

A full-length bronze statue of Rutherford B. Hayes stands on a dark stone pedestal. The statue is positioned in front of a red brick building. The pedestal has the name 'HAYES' inscribed on its top surface and the Seal of the President of the United States on its front face. The scene is set outdoors with some snow on the ground.

# City of Delaware

## 2020 Budget





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November 15, 2019

Dear Mayor and City Council Members:

Pursuant to Section 76 of the City's charter, I respectfully submit the proposed 2020 operating budget for your consideration. The public hearings/readings and work sessions on the budget are as follows:

Event	Time	Place
First Reading/Public Hearing	Monday, November 25, 2019	City Council Meeting
Work Session	Monday, December 2, 2019	Council Chambers
Work Session	Thursday, December 5, 2019	Council Chambers
Second Reading/Public Hearing	Monday, December 9, 2019	City Council Meeting
Work Session (if needed)	Thursday, December 12, 2019	Council Chambers
Third Reading & Adoption	Thursday, December 19, 2019	City Council Meeting

As the chart below illustrates, the 2020 General Fund budget includes revenue estimates of \$25,821,690 an increase of 7.1 percent over 2019. Expenditures are projected to increase 7.7 percent over 2019 budgeted operations and the fund balance is estimated to be at \$5,926,353 or 23.0 percent of expenditures. This meets the City's financial policy of maintaining a targeted fund balance of 17 percent.

Summary	2017 Actual	2018 Actual	2019 Estimated	2020 Proposed
Total Revenue	\$21,980,929	\$23,800,372	\$24,080,000	\$25,840,079
Total Expenditures	\$21,361,608	\$23,617,663	\$23,356,284	\$25,821,690
Fund Balance	\$5,001,539	\$5,916,843	\$5,907,964	\$5,926,353
Balance %	23.4%	25.1%	25.3%	23.0%

Whereas over the past three years, a programmatic and line-item budget have been presented, this proposed budget includes only the line-item detail. This change was made for two reasons. First, the City is transitioning to a new ERP system. Until a full year's worth of data is available from the new system – likely the 2023 budget season – the programmatic budget will be omitted. Second, the previously published programmatic budget was not found to be as useful for staff during the operating year as originally intended. This is partially because of software limitations on what can currently be tracked programmatically and how time-consuming it is to update.



After the close of the year, there will be a more expansive version of the budget provided to Council and made available to the public. The version will follow the Government Finance Officers Association's best practices for budget presentation. The additions will include information on the City's form of government, elected officials, community profile, fund relationships and departmental descriptions. The goal is to provide the public with a more comprehensive document on City funds, resources and allocations.

To provide even more transparency into the budget process, in the first quarter of 2020, the City will launch an interactive budget simulator, Citizen Budget. Citizen Budget will provide citizens with a hands-on way of viewing the budget and allow them to suggest changes to the service levels and funding of departments. Feedback from this process will be available for Council in the spring.

## INTRODUCTION

The year has been a good one in the 211-year history of our City and this budget is presented against a backdrop of positive news and indicators:

- We are a "Great Place in America," having been recognized in Washington D.C. by the American Planning Association. Only 13 locations in the United States were honored in 2019.
- We saw our community come together behind a common cause to recognize native son and 19<sup>th</sup> US President Rutherford B. Hayes with a statue in our downtown.
- A record number of new jobs have been created; 337 already this year, easily surpassing last year's total of 230 and resulting in more \$12.5 million in new payroll.
- We learned in November that ODOT is investing an additional \$8 million into The Point project.
- Blanket permitting numbers, for items such as decks and fences, are coming in near record highs. This tells me residents like living in Delaware and are reinvesting in their homes.

Given this positive momentum, it's not surprising that Delaware's population continues to climb, estimated at 43,000. This represents a growth rate of 24 percent over 2010 and 8,000 new citizens.

As a result of the increased population growth, this budget reflects a number of initiatives to help us keep pace and is guided by the City's four Strategic Plan themes:



## Great Community

*neighborhoods, streets, open space, parks*



## Safe City

*police, fire, health & safety, environmental*



## Healthy Economy

*economic development*

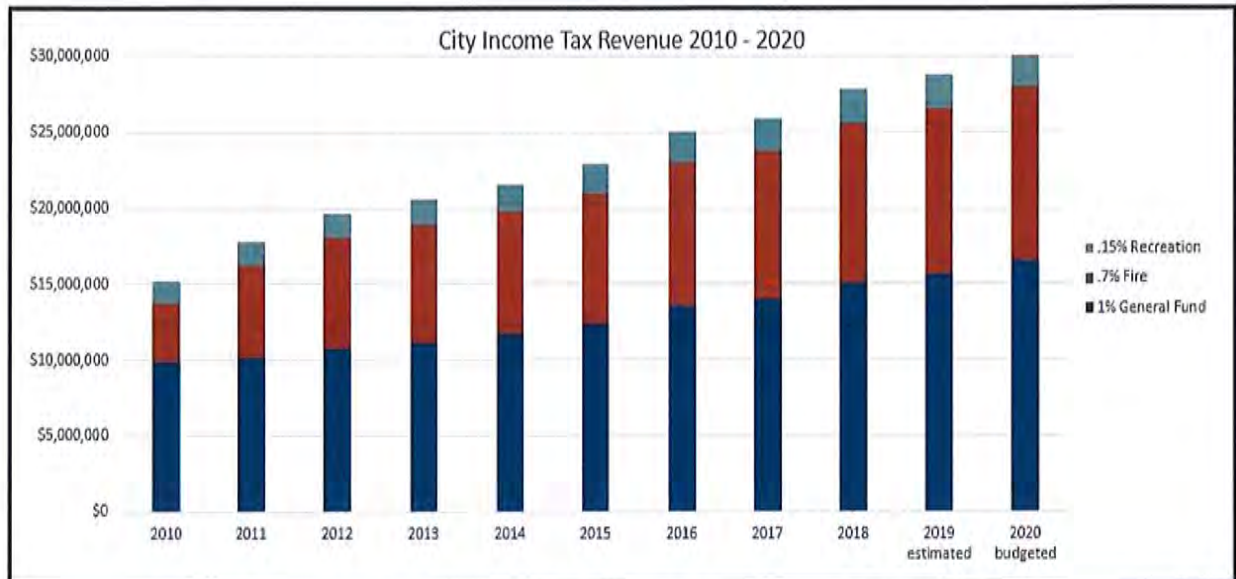


## Effective Government

*fiscal resiliency, civic engagement, customer service*

## REVENUE HIGHLIGHTS

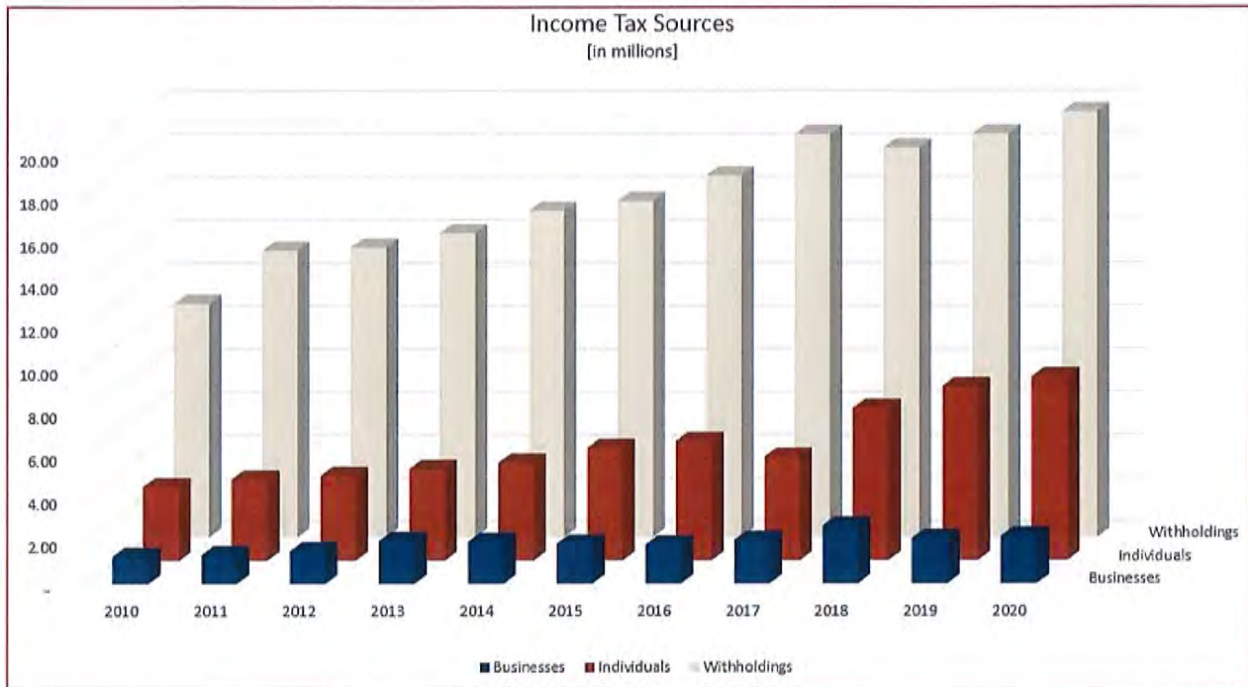
The City's income tax revenues are projected to increase in 2020 as shown in the chart below.



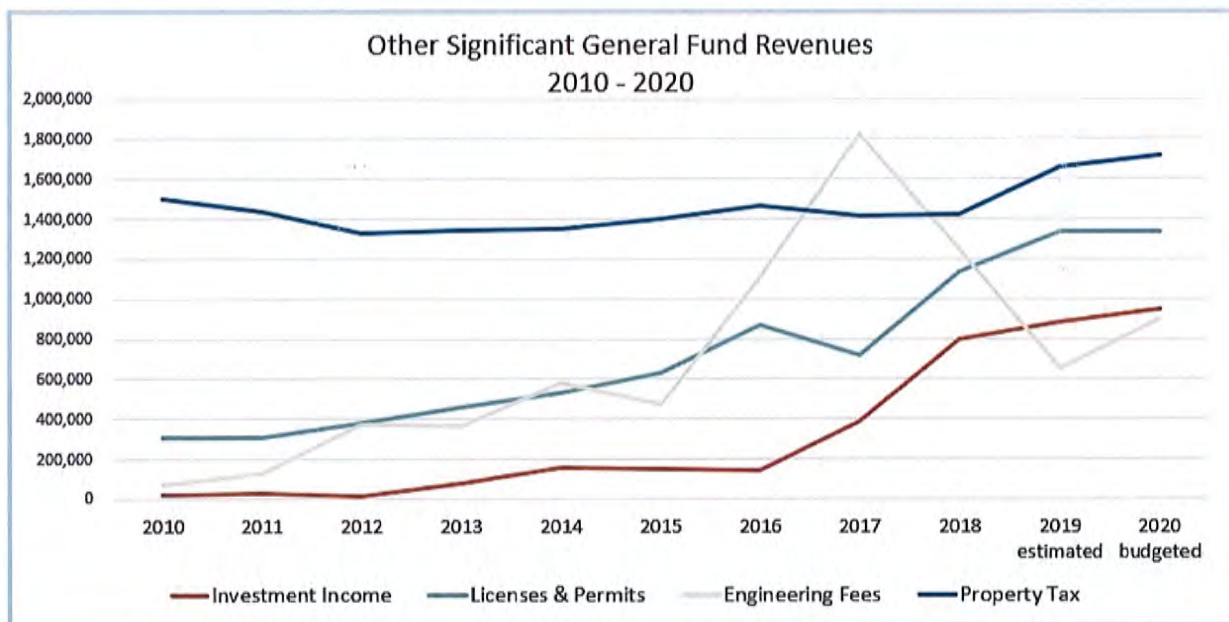
While income tax revenues are increasing, it is important to note recent changes in Ohio's municipal income tax law have altered the way businesses file returns. This leads to lower projected business income tax revenues in 2020 and has resulted in larger than anticipated income tax refunds in 2019.



The graph below illustrates the income tax breakdown between businesses, withholdings and individuals, historically and projected into next year.



In addition to the City's income tax, the City relies on other revenue sources as highlighted in the chart below.



As indicated above, property taxes and investment income both continue to increase. Engineering fees, which were down in 2019 due to changes in the invoicing process, are expected to stabilize and level out in 2020 at \$900,000.

License and permit fees are projected at over \$1.3 million in 2020. This is a 60.8 percent increase over the 2019 budget amount, flat with 2019 estimated actuals, and 17.7 percent projected increase over 2018. The growth is development driven and will only continue at these levels so long as the City continues to grow. Staff is currently working to evaluate the license and permit fee structure and will be proposing new legislation to increase development-related fees to Council by end of the first quarter of 2020 with the objective to have growth help pay for itself.

The continued growth of the City's revenues allows the City to provide the level of services the residents have come to expect. As a result, this budget makes recommendations to increase staffing and programs, the combination of which will increase levels of service in key areas outlined in the following section.

## **EXPENDITURE HIGHLIGHTS**

Initial departmental proposals resulted in expenditures exceeding revenues by over \$1.6 million. Many of the requests were for additional staffing. While not all of these were able to be included, the budget presented represents several reclassifications and additional seasonal hours to help address staffing capacity.

One of the challenges facing the balancing of the budget this year was increased health insurance costs. While it is not atypical to periodically experience a year or two of higher claims, it is something the City should be cognizant of and will continue to manage closely moving forward.

### **CITY ADMINISTRATION**

The budget includes funding to upgrade the Communications Specialist position to full time. Dale Oates has been in the position since July 1. During that time, I have seen first-hand his ability to work within and navigate our organization. Dale is sought after for his knowledge and expertise, particularly as it relates to technical work on our website, graphic design, digital media and video production. Going forward, I envision new responsibilities for this position, including digital/visual marketing with economic development, and as a lead on a website face-lift and an employee intranet. In addition, the specialist could provide marketing and communications support for recreation services, if that need arises.

