	<b>12,000</b>	<b>12,000</b>	<b>0</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	1,083,000	0	0	0
742000	Advances Expense	0	0	14,000,000	0
<b>Transfers/Advances Total:</b>		<b>1,083,000</b>	<b>0</b>	<b>14,000,000</b>	<b>0</b>
<b>Debt Service</b>					
761001	Debt Issuance Costs	0	170,000	170,000	0
<b>Debt Service Total:</b>		<b>0</b>	<b>170,000</b>	<b>170,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>1,088,048</b>	<b>182,000</b>	<b>14,182,000</b>	<b>0</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	114,065	0	110,579	0
<b>Contractual Services Total:</b>		<b>114,065</b>	<b>0</b>	<b>110,579</b>	<b>0</b>
<b>Capital Outlay</b>					
735002	Cap Impr Build & Other Struct	4,145,558	0	0	0
735004	Cap Impr New Str Const/Eng Ser	1,854,528	0	332,144	0
735006	Cap Impr Str Maint Proj	5,230,277	0	3,663,246	0
<b>Capital Outlay Total:</b>		<b>11,230,363</b>	<b>0</b>	<b>3,995,390</b>	<b>0</b>
<b>Public Works Total:</b>		<b>11,344,428</b>	<b>0</b>	<b>4,105,968</b>	<b>0</b>
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	1,866,157	6,000,000	20,846,259	5,700,000
<b>Capital Outlay Total:</b>		<b>1,866,157</b>	<b>6,000,000</b>	<b>20,846,259</b>	<b>5,700,000</b>
<b>Parks and Recreation Total:</b>		<b>1,866,157</b>	<b>6,000,000</b>	<b>20,846,259</b>	<b>5,700,000</b>
<b>Capital Improvement Constructi Total:</b>		<b>14,298,633</b>	<b>6,182,000</b>	<b>39,134,228</b>	<b>5,700,000</b>



2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>409 Recreation Capital Improvement</b>				
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	800,000	0	0
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>
<b>Recreation Capital Improvement Total:</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>412 TIF Woerner-Temple</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,931	3,000	3,000	2,000
<b>Contractual Services Total:</b>		<b>1,931</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	455,600	0	0	0
742000	Advances Expense	0	170,000	170,000	170,000
<b>Transfers/Advances Total:</b>		<b>455,600</b>	<b>170,000</b>	<b>170,000</b>	<b>170,000</b>
<b>Finance Total:</b>		<b>457,531</b>	<b>173,000</b>	<b>173,000</b>	<b>172,000</b>
<b>TIF Woerner-Temple Total:</b>		<b>457,531</b>	<b>173,000</b>	<b>173,000</b>	<b>172,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>415 TIF Ruscilli</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,092	7,800	7,800	7,800
<b>Contractual Services Total:</b>		<b>6,092</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	55,000	55,000	1,037,400
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>55,000</b>	<b>55,000</b>	<b>1,037,400</b>
<b>Finance Total:</b>		<b>6,092</b>	<b>62,800</b>	<b>62,800</b>	<b>1,045,200</b>
<b>TIF Ruscilli Total:</b>		<b>6,092</b>	<b>62,800</b>	<b>62,800</b>	<b>1,045,200</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>416 TIF Pizzuti</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	8,043	14,000	14,000	10,000
<b>Contractual Services Total:</b>		<b>8,043</b>	<b>14,000</b>	<b>14,000</b>	<b>10,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	64,480	64,480	500,015
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>64,480</b>	<b>64,480</b>	<b>500,015</b>
<b>Finance Total:</b>		<b>8,043</b>	<b>78,480</b>	<b>78,480</b>	<b>510,015</b>
<b>TIF Pizzuti Total:</b>		<b>8,043</b>	<b>78,480</b>	<b>78,480</b>	<b>510,015</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>419 TIF Thomas/Kohler</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	8,545	9,000	9,000	9,000
<b>Contractual Services Total:</b>		<b>8,545</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	158,700	159,715	159,715	0
742000	Advances Expense	250,000	1,300,000	1,300,000	800,000
<b>Transfers/Advances Total:</b>		<b>408,700</b>	<b>1,459,715</b>	<b>1,459,715</b>	<b>800,000</b>
<b>Finance Total:</b>		<b>417,245</b>	<b>1,468,715</b>	<b>1,468,715</b>	<b>809,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	91,337	0	187,528	0
<b>Contractual Services Total:</b>		<b>91,337</b>	<b>0</b>	<b>187,528</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	0	0	2,500,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
<b>Public Works Total:</b>		<b>91,337</b>	<b>0</b>	<b>187,528</b>	<b>2,500,000</b>
<b>TIF Thomas/Kohler Total:</b>		<b>508,582</b>	<b>1,468,715</b>	<b>1,656,243</b>	<b>3,309,000</b>

2021 Operating Budget - City of Dublin, Ohio

		<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Department Budget</b>
<b>421 TIF McKitrick Project</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	9,029	15,000	15,000	12,000
<b>Contractual Services Total:</b>		<b>9,029</b>	<b>15,000</b>	<b>15,000</b>	<b>12,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	1,108,887	1,080,320	1,080,320	1,097,125
<b>Transfers/Advances Total:</b>		<b>1,108,887</b>	<b>1,080,320</b>	<b>1,080,320</b>	<b>1,097,125</b>
<b>Finance Total:</b>		<b>1,117,916</b>	<b>1,095,320</b>	<b>1,095,320</b>	<b>1,109,125</b>
<b>TIF McKitrick Project Total:</b>		<b>1,117,916</b>	<b>1,095,320</b>	<b>1,095,320</b>	<b>1,109,125</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>425 TIF Perimeter Center</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	5,170	6,200	6,200	6,200
<b>Contractual Services Total:</b>		<b>5,170</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>
<b>Finance Total:</b>		<b>5,170</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	0	300,000	307,331	0
<b>Contractual Services Total:</b>		<b>0</b>	<b>300,000</b>	<b>307,331</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	0	950,000	3,100,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>950,000</b>	<b>3,100,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>300,000</b>	<b>1,257,331</b>	<b>3,100,000</b>
<b>TIF Perimeter Center Total:</b>		<b>5,170</b>	<b>306,200</b>	<b>1,263,531</b>	<b>3,106,200</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>426 TIF Rings Road</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	3,571	5,000	5,000	5,000
<b>Contractual Services Total:</b>		<b>3,571</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	279,400	281,185	281,185	0
<b>Transfers/Advances Total:</b>		<b>279,400</b>	<b>281,185</b>	<b>281,185</b>	<b>0</b>
<b>Finance Total:</b>		<b>282,971</b>	<b>286,185</b>	<b>286,185</b>	<b>5,000</b>
<b>TIF Rings Road Total:</b>		<b>282,971</b>	<b>286,185</b>	<b>286,185</b>	<b>5,000</b>



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>431 TIF Perimeter West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	16,731	45,000	45,000	25,000
<b>Contractual Services Total:</b>		<b>16,731</b>	<b>45,000</b>	<b>45,000</b>	<b>25,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	1,251,008	980,970	980,970	661,200
<b>Transfers/Advances Total:</b>		<b>1,251,008</b>	<b>980,970</b>	<b>980,970</b>	<b>661,200</b>
<b>Finance Total:</b>		<b>1,267,739</b>	<b>1,025,970</b>	<b>1,025,970</b>	<b>686,200</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	0	850,000	1,300,000	312,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>850,000</b>	<b>1,300,000</b>	<b>312,500</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	136,865	0	5,049	0
<b>Capital Outlay Total:</b>		<b>136,865</b>	<b>0</b>	<b>5,049</b>	<b>0</b>
<b>Public Works Total:</b>		<b>136,865</b>	<b>850,000</b>	<b>1,305,049</b>	<b>312,500</b>
<b>TIF Perimeter West Total:</b>		<b>1,404,604</b>	<b>1,875,970</b>	<b>2,331,019</b>	<b>998,700</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>432 TIF Upper Metro Place</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	5,958	6,500	6,500	6,500
<b>Contractual Services Total:</b>		<b>5,958</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	2,081,506	1,958,300	1,958,300	519,400
<b>Transfers/Advances Total:</b>		<b>2,081,506</b>	<b>1,958,300</b>	<b>1,958,300</b>	<b>519,400</b>
<b>Finance Total:</b>		<b>2,087,464</b>	<b>1,964,800</b>	<b>1,964,800</b>	<b>525,900</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	127,544	0
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>127,544</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	1,043,464	0	1,611,759	0
<b>Capital Outlay Total:</b>		<b>1,043,464</b>	<b>0</b>	<b>1,611,759</b>	<b>0</b>
<b>Public Works Total:</b>		<b>1,043,464</b>	<b>0</b>	<b>1,739,303</b>	<b>0</b>
<b>TIF Upper Metro Place Total:</b>		<b>3,130,928</b>	<b>1,964,800</b>	<b>3,704,103</b>	<b>525,900</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>433 TIF Rings/Frantz</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	4,499	5,000	5,000	5,000
<b>Contractual Services Total:</b>		<b>4,499</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	0	1,600,000	250,000
742000	Advances Expense	0	500,000	500,000	600,000
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>500,000</b>	<b>2,100,000</b>	<b>850,000</b>
<b>Finance Total:</b>		<b>4,499</b>	<b>505,000</b>	<b>2,105,000</b>	<b>855,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	56,915	0	42,904	0
<b>Contractual Services Total:</b>		<b>56,915</b>	<b>0</b>	<b>42,904</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	706,516	610,000	652,266	0
<b>Capital Outlay Total:</b>		<b>706,516</b>	<b>610,000</b>	<b>652,266</b>	<b>0</b>
<b>Public Works Total:</b>		<b>763,431</b>	<b>610,000</b>	<b>695,170</b>	<b>0</b>
<b>TIF Rings/Frantz Total:</b>		<b>767,930</b>	<b>1,115,000</b>	<b>2,800,170</b>	<b>855,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>436 TIF Historic Dublin Parking</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	833	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>833</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	75,000	75,000	75,000
742000	Advances Expense	83,500	0	0	0
<b>Transfers/Advances Total:</b>		<b>83,500</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Finance Total:</b>		<b>84,333</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>
<b>TIF Historic Dublin Parking Total:</b>		<b>84,333</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>441 TIF Emerald Parkway Phase 8</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	480,425	480,425	481,500
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>480,425</b>	<b>480,425</b>	<b>481,500</b>
<b>Finance Total:</b>		<b>0</b>	<b>480,425</b>	<b>480,425</b>	<b>481,500</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	28,311	0	217,356	0
<b>Capital Outlay Total:</b>		<b>28,311</b>	<b>0</b>	<b>217,356</b>	<b>0</b>
<b>Public Works Total:</b>		<b>28,311</b>	<b>0</b>	<b>217,356</b>	<b>0</b>
<b>TIF Emerald Parkway Phase 8 Total:</b>		<b>28,311</b>	<b>480,425</b>	<b>697,781</b>	<b>481,500</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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	30,000	30,000	30,000
<b>Transfers/Advances Total:</b>		<b>35,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Finance Total:</b>		<b>35,412</b>	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>
<b>TIF Perimeter Loop Total:</b>		<b>35,412</b>	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>443 TIF Tartan West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	11,979	15,000	15,000	15,000
713005	Misc. Contract. Serv.	0	0	0	191,550
<b>Contractual Services Total:</b>		<b>11,979</b>	<b>15,000</b>	<b>15,000</b>	<b>206,550</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	1,650,000	0	0	850,000
<b>Transfers/Advances Total:</b>		<b>1,650,000</b>	<b>0</b>	<b>0</b>	<b>850,000</b>
<b>Finance Total:</b>		<b>1,661,979</b>	<b>15,000</b>	<b>15,000</b>	<b>1,056,550</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735006	Cap Impr Str Maint Proj	2,990	0	0	0
<b>Capital Outlay Total:</b>		<b>2,990</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works Total:</b>		<b>2,990</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TIF Tartan West Total:</b>		<b>1,664,969</b>	<b>15,000</b>	<b>15,000</b>	<b>1,056,550</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 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>