### **ADMINISTRATIVE SERVICES**

As the City's workforce continues to evolve, seeing new growth and experienced leadership retire, it is paramount to maintain a focus on developing future leaders with the necessary

skills to be effective in their roles. The budget reflects this with an increase in professional services related to the Manager Development and Leadership Development programs. In addition, and to increase capacity in the department, the budget shows 500 seasonal hours dedicated to recruitment.

## **POLICE DEPARTMENT**

Keeping with the Strategic Plan's theme of a Safe City, this budget recommends the staffing changes highlighted below to address the challenges associated with a growing community.

### *Assistant Chief*

The position of Assistant Chief will be re-established to allow for better distribution of the administrative workload between Chief and Assistant Chief, consolidation of some functions of the Captains, and better alignment of functional responsibilities. The internal recruitment process for this position, which will not result in additional headcount, will begin in the first quarter of 2020.

### *Service Coordinator*

A new full-time Service Coordinator is proposed in 2020. The position will be grant-funded through a partnership with the Delaware-Morrow Mental Health and Recovery Services Board. It will further the Police Department's goal of holistically addressing crimes related to social issues. It is the next step in the department's ongoing efforts to combat crime and nuisance issues that can be the result of addiction and mental health. Current work in referring individuals in the justice system to health care systems will be enhanced. The ability to effectively get an individual to treatment addressing the underlying cause of their issue, as opposed to jail, will have a long-term benefit on the individual and the community. This position will allow for timely coordination with the proper service agencies for assistance in other areas, such as homelessness.

### *Records Analyst – Part-time to Full-time*

The current part-time Records Analyst has proven to be extremely beneficial to the Police Department in terms of better distribution of record keeping duties and in crime analysis. By moving this position from part-time to full-time, the Police Department will develop more analytical capabilities and add capacity in the Detective Bureau by transferring some of the technical duties away from the detectives.

## **PLANNING & COMMUNITY DEVELOPMENT**

The budget addresses the most critical staffing capacity issues faced by the department. These are as follows:

### *Building Inspector II*

Current plan review time for building and zoning has extended past 30 days and inspectors are routinely performing 20 or more inspections per day while industry standards are 8-15 inspections per day. This budget includes an additional Building Inspector II position.

#### *Code Enforcement Officer II*

Code Enforcement is currently staffed by one full-time Code Enforcement Officer I and a (vacant) part-time Code Enforcement Officer I. The budget recommends the establishment of Code Enforcement as a standalone division within Planning by reclassifying the part-time position as a full-time Code Enforcement Officer II. This position would head the newly created division and elevates the City's focus on code enforcement.

#### *Zoning Officer to Development Planner*

In recognition of the hard work and focus in the department, the budget also recommends the reclassification and promotion of the current Zoning Officer to Development Planner.

### **FIRE/EMS DEPARTMENT**

This budget reflects funding for the Fire/EMS Department to expand its paramedicine program. It includes the hiring of six (6) new paramedics dedicated to the Risk Reduction program and known as Community Paramedics. The Community Paramedics will work a 12-hour shift during the peak demand times. The Community Paramedic's will be responsible for working with the City's special needs patients (over 1,000), high-risk patients (diabetics, congestive heart failure) and high demand patients to continue to assist them in the self-management of their health.

The Community Paramedics will also increase the availability of EMS in the City. With the growing demand for service, the Community Paramedics will handle annually over 1,000 responses for calls including lift assist and medical alarms, alleviating the ambulances from responding. The Community Paramedics, when not committed to calls and care, will be mobile or roving in the high demand areas, allowing for faster response times. The goal will be to continue to focus on reducing the number of responses and transports made by the ambulances, by allowing the patients to manage their care from home and through education.

### **STREET MAINTENANCE AND REPAIR FUND**

The transfer to the Street Maintenance and Repair fund is up 22.2 percent over the 2019 budget. The increased funding to Street Maintenance and Repair is in addition to increased local road resurfacing of approximately \$800,000 related to the state gas tax increase.

#### *Street Technician*

The City's growth brings with it new roadway miles. This coupled with the increased revenues for local street resurfacing, led to an additional Street Technician position being included in the budget. This position would also help to address upgrading of ADA ramps and sidewalk improvements throughout the City.

#### *Traffic Supervisor*

Another facet of growth is increasing traffic and safety demands. This is illustrated through the reclassification of one Traffic Technician to Traffic Operations Supervisor. This move would allow our Traffic Engineer to dedicate more time to an increasingly complex traffic and signal system.



## **PARKS AND NATURAL RESOURCES**

The most significant change in this department is the addition of the Program Coordinator for Recreational Services. This position would start midyear to prepare for the potential of the City resuming responsibility for recreational programming.

## **INFORMATION TECHNOLOGY**

As the City evolves, so do our needs for technology. Over the next two years the City will be implementing a new ERP system that will enhance communication and technology amongst all City departments. Additionally, GIS technologies have become more in demand by City departments.

### *GIS/CMMS Analyst*

Recognizing the changing technology needs, the budget reflects the reclassification of the IT Project Coordinator position to a GIS/CMMS Analyst position. The IT Project Coordinator is no longer needed as everyone in the department will be responsible for managing the projects they are assigned. The GIS/CMMS Analyst will be available to help departments throughout the City with data analysis requests.

### *Technical Support Specialist*

The budget supports a new Technical Support Specialist position created to handle Level II technical issues arising in the City. This new role paired with the backfilling of the Help Desk Technician position will help IT maintain its levels of service to the City's departments.

Finally, most departments information technology line items will be increasing with the 2020 budget. The change was made to the Capital Improvement Plan this year to have information technology projects placed in the departments' operating budgets rather than the Capital Projects fund.

## **FLEET MAINTENANCE**

The budget includes an increase in wages for mechanics for 2020. Staff is currently working to put together a proposal for union contract negotiations. Further detail will be provided to Council as it becomes available.

## **UTILITY FUNDS**

For the City's four utility funds – Waste Water, Water, Storm Sewer and Refuse – this budget reflects spending of approximately \$19.8 million, broken out as follows:

- Waste Water           \$7.4 million
- Water                 \$6.5 million
- Storm Sewer         \$1.7 million
- Refuse                \$4.2 million

Each of these services are supported by separate charges and are adjusted periodically by City Council.

## **PUBLIC UTILITIES**

There are two projects added into the Water and Waste Water Construction funds that correspond to the growth of the departments. In Water Construction, there is a proposed \$250,000 project to create a turn off lane toward the Water Treatment Plant. In Waste Water Construction, there is a \$150,000 line item for building expansions that will provide more space for personnel.

### *Deputy Director*

With increased population numbers come additional requirements in oversight within the department. Managerial capacity for the long-term planning of our success is important and is the basis for the reclassification of the Project and Maintenance Manager to Deputy Director.

### *Project Manager*

The budget includes a new position of Project Manager to provide the Director and Deputy Director with support on capital projects and strategic initiatives.

### *Utilities Field Superintendent*

In light of the transition to Deputy Director, the Assistant Wastewater Manager position will be reclassified as the Utilities Field Superintendent. This position will oversee the crew managers for distribution and collection.

### *Watershed Coordinator*

A wage analysis was performed by Administrative Services and the Director of Public Utilities on the Watershed Coordinator position. The results indicate the position should be reclassified from the M2 pay grade to the M5 pay grade. This budget reflects that adjustment.

## PERSONNEL CHANGES

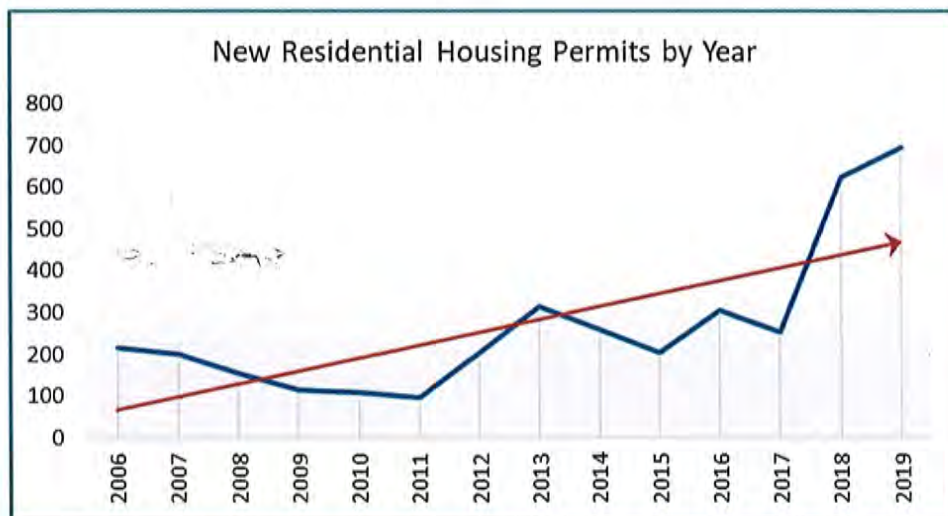
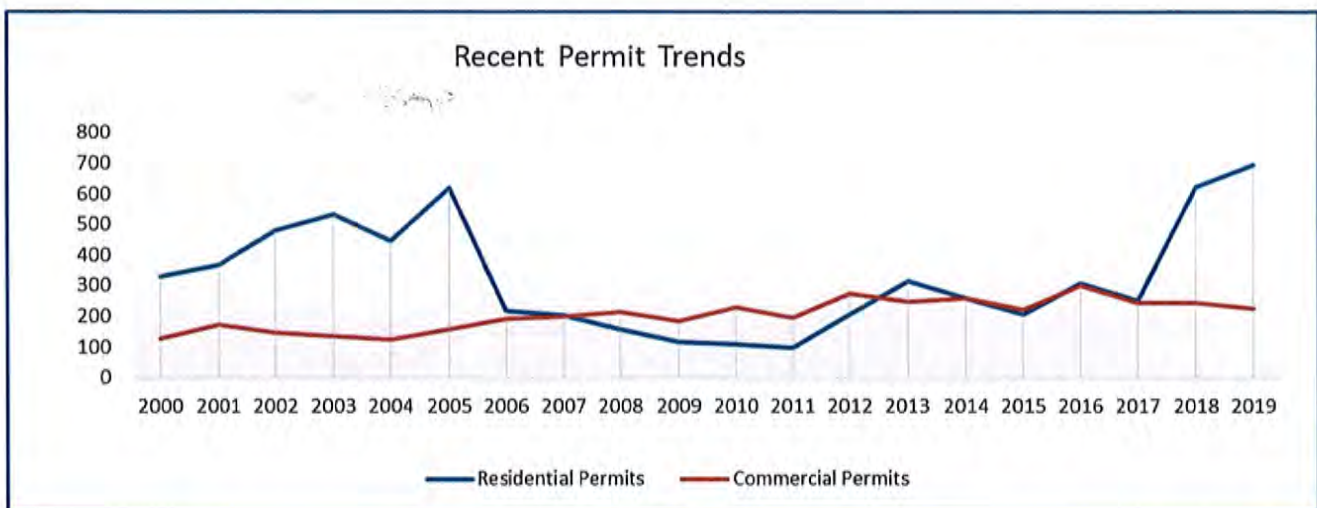
The chart below identifies recommendations for new positions, reclassifications of existing positions and additional seasonal labor.

Department	Action	Current Position -> To
CMO	Reclassification	<b>Communications Specialist Part Time to Full Time.</b> Estimated total cost \$25,200.
Economic Development	Reclassification	<b>Economic Development Specialist to Economic Development Coordinator.</b> Move from M3 to M8 on the management pay plan.
DAS	New Seasonal Hours	<b>Seasonal Labor for Recruiting.</b> Estimated total cost \$11,000.
Police	Reclassification	<b>Records Analyst Part Time to Full Time.</b> Estimated total cost \$47,000
Police	Reclassification	<b>Captain to Assistant Chief.</b>
Police	New	<b>Service Coordinator.</b> Grant funded at ~\$74,000/year.
Planning	New	<b>Building Inspector II.</b> Some costs of new position will be offset by License and Permit Fee revenues.
Planning	Reclassification	<b>PPT Code Enforcement Officer to Code Enforcement Officer II.</b> PPT Code Enforcement would be removed.
Planning	Reclassification	<b>Zoning Officer to Development Planner.</b> Currently not backfilling the Zoning Officer position.
Public Works - Streets	New	<b>Tech I.</b> Estimated Total Cost \$69,000
Public Works - Traffic	Reclassification	<b>Tech II to Traffic Operations Supervisor.</b>
Parks & Natural Resources	New	<b>Recreation Program Coordinator.</b> Budgeted at 6 months, estimated total cost \$43,000
Parks & Natural Resources - Trees	New Seasonal Hours	<b>Seasonal Labor for Arborist.</b>
Fire	New	<b>4 Community Paramedics.</b>
Fire	New	<b>2 Community Paramedic Supervisors.</b>
Public Utilities	Reclassification	<b>Project &amp; Maintenance Manager to Deputy Director.</b>
Public Utilities	Reclassification	<b>Watershed Coordinator.</b> From M2 to M5.
Public Utilities	New	<b>Project Manager.</b> Estimated Total Cost \$84,100
Public Utilities	Reclassification	<b>Assistant Wastewater Manager to Utilities Field Superintendent.</b>
Information Technology	Reclassification	<b>IT Project Coordinator to GIS/CMMS Analyst.</b> Savings of approximately \$11,000
Information Technology	New	<b>Technical Support Specialist.</b> Would be filled internally by current Help Desk Technician and Help Desk Technician would be backfilled. ~\$76,500



## COMMUNITY GROWTH AND DEVELOPMENT

Strong residential development across the community has already made 2019 the highest overall permitting year of all time. We anticipate finishing the year with over 700 new residential permits being issued. This will include about 350 permits for single-family detached units and could match the 364 permits issued in 2018. Through October, total new residential permits issued stand at 694. This is composed of 321 single-family detached units, 17 condominium units, and 356 apartment units. 2019 will represent the second year in a row with a new residential permit record. We anticipate a strong 2020 given current market conditions and pre-development activity in 2019. Developers are attempting to bring on new subdivision sections rapidly and have units absorbed at a brisk pace.