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>446 TIF River Ridge</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,095	1,250	1,250	1,250
<b>Contractual Services Total:</b>		<b>1,095</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	137,850	137,480	137,480	135,300
742000	Advances Expense	50,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>187,850</b>	<b>137,480</b>	<b>137,480</b>	<b>135,300</b>
<b>Finance Total:</b>		<b>188,945</b>	<b>138,730</b>	<b>138,730</b>	<b>136,550</b>
<b>TIF River Ridge Total:</b>		<b>188,945</b>	<b>138,730</b>	<b>138,730</b>	<b>136,550</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>447 TIF Lifetime Fitness</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,524	1,750	1,750	1,750
<b>Contractual Services Total:</b>		<b>1,524</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	100,000	0	0	0
742000	Advances Expense	200,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>301,524</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
<b>TIF Lifetime Fitness Total:</b>		<b>301,524</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>449 TIF Ireland Place</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	90	200	200	200
<b>Contractual Services Total:</b>		<b>90</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	3,500	28,937	14,937	2,000
<b>Transfers/Advances Total:</b>		<b>3,500</b>	<b>28,937</b>	<b>14,937</b>	<b>2,000</b>
<b>Finance Total:</b>		<b>3,590</b>	<b>29,137</b>	<b>15,137</b>	<b>2,200</b>
<b>TIF Ireland Place Total:</b>		<b>3,590</b>	<b>29,137</b>	<b>15,137</b>	<b>2,200</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 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	150,000	0	0	0
<b>Transfers/Advances Total:</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>	<b>150,076</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>TIF Shier Rings Road Total:</b>	<b>150,076</b>	<b>250</b>	<b>250</b>	<b>250</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>452 TIF Bridge and High Street</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,274	1,500	1,500	1,500
<b>Contractual Services Total:</b>		<b>1,274</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	150,000	150,000	150,000
742000	Advances Expense	150,000	0	0	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>151,274</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>
<b>TIF Bridge and High Street Total:</b>		<b>151,274</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>453 TIF Dublin Methodist Hospital</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	1,833	2,000	2,000	3,100
<b>Contractual Services Total:</b>	<b>1,833</b>	<b>2,000</b>	<b>2,000</b>	<b>3,100</b>
<b>Finance Total:</b>	<b>1,833</b>	<b>2,000</b>	<b>2,000</b>	<b>3,100</b>
<b>TIF Dublin Methodist Hospital Total:</b>	<b>1,833</b>	<b>2,000</b>	<b>2,000</b>	<b>3,100</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>454 TIF Kroger Centre</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	2,816	4,000	4,000	4,000
<b>Contractual Services Total:</b>	<b>2,816</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	230,000	0	0	0
<b>Transfers/Advances Total:</b>	<b>230,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>	<b>232,816</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>TIF Kroger Centre Total:</b>	<b>232,816</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 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>



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>456 TIF Delta Energy</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	277	600	600	600
<b>Contractual Services Total:</b>		<b>277</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	25,000	30,000	30,000	20,000
<b>Transfers/Advances Total:</b>		<b>25,000</b>	<b>30,000</b>	<b>30,000</b>	<b>20,000</b>
<b>Finance Total:</b>		<b>25,277</b>	<b>30,600</b>	<b>30,600</b>	<b>20,600</b>
<b>TIF Delta Energy Total:</b>		<b>25,277</b>	<b>30,600</b>	<b>30,600</b>	<b>20,600</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>457 TIF Bridge Street</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
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>1,536,965</b>	<b>1,536,965</b>
<b>Finance Total:</b>		<b>1,536,965</b>	<b>1,536,965</b>	<b>1,536,965</b>	<b>1,536,965</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	38,207	0	21,575	0
<b>Contractual Services Total:</b>		<b>38,207</b>	<b>0</b>	<b>21,575</b>	<b>0</b>
<b>Public Works Total:</b>		<b>38,207</b>	<b>0</b>	<b>21,575</b>	<b>0</b>
<b>TIF Bridge Street Total:</b>		<b>1,575,172</b>	<b>1,536,965</b>	<b>1,558,540</b>	<b>1,536,965</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>458 TIF Vrable</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	5,481	5,500	5,500	6,000
<b>Contractual Services Total:</b>		<b>5,481</b>	<b>5,500</b>	<b>5,500</b>	<b>6,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	229,580	744,085	744,085	495,100
742000	Advances Expense	500,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>729,580</b>	<b>744,085</b>	<b>744,085</b>	<b>495,100</b>
<b>Finance Total:</b>		<b>735,061</b>	<b>749,585</b>	<b>749,585</b>	<b>501,100</b>
<b>TIF Vrable Total:</b>		<b>735,061</b>	<b>749,585</b>	<b>749,585</b>	<b>501,100</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>459 TIF West Innovation</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	10,208	3,500	3,500	7,000
<b>Contractual Services Total:</b>		<b>10,208</b>	<b>3,500</b>	<b>3,500</b>	<b>7,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	300,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>310,208</b>	<b>3,500</b>	<b>3,500</b>	<b>7,000</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735006	Cap Impr Str Maint Proj	0	2,860,000	0	1,745,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,860,000</b>	<b>0</b>	<b>1,745,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>2,860,000</b>	<b>0</b>	<b>1,745,000</b>
<b>TIF West Innovation Total:</b>		<b>310,208</b>	<b>2,863,500</b>	<b>3,500</b>	<b>1,752,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>461 TIF Tuller</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	10,533	11,800	11,800	15,000
<b>Contractual Services Total:</b>		<b>10,533</b>	<b>11,800</b>	<b>11,800</b>	<b>15,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	782,500	631,550	631,550	630,300
<b>Transfers/Advances Total:</b>		<b>782,500</b>	<b>631,550</b>	<b>631,550</b>	<b>630,300</b>
<b>Finance Total:</b>		<b>793,033</b>	<b>643,350</b>	<b>643,350</b>	<b>645,300</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	150,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<b>70 Development</b>					
<b>Transfers/Advances</b>					
742000	Advances Expense	350,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Total:</b>		<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TIF Tuller Total:</b>		<b>1,143,033</b>	<b>643,350</b>	<b>643,350</b>	<b>795,300</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>462 TIF Nestle</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	283	4,250	4,250	2,000
<b>Contractual Services Total:</b>		<b>283</b>	<b>4,250</b>	<b>4,250</b>	<b>2,000</b>
<b>Finance Total:</b>		<b>283</b>	<b>4,250</b>	<b>4,250</b>	<b>2,000</b>
<b>TIF Nestle Total:</b>		<b>283</b>	<b>4,250</b>	<b>4,250</b>	<b>2,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>463 TIF Bridge Park Blocks B &amp; C</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	45,201	51,270	51,270	45,500
<b>Contractual Services Total:</b>		<b>45,201</b>	<b>51,270</b>	<b>51,270</b>	<b>45,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	2,432,351	2,421,160	2,421,160	2,419,800
<b>Transfers/Advances Total:</b>		<b>2,432,351</b>	<b>2,421,160</b>	<b>2,421,160</b>	<b>2,419,800</b>
<b>Finance Total:</b>		<b>2,477,552</b>	<b>2,472,430</b>	<b>2,472,430</b>	<b>2,465,300</b>
<b>TIF Bridge Park Blocks B &amp; C Total:</b>		<b>2,477,552</b>	<b>2,472,430</b>	<b>2,472,430</b>	<b>2,465,300</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>464 TIF Innovation</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	4,427	9,000	9,000	1,000
<b>Contractual Services Total:</b>		<b>4,427</b>	<b>9,000</b>	<b>9,000</b>	<b>1,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	150,000	100,000	100,000	0
<b>Transfers/Advances Total:</b>		<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>154,427</b>	<b>109,000</b>	<b>109,000</b>	<b>1,000</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	0	0	100,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>TIF Innovation Total:</b>		<b>154,427</b>	<b>109,000</b>	<b>109,000</b>	<b>101,000</b>