The Mid-Ohio Regional Planning Commission recently estimated that population in the region is projected to grow toward 3 to 3.5 million people by 2050 from the current 2.4

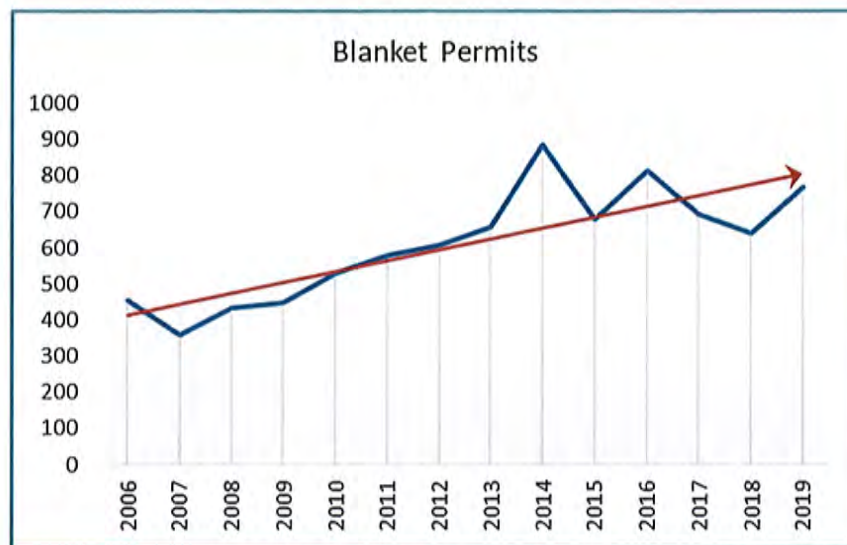


million. A key component, according to MORPC, will be the ability to house the anticipated population in a variety of residential unit types, provide affordable housing options, include transportation options, and ensure overall economic success. Demographics are playing a key part in housing needs with aging Baby Boomers and the Millennial generations seeking alternative housing options.

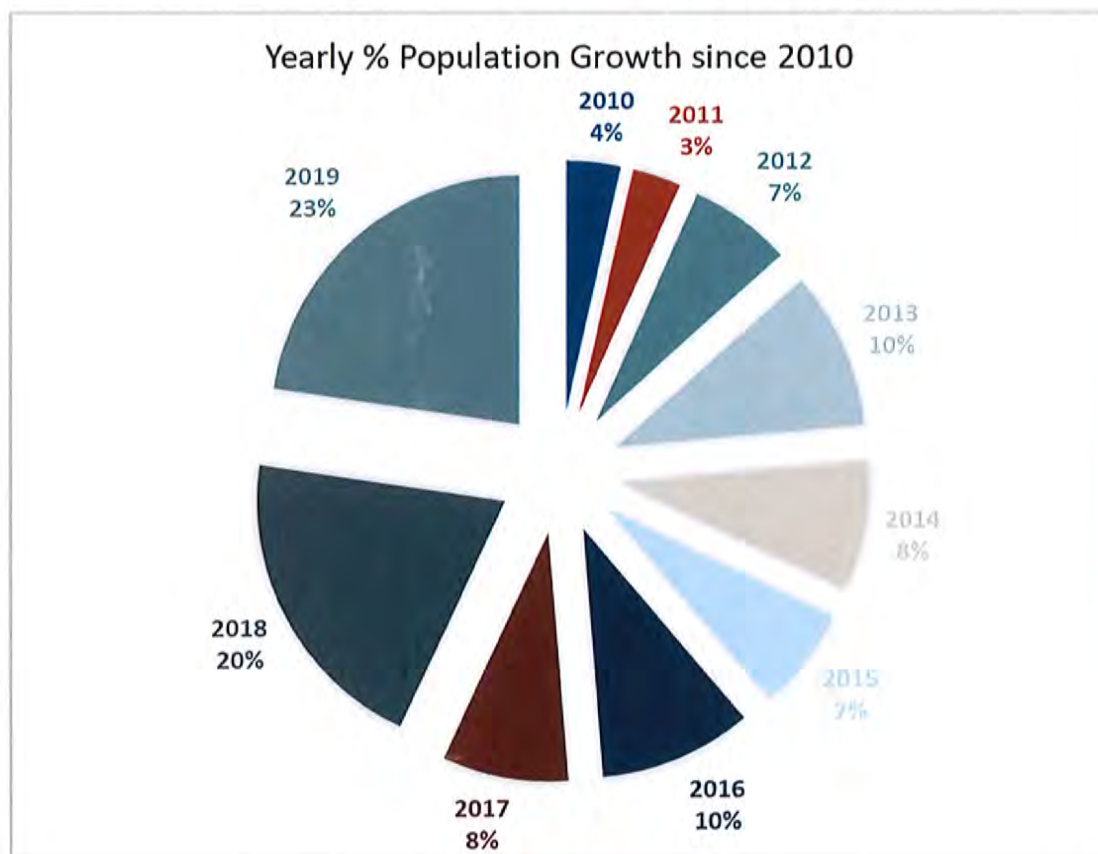
In the City of Delaware, single-family subdivisions continue to build out including notably Terra Alta, Communities at Glenross, Glenross North, Springer Woods, Lantern Chase, Willowbrook, and Belmont Place. Winterbrooke Place is anticipated to break ground in 2020 in the southeast area, providing single-family unit types in a range of sizes. Apartment communities include the Flats on Houk, Quail Pass, and Treplus - Burr Oak Commons. Seattle House apartments continue to be constructed with completion anticipated in 2020. Additional housing stock diversity, particularly in single-family unit types, sizes, and arrangements, will be needed to meet demand and to ensure economic development efforts are aligned with housing and growth. In total, if Central Ohio is to reach its potential in economic development, growth in housing of all types will be critical.

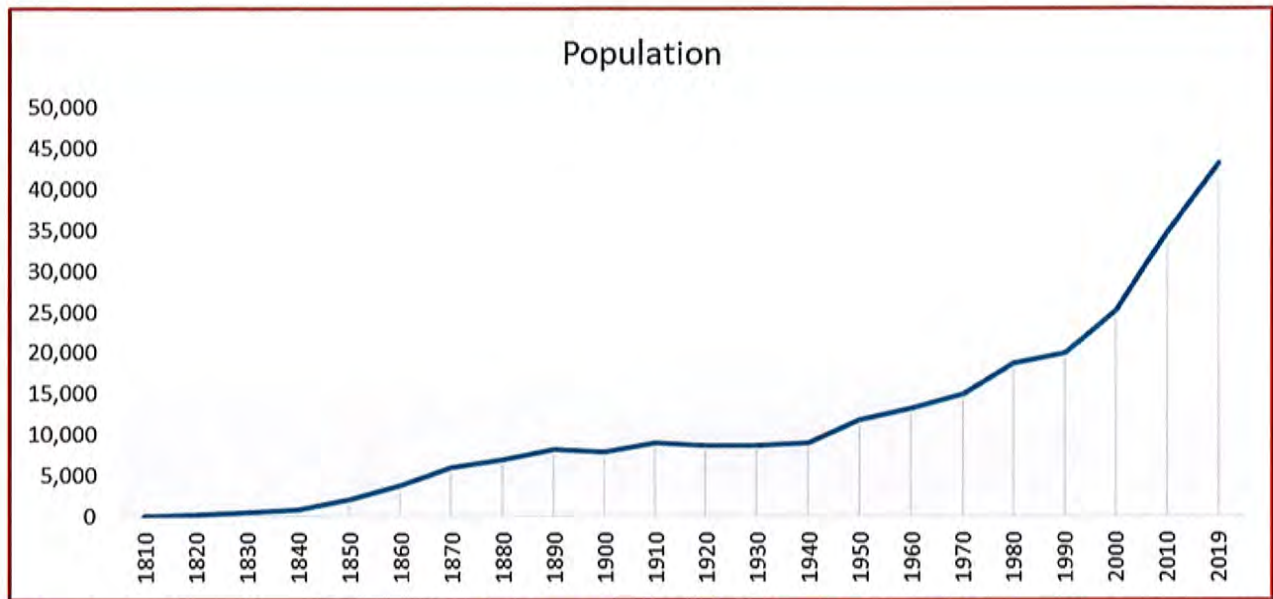


Blanket permitting (decks, fences, alterations, additions, roofs, etc.) again will finish likely over 800 and mark only the third time we have exceeded that number. This is reflective of our growing community and the continued investment citizens are putting into their homes. The year is likely to finish with about 250 commercial permits, which would be the fourth highest on record. At the end of October, the City has issued 224 such permits. 2020 is expected to see robust commercial permitting with Coughlin's Crossing, Glenwood Commons, the Commerce South West area, and Downtown all seeing growth.



Delaware's population continues to climb. As of October 2019, we estimate the population to be about 43,000, with the high projection topping 44,000 prior to the end of the year and the low projection just over 42,000. While this is a leading indicator metric based upon permits issued only and not adjusted for vacancy, this represents about 24 percent growth since 2010 and over 8,000 new citizens. By any measure, this is significant growth for our community. The City has effectively more than doubled in size since 1990.





## INSPECTIONS

Inspections will very likely set a record in 2019 topping 13,000 for our small staff. Inspections include residential, commercial, and blanket permit inspections.

Charts and Graphs below with number of permits updated through the end of October 2019.





## COMPREHENSIVE PLAN

Delaware Together, our comprehensive plan update, made significant progress in 2019. The 30-member steering committee has met several times and there have been several opportunities for public input. 2020 will see the completion of this effort including the final round of public input.

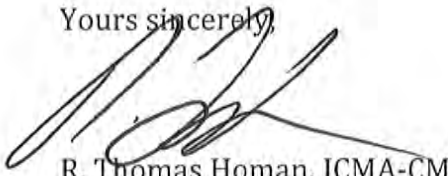
In conclusion, this budget will continue to provide our community with the service levels it has come to expect. Furthermore, it provides several new initiatives, including personnel, which will help keep pace with the increasing need for these services.

Over the next several weeks, City staff and I look forward to working with Council as it considers this budget. We are prepared to address questions and provide any additional information Council requests.

My thanks to department directors and managers for their efforts in developing their budget requests, and City Accountant Rob Alger for all his work in every step of the process. A special thanks to Budget Analyst, Alycia Ballone. Having started earlier in the year, this was her first operations budget. She did a fantastic job streamlining the process, making it run much smoother for all involved. Thanks also to my executive assistant Kim Gepper and Lee Yoakum, Community Development Coordinator, for helping edit the budget message.

Finally, thank you to Finance Director, Dean Stelzer, who will be retiring at the end of this year after 30 years of service to the City. Dean has played a pivotal role in budget development and this will be the 30<sup>th</sup> time he has helped put the budget together.

Yours sincerely,



R. Thomas Homan, ICMA-CM  
City Manager

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<sup>i</sup> The format of the letter was update on January 13, 2020.

# ADOPTED BUDGET SUMMARY

After the submission of the City Manager's proposed 2020 budget on November 15, 2019, Delaware City Council met several times to discuss details of the budget and review individual department appropriations. Departmental budget presentations were held on December 2<sup>nd</sup>, 5<sup>th</sup> and 9<sup>th</sup>. City Council also allowed time for discussion of non-general miscellaneous funds, an overview of self-funded insurance costs and benefits and workers compensation funds.

From these discussions and presentations, amendments were made to the budget and accepted by Council at the December 19<sup>th</sup> end of year meeting. These changes are shown in the table below.

Amendment	Amount Added to Budget	Description of Amendment
Traffic Calming	\$19,000	Added to the CIP Fund for traffic calming installations.
Fire/EMS Re-appropriation	\$391,390	Re-appropriation of 2019 budgeted amount for traffic pre-emption system partnering with County.
Fire/EMS Transfer	\$237,503	Transfer to the General Fund to cover tax collection costs incurred.
Park Income Tax Fund	\$175,000	Bond issuance costs connected to bond refunding to take place in 2020.
Wastewater Capacity Fee Fund	\$1,988,124	Adjustment made by Administration. Debt service inadvertently left out of budget.

Some of the topics discussed at length included: departmental service levels and strategic goals, traffic calming activities, the BROPATH, and recreational services.

The City Council was presented with an amended appropriations ordinance per changes made at the December 9<sup>th</sup> Council Meet and Council adopted the 2020 budget on Thursday, December 19, 2019.

# CITY COUNCIL



Delaware City Council: Front row from left: Vice-Mayor Kent Shafer (At-Large), Mayor Carolyn Kay Riggle (At-Large), George Hellinger (At-Large). Back row from left: Drew Farrell (4<sup>th</sup> Ward), Lisa Keller (2<sup>nd</sup> Ward), Cory Hoffman (3<sup>rd</sup> Ward), Chris Jones (1<sup>st</sup> Ward).

The City of Delaware operates under a council-manager form of government. Council, as the legislative body, represents the entire community and is empowered by the City Charter to formulate policy. City Council is comprised of seven members; three elected at-large by all city residents and four representing the four city wards and elected only by those ward residents. All council members serve four-year terms. The mayor and vice mayor are selected by Council from among the at-large members and serve two-year terms. Council members are part-time civil servants who do not maintain offices at City Hall but, rather, serve their constituency through personal contact. City Council meets the second and fourth Monday of the month at 7pm at City Hall.

# MUNICIPAL COURT

The Delaware Municipal Court has two elected judges, Judge Marianne Hemmeter and Judge Kyle Rohrer, and the elected Clerk of Court, Cindy Dinovo.