2021 Operating Budget - City of Dublin, Ohio

	2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>465 TIF Riviera</b>				
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	568,338	0	0	0
<b>Contractual Services Total:</b>	<b>568,338</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works Total:</b>	<b>568,338</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TIF Riviera Total:</b>	<b>568,338</b>	<b>0</b>	<b>0</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>466 TIF Penzone</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	386	450	450	1,500
<b>Contractual Services Total:</b>		<b>386</b>	<b>450</b>	<b>450</b>	<b>1,500</b>
<b>Transfers/Advances</b>					
741000	Transfers 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>30,386</b>	<b>30,450</b>	<b>30,450</b>	<b>31,500</b>
<b>TIF Penzone Total:</b>		<b>30,386</b>	<b>30,450</b>	<b>30,450</b>	<b>31,500</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>467 TIF H2 Hotel</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	4,574	20,000	20,000	5,000
<b>Contractual Services Total:</b>		<b>4,574</b>	<b>20,000</b>	<b>20,000</b>	<b>5,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	150,000	250,000	250,000	250,000
<b>Transfers/Advances Total:</b>		<b>150,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Finance Total:</b>		<b>154,574</b>	<b>270,000</b>	<b>270,000</b>	<b>255,000</b>
<b>TIF H2 Hotel Total:</b>		<b>154,574</b>	<b>270,000</b>	<b>270,000</b>	<b>255,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>468 TIF Bridge Park Block Z</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,595	2,500	2,500	2,500
719006	Contractual Obligations	117,524	67,500	148,500	147,500
<b>Contractual Services Total:</b>		<b>119,119</b>	<b>70,000</b>	<b>151,000</b>	<b>150,000</b>
<b>Finance Total:</b>		<b>119,119</b>	<b>70,000</b>	<b>151,000</b>	<b>150,000</b>
<b>TIF Bridge Park Block Z Total:</b>		<b>119,119</b>	<b>70,000</b>	<b>151,000</b>	<b>150,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>469 TIF Block A</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,559	15,000	15,000	15,000
719006	Contractual Obligations	572,749	585,000	585,000	585,000
<b>Contractual Services Total:</b>		<b>579,308</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>Finance Total:</b>		<b>579,308</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>TIF Block A Total:</b>		<b>579,308</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>474 TIF Bridge Park Incentive Dist</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,923	3,100	3,650	3,200
719006	Contractual Obligations	30,611	8,900	66,350	66,350
<b>Contractual Services Total:</b>		<b>32,534</b>	<b>12,000</b>	<b>70,000</b>	<b>69,550</b>
<b>Finance Total:</b>		<b>32,534</b>	<b>12,000</b>	<b>70,000</b>	<b>69,550</b>
<b>TIF Bridge Park Incentive Dist Total:</b>		<b>32,534</b>	<b>12,000</b>	<b>70,000</b>	<b>69,550</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>475 TIF The Corners</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
719006	Contractual Obligations	0	0	0	1,829,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,829,500</b>
<b>Finance Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,829,500</b>
<b>TIF The Corners Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,829,500</b>

**CITY OF DUBLIN  
CAPITAL IMPROVEMENTS PROGRAM  
2021-2025**

PROJECT DESCRIPTION	2020	2021	2022	2023	2024	2025	TOTAL 2021-2025 (\$000)	BEYOND 2025 (\$000)	TOTAL TO BE BUDGETED
<b>SUMMARY</b>									
Administration - Capital Allocations	\$2,170	\$2,300	\$2,350	\$2,350	\$2,395	\$2,415	\$11,810	\$0	\$11,810
Total - ADMINISTRATION	2,170	2,300	2,350	2,350	2,395	2,415	\$11,810	\$0	\$11,810
City Facilities - Capital Maintenance	800	910	580	1,385	280	620	\$3,775	\$140	\$3,915
City Facilities - Capital Enhancements / New Capital Infrastructure	7,010	100	0	0	1,030	0	\$1,130	\$5,390	\$6,520
Total - CITY FACILITIES	7,810	1,010	580	1,385	1,310	620	\$4,905	\$5,530	\$10,435
City-Wide Fleet - Capital Maintenance	1,175	1,140	1,320	985	1,070	1,035	\$5,550	\$0	\$5,550
City-Wide Fleet - Capital Enhancements / New Capital Infrastructure	180	0	45	0	45	0	\$90	\$0	\$90
Total - CITY-WIDE FLEET	1,355	1,140	1,365	985	1,115	1,035	\$5,640	\$0	\$5,640
Parks - Capital Maintenance	1,055	1,230	815	965	815	815	\$4,640	\$300	\$4,940
Parks - Capital Enhancements / New Capital Infrastructure	24,055	7,245	2,750	1,655	3,530	7,255	\$22,435	\$10,700	\$33,135
Total - PARKS	25,110	8,475	3,565	2,620	4,345	8,070	\$27,075	\$11,000	\$38,075
Police - Capital Maintenance	150	95	0	60	260	10	\$425	\$0	\$425
Police - Capital Enhancements / New Capital Infrastructure	195	120	120	0	0	120	\$360	\$975	\$1,335
Total - POLICE	345	215	120	60	260	130	\$785	\$975	\$1,760
Utilities - Sanitary Sewer - Capital Maintenance	1,750	550	1,750	550	1,750	550	\$5,150	\$1,750	\$6,900
Utilities - Sanitary Sewer - Capital Enhancements / New Capital Infrastructure	1,825	5,430	45	1,535	5,145	2,180	\$14,335	\$14,075	\$28,410
Total - UTILITIES - SANITARY SEWER	3,575	5,980	1,795	2,085	6,895	2,730	\$19,485	\$15,825	\$35,310
Utilities - Stormwater - Capital Maintenance	575	475	375	475	375	475	\$2,175	\$475	\$2,650
Utilities - Stormwater - Capital Enhancements / New Capital Infrastructure	250	500	500	500	500	500	\$2,500	\$500	\$3,000
Total - UTILITIES - STORMWATER	825	975	875	975	875	975	\$4,675	\$975	\$5,650
Computer Hardware / Software / Fiber - Capital Maintenance	900	980	930	910	910	910	\$4,640	\$0	\$4,640
Computer Hardware / Software / Fiber - Capital Enhancements / New Capital Infrastructure	990	905	875	605	605	605	\$3,595	\$0	\$3,595
Total - COMPUTER HARDWARE / SOFTWARE / FIBER	1,890	1,885	1,805	1,515	1,515	1,515	\$8,235	\$0	\$8,235
Transportation - Bicycle and Pedestrian - Capital Maintenance	560	665	880	665	605	895	\$3,710	\$710	\$4,420
Transportation - Bicycle and Pedestrian - Capital Enhancements / New Capital Infrastructure	710	1,450	415	445	1,745	380	\$4,435	\$10,145	\$14,580
Total - TRANSPORTATION - BICYCLE AND PEDESTRIAN	1,270	2,115	1,295	1,110	2,350	1,275	\$8,145	\$10,855	\$19,000
Transportation - Bridges and Culvert - Capital Maintenance	1,250	2,270	740	2,415	1,595	1,855	\$8,875	\$1,575	\$10,450
Transportation - Bridges and Culvert - Capital Enhancements / New Capital Infrastructure	3,475	300	0	0	0	0	\$300	\$42,915	\$43,215
Total - TRANSPORTATION - BRIDGES AND CULVERTS	4,725	2,570	740	2,415	1,595	1,855	\$9,175	\$44,490	\$53,665
Transportation - Streets and Parking - Capital Maintenance	7,905	8,205	7,795	8,400	8,580	9,260	\$42,240	\$9,255	\$51,495
Transportation - Streets and Parking - Capital Enhancements / New Capital Infrastructure	9,145	56,440	12,295	16,610	4,555	1,200	\$91,100	\$76,615	\$167,715
Total - TRANSPORTATION - STREETS AND PARKING	17,050	64,645	20,090	25,010	13,135	10,460	\$133,340	\$85,870	\$219,210
Utilities - Water - Capital Maintenance	0	400	0	0	0	0	\$400	\$0	\$400
Utilities - Water - Capital Enhancements / New Capital Infrastructure	1,100	75	600	165	925	165	\$1,930	\$4,825	\$6,755
Total - UTILITIES - WATER	1,100	475	600	165	925	165	\$2,330	\$4,825	\$7,155
TOTALS:									
Capital Maintenance	16,120	16,920	15,185	16,810	16,240	16,425	\$81,580	\$14,205	\$95,785
Capital Allocations	2,170	2,300	2,350	2,350	2,395	2,415	\$11,810	\$0	\$11,810
Capital Enhancements / New Capital Infrastructure	48,935	72,565	17,645	21,515	18,080	12,405	\$142,210	\$166,140	\$308,350
TOTAL PROJECT BUDGET	\$67,225	\$91,785	\$35,180	\$40,675	\$36,715	\$31,245	\$235,600	\$180,345	\$415,945
Advances	0	0	2,000	0	0	0	\$2,000	\$0	\$2,000
GRAND TOTAL	\$67,225	\$91,785	\$37,180	\$40,675	\$36,715	\$31,245	\$237,600	\$180,345	\$417,945