Judge Rohrer



Judge Hemmeter



Cindy Dinovo



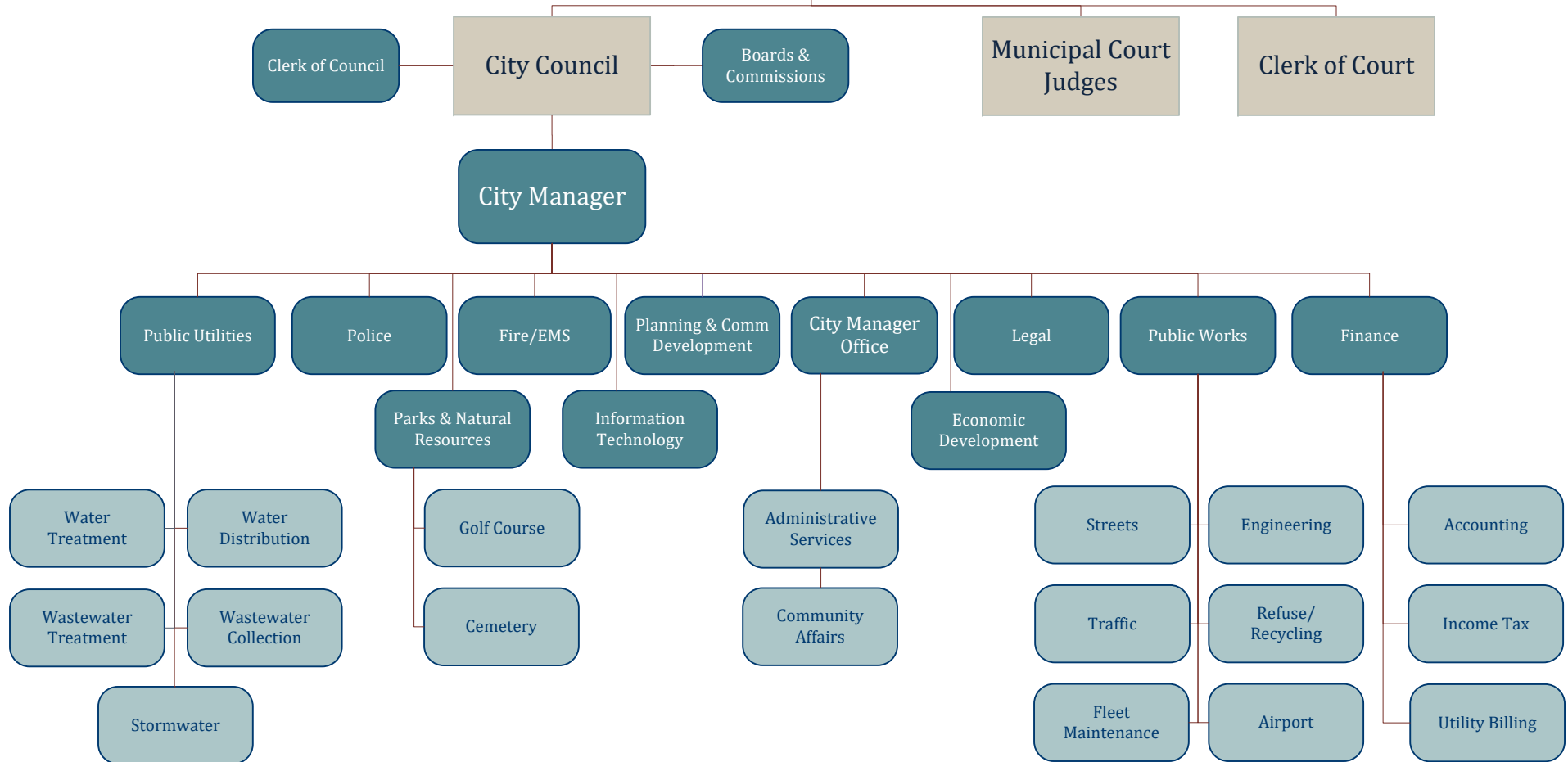
# CITY STAFF

City Manager	R. Thomas Homan
Assistant City Manager	Kyle Kridler
Clerk of Council	Elaine McCloskey
Finance Director	Dean Stelzer
Director, Public Utilities	Blake Jordan
Police Chief	Bruce Pijanowski
Director, Parks & Natural Resources	Ted Miller
Fire Chief	John Donahue
Chief Information Officer	Susie Daily
Director, Planning & Development	David Efland
Director, Economic Development	Sean Hughes
City Attorney	Darren Shulman
Director, Public Works	William Ferrigno
Community Affairs Coordinator	Lee Yoakum

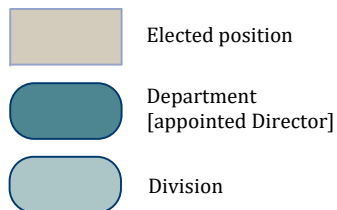
Members of City Council appoint the positions of City Manager and Clerk of Council. The conditions of employment for the City Manager and the Clerk of Council are subject to contract and reviewed on an annual basis. The conditions of employment for the Executive staff are subject to the provisions of the Management Pay Plan and reviewed annually.



# Citizens of the City of Delaware



## Legend



## Boards & Commissions

Airport Commission	Historic Preservation Commission
Board of Zoning Appeals	Income Tax Board of Review
Charter Review Commission	Parks and Recreation Advisory Board
Civil Service Commission	Permanent Tax Advisory Committee
Finance Committee	Planning Commission
Parking & Safety Committee	Shade Tree Commission
Public Records Committee	Sister City Advisory Board
Public Works & Public Utilities Committee	



# COMMUNITY PROFILE

## OUR CITY

Delaware is a family-oriented community that blends a traditional hometown atmosphere with a modern, independent spirit. Delaware has a rich, 211-year history and is the seat of government for Delaware County, one of Ohio's fastest growing counties. The city boasts a vibrant downtown, established neighborhoods and diverse, cultural and recreational opportunities.

Since 2000, the city has experienced a 43-percent population increase, to 42,000 residents, as well as continued residential and commercial development. Delaware's population growth has fueled new development activity and consistent tax base expansion. The city has a very healthy financial profile, characterized by balanced operations, healthy reserves and prudent fiscal management.

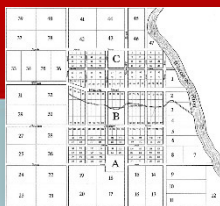
Delaware encompasses 19.9 square miles. The city provides standard municipal services which include public safety, road maintenance, and water and sewer treatment and distribution. The city employs approximately 300 full time and 37 part-time staff.

Delaware has established itself as a place where both traditional and entrepreneurial businesses can flourish. Our economic base features high-tech and manufacturing, county government, health care, financial institutions, Ohio Wesleyan University and several commercial districts.

The historic downtown was recognized in 2019 by the American Planning Association as a "Great Place in America," and Delaware is one of Money magazine's "100 Best Places to Live in America."



**Pre-1800** Delaware, Wyandot, Mingo, and Seneca Indian tribes inhabit the area



**1808** Delaware platted; Delaware County seat located in the Village of Delaware



**1822** 19th US President Rutherford B. Hayes born in Delaware



**1842** Ohio Wesleyan University founded

## MUNICIPAL GOVERNMENT

On May 9, 1808, Moses Byxbe filed or, “platted” the, “plan of the town of Delaware,” marking the real beginning of the present City of Delaware.

Delaware's Charter, or "constitution," was approved by voters in 1951 and went into effect January 1, 1954, establishing the Council-Manager form of government that combines the leadership of elected officials with the professional experience of an appointed manager.

The seven-member City Council performs the legislative functions of government. Its members are elected to four-year terms through nonpartisan elections, with four elected by ward and three at-large. The mayor and vice-mayor are selected by their peers from the three at large positions at the conclusion of each bi-annual election. Council members appoint the City Manager, who is the chief executive officer.

**The City of Delaware is proud to support residents with a full array of services, including:**

**Police safety services:** patrol, emergency dispatching, detective bureau, community relations/education

**Fire safety services:** fire, EMS, fire prevention and inspections, community relations/education

**Public services:** engineering and infrastructure, streets maintenance and signage, snow removal, yard waste/solid waste collections

**Utilities:** Water treatment and distribution, storm water and sanitary sewer maintenance

**Parks, recreation, natural resources:** youth, adult and senior programming in partnership with the YMCA, special events, cultural arts, forestry, community beautification

**Community Development:** planning and zoning, building inspections, code compliance



**1873** Delaware attains City status (population 6,000)



**1913** Olentangy River floods downtown; 18 killed, all city bridges destroyed



**1965** Pittsburgh Plate Glass – PPG – is first industrial park tenant



**1980** City population reaches 18,780

## DELAWARE: BY THE NUMBERS

Each year, the City's 300-plus employees provide a variety of services to help maintain our community and keep it safe. These services are paid for in several ways, including with income tax dollars, fees and state and federal funding.

### Solid Waste and Recycling

Residential curbside stops: 640,000  
Tons of residential trash collected: 11,000  
Tons of recycling collected: 1,400  
Tons of yard waste collected: 1,800

### Income Tax

Individual tax returns processed: 17,873

### Water, Wastewater, Stormwater

Gallons of water produced, distributed:  
1,455,000,000  
Gallons of waste collected, treated:  
1,800,000,000  
Tons of street sweeping debris: 135

### Public Safety

Police service calls: 70,000  
Fire/EMS service calls: 6,252

### Streets, Traffic and Fleet

Miles of roadway: 169  
Street lights maintained: 1,800  
Traffic signals maintained: 61  
Gallons of gasoline, diesel used: 113,130  
Snow/ice event responses: 25  
Tons of salt used: 3,000

### Parks and Natural Resources

Acres of park land maintained: 368  
Athletic fields maintained: 24  
Trees planted: 183  
Cemetery acres maintained: 80

### Airport

39,000 landings and takeoffs

### Planning and Community Development

Code enforcement actions: 1,800  
Construction inspections: 13,000



**2008** Glenwood Crossing, largest commercial-retail project in city history, opens



**2011** Community Center opens



**2017** Water plant brought fully online following \$30-million upgrade



**2019** Downtown Delaware named a "Great Place in America"

# GUIDING POLICIES

## COMPREHENSIVE PLAN

Delaware's Comprehensive Plan serves as the City's blueprint for growth and development. It is a primary resource for City Council, Boards and Commissions and the Administration, and is the broadest and most comprehensive policy document for the City.

There are nine major goals in Delaware's Comprehensive Plan:

1. **Growth Management:** Growth will be managed in a qualitative manner that ensures the best development that is compatible with the community's values and aspirations, while ensuring sufficient revenues to provide facilities and services.
2. **Land Use:** A sustainable community is desires of thriving neighborhoods, business areas, and civic places that comprise an outstanding quality of life and physical environment.
3. **Transportation:** A multi-modal transportation system will be supported and expanded that efficiently moves people and goods.
4. **Community Facilities and Services:** A full range of well-funded community facilities and services will be provided that sustain and/or enhance the City's quality of life and fulfill the community's needs as the City grows and changes.
5. **Economic Development:** The City's economic base will be diversified and expanded to create diverse employment opportunities, to encourage additional investment and reinvestment in the community, and to ensure sufficient revenues are available to support the City.
6. **Housing:** A full range of housing choices will be provided that meet the needs of all current and future residents.
7. **Community Character:** The City is a special place and its historic fabric will be used as a template to ensure a quality-built environment that provides exciting and imaginative development.
8. **Environmental Resources:** Natural systems and resources will be conserved and integrated with neighborhoods and development to provide a sustainable community, and the impact of man-made environmental hazards will be reduced on the community, property and lives of the residents.
9. **Implementation:** The Comprehensive Plan will result in measurable, positive change in the community that is consistent with the vision established in the Plan.

The Comprehensive Plan is currently being updated and the new version is expected to be adopted in 2020. For up-to-date information and to view the current plan in full, please visit: [www.delawareohio.net/comprehensive-plan/](http://www.delawareohio.net/comprehensive-plan/)

## OPERATING BUDGET POLICIES

1. 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.
2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
3. The City will protect against catastrophic losses through a combination of insurance and self-insurance funded programs.
4. The City will maintain a budgetary control system to help it adhere to the budget.
5. Financial reports, which compare actual performance with the budget, are available on the City's network for budgetary review by the departments and divisions.

## RESERVE POLICIES

1. The City will maintain a targeted fund balance of 17 percent of estimated annual expenditures in the General Fund as a reserve to address unforeseen contingencies or to be able to take advantage of opportunities that may arise.
2. The City shall maintain a Reserve Account Fund at an amount equal to five percent of the revenue credited to the General Fund in the preceding fiscal year. The Reserve Account Fund shall be used to stabilize the City's General Fund against cyclical changes in revenues and expenditures. The Reserve Account Fund shall not be appropriated to provide for ongoing general operations of the City, but rather may be utilized to cover, in a given budget year, revenue shortfalls and expenditures that exceed projected amounts. In the event that it becomes necessary to utilize, the Reserve Account Fund shall, within three years, be re-established to a level representing five percent of the revenue credited to the General Fund in the preceding fiscal year. The year-end fund balance in the Reserve Account shall not be considered part of the unencumbered balance in the General Fund for purposes of determining the City's Estimated Revenue Available for Expenditure as certified by the County Budget Commission.
3. The City shall maintain a minimum unencumbered reserved balanced in the City's self-insured Health Insurance Fund at an amount equaling the sum of the outstanding claims liability as determined according to GASB Statement No. 10 and an amount representing 25 percent of the preceding year net-administration, claims and insurance costs.
4. The City shall maintain a minimum unencumbered reserve balance in the City's self-insured retrospective Workers Compensation Fund at an amount equaling the sum of the projected ten-year future claim cost liability and an amount representing 50



percent of the average of the five preceding years net workers compensation claim cost.

5. The City will, at all times, maintain a balance in the Recreation Improvement Income Tax Fund and the Recreation Income Tax Bond Fund such that when added together the resulting fund balance will exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds. In the event that the total fund balance of the combined funds does not exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds, then the General Fund reserve balance will be increased above the 17 percent reserve by an amount when added to the reserve balances in the Recreation Improvement Income Tax Fund and the Recreation Income Tax Bond Fund will exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds.
6. The City will maintain fund balances in the Enterprise Funds of a sufficient amount to provide for effective ongoing operations or in accordance with any revenue bond covenants. Typical reserve balances will be in the 20-25 percent of annual operating expenses range.

#### CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The City will develop a five-year Capital Improvements Program on an annual basis.
2. The City will enact an annual capital improvement budget based on the multi-year Capital Improvements Program.
3. The City will coordinate development of the capital improvement budget with the development of the operating budget.

#### DEBT MANAGEMENT POLICIES

1. The City will confine long-term borrowing to capital improvement projects.
2. When the City finances capital projects by issuing debt, it will repay the debt within a period not to exceed the useful life of the project.
3. The City will evaluate issuing debt and pay-as-you-go financing to maintain flexibility for the future.
4. 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.
5. The City will follow a policy of full disclosure on financial reports and official statements.

## REVENUE POLICIES

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

## PURCHASING POLICIES

1. Purchases will be made in accordance with federal, state and municipal requirements.
2. Purchases will be made in an impartial, economic, competitive and efficient manner.
3. 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.

## TECHNOLOGY POLICIES

1. The City of Delaware computer resources and email system are considered to be City property. The use of the City's computer network, including internet, intranet, email, servers, personal computers, associated hardware and software, and online services, is for valid City of Delaware business purposes only.
2. All employees of the City of Delaware shall use all reasonable safeguards when using the City's computer network to avoid the mistaken distribution of another's information. The transmission of confidential information shall only be in accord with the current procedures and regulations. Employees should disclose information or messages from the email system only to authorized employees. Email information is limited to those individuals with a need to know.
3. All electronic communications and stored information transmitted, received, or archived in the City's information system are the property of the City. The City reserves the right to access and disclose all messages sent by email. Employees should have no expectation of privacy with respect to any email coming or going out of City resources, particularly those which come into, or go out of, a City email account. City email accounts are provided in order to carry out communications for City or City-related business only.



# FUND PROFILE

The City, as a public entity, utilizes fund accounting as the basis for recording transactions, preparing financial statements and preparing annual budgets. In fund accounting, revenues (and the accompanying expenditures) are grouped into separate funds based on the purpose of the revenue and level of expenditure discretion associated with each specific revenue.

There are four main fund types.

## GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions are typically financed. The acquisition, use and balances of the City's expendable financial resources and related current liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of financial position. The following are the City's major governmental funds:

### GENERAL FUND

The general fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The fund balance of the general fund is available to the City for any purpose provided it is expended or transferred according to the City's Charter and Code, and the general laws and regulations of the State of Ohio.

### SPECIAL REVENUE FUNDS

Special revenue funds account for and report the specific revenues that are restricted or committed to expenditure for a specified purpose other than debt service or capital projects.

*Examples:*

- License Fee Fund
- Airport TIF Fund
- Fire/EMS Income Tax Fund

### CAPITAL PROJECTS FUNDS

Capital projects funds account for and report financial resources that are restricted, committed, or assigned to expenditure for capital improvements.

*Examples:*

- Capital Improvement Fund
- Parks Impact Fees Fund
- FAA Airport Grant Fund

## DEBT SERVICE FUNDS

Debt service funds account for and report financial resources that are restricted, committed or assigned to expenditure for principal and interest.

*Examples:*

- General Bond Retirement Fund
- S.E. Highland Bond Fund

## PROPRIETARY FUNDS

Proprietary funds account for the City's ongoing organizations and activities that are similar to those in the private sector where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The user charges apply to both internal and external users. The following are the City's major proprietary funds:

## ENTERPRISE FUNDS

Enterprise funds are self-supporting proprietary funds that sell goods or services to the public for a fee.

*Examples:*

- Water Fund
- Sewer Fund
- Storm Sewer Fund
- Refuse Fund

## INTERNAL SERVICE FUNDS

Internal service funds account for the financing of goods or services provided by one department of the City to other City departments on a cost-reimbursement basis.

*Examples:*

- Garage Rotary Fund
- IT Rotary Fund
- Health Insurance Fund

## FIDUCIARY FUNDS

Fiduciary funds account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations other governments and other funds. The City's fiduciary funds include agency funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve the measurement of results of operations. These activities include funds received from the Municipal Court and passed through to the Law Library or other entities, funds collected from the Planning Department and passed through to the state from building permits, and tax abatement collections passed through to the school districts.

*Examples:*

- Mayor's Donation Fund
- Development Reserve Fund
- Berkshire JEDD Fund

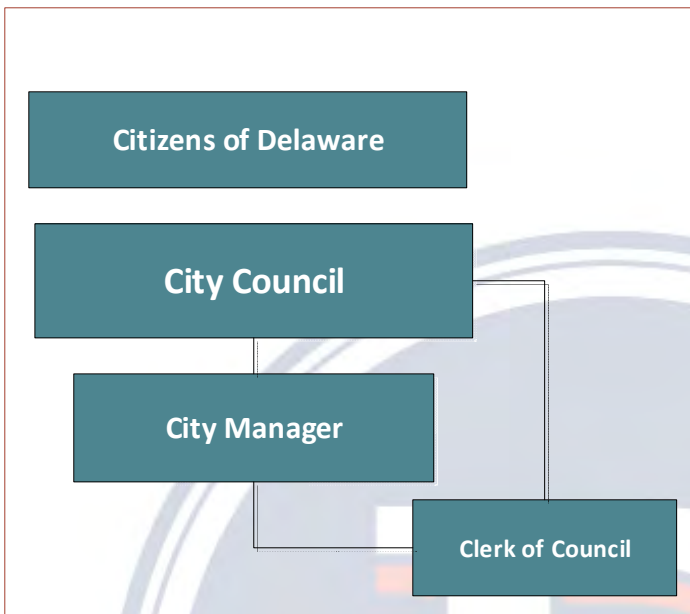
Fund Type	Fund Name	GENERAL GOVERNMENT	COMMUNITY DEVELOPMENT	LEGAL / PROSECUTOR	POLICE	FIRE	MUNICIPAL COURT	AIRPORT	PUBLIC WORKS	RECREATION AND PARKS	GOLF COURSE	PARKING LOTS	WATER	SEWER	STORM SEWER	REFUSE & RECYCLING
General	General	X	X	X	X											
Special Revenue																
	Street Maint & Repair								X							
	State Highway Improvement								X							
	License Fee								X							
	Recreation									X						
	Oak Grove Cemetery									X						
	Tree Replacement									X						
	Airport							X								
	Hangars							X								
	Fire/Ems Income Tax					X										
	Munc Court/Police Income Tax						X									
	Rec Ctr Income Tax									X						
	Airport TIF							X								
	Glenn Rd Bridge TIF								X							
	Sky Climber/V&P TIF		X													
	Mill Run TIF		X													
	Municipal Court						X									
	Court-Idiam						X									
	Drug Enforcement				X											
	Court-Alcohol Treatment						X									
	OMVI Enforcement/Education						X									
	Police Judgement				X											
	Federal Police Judgement				X											
	Park Exaction Fee									X						
	Computer Legal Research-Court						X									
	Court-Special Projects						X									
	Court-Indigent EMHA						X									
	Court-Probation Services						X									
	Police Disability Pension				X											
	Fire Disability Pension					X										
	Community Promotion															
	Community Dev Block Grant	X														
	CDBG		X													
	Revolving Loan		X													
	Housing Program Income		X													
	CHIP Grant		X													
Debt Service Funds																
	General Bond Retirement	X														
	Park Improvement Bonds									X						
	S.E. Highland Bond													X		

Fund Type	Fund Name	GENERAL GOVERNMENT	COMMUNITY DEVELOPMENT	LEGAL / PROSECUTOR	POLICE	FIRE	MUNICIPAL COURT	AIRPORT	PUBLIC WORKS	RECREATION AND PARKS	GOLF COURSE	PARKING LOTS	WATER	SEWER	STORM SEWER	REFUSE & RECYCLING
<b>Capital Funds</b>																
	Capital Improvement	X			X				X	X						
	Point Project								X							
	FAA Airport Grant							X								
	FAA Allocation/Improv Grant							X								
	Equipment Replacement				X	X		X	X	X						
	Parks Impact Fees									X						
	Police Impact Fees				X											
	Fire Impact Fees					X										
	Municipal Impact Fees	X							X							
	Glenn Rd South Construction								X							
	Glenn Rd North Construction								X							
<b>Enterprise Funds</b>																
	Golf Course										X					
	Parking Lots											X				
	Water [various]												X			
	Sewer [various]													X		
	Storm Sewer														X	
	Refuse															X
<b>Internal Service</b>																
	Garage Rotary								X							
	I T Rotary	X														
	Health Insurance	X														
	Workers Compensation	X														
<b>Trust</b>																
	Fire Donation					X										
	Parks/Rec Donation									X						
	Police Donation				X											
	Mayors Donation	X														
	Project Trust								X							
	Development Reserve		X													
	Budget Reserve Account	X														
	Berkshire Jedd	X														
	Cemetery Perpetual Care									X						



## CITY COUNCIL

### 2020 BUDGET



#### Department Mission

The seven members of City Council are the City's legislative authority. Council enacts ordinances and resolutions relative to City services, tax levies, appropriating and borrowing money, licensing, and regulating businesses and trades, and other various municipal purposes.

The City Council appoints the City Manager and Clerk of Council.

#### Department Description

City Council is made up from seven citizen-elected members. One member is elected for each of the four wards within the City and three are elected at-large. The elections are staggered, and each member serves a four-year term before needing to be re-elected to retain their position. A mayor and vice-mayor are appointed by the Council from the at-large members.

Authorized Personnel	2017	2018	2019	2020
Mayor	1	1	1	1
Vice Mayor	1	1	1	1
Council Person	5	5	5	5
Clerk of Council	0	0	1	1
Clerk of Council - <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

# CITY MANAGER

## 2020 BUDGET



### Department Mission

Successfully communicate policy developed by City Council to all departments and direct its implementation for the betterment of the City.

### Department Description

The City Manager's Office is at the center of administrative operations. The City Manager performs managerial duties, reports directly to City Council and works with the elected body to enforce city policies and set forth long-range planning. The Assistant City Manager is responsible for risk management, administration of employee health insurance, contract and purchasing as well as project management and YMCA contract administration. The Community Affairs Coordinator plans, produces and directs public information and public relations efforts. The Economic Development Director works with businesses, organizations and other government entities to improve the economic condition of the City.

### Budget Summary

Included in this year's proposed budget is the request to make the part-time Communications Specialist position full-time. This change will add capacity not only to the City Manager's Office but to other departments as well. Additional responsibilities will include digital and visual marketing with economic development and leading a website face-lift and an employee intranet.

City Manager's Staff will continue to provide the services previously provided while working diligently to maintain and improve service levels.

Authorized Personnel	2017	2018	2019	2020
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Budget and Mgmt Analyst	0	0	1	1
Executive Assistant	1	1	1	1
Public Services Director	1	0	0	0
Community Affairs Coordinator	1	1	1	1
Communications Specialist	0	0	.5	1
<b>Total</b>	<b>5</b>	<b>4</b>	<b>5.5</b>	<b>6</b>

## Strategic Goals

**Goal #1 -** The City Manager's Office, as the executive leadership of the City, focuses its efforts on the successful implementation of the Strategic Plan's Vision, Mission, and Values, and the Goals and Objectives of all four themes.

## Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Provide overall management of the Department of Administrative Services' operations and staffing as well as provide all city employees and supervisors' information and support to perform their operations.

**Current Level of Service Grade:** Meets expectations.

**Employee Health Insurance Administration** – Provide organizational expertise in the field of health care by monitoring the insurance plan for compliance with state and federal regulations and union agreements. Assist employees with health insurance questions and concerns. Review weekly health insurance claims for payment authorization. Create relevant wellness programs and engage staff participation. Ensure compliance with federal regulations. Work with the health insurance broker to shop all administrative functions of the plan on an annual basis.

**Current Level of Service Grade:** Meets expectations.

**Risk Management** – Develop strategies to reduce city and organizational wide liability and divert risk to outside entities when appropriate. Work with insurance broker to shop the City policies annually and adjust coverages as necessary and fiscally responsible. Seek restitution for all damages incurred to City property and manages all claims and lawsuits brought against the City of Delaware. Participate on the Special Event team and assess risk and viability of events to the benefit of the City.

**Current Level of Service Grade:** Meets expectations.

**Purchasing and Contract Administration** – Bid contracts for services and products in compliance with state and local regulations and is responsible for oversight of all bidding compliance procedures. Maintain all contracts executed by the City Manager.

**Current Level of Service Grade:** Meets expectations.

**Project Management** – Co-manage projects for the City of Delaware from the point of development through completion.

**Current Level of Service Grade:** Meets expectations.

**Community Affairs** – CMO encourages meaningful participation by all in the City's governance. This requires transparency and coordinated, timely and accurate information provided in a way that audiences want to receive it.

**Expectation:** Transparency and coordinated, timely and accurate information provided in a way that audiences want to receive it.

**Current Level of Service Grade:** Meets expectations.



## ADMINISTRATIVE SERVICES

### 2020 BUDGET



#### Department Mission

To deliver exceptional human resource services to attract, develop, motivate and retain a qualified and diverse workforce in helping to fulfill the City's mission of providing quality, cost-effective public services for a better Delaware. We do this by adhering to open, equitable and ethical personnel standards and operating from a customer-oriented and service-based perspective with professionalism and integrity.