City of Dublin  
Capital Improvement Projects  
2021-2025

		MUNIS	
		2021	Org Object
<b>Section 4 - ADMINISTRATION</b>			
AL211	Allocation for Land Acquisition	500,000	40196290 741000
AL212	Allocation for Parkland Acquisition	750,000	40280290 735001
AL193	Allocation for Mobility	400,000	40180290 736000
AL203	Bikeshare Initiative	50,000	40180290 736000
AA211	Allocation for Contingencies	250,000	40180290 737000
AL213	Allocation for Water and Sewer Extensions (Capital Improvements Fund Transfer)	200,000	40196290 741000
	Allocation for Water and Sewer Extensions (General Fund Transfer)	150,000	10196290 741620
		2,300,000	
<b>Section 5 - FACILITIES</b>			
<b>MAINTENANCE</b>			
AB211	Building Maintenance/Renovations		
	CNG Facility	55,000	40180350 735002
	Justice Center	50,000	40180350 735002
	Service Center	10,000	40180350 735002
	Parks	300,000	40180350 735002
	DCRC - Air Handler / HVAC	370,000	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
<b>RENOVATIONS/IMPROVEMENTS</b>			
AB204	Development Building Renovations	100,000	40180350 735002
		1,010,000	
<b>Section 6 - FLEET</b>			
<b>MAINTENANCE</b>			
AV211	Vehicle Replacement	735,000	40180370 734004
AV213	Equipment Replacement	405,000	40180370 734004
<b>NEW (ADDITIONS TO THE FLEET)</b>			
AV211	Vehicles	-	40180370 734004
AV213	Equipment	-	40180370 734004
		1,140,000	
<b>Section 7 - PARKS</b>			
<b>MAINTENANCE</b>			
AR211	Park Maintenance	1,040,000	40180430 735005
AB202	Public Art Maintenance (Hotel/Motel Tax Fund)	15,000	23280430 735005
AG182	ML "Red" Trabue Park	175,000	40180430 735005
<b>RENOVATIONS/IMPROVEMENTS</b>			
AG17B	Bike Rack Installation	-	40180430 735005
GR121	DAC Site Renovations (Hotel/Motel Tax Fund)	75,000	23280430 735005
GR992	Coffman Park Expansion	670,000	40180430 735005
GR133	Riverside Crossing Park (Debt)	5,700,000	40480430 735005
	Riverside Crossing Park (Design)	150,000	40180430 735005
GR210	Historic Cabin Reconstruction	400,000	40180430 735005
GR115	Dublin Community Pool North (Debt)	-	40480430 735005
GR212	Avery Park - Bike Track	250,000	40180430 735005
		8,475,000	
<b>Section 8 - POLICE</b>			
<b>MAINTENANCE</b>			
PP083	Replacement Lasers	10,000	40180890 734001
PP168	Delaware Tactical Unit (DTU) Equipment	20,000	40180890 734001
PP181	Replacement Bicycles	25,000	40180890 734001
PP190	Replacement Datamaster	25,000	40180890 734001
PP192	Replacement Speed Trailers	15,000	40180890 734001
<b>NEW ENHANCEMENTS/EQUIPMENT</b>			
PP210	Traffic and Crime Prevention Cameras	120,000	40180890 734001
		215,000	

City of Dublin  
Capital Improvement Projects  
2021-2025

		MUNIS	
	2021	Org	Object
Section 9 - SANITARY SEWER			
MAINTENANCE			
ES211 Sanitary Sewer Maintenance Program	250,000	62080320	735008
ES122 Manhole Rehabs	300,000	62080320	735008
NEW ENHANCEMENTS/INFRASTRUCTURE			
ES179 Deer Run Sewer Upsizing - Group #1 (Debt)	3,580,000	62380320	735008
ES202 Sewer Line Extensions - Area 1B & 1C (Debt)	1,850,000	62380320	735008
	5,980,000		
Section 10 - STORMWATER			
MAINTENANCE			
AF211 Annual Stormwater Maintenance	100,000	40180320	735010
AF202 Annual Ditch Maintenance	100,000	40180320	735010
AF212 Annual Storm Structure Program	225,000	40180320	735010
AF213 Annual Pond Aerator System	50,000	40180320	735010
NEW ENHANCEMENTS/INFRASTRUCTURE			
EF200 Allocations for Various Stormwater Improvements	500,000	40180320	735010
	975,000		
Section 11 - TECHNOLOGY			
AI211 Information Technology	860,000	40180180	732000
PA210 Geographic Information Systems	120,000	40180170	732000
AI202 Smart Cities	200,000	40180190	732000
AI172 Connected Vehicles Systems Infrastructure	50,000	40180190	732000
AI183 US33 COG Infrastructure	85,000	40180190	732000
AI194 Fiber Optic and Traffic Fiber Enhancements	420,000	40180180	732000
AI203 Data Platform	150,000	40180170	732000
	1,885,000		
Section 12 - TRANSPORTATION - BICYCLES & PEDESTRIANS			
MAINTENANCE			
AT213 Annual Shared-Use Path Maintenance	355,000	40180320	735006
AT206 Annual Sidewalk Program	250,000	40180320	735006
AT179 Historic Dublin Sidewalk Program	60,000	40180320	735006
NEW ENHANCEMENTS/INFRASTRUCTURE			
ET172 Riverside Drive East Shared-Use Path, Section 1	1,085,000	40180320	735006
ET176 Avery Road Sidewalk Connections (Hyland Drive to Tara Hill)	75,000	40180320	735006
ET178 Wilcox Road Shared-Use Path (Northcliff to Heather Glen Blvd and Wilcox Place to Shier Rings Road)	160,000	40180320	735006
ET211 Martin Road Shared-Use Path	85,000	40180320	735006
Et214 Wyandotte Woods Boulevard Narrowing	45,000	40180320	735006
	2,115,000		
Section 13 - TRANSPORTATION - BRIDGES & CULVERTS			
MAINTENANCE			
AT21C Annual Vehicular Bridge Maintenance	1,275,000	40180320	735006
AT208 Annual Pedestrian Tunnel Maintenance	450,000	40180320	735006
AT19B Annual Concrete Sealing Maintenance	70,000	40180320	735006
AT19D Annual Culvert Maintenance	400,000	40180320	735006
AT20H Annual Pedestrian Bridge Maintenance	75,000	40180320	735006
NEW ENHANCEMENTS/INFRASTRUCTURE			
ET215 Tuller Road to Emerald Parkway Over 270 Crossing (TIF)	150,000	46180320	713004
ET216 Crossing Over US33 West of Avery-Muirfield	150,000	40180320	735006
	2,570,000		

City of Dublin  
Capital Improvement Projects  
2021-2025

		MUNIS	
		2021	Org Object
<b>Section 14 - TRANSPORTATION - STREETS &amp; PARKING</b>			
<b>MAINTENANCE</b>			
AT201	Annual Street Maintenance Program	6,615,000	40180320 735006
AT20A	Annual Guardrail Replacement & Maintenance	190,000	40180320 735006
AT207	Annual Parking Lot Maintenance	125,000	40180320 735006
AT20E	Annual Retaining Wall & Decorative Wall Maintenance	125,000	40180320 735006
AT20F	Annual Pavement Preventive Maintenance	585,000	40180320 735006
AT18G	Traffic Signal Wiring and Cabinet Maintenance and Replacement	165,000	40180320 735006
AT212	Hayden Run Wall and Fence Repair	250,000	40180320 735006
AT214	Bridge Street Paver Maintenance	150,000	40180320 735006
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>			
ET202	Avery Road and Rings Road/Cara Road Interim Intersection Improvements (Thomas Kohler TIF)	2,500,000	41980320 735004
ET066	Eiterman Road Relocation (West Innovation TIF)	1,745,000	45980320 735006
ET517	Shier Rings Road Realignment - Avery Road to Eiterman Road		
	Developer Contribution	3,940,000	40180320 735006
	TID Supplemental Funding	250,000	40180320 735006
	General Fund Transfer (GF to Capital Improvements Fund)	6,000,000	40180320 735006
ET003	US33/SR161/Post Road Interchange		
	Union County Contribution	1,000,000	N/A - State Managed Project
	Developer Contribution (OSU)	1,250,000	N/A - State Managed Project
	Developer Contribution (FedEx)	1,500,000	N/A - State Managed Project
	ODOT - District 6	880,000	N/A - State Managed Project
	MORPC Attributable Funds	10,000,000	N/A - State Managed Project
	TRAC 2016 Funds	7,000,000	N/A - State Managed Project
	TRAC 2019 Funds (tentative)	4,250,000	N/A - State Managed Project
	Union County Contribution (tentative)	2,500,000	N/A - State Managed Project
	Perimeter Center TIF	2,600,000	42580320 735004
ET16E	Comprehensive Wayfinding System (city wide)	660,000	40180320 735006
ET181	Franklin Street Improvements & AEP S. High Pole Removal and Relocation	70,000	40180320 735004
ET203	Overhead Utility Removal - Southern Historic District	1,025,000	40180320 735006
ET191	Avery and Shier Rings Road Intersection Improvements		
	629 Grant	2,500,000	40180320 735006
	Developer Contribution	1,260,000	40180320 735006
	Perimeter Center TIF	500,000	42580320 735004
	Innovation TIF	100,000	46480320 735004
		2,660,000	40180320 735006
ET193	Hyland-Croy Road Corridor Improvements		
	Unfunded Portion	937,500	N/A
	Perimeter West TIF	312,500	43180320 713004
ET204	Franklin Street Extension	400,000	40180320 735004
ET218	Bridge Street at Corbin Mill and Shawan Falls Intersection Improvements	50,000	40180320 735004
ET219	Frantz Road Alternative Transportation Lane	150,000	40180320 735006
<b>PARKING</b>			
ET17A	Smart Parking/Bridge Street Parking Control/Metering Equipment	400,000	40180320 735006
		64,645,000	
<b>Section 15 - WATER</b>			
<b>MAINTENANCE</b>			
EW172	Tartan West Water Tank Re-Painting	400,000	61080320 735009
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>			
AW101	Waterline Replacement	75,000	61080320 735009
		475,000	

**Note:** All account numbers above are subject to change. This list is meant as a guide, however, changes during the year (2021) may be necessary.



## Parkland Acquisition Fund

### **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.

### **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.

Of note:

- The final debt service payment for the expansion of Coffman Park will be made in 2020.
- 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, there is \$1.6 mil in advances due to the Parkland Acquisition Fund from Bridge Street TIFs.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>402 Parkland Acquisition</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	9,874	11,150	11,150	11,650
<b>Contractual Services Total:</b>		<b>9,874</b>	<b>11,150</b>	<b>11,150</b>	<b>11,650</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	85,141	750,000	750,000	750,000
<b>Capital Outlay Total:</b>		<b>85,141</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	227,770	207,000	207,000	0
742000	Advances Expense	210,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>437,770</b>	<b>207,000</b>	<b>207,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>532,785</b>	<b>968,150</b>	<b>968,150</b>	<b>761,650</b>
<b>Parkland Acquisition Total:</b>		<b>532,785</b>	<b>968,150</b>	<b>968,150</b>	<b>761,650</b>

# 7 | Enterprise Funds







**Deputy City Manager / Chief Operating Officer  
/ Engineering / Water Maintenance**

**STATEMENT OF FUNCTIONS**

Engineering is responsible for managing the water system for the City of Dublin including 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 City staff works in cooperation with homeowners, engineers, consultants, builders, developers, Ohio Environmental Protection Agency, and with the City of Columbus 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.

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

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Director, Engineering (1)	0	.2
Director, Street & Utilities Operations (1)	.05	0
Deputy Director (2)	0	.2
Senior Civil Engineer (2)	.2	0
Operations Administrator (3)	.1	.2
Engineering Technician I (4)	.5	.5
Engineering Project Inspector (5)	.5	.5
Maintenance Crew Supervisor (6)	.2	0
Maintenance Worker	1	1
Administrative Support 2 (7)	.2	.2
<b>TOTAL</b>	<b>2.75</b>	<b>2.8</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) This function is being relocated to the Division of Engineering. The Director of Engineering position is allocated 20% to the Sewer Fund, 60% to Engineering in the General Fund, and 20% to the Water Fund.
- (2) The Senior Civil Engineer position is being reallocated to the Deputy Director position. The Deputy Director position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to the Water Fund.
- (3) An Operations Administrator position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund, and 20% to the Water Fund.
- (4) An Engineering Technician position is allocated 50% to this budget and 50% to Engineering in the General Fund.

11/09/20





- (5) An Engineering Project Inspector position is allocated 50% to this budget and 50% to Engineering in the General Fund.
  - (6) The Maintenance Crew Supervisor position will no longer be funded from this fund.
  - (7) An Administrative Support 2 position is allocated 30% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to the Water Fund.
-

## 2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>610 Water</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	73,676	80,640	80,640	206,975
701104	Other Wages	0	0	0	15,000
701201	Employee Benefits	39,030	45,635	45,635	122,285
702000	Training/Travel	2,645	4,750	4,750	2,500
<b>Personal Services Total:</b>		<b>115,352</b>	<b>131,025</b>	<b>131,025</b>	<b>346,760</b>
<b>Contractual Services</b>					
713004	Other Professional Services	34,667	155,000	283,561	70,000
713005	Misc. Contract. Serv.	191,380	177,060	220,391	213,345
715001	Communications	0	0	0	4,100
716000	Memberships/Subscriptions	0	0	0	350
717005	Utilities- Other Fuel Types	0	0	0	180,000
718002	Hydrant Maint and Repair	0	0	0	50,600
<b>Contractual Services Total:</b>		<b>226,047</b>	<b>332,060</b>	<b>503,952</b>	<b>518,395</b>
<b>Supplies</b>					
721002	Operating Supplies	0	0	0	6,200
724003	Equipment Maintenance	0	0	0	500
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>6,700</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	1,000
734002	Tools	0	0	0	500
735009	Cap Impr Water System Imp	641,349	980,000	1,758,208	475,000
<b>Capital Outlay Total:</b>		<b>641,349</b>	<b>980,000</b>	<b>1,758,208</b>	<b>476,500</b>
<b>Public Works Total:</b>		<b>982,747</b>	<b>1,443,085</b>	<b>2,393,185</b>	<b>1,348,355</b>
<b>Water Total:</b>		<b>982,747</b>	<b>1,443,085</b>	<b>2,393,185</b>	<b>1,348,355</b>

## 2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>610 Water</b>					
<b>30 Public Works</b>					
Street & Utilities					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	99,905	108,510	108,510	0
701103	Overtime Wages	3,829	5,000	5,000	0
701104	Other Wages	19,223	15,000	15,000	0
701201	Employee Benefits	52,419	63,005	63,005	0
701204	Uniforms and Clothing	1,322	1,520	1,147	0
702000	Training/Travel	0	500	500	0
<b>Personal Services Total:</b>		<b>176,697</b>	<b>193,535</b>	<b>193,162</b>	<b>0</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	149,484	60,000	138,238	0
715001	Communications	0	4,100	4,100	0
716000	Memberships/Subscriptions	19	100	100	0
717005	Utilities- Other Fuel Types	147,241	180,000	216,275	0
718002	Hydrant Maint and Repair	49,265	50,600	63,329	0
<b>Contractual Services Total:</b>		<b>346,009</b>	<b>294,800</b>	<b>422,042</b>	<b>0</b>
<b>Supplies</b>					
721002	Operating Supplies	14,272	6,200	30,963	0
724003	Equipment Maintenance	0	500	500	0
<b>Supplies Total:</b>		<b>14,272</b>	<b>6,700</b>	<b>31,463</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	0
734002	Tools	0	500	500	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>0</b>
<b>Public Works Total:</b>		<b>536,978</b>	<b>496,535</b>	<b>648,167</b>	<b>0</b>
<b>Water Total:</b>		<b>536,978</b>	<b>496,535</b>	<b>648,167</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>610 Water</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
762001	Principal- Water	200,000	205,000	205,000	210,000
763002	Interest- Water	93,875	88,640	88,640	83,200
<b>Debt Service Total:</b>		<b>293,875</b>	<b>293,640</b>	<b>293,640</b>	<b>293,200</b>
<b>Finance Total:</b>		<b>293,875</b>	<b>293,640</b>	<b>293,640</b>	<b>293,200</b>
<b>Water Total:</b>		<b>293,875</b>	<b>293,640</b>	<b>293,640</b>	<b>293,200</b>



**BUDGET SUMMARY:**

**61030320 (Previously 61030330)**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data as related to the Engineering staff.
- Account 701104 provides funding for part-time/seasonal 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. Funding is also provided 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.

**61080320 (Previously 61080330)**

- Account 735009 provides funding for capital improvements projects as approved in the 2020-2024 Capital Improvements Program.

**61080330 (Account Removed)**

- 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.



**Deputy City Manager / Chief Operating Officer  
/ Engineering / Sewer Maintenance**

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**STATEMENT OF FUNCTIONS**

Engineering is responsible for managing the sanitary sewer system including planning and design of all new construction, improvements and removal of infiltration and inflow sources. Engineering is also responsible for the inspection, condition assessment, and execution of maintenance on the sanitary sewer system. 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.

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**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**

**2020**  
**CURRENT NUMBER**

**2021**  
**ADOPTED**

Director, Engineering (1)	0	.2
Director, Street & Utilities Operations (1)	.2	0
Deputy Director (2)	0	.5
Senior Civil Engineer (2)	.5	0
Engineering Technician I	1	1
Operations Administrator (3)	.4	.5
Maintenance Crew Supervisor (4)	.5	0
Maintenance Worker	6	6
Administrative Support 2 (5)	.3	.3
<b>TOTAL</b>	<b>8.9</b>	<b>8.5</b>

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

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**NOTES AND ADJUSTMENTS:**

(1) This function is being relocated to the Division of Engineering. The Director of Engineering position is allocated 20% to this budget, 60% to Engineering in the General Fund, and 20% to the Water Fund.

(2) The Senior Civil Engineer position is being reallocated to the Deputy Director position. The Deputy Director position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to the Water Fund.



(3) An Operations Administrator position is allocated 50% to this budget, 30% to Engineering in the General Fund, and 20% to the Water Fund.

(4) The Maintenance Crew Supervisor position will no longer be funded from this fund.

(5) An Administrative Support 2 position is allocated 30% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to the Water Fund.