#### Department Description

The Department is responsible for all aspects of human resources, including but not limited to recruitment, compensation, development, compliance and health and safety services to improve the quality of work of the City's workforce. Department staff members are individually and collectively accountable for providing workplace solutions, and treating those served fairly, with appropriate confidentiality and mutual respect.

#### Budget Summary

In order to address the need for leadership development as the City's workforce continues to evolve, seeing experienced leadership retire, it is ever-more important to maintain a focus on developing future leaders with the skills necessary to be effective in their roles.

In 2018, as part of the City's succession planning/leadership development efforts, the first Manager Development Program (MDP) was offered to address this need. Fifteen individuals across multiple departments participated in the pilot program which achieved high satisfaction scores in helping participants achieve better self-awareness and serving as a catalyst for enacting behavioral change. In 2020, the second cohort, consisting of twenty participants will take place.

Because of the work, time and financial investment being made with the MDP to develop current and future leaders to ensure they are equipped with the skills to contribute now, in the short-term, and to prepare them for future leadership roles with the City, it is essential that our department directors connect and become invested in the program. To address this need, in 2020, department directors will participate in a Leadership Development Program (LDP) focused on key leadership concepts which intersects with the content delivered in the MDP. Both the MDP and LDP are centered around the City's leadership behaviors.

As our leadership continues to face non-routine, unpredictable and complex problem-solving challenges, it is evermore important to provide them with the skillsets necessary to shift from solutioning/brainstorming to seeing and understanding problems completely and clearly before



attempting to solve them. By partnering with Alloy and Otterbein University through the Non-Routine Leadership program, we can bring awareness of these non-routine challenges and develop frameworks for solving them, leveraging the programs competencies which will allow leadership to see, think and communicate more effectively. The non-routine foundational skills developed through the program—judgement, adaptiveness, creativity, communication and strategic thinking—are a direct result of the non-routine leadership competencies and align with the City's leadership behaviors.

In 2020, the City will implement its new Enterprise Resource & Planning (ERP) software. As part of this, the City will acquire a Human Resource Information System (HRIS). Significant resources will need to be allocated to the planning, process mapping, data collection and clean-up and training and testing to ensure a successful implementation of the system. Beyond this, dedicated resources are necessary for ongoing maintenance and process validation.

While not solidified, it is anticipated that Recreation Services will be brought back under the City's administration and oversight in 2021. In anticipation of this, a needs assessment has been approved by City Council to collect feedback about the utilization of recreational programs, what residents are interested in seeing and what they might not be interested in seeing. This assessment will help to guide City staff in developing a staffing plan should the decision be made to transition Recreation Services back under the City's administration and oversight. Such a decision would significantly impact the Administrative Services Department with respect to recruiting and hiring the necessary staff to ensure adequate operation of Recreation Services. The City last recruited for these seasonal positions in 2011.

It is planned that the City will bid out its third-party administrator (TPA) services for health insurance claims processing in 2020 for implementation in 2021. The City's broker, USI, will assist staff with this process aimed at identifying a TPA that is flexible enough to design a plan to fit our employee demographics and meet our cost containment needs.

Wellness Programming in 2020 will continue to be done in-house. Due to struggling engagement in wellness initiatives, an increase in staff workloads compounded with significant projects taking place in 2020 along with the decision to not offer a health contingent/outcomes-based wellness program for the current year, we are recommending a simplified program focused on activities that most directly impact health insurance costs.

In 2017, the Department of Administrative Services partnered with Recruiting.com to develop a seamless career site making it easier for applicants to locate our positions through increased visibility utilizing search engine optimization (SEO) technology, to share our jobs using social medial tools and to tell Delaware's story through high definition videos to connect and engage applicants. In 2020, we will work with Recruiting.com to revamp the City's recruiting website, updating content and overall website appearance to reflect changes that have occurred since 2017.

As the City continues to grow, staffing levels within our departments increase, development and retention of employees becomes a larger priority, and comprehensive risk management administration and oversight is necessary, it is vitally important that we add capacity within the Administrative Services Department to effectively deliver the quality services that have been relied upon and to address the growth and needs of the City. Equally important is the need to provide the talent and expertise necessary to carry forward and sustain important initiatives such as leadership development, succession planning, culture realignment, employee engagement, HRIS

acquisition and implementation and performance management. Proper staff alignment of skillsets and expertise needs to occur to address these strategic initiatives and tactical operations.

Authorized Personnel	2017	2018	2019	2020
Human Resource Manager	1	1	1	1
Administrative Service Specialist	1	1	1	1
Seasonal Intern (Recruiting)	0	0	0	.25
Recruiting Specialist - <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3.25</b>

### Strategic Goals

- Goal #1 -* Implementation of Human Capital Management software (HRIS).
- Goal #2 -* Comprehensive wage and total compensation study for positions within the Management Pay Plan.
- Goal #3 -* Health insurance plan re-design, bidding out TPA services and implementation of new TPA for 2021 plan year.

### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** – Provides quality, timely, fair, competent, cost-effective services, specialized support and innovative solutions to all City departments as well as providing employees and supervisors guidance and support.

**Expectation:** DAS will provide quality services that meet the needs of the departments which it supports and will ensure compliance with applicable state, federal and local laws in the performance of its responsibilities.

**Current Level of Service Grade:** Meets expectations.

**Recruiting** – Manages the recruitment lifecycle for various professional, technical and specialized positions within the City with a focus on active recruiting through engaging with and educating potential applicants on career opportunities with the City. Responsible for orienting and onboarding of new employees.

**Expectation:** DAS will develop and refine job descriptions for all city positions, perform compensation reviews, coordinate recruitment and exam plans, interview candidates, perform background and reference checks, coordinate all post offer testing, ceremonial and internal administrative processes in a timely manner. Staff are additionally responsible for reporting requirements related to hiring activities.

**Current Level of Service Grade:** Meets expectations.

**Family Medical Leave and Workers' Compensation Administration** – Ensures compliance with applicable federal and state laws, collective bargaining provisions and internal policies and procedures relative to FMLA and Workers' Compensation administration. Monitors and analyzes work-related injury data and statistics in order to develop and coordinate training programs and other safety initiatives and to determine the effectiveness of such activities.

**Expectation:** DAS will ensure the proper administration and compliance of family/medical leave and work-related injury leave per federal, state and local requirements and in accordance with internal policies and collective bargaining provisions. Staff are additionally responsible for reporting requirements related to these activities. Working with resources partners and internal stakeholders, staff will partner to identify safety training needs and requirements.

**Current Level of Service Grade:** Below expectations.

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**Training/Professional Development & Performance Management** – Researches, develops, coordinates and delivers training and professional development opportunities to meet the needs of the City and to prepare future leaders for possible leadership roles. Designs and implements formal performance management processes, including associated systems, to effectively manage performance, ensure compliance and evaluate the overall effectiveness of performance management.

**Expectation:** DAS staff will identify, develop and source training and professional development opportunities and curriculums for management staff. DAS staff will work with leadership to establish performance expectations and ensure compliance with performance management processes.

**Current Level of Service Grade:** Below expectations.

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**Labor Relations and Negotiations** – Provides contract interpretations relative to day-to-day operations and assists department administrators in matters of investigations, counseling and disciplinary actions and performance management. Represents management in employee disputes/grievance hearings. Conducts research and provides administrative support in labor contract negotiations.

**Expectation:** Through various forms of intervention, including problem-solving, mediation, training and counseling, DAS staff offer balanced advocacy to management and individual employees to protect their respective rights and facilitate a more harmonious work environment.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019 est	2020 est
Positions Advertised	43	36	36	38
Hired [FT/PPT]	36	35	34	36
Hired [seasonal]	49	48	55	55
Separations	32	27	30	21
FMLA	31	30	30	35
BWC	52	62	60	70

# ECONOMIC DEVELOPMENT

## 2020 BUDGET



### Department Mission

Use a responsible return-on-investment-based approach to sustainable wealth generation that is responsive to the needs of our community, its residents, the current and future labor force, and businesses.

### Department Description

The two-person economic development team is charged with business attraction, retention and expansion, and business development activities for increasing jobs, payroll, and economic wealth.

### Budget Summary

The Economic Development department is a team of two. We are proposing the reclassification of the Economic Development Specialist position to an Economic Development Coordinator. In the new role, the Coordinator will not only lead visits for business retention and expansion, but that person also will manage all business retention and expansion projects including workforce development. That will allow the Economic Development Director to concentrate their efforts on business attraction, business development and startups, redevelopment and strategy.

The Economic Development team will focus on the primary priority of the creation of white-collar jobs. This will be done by redevelopment of second and third floor buildings in the downtown and by redevelopment and assisting with mixed-use development in the Near East Side Historic District. The Economic Development team also will focus on more effectively utilizing land in the Sawmill Parkway corridor for the creation of high wage jobs and supporting businesses. We cannot control who sells their land and what they sell it for, but we can assist in directing the best usage of that land that is available.

Authorized Personnel	2017	2018	2019	2020
Economic Development Director	1	1	1	1
Economic Development Coordinator	0	0	0	1
Economic Development Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## Strategic Goals

*Goal #1 -* New Jobs – Create 550 net new jobs in 2020.

*Goal #2 -* New Jobs – Of the 550 net new jobs, 335 will be from targeted, white collar industries.

*Goal #3 -* New Payroll – Create \$17,600,000 in new payroll in 2020.

## Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Provides overall management of the Economic Development Department's operations, staffing, incentive programs, and reporting, and provides City management with current information concerning economic development conditions, and economic impacts of legislative decisions.

**Expectation:** Operates efficiently and effectively.

**Current Level of Service Grade:** Exceeds expectations.

**Economic Development Marketing** - Property data base management; Social media marketing (property highlights, company highlights, networking, promoting ED activities and opportunities); E-marketing (property highlights, company highlights, networking, promoting ED activities and opportunities)); relationship marketing (ED organizations and events, networking, reaching out to Business First highlighted businesses, contacting Delaware County new business registrations); traditional marketing.

**Expectation:** Provides adequate targeted and non-targeted marketing to continue to attract new businesses to Delaware while retaining existing businesses.

**Current Level of Service Grade:** Exceeds expectation.

**Infrastructure and Site Preparedness** - Property database management; work with landowners and developers; work with internal departments; seek funding sources for infrastructure, site certification items, Etc.; networking with developers (cultivation); seek public private partnerships.

**Expectation:** The team will maintain the property database to include all known commercial and/or industrial buildings and sites that are available in the City of Delaware. The team also will work with landowners as they decide to sell their land to make those properties as pad ready as possible given the resources of the City and/or the landowner and/or any developer(s) that are recruited by either the landowner or the City.

**Current Level of Service Grade:** Exceeds expectations.



**Workforce Development and Cultivation** - Through BRE and attraction projects, we determine workforce needs and work with education/training partners to fulfill those needs; work with HR departments on recruitment strategies; work with HR departments on internal training opportunities and work with partners to find training funding; market excellent resident labor force and watershed labor force; work with employers to determine and solve labor transportation issues utilizing transportation partners; work on community development projects to help the city continue to attract new residents/labor force and retain existing labor force; network with education/training service providers.

**Expectation:** The team will work with existing and new businesses to reduce unfilled positions by 5% each year. They also will work with employers to assist in retaining 65%+ of existing workers when possible. They also will work to connect all employers with workforce training opportunities.

**Current Level of Service Grade:** Exceeds expectations.

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**Incentives and Processes** - Maintain incentive processes and reporting; maintain and manage incentive payments such as school pilot payments and school compensation agreements; manage Tax Incentive Review Council and complete all local and state reporting; marketing and education of incentive programs to businesses and developers, builders, landowners; research and keep up-to-date on new competitive incentives trends; work with internal departments to streamline development and incentive processes; project-manage ED projects to walk through processes.

**Expectation:** The team will calculate, negotiate and recommend incentives that provide with a ROI that is consistent with the current Economic Development Incentive Policy. The team also will research and recommend new opportunities for incentives as they become available.

**Current Level of Service Grade:** Exceeds expectations.

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**Business Retention and Expansion** - Recruit and manage team of volunteer business liaisons for BRE visits; manage BRE communications with volunteers and companies; schedule and visit a rotational schedule of businesses to determine level of service, business needs and growth opportunities as well as curb the potential for businesses who may consider leaving the city; manage retention and expansion projects; manage incentive programs for retention and expansion programs; build relationships with service providers/partners to assist with solving complex business needs; network and research to stay aware of new programs that may assist local businesses in growing, saving money or staying business; assist in finding capital for projects when necessary; maintain statewide BRE database of company visit information and metrics.

**Expectation:** The ED team had a goal of visiting 126 businesses in 2019.

**Current Level of Service Grade:** Exceeds expectation.

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**Economic Gardening, Downtown Delaware and Infill** - In 2020, will assist in managing day-to-day operations of Delaware Entrepreneurial Center at Ohio Wesleyan University. Recruit and coordinate business resource providers/partners; provide one-on-one small business assistance and project management; assist with capital access; network with capital access providers; work with building and land owners to market properties to small businesses and prepare buildings and sites for small businesses; market and manage small business incentive programs such as RLF and façade grant; maintain relationships with banks and real estate professionals; attract

entrepreneurs through marketing and networking; market entrepreneur center services to residents and potential entrepreneurs; research and develop new partnerships and small business service programs.

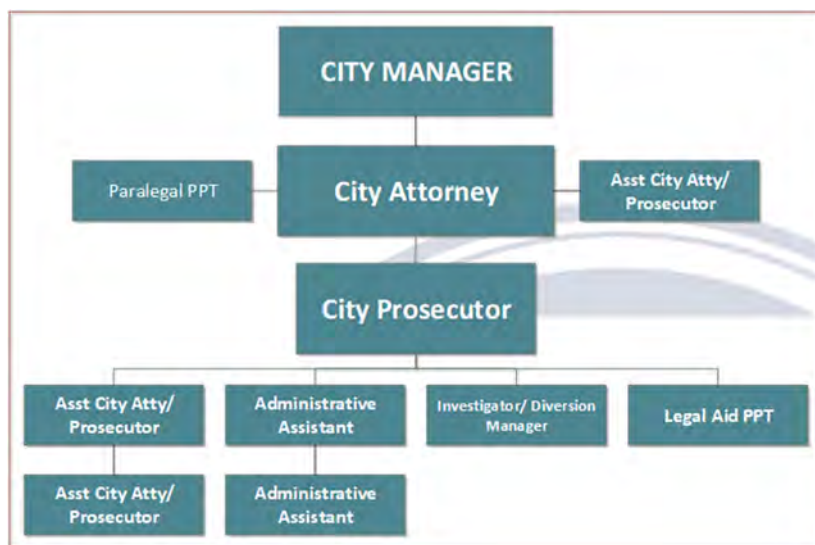
**Expectation:** The ED team had a goal of managing 277 small businesses projects in 2019.

**Current Level of Service Grade:** Exceeds expectation.

Metrics	2017	2018	2019	2020
Leads Converted to Projects	311*	345	365	383
Small Business Projects	203	282	310	325
Jobs Created	229	259	293	307
Jobs Retained	86	41	31	32
New Payroll	12,780,000	13,110,287	14,089,950	14,794,448
Business Retention & Expansion Visits	89	94	106	111
New Buildings or Expansions	3	4	1	3
Downtown First Floor Occupancy	95%	96%	96%	98%
Average Retail Center Occupancy	85%	90%	92%	94%
Unemployment Rate	2.70	3.40	3.20	3.20
New Businesses	17	24	41	43
Retained or Expanded Businesses	9	10	5	6

\*2017 figure represents leads only.

## LEGAL 2020 BUDGET



### Department Mission

Provide legal services to internal clients, including staff and Council, and effectively prosecute Municipal Court misdemeanor offenses. In 2016, the department's mission was expanded to include ensuring fairness in tax collection through municipal income tax enforcement.

### Department Description

The Legal Department consists of the City Attorney, three Prosecuting Attorneys (a Chief Prosecutor and two assistants, one of which handles income tax prosecutions), an assistant city attorney/assistant prosecutor, two administrative assistants, and three part time positions, an investigator/diversion manager, a paralegal, and a file clerk. The Delaware City Prosecutor's Office is responsible for prosecuting the misdemeanor criminal cases and contested traffic tickets filed with the municipal court by the 36 law enforcement agencies in Delaware County. In Contrast, the office of the City Attorney handles all civil legal matters.

### Budget Summary

At the end of 2015, the City added of a new position tasked in part with prosecuting municipal income tax cases. The position was designed to assist with the increasing workload at the prosecutor's office and help on civil projects while being fully funded by the delinquent taxes it helps collect. In 2017, the department was restructured to assign one assistant attorney the tax cases and another the responsibility to help on civil assignments. This has unlocked capacity, permitting staff to devote adequate time to both functions. As of 9/24/2019, the department collected \$200,000 in delinquent income taxes. This exceeds the \$171,933.37 collected at this time last year and far exceeds the cost of the entire program. At some point, we expect a decline in collections as awareness of our enforcement efforts increases, there will be fewer cases to prosecute, meaning the position will collect fewer dollars but function more as a deterrent. Based on the current caseload and the completion of the original backlog, staff conservatively estimates collections in 2020 will be \$170,000.

As was the case with the additional prosecutor, the Investigator/Diversion Manager position was created to assist the attorneys in preparing their cases while generating funds from the diversion program to fund the position. In addition to managing the diversion program, the investigator has provided assistance in

locating and interviewing witnesses and tracking down evidence needed for trial. This allows the prosecutors to handle an increasing caseload and get better results on those cases. With the State's move to approve medical marijuana and difficulties in prosecuting marijuana cases arising from the legalization of hemp products, we anticipate a reduction in the number of diversion cases. In the past 12 months, 85 drug/marijuana cases have gone through our diversion. In a worst-case scenario where none of these cases participates in diversion, we would collect \$12,750 less in program fees. Even if this occurs, there are enough remaining diversion cases to fund the position.

As an additional way to offset increases, the department is proposing to raise its prosecutorial services contracts by \$10 per contested case for non-county jurisdictions, which reflects the same 3% increase in wages for staff. Based on current case levels, this is anticipated to increase our fees for service by approximately \$1500. In addition to working on the funding side, the department is seeking to become more efficient.

Authorized Personnel	2017	2018	2019	2020
City Attorney	1	1	1	1
Chief Prosecutor	1	1	1	1
Assistant Prosecutor/City Attorney	3	3	3	3
Clerical	2	2	2	2
Paralegal	0	0	1	1
Diversion Mgr. / Investigator- <i>Part-time</i>	1	1	1	1
Legal Aid – <i>Part-time</i>	0	0	0	1
Intern	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0</u>
<b>Total</b>	<b>8.25</b>	<b>8.25</b>	<b>9.25</b>	<b>10</b>

#### Strategic Goals

- Goal #1* - Diversion Manager/Investigator and the Assistant City Attorney/Tax Prosecutor positions generate enough funding to pay for the total cost of the positions.
- Goal #2* - File 650 failure to file/failure to pay income tax cases (5% increase over 2018).
- Goal #3* - Provide initial response to 70% of records requests within 3 business days.

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Provides overall management of the Legal Department's operations, staffing, billing, and budget.

**Expectation:** Legal department managed effectively.

**Current Level of Service Grade:** Meets expectations.



**Prosecutor's Office** - Prosecutes nearly all misdemeanor cases arising in Delaware County. The department is reimbursed by other municipalities and the County for cases arising outside the city.

**Expectation:** Each case is handled in a professional manner and given the attention it deserves.

**Current Level of Service Grade:** Exceeds expectation.

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**Diversion** - Program in which first time criminal defendants in drug, alcohol, theft, and income tax cases can resolve their cases without getting a criminal record. This function is funded entirely by a fee defendants pay (\$150) to participate in the program.

**Expectation:** Funds paid by individuals on diversion fund this program without need to use the general revenue fund.

**Current Level of Service Grade:** Exceeds expectation.

---

**Civil Legal Support** - Provides legal service on civil matters to Council and staff; Drafts Council legislation, negotiates and reviews contracts, coordinates public records program, conducts ethics/public records training, responds to questions from staff/council.

**Expectation:** Excellent legal advice provided to Council and staff.

**Current Level of Service Grade:** Meets expectation.

---

**Labor** - Provides support to other departments in areas related to the workforce, including negotiating labor contracts, grievances, and labor contract interpretation.

**Expectation:** Excellent legal advice provided to human resources department (DAS) and managers with labor issues, which eliminates need to pay outside counsel.

**Current Level of Service Grade:** Exceeds expectation.

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**Construction/Development** - Supports development/construction projects by negotiating, drafting, and reviewing annexations, easements, and contracts.

**Expectation:** Provide quality documents to clients to help further their projects

**Current Level of Service Grade:** Meets expectation.

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**Municipal Income Tax Prosecution:** Assists in collection of municipal income tax through prosecution.

**Expectation:** Collections exceed the cost of the position, while providing income tax defendants more individualized attention.

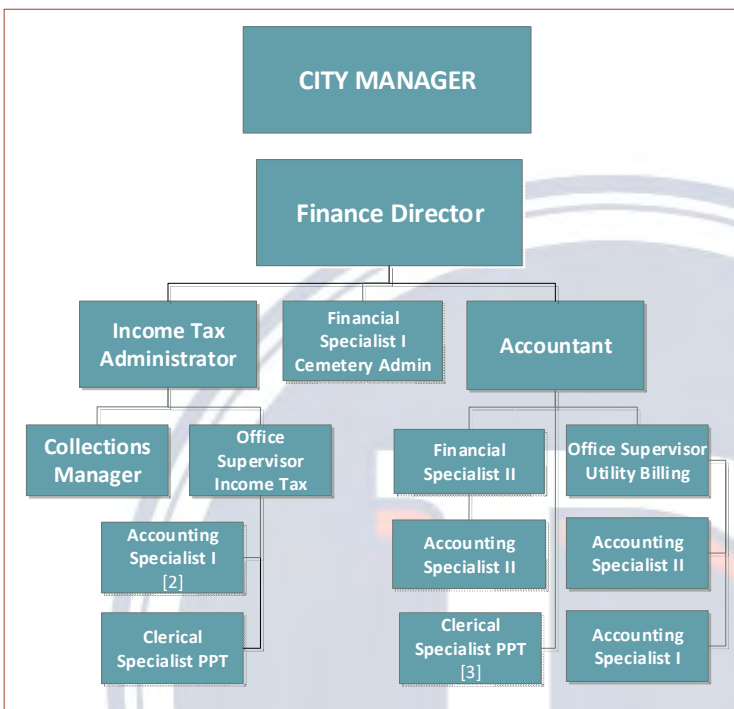
**Current Level of Service Grade:** Exceeds expectations.

Metrics	2017	2018	2019	2020
Prosecutor Services Fees	\$243,000	\$244,000	\$245,000	\$246,000
Diversion Fees	50,000	52,000	52,000	41,250



# FINANCE DEPARTMENT

## 2020 BUDGET



### Department Mission

The mission of the Finance Department is to provide professional services to City departments and the citizens to ensure current and future fiscal integrity.

### Departmental Description

There are three main divisions within the Finance Department:

1. Finance/Accounting - services include citywide payroll, accounts payable, budget administration, annual financial statement preparation, annual audit oversight, investments, and cemetery management.
2. Income Tax – services include enforcement of the City’s income tax code and collection and accounting for all income taxes paid.
3. Utility Billing – services include generating and mailing monthly utility bills and collecting and accounting for all utility bill payments.

### Budget Summary

The Finance Department's budget for 2020 reflects inflationary increases in some expenditure accounts but remaining almost level overall to 2019. Charges and Services are increasing 15% due primarily to increased postage costs from stepped up income tax failure to file/pay efforts and utility billings. Comprehensive enterprise financial software will be in the process of implementation beginning in 2020. Along with the implementation, additional professional services are warranted during training as dual entry in parallel systems will be utilized for testing purposes before going live.

Authorized Personnel	2017	2018	2019	2020
Finance Director	1	1	1	1
Accountant	1	1	1	1
Income Tax Administrator	1	1	1	1
Financial Specialist II	1	1	1	1
Financial Specialist I*	0.35	0.35	0.35	0.35
Office Supervisor	2	2	2	2
Collections Manager	1	1	1	1
Accounting Specialist II	1	2	2	2
Accounting Specialist I	4	3	3	3
Clerical Specialist - <i>Part-time</i>	3	3	4	4
Intern - <i>Seasonal</i>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>14.10</b>	<b>14.10</b>	<b>14.60</b>	<b>14.60</b>

\*Position is split between Cemetery and Finance departments

Strategic Goals	
<i>Goal #1 -</i>	Increase the efficiency of the utility billing office communication with the utility crews by implementing upgraded computer software that allows for electronic work order communication.
<i>Goal #2 -</i>	Increase effectiveness of the utility billing collections efforts by improving communication with landlords and revising our regulations and policies to hold landlords more accountable for unpaid tenant bills.
<i>Goal #3 -</i>	Improve efficiency and effectiveness of income tax compliance efforts by continued use of prosecution efforts and new use of the Ohio Attorney General's Office for delinquent accounts and filing non-compliance.
<i>Goal #4 -</i>	Improve communication efforts with taxpayers by exploring electronic marketing efforts, neighborhood and apartment complex tax assistance events, and direct mailings to new residents explaining the City's income tax obligations.
<i>Goal #5 -</i>	Increase the efficiency and improve access to payroll data citywide by implementing software upgrades and through the addition of time/attendance and human resources software.
<i>Goal #6 -</i>	Continue improvement of the City's CIP and annual budget process and documentation through acquisition or internal development of budgetary software.
<i>Goal #7 -</i>	Reduce number of non-filers to less than 10% of active accounts by contacting new residents within sixty days of move in to educating them on income tax and filing requirements, notifying and offering early filing options to residents who move out mid-year, providing options to make filing easy and convenient including new e-filing tool.
<i>Goal #8 -</i>	Increase number of e-filed returns to 20% of all filed returns by working with our software provider to make the e-file tool easier to use and promoting/marketing it to our residents as well as paid tax preparers.

## Department Services/Activities/Divisions

### Current Level of Service Grade

**Accounting/Finance** – The Accounting/Finance division is responsible for providing accurate and timely financial information to the public, bondholders, grantors, auditors, City Council, and management. Such financial reporting information includes the Comprehensive Annual Financial Report, for which the City has won a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment. The City of Delaware has been awarded the Certificate every year since 2002.

Other accounting responsibilities of this division include processing payroll for approximately 385 employees and the corresponding reporting requirements, budget administration and budgetary accounting including accounts payable/accounts receivable administration, reporting of the City's capital assets, grant accounting, and maintaining the financial integrity of the City's general ledger.

The division's specific finance responsibilities include debt administration and treasury management over the City's cash and investments and management and oversight of the City's operating and capital budgets.

**Expectation:** The expectations include maintaining our award-winning status for the CAFR, timely processing of payroll per contract, timely payments to vendors obtaining no late fees, maintaining an accounts receivable of no more than 60 days before elevated collection efforts begin, timely bank reconciliations within 14 days after month end/year end.

**Current Level of Service Grade:** Meets expectations.

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**Income Tax** – The Income Tax division is responsible for collecting the City's 1.85% income tax imposed on people working in the City, from businesses located in the City, and from citizens who live here but work outside the City. This involves processing and reviewing 14,000 accounts annually, collecting unpaid taxes, setting up payment plans for 3,000 customers, and following up on non-compliant taxpayers. The department also provides assistance to citizens in completing their tax returns. The department also administers the recently created Berkshire Joint Economic Development District income tax collection.