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## 2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>620 Sewer</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	112,023	124,735	124,735	615,380
701103	Overtime Wages	47	500	500	30,500
701104	Other Wages	0	0	0	15,000
701201	Employee Benefits	39,008	45,295	45,295	295,775
701204	Uniforms and Clothing	160	400	400	6,715
702000	Training/Travel	286	6,400	6,400	5,800
<b>Personal Services Total:</b>		<b>151,524</b>	<b>177,330</b>	<b>177,330</b>	<b>969,170</b>
<b>Contractual Services</b>					
713004	Other Professional Services	164,879	335,000	558,305	380,500
713005	Misc. Contract. Serv.	208,250	83,270	186,603	358,580
715001	Communications	0	0	0	2,600
716000	Memberships/Subscriptions	0	0	0	750
717001	Rents and Leases	0	0	0	1,500
<b>Contractual Services Total:</b>		<b>373,130</b>	<b>418,270</b>	<b>744,908</b>	<b>743,930</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	450
721002	Operating Supplies	0	1,900	1,900	8,250
724001	General Maintenance	0	0	0	13,000
724003	Equipment Maintenance	0	0	0	15,170
<b>Supplies Total:</b>		<b>0</b>	<b>1,900</b>	<b>1,900</b>	<b>36,870</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	2,000
734002	Tools	0	0	0	24,570
735008	Cap Impr Sanitary Sewer Imp	377,301	320,000	1,089,542	550,000
<b>Capital Outlay Total:</b>		<b>377,301</b>	<b>320,000</b>	<b>1,089,542</b>	<b>576,570</b>
<b>Public Works Total:</b>		<b>901,954</b>	<b>917,500</b>	<b>2,013,680</b>	<b>2,326,540</b>
<b>Sewer Total:</b>		<b>901,954</b>	<b>917,500</b>	<b>2,013,680</b>	<b>2,326,540</b>



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>620 Sewer</b>					
<b>30 Public Works</b>					
Street & Utilitties					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	468,146	518,085	518,085	0
701103	Overtime Wages	24,093	30,000	30,000	0
701104	Other Wages	14,964	15,000	15,000	0
701201	Employee Benefits	204,140	260,920	260,920	0
701204	Uniforms and Clothing	6,007	6,315	7,171	0
702000	Training/Travel	450	7,150	7,150	0
<b>Personal Services Total:</b>		<b>717,801</b>	<b>837,470</b>	<b>838,326</b>	<b>0</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	182,373	191,000	267,745	0
715001	Communications	0	2,600	2,600	0
716000	Memberships/Subscriptions	19	100	100	0
717001	Rents and Leases	0	1,500	1,500	0
<b>Contractual Services Total:</b>		<b>182,392</b>	<b>195,200</b>	<b>271,945</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	15	450	450	0
721002	Operating Supplies	10,137	6,350	10,045	0
724001	General Maintenance	6,918	13,000	13,475	0
724003	Equipment Maintenance	4,928	14,000	20,080	0
<b>Supplies Total:</b>		<b>21,999</b>	<b>33,800</b>	<b>44,050</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	0
734002	Tools	0	19,870	19,870	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>20,870</b>	<b>20,870</b>	<b>0</b>
<b>Public Works Total:</b>		<b>922,191</b>	<b>1,087,340</b>	<b>1,175,191</b>	<b>0</b>
<b>Sewer Total:</b>		<b>922,191</b>	<b>1,087,340</b>	<b>1,175,191</b>	<b>0</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>620 Sewer</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	0	0	182,520	185,000
762005	Principal- Sewer	405,000	625,000	625,000	810,000
763006	Interest- Sewer	302,247	574,225	574,225	460,605
<b>Debt Service Total:</b>		<b>707,247</b>	<b>1,199,225</b>	<b>1,381,745</b>	<b>1,455,605</b>
<b>Finance Total:</b>		<b>707,247</b>	<b>1,199,225</b>	<b>1,381,745</b>	<b>1,455,605</b>
<b>Sewer Total:</b>		<b>707,247</b>	<b>1,199,225</b>	<b>1,381,745</b>	<b>1,455,605</b>



**BUDGET SUMMARY:**

**62030320 Previously 62030330)**

- Account 701101 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments as related to Engineering staff.
- Account 702000 provides 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, software and GIS training, and continuing educational requirements.
- Account 713004 provides funding for the flow monitoring program, manhole inspections, and utility extension data gathering with Franklin County.
- Account 713005 provides funding for sewer line locates by USIC Locating Services, 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 provides for supplies necessary for doing in-house sewer cleaning and repairs and miscellaneous supplies for Engineering Staff.
- 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.
- 

**62080320 (Previously 62080330)**

- Account 731000 provides funding for the miscellaneous furniture and equipment needs.
- Account 734002 provides funding for the replacement of miscellaneous tools.
- Account 735008 provides for capital improvement projects approved in the 2020-2024 Capital Improvements Program.

**62090290**

Accounts 762005 and 763006 provide funding for debt service obligations related to sanitary sewer relining and repairs, and extensions.



**Deputy City Manager / Chief Operating Officer / Engineering / 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.

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>623 Sewer Construction</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	9,852	0	0	0
742000	Advances Expense	0	0	1,500,000	0
<b>Transfers/Advances Total:</b>		<b>9,852</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>
<b>Debt Service</b>					
761001	Debt Issuance Costs	0	10,000	10,000	10,000
<b>Debt Service Total:</b>		<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>9,852</b>	<b>10,000</b>	<b>1,510,000</b>	<b>10,000</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735008	Cap Impr Sanitary Sewer Imp	629,381	6,080,000	5,986,801	5,430,000
<b>Capital Outlay Total:</b>		<b>629,381</b>	<b>6,080,000</b>	<b>5,986,801</b>	<b>5,430,000</b>
<b>Public Works Total:</b>		<b>629,381</b>	<b>6,080,000</b>	<b>5,986,801</b>	<b>5,430,000</b>
<b>Sewer Construction Total:</b>		<b>639,233</b>	<b>6,090,000</b>	<b>7,496,801</b>	<b>5,440,000</b>



**Deputy City Manager / Chief Operating Officer / Engineering / Sewer Construction Fund**

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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







**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 2021 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 two funding levels to match the two HSA employer contribution levels for a single employee, or an employee who has a Family.

**PERSONNEL DATA**  
**POSITION TITLE****2020**  
**CURRENT NUMBER****2021**  
**ADOPTED**

Wellness and Benefits Coordinator

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

The annual funding level for 2021 for all employee groups is as follows:

Single	\$ 12,330
Family	\$ 29,200

In order to ensure the proper level of reserves, the funding level was increased for 2021 by approximately 5.59% for single coverage and 6.48% 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 2020 Fund performance, overall medical/Rx claims are projected to increase by 5.48%. In years past, the 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. For 2021, we have increased our stop loss threshold from \$150,000 to \$175,000, increasing our exposure risk, but also greatly reducing our stop loss premium resulting in a smaller overall increase.

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.

## 2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>701 Self Insurance - Employee Bens</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	62,671	68,100	68,100	67,285
701201	Employee Benefits	33,597	38,155	38,155	39,525
<b>Personal Services Total:</b>		<b>96,269</b>	<b>106,255</b>	<b>106,255</b>	<b>106,810</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	52,942	135,180	199,702	129,230
714003	Third Party Administrator	149,893	349,920	353,598	351,750
714005	Medical Dental Rx Vision	4,795,613	5,264,420	5,292,337	6,108,390
714008	Stop Loss Coverage	1,254,784	1,886,665	1,890,656	1,489,140
714010	Employer HSA Contribution	1,161,573	1,236,000	1,236,000	1,241,250
<b>Contractual Services Total:</b>		<b>7,414,805</b>	<b>8,872,185</b>	<b>8,972,293</b>	<b>9,319,760</b>
<b>City Manager Total:</b>		<b>7,511,073</b>	<b>8,978,440</b>	<b>9,078,548</b>	<b>9,426,570</b>
<b>Self Insurance - Employee Bens Total:</b>		<b>7,511,073</b>	<b>8,978,440</b>	<b>9,078,548</b>	<b>9,426,570</b>



## Internal Service/ Employee Benefits Self Insurance

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### **BUDGET SUMMARY:**

#### **70110120**

- Account 701101 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 702000 provides funding for attendance annual professional development conferences.
- 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 2021 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 for 2021.
- Account 714010 provides funding for the employer contributions (funded at 100%) for HSA contribution.

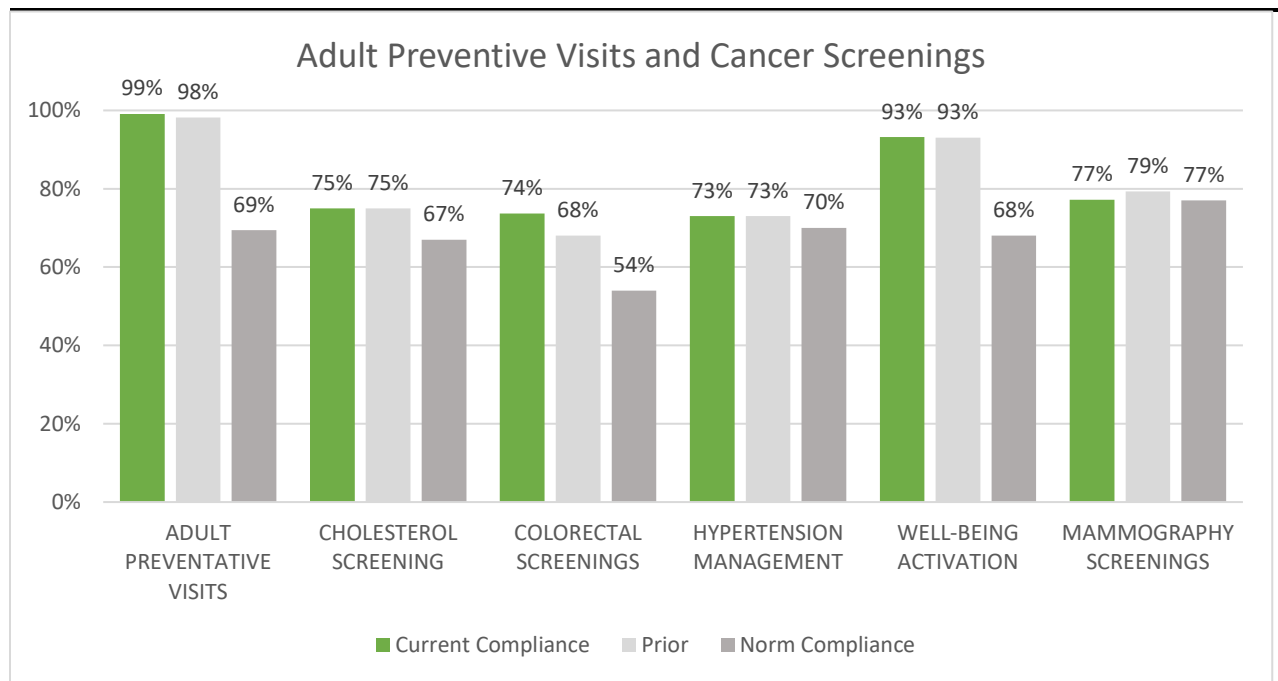


## Human Resources

### **PERFORMANCE MEASURES:**

Dublin's Healthy by Choice Wellness Program and Benefit plan design continues to offer value keeping healthcare costs steady. In 2019 the city had a 99% participation rate with our wellness program. Out of 356 employees on the City's health insurance plan 353 participated in wellness activities such as health screenings, preventive care exams, Healthy by Choice classes, small group fitness programs, yoga, 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.



Evidence continues to suggest 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 ongoing use of virtual visits, which saves the City of Dublin health plan and the employee money.

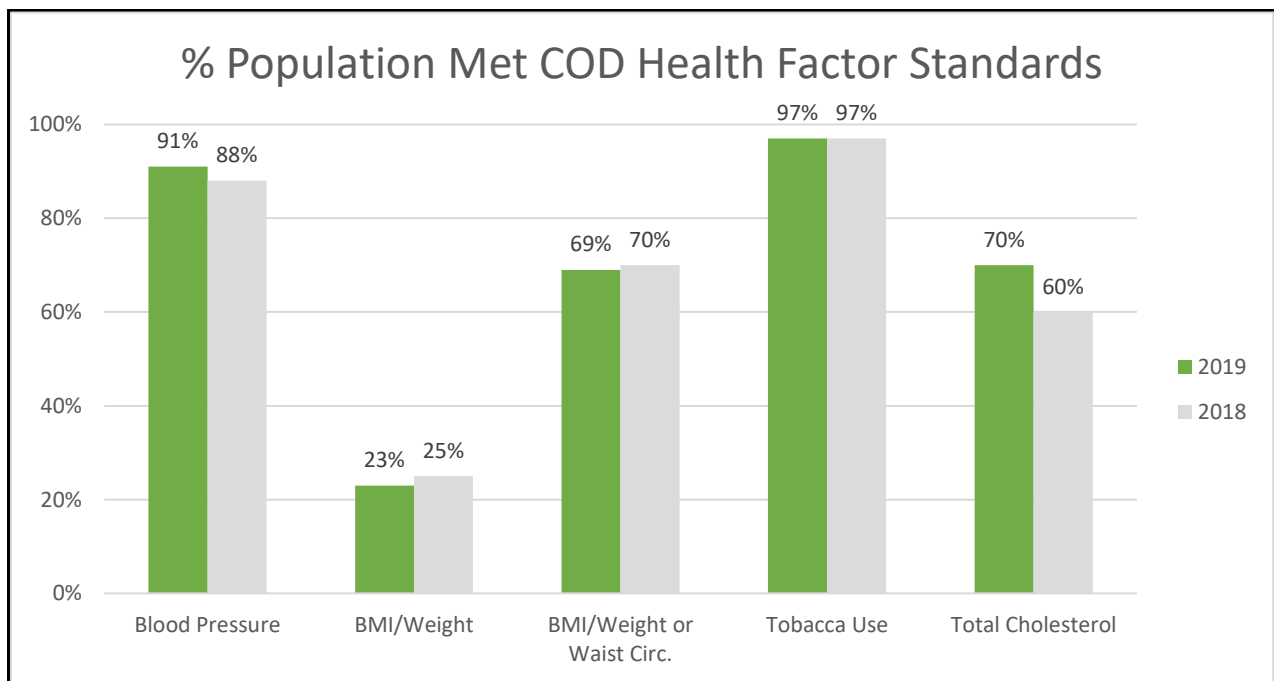


## Human Resources

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.

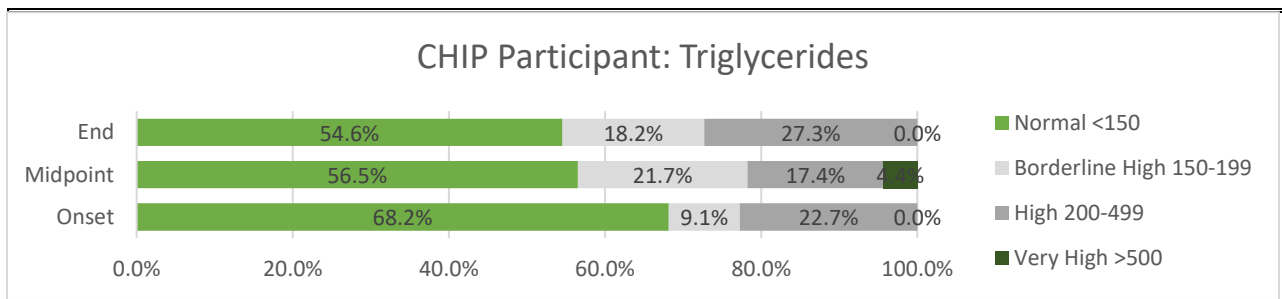
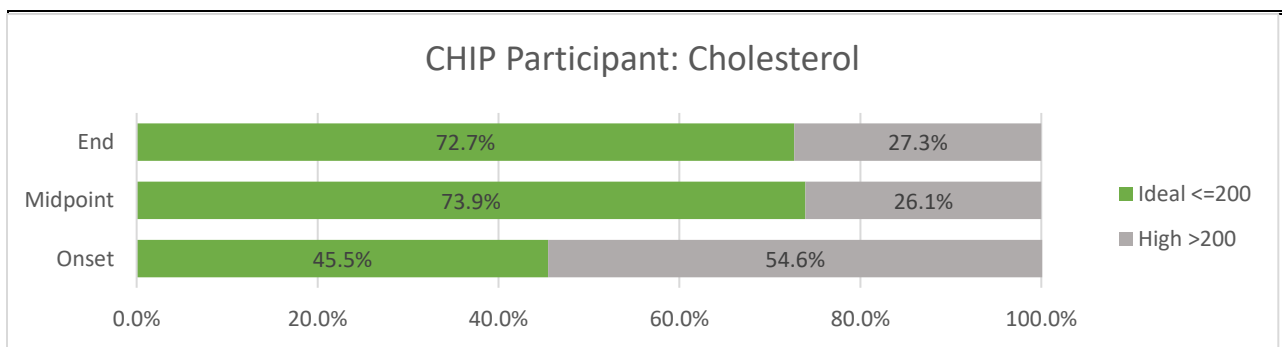
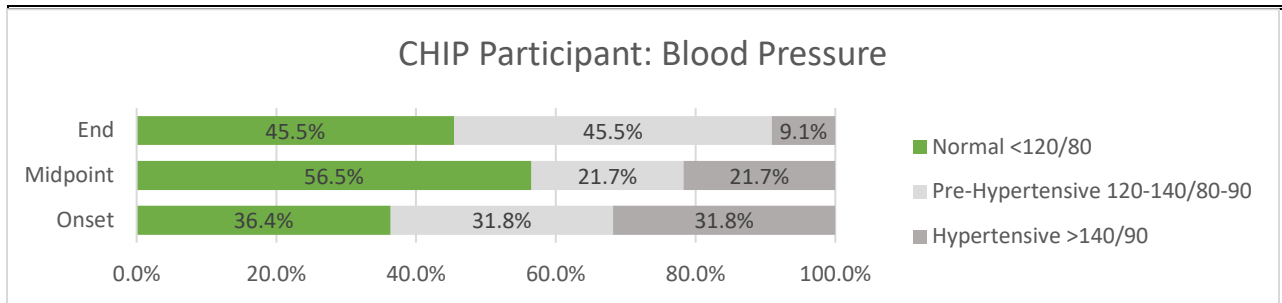
The results of our Healthy by Choice program's biometric screenings of major risk factors are also indicative of a positive impact on the health of our workforce and their spouses. The 2019 biometric results indicate our employee population risk. The chart below specifically depicts what percentage of our population met the health factor guidelines for BMI, Blood Pressure, Total Cholesterol, and Tobacco Use and provides comparison to the year prior. 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 2020, the City implemented a lifestyle medicine program or CHIP, Complete Health Improvement Program. This interactive, classroom-based program runs for 12 weeks, with 2 classes each week for the first 6 weeks and then 1 class per week for the last 6 weeks. This program is offered to employees and following completion of the 12 week program monthly discussions are held for the remainder of 2020 to motivate and promote continued accountability. The program had a total of 23 participants and individuals were offered biometric screenings at the beginning, midpoint and end of the program. Participants had improvement in Blood Pressure and Total Cholesterol, with a 22.7% decrease in Hypertensive results and a 27.3% reduction of those with high Total Cholesterol. We will look to this program for future successes in 2021.



## Human Resources



In 2019, the City continues to see excellent utilization of our generic prescription drug. We continue to outperform the United Health Care Book of Business pharmacy paid per member per month (PMPM) by \$34.41 PMPM.

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. Success following interactive education classes have shaped opportunities for 2021. New for next year, employees will have the option to fulfill their education requirement outside of the typical lecture style environment by expanding their knowledge through hands-on, interactive learning opportunities.



**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, 2021 - December 31, 2021. This budget also reflects estimated fees for excess workers' compensation insurance coverage and volunteer insurance coverage.



## 2021 Operating Budget - City of Dublin, Ohio

**2019  
Actual****2020  
Budget****2020  
Revised Budget****2021  
Department  
Budget****703 Self Insurance - Workers' Comp****10 City Manager****Contractual Services**

713005	Misc. Contract. Serv.	0	6,000	6,000	6,000
714003	Third Party Administrator	22,664	46,650	46,650	46,650
714007	Other Claims	106,391	157,000	157,000	170,108
714008	Stop Loss Coverage	67,846	91,600	91,600	91,600

<b>Contractual Services Total:</b>		<b>196,901</b>	<b>301,250</b>	<b>301,250</b>	<b>314,358</b>
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<b>City Manager Total:</b>		<b>196,901</b>	<b>301,250</b>	<b>301,250</b>	<b>314,358</b>
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<b>Self Insurance - Workers' Comp Total:</b>		<b>196,901</b>	<b>301,250</b>	<b>301,250</b>	<b>314,358</b>
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**Internal Service/ Workers' Compensation Fund**

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**BUDGET SUMMARY:**

**70310120**

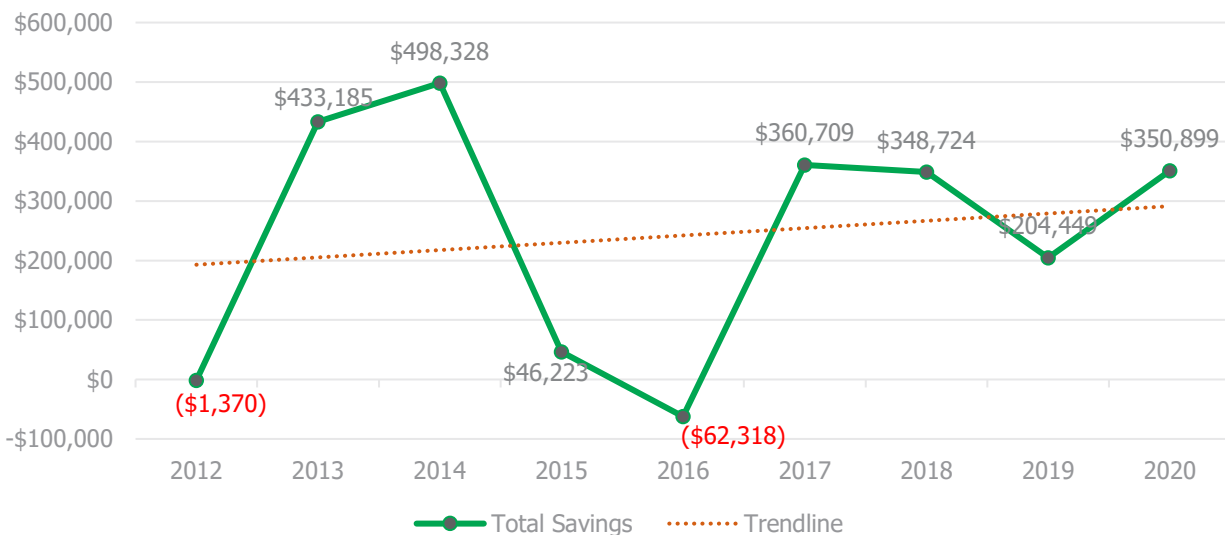
- Account 713005 provides funds for investigation of fraudulent claims.
- Account 714003 includes the administrative fee for the self-funded program, independent medical evaluations of injured employees, and administrative fees for the state tail fund.
- Account 714007 funds medical and indemnity reserves 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 2021.



## Human Resources

**PERFORMANCE MEASURES:****Percent Change in Number of Worker's Compensation Claims Filed (including annual costs)**

	FY 2012	FY 2013	FY 2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020*
<b># of Worker's Compensation Claims</b>	25	29	22	24	23	25	24	34	11
<b>Total Self Insured Cost</b>	\$230,135	\$223,022	\$200,042	\$157,981	\$146,102	\$158,749	\$139,424	\$285,550	\$141,101
<b>Percent Change in Insured Cost</b>	20%	(4%)	(10%)	(21%)	(8%)	8%	(-12%)	105%	(-50%)

\*As of  
7/29/2020**Annual Self Insurance Cost Savings FY 2012 - 2020**

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 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







## 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 are considered clearing accounts and do not provide measurement of operations, and they are not required to be budgeted. However, the City prefers to monitor accounts, and to the extent possible, eliminate deficit balances. Each payment made, has a corresponding revenue source.

These Funds reflect the remittance of reimbursements for developers of 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 Visit Dublin Ohio (VDO) - 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:**

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>803 Unclaimed Monies</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
755002	Refunds- Gen. Unclaim. Chk	38	250	2,100	250
755003	Refunds- Unclaim. Payroll	0	0	46	0
755004	Refunds- Unclaim. Inc. Tax	121,422	20,000	18,104	20,000
<b>Other Charges and Ex Total:</b>		<b>121,459</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Finance Total:</b>		<b>121,459</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Unclaimed Monies Total:</b>		<b>121,459</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>804 Visit Dublin Ohio - Convention and Visitors Bureau</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
751008	Dubl Conv and Vis Bureau	1,266,163	1,200,000	1,200,000	600,000
<b>Other Charges and Ex Total:</b>		<b>1,266,163</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>600,000</b>
<b>Finance Total:</b>		<b>1,266,163</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>600,000</b>
<b>Convention and Visitors Bureau Total:</b>		<b>1,266,163</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>600,000</b>



2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>805 Agency</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711004	Sewer Capacity Charges - Colum	447,483	600,000	853,210	600,000
719006	Contractual Obligations	0	0	1,570,000	1,600,000
<b>Contractual Services Total:</b>		<b>447,483</b>	<b>600,000</b>	<b>2,423,210</b>	<b>2,200,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	800	800	800
755005	Refunds- Conditional Occup	700,600	500,000	500,000	500,000
755006	Residential 1% Surcharge - OH	4,774	5,000	5,000	5,000
755007	Commercial 3% Surcharge - Ohio	35,121	25,000	25,000	25,000
755008	DCRC/Shelter Deposits	98,000	70,000	70,000	70,000
755010	DCRC/Theater Refundable Adm	0	2,000	2,000	2,000
755012	Washington Twp After Hrs Insp	19,116	12,000	12,000	12,000
755013	Refunds- Hydrant Permit	0	300	300	300
755014	DCRC/Dublin City School Prog	29,379	25,000	25,000	25,000
755015	Refunds- Vendor Bonds	0	500	500	500
755025	Washington Twp Temp Struct Ins	1,175	1,500	1,500	1,500
755026	Bridge Park NCA Charges	72,406	55,000	55,000	55,000
<b>Other Charges and Ex Total:</b>		<b>960,572</b>	<b>697,100</b>	<b>697,100</b>	<b>697,100</b>
<b>Finance Total:</b>		<b>1,408,055</b>	<b>1,297,100</b>	<b>3,120,310</b>	<b>2,897,100</b>
<b>Agency Total:</b>		<b>1,408,055</b>	<b>1,297,100</b>	<b>3,120,310</b>	<b>2,897,100</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>807 C.O.I.R.S.</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	3,237	4,500	5,000	4,500
713002	Legal Services	0	6,500	2,500	6,500
713004	Other Professional Services	48,193	31,500	43,971	31,500
714001	Insurance and Bonding	11,053	14,000	14,000	14,000
717005	Utilities- Other Fuel Types	6,595	12,000	14,580	12,000
<b>Contractual Services Total:</b>		<b>69,078</b>	<b>68,500</b>	<b>80,051</b>	<b>68,500</b>
<b>Supplies</b>					
724003	Equipment Maintenance	257,026	249,000	247,694	249,000
<b>Supplies Total:</b>		<b>257,026</b>	<b>249,000</b>	<b>247,694</b>	<b>249,000</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	250,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>326,104</b>	<b>317,500</b>	<b>577,744</b>	<b>317,500</b>
<b>C.O.I.R.S. Total:</b>		<b>326,104</b>	<b>317,500</b>	<b>577,744</b>	<b>317,500</b>

2021 Operating Budget - City of Dublin, Ohio

		2019 Actual	2020 Budget	2020 Revised Budget	2021 Department Budget
<b>817 Property Assessed Clean Energy</b>					
<b>70 Development</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	131,977	254,745	254,745	1,470,955
<b>Contractual Services Total:</b>		<b>131,977</b>	<b>254,745</b>	<b>254,745</b>	<b>1,470,955</b>
<b>Development Total:</b>		<b>131,977</b>	<b>254,745</b>	<b>254,745</b>	<b>1,470,955</b>
<b>Property Assessed Clean Energy Total:</b>		<b>131,977</b>	<b>254,745</b>	<b>254,745</b>	<b>1,470,955</b>

# 10 | Glossary







## **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.***

**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.

**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.

**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.



## **GLOSSARY OF TERMS AND ACRONYMS**

### **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.

### **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.

### **City Charter –**

a document ratified by a vote of the people that outlines the guidelines and policies under which a city will operate.

### **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.

### **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.

### **DEC - the Dublin Entrepreneurial Center (DEC)**

was launched in March 2009 as a partnership between the City of Dublin and TechColumbus. The DEC is



## **GLOSSARY OF TERMS AND ACRONYMS**

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.

**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.

**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.

**Full – Time Equivalent (FTE)** – represents an employee working a standard 40-hour workweek, or its equal in terms of hours comprised of more than one employee.

**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





## **GLOSSARY OF TERMS AND ACRONYMS**

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.

**GFX** – an abbreviation of graphics.

**Governmental Accounting Standards Board (GASB)** – 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.

**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 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.

**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 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.

**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.



## **GLOSSARY OF TERMS AND ACRONYMS**

**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.

**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 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.

**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 Police started in January of 2014.

**OCM** – an abbreviation for the Office of the City Manager.

**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.

**Parkland Acquisition Fund** – created to account for property taxes and development fees collected for the purpose



## **GLOSSARY OF TERMS AND ACRONYMS**

of funding acquisition of recreational facility sites, open space, and/or parkland.

**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.

**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.

**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.

**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



## **GLOSSARY OF TERMS AND ACRONYMS**

maintenance and repair of state highways within the City.

associated with the City's self-insured workers compensation program.

**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 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

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