**Expectation:** The expectations, as stated in the goals, are to annually increase online filers, decrease non-filers, and increase prosecution efforts, as needed.

**Current Level of Service Grade:** Meets expectations.

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**Utility Billing** – The Utility Billing division is responsible for the billing and collecting of approximately 14,500 residential and business accounts every month. The City currently bills monthly and once the automated meter reading system is operational, will base the monthly billings on up-to-date, real-time readings. The division utilizes the bulk of their time following up on bill collections. The collection efforts include making payment arrangements with customers and ultimately shutting of delinquent utility accounts.

**Expectation:** Delivery of monthly bills no later than the fourth business day of the month, shut-offs begin and end on the appropriate days, maintaining accounts receivable of no more than 15% over 60 days.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Accounting				
Checks & Memo Expenses [#]	9,325	8,080	7,900	8,100
Vouchers Processed	12,493	13,697	13,200	14,000
Utility Billing				
New/Changed Customers	2,582	2,620	2,640	2,700
Customers paying by ACH	1,522	1,728	1,847	1,950
Monthly bills mailed	13,879	14,091	14,369	14,700
Disconnects for non-payment	1,829	1,704	1,900	2,100
Income Tax				
# of Delinquent Accts	3,400	2,148	1,723	1,700
Outstanding Tax Delinquency	\$3,000,000	\$1,734,867	\$1,472,350	\$1,500,000
Active Court Cases Filed	290	620	509	600
E-filed Returns	1,200	1,381	1,700	2,000
Active Business Accounts	3,800	3,722	3,765	3,800
Active Individual Accounts	19,000	18,958	19,359	19,746
Active Withholding Accounts	3,300	4,337	4,994	4,900
Non-filers	2,000	3,392	3,484	3,554
Filers	15,500	14,747	15,100	15,401

## **GENERAL ADMINISTRATION/FINANCE**

### **2020 BUDGET**

#### **Department Description**

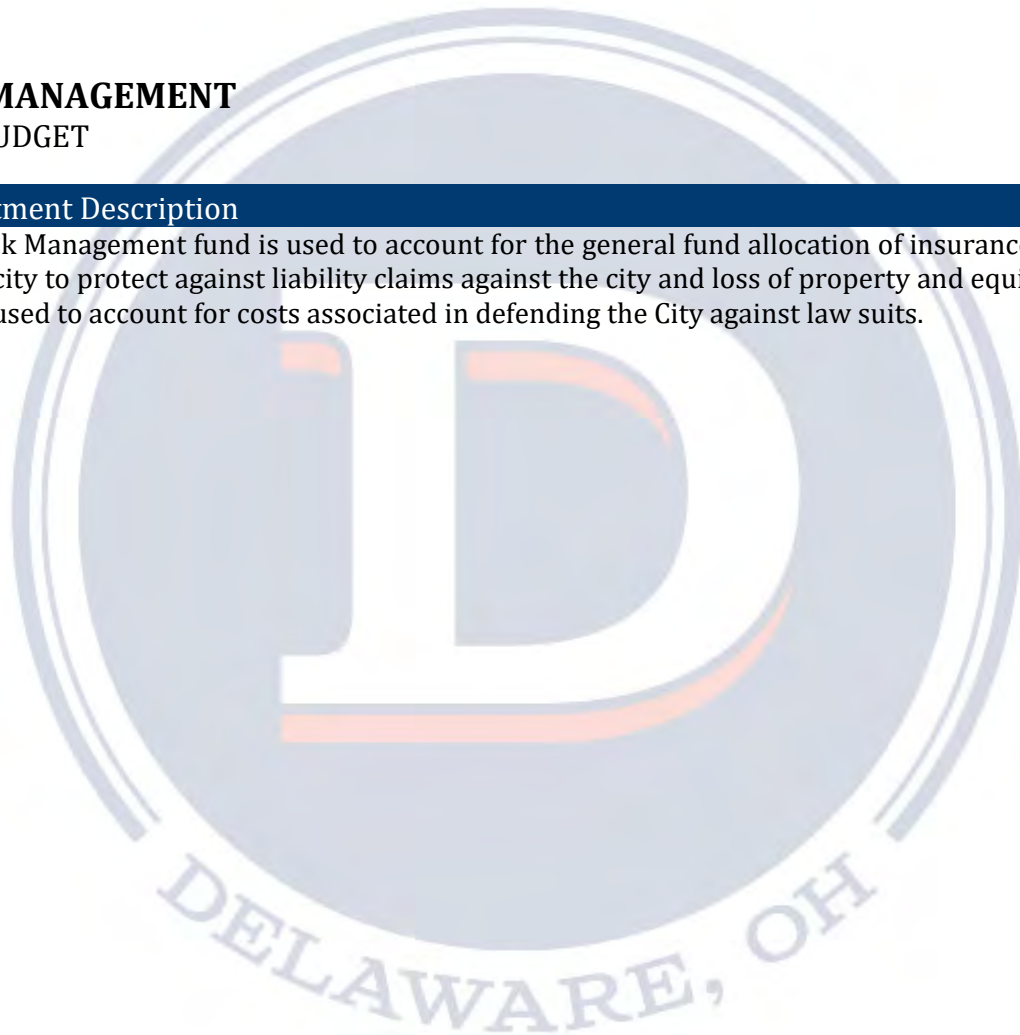
The General Administration division of the Finance Department accounts for overhead costs and expenditures that do not pertain to or benefit a particular fund/department/division. Most of the expenditures relate to contractual services are transfers to other funds to supplement resource within that fund.

## **RISK MANAGEMENT**

### **2020 BUDGET**

#### **Department Description**

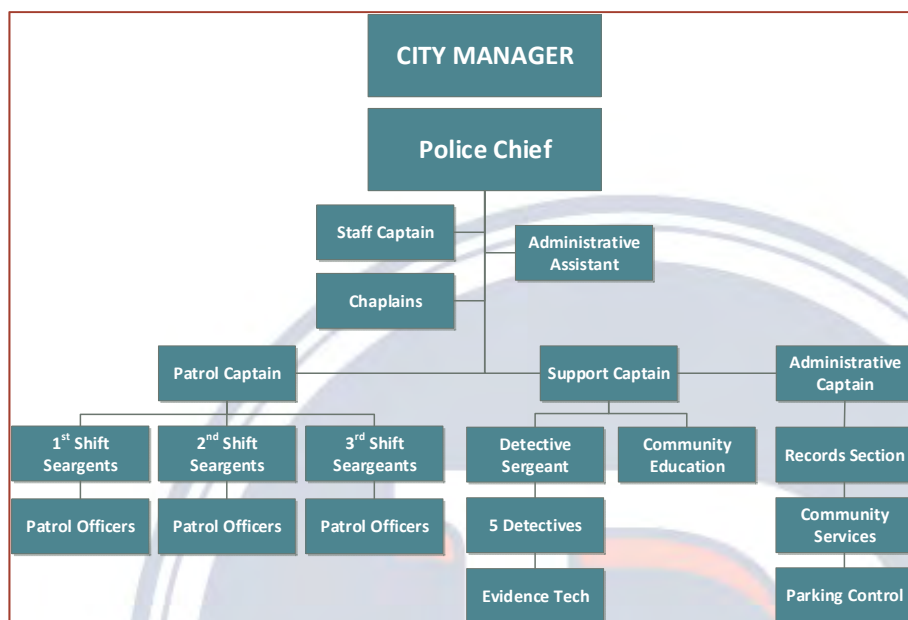
The Risk Management fund is used to account for the general fund allocation of insurance retained by the city to protect against liability claims against the city and loss of property and equipment. It is also used to account for costs associated in defending the City against law suits.





# POLICE DEPARTMENT

## 2020 BUDGET



### Department Mission

Endeavor to maintain order, enforce laws fairly, and protect citizens' life, peace, and property. Work cooperatively with citizens to provide a safe community and strive to enhance the quality of life for all.

### Department Description

The department annually handles over 30,000 calls for service, not including officer-generated activity. In most cases, especially during non-business hours, the department is the primary resource for citizen contact regarding emergency and non-emergency needs. Consistent with the concept of community policing, the department endeavors to assist citizens in eliminating the underlying causes of crime, conflicts or safety hazards by assisting in the coordination of a concerted effort involving various branches of city government. The department provides around-the-clock service and is made up of patrol, administrative, detective, records, and support personnel.

### Budget Summary

The Police Department budget for 2020 includes the expansion of the Records Analyst position to full time and the inclusion of a service coordinator, which will be offset by grant funding. Another key change in manpower will be the conversion of one Captain position to an Assistant Chief position. Equipment upgrades and additions are included in this budget, as a means to address the ongoing security requirements at special events, the rising requirements of processing technology seized as evidence, and to replace current aging equipment.

Patrol is now fully staffed, but with 6 new officers still in training we are still working in an understaffed capacity and unable to match proactive levels of previous years. Special event

security requirements have also impacted our staffing requirements. We will be able to reassess staffing when the officers are fully trained and count as shift strength.

Transition occurred within Community Education in 2018, and provision of services has picked up and excelled. Daily operations are strong, and our community events have expanded and been well received. Within support services, improvements will occur with the implementation of a new records management system. Administrative structure is proposed to be modified in 2020 to create better work flow.

The existing training program was enhanced in 2019 to include more frequent in-house training opportunities. Completion of the firearms range in 2019 will create additional opportunities.

Authorized Personnel	2017	2018	2019	2020
Police Chief	1	1	1	1
Assistant Chief	0	0	0	1
Captain	4	4	4	3
Sergeant	7	7	7	7
Officer	42	42	44	44
Records Clerk	1	1	1	1
Senior Records Clerk	2	2	2	2
Records Tech/Analyst	0	0	0	1
Police Assistant	1	1	1	1
Community Service Officer	1	1	1	1
Property Technician	1	1	1	1
Service Coordinator	0	0	0	1
Administrative Assistant	1	1	1	1
Parking Control Officer - <i>Part-time</i>	3	3	2	2
Records Clerk - <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>
<b>Total</b>	<b>65</b>	<b>65</b>	<b>67</b>	<b>68</b>

Strategic Goals	
<i>Goal #1 -</i>	Complete acquisition and implementation of the police records management system. Agreement and acquisition by end of 1 <sup>st</sup> Quarter, Evaluate and make determination of patrol areas / staffing levels / other work flow decisions by end of 2 <sup>nd</sup> Quarter, full implementation and conversion by end of year.
<i>Goal #2 -</i>	Conversion of organization structure. Complete assessment of Administrative responsibilities by end of 1 <sup>st</sup> Quarter, complete testing process and make promotion to Assistant Chief in 1 <sup>st</sup> or 2 <sup>nd</sup> Quarter.

Goal #3 -	Evaluate training functions. Implement training enhancements by use of new DPD Range. Create more leadership training opportunities.
Goal #4	Assess patrol and detective bureau staffing. Use analysis to formulate modifications to case screening and investigative referral practices. Evaluate utilization using 1 <sup>st</sup> and 2 <sup>nd</sup> quarter data, evaluate and make adjustments by end of year.

## Department Services/Activities/Divisions

### Current Level of Service Grade

**Patrol** - The division handles all calls for service, follow-up investigations, filling mutual aid requests and participation on mutual aid task forces. Patrol conducts strategic response to crimes and ensures enough unassigned time to provide proactive patrol throughout the city.

**Expectation:** Patrol is responsible for responding to calls for service, but more importantly for proactive activity that identifies and reduces crimes that impact quality of life. Patrol also has a secondary duty to build relationships via community engagement.

**Current Level of Service Grade:** Below expectations.

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**Investigations** - The Detective Bureau conducts initial and follow-up investigations on all major crimes and high-profile cases, as well as two positions assigned to the countywide Drug Task Force. It also conducts a number of administrative duties such as background investigations and liquor permit investigations. The evidence technician is responsible for maintaining all items of property and evidence, forensic investigation of evidence, photograph and video management, liaison with the crime labs and collecting physical evidence at crimes scenes.

**Expectation:** Investigations is responsible for taking over higher profile, complex, and time-consuming cases thereby freeing patrol to engage in proactive strategies.

**Current Level of Service Grade:** Below expectations.

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**Community Education** - Community Education consists of the Community Relations Officer, and the School Resource Officers. They coordinate efforts in the schools and the community. Examples include Safety Town, school safety drills, Citizen Police Academy, and the CIT task force. All department members support this function by planning and participating in public outreach initiatives such as the youth basketball camp, Coffee with a Cop, Fish with a Cop, and workplace violence training.

**Expectation:** Community Education is expected to build relationships in their area of specialty and create opportunities for the entire department to be involved in community engagement.

**Current Level of Service Grade:** Exceeds expectations.

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**Support** - Support function consists of the Records division, Community Service Officer, Parking Control, and Police Assistant. Together, they manage all the paperwork, public records requirements, parking and certain zoning violations, and other support assignments that keep officers on the street.

**Expectation:** Support is responsible for document management, and some ancillary patrol duties.

**Current Level of Service Grade:** Meets expectations.

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**Administration** - Administration consists of the Chief and support staff, to include the police captains and administrative executive. This function is responsible for the long-range planning, policy management and department oversight, as well as community activities, such as representation on boards and assistance in planning special events.

**Expectation:** Administration is responsible for ensuring day to day operations are managed, long range objectives are established and met, and that the department continually develops professionally.

**Current Level of Service Grade:** Meets expectations.

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**Training** - The training function is responsible for in-house training. This includes firearms, unarmed self-defense and less lethal force, and vehicle operations. Other areas include topics of interest, review of current events and practices that are affected by recent legislation and court decisions. The Police Department also engages in outside training and conducts training for the general public.

**Expectation:** The training staff is responsible for providing training that keeps the department current and compliant on all legal, tactical, and functional skills.

**Current Level of Service Grade:** Exceeds expectations.

Metrics	2016	2017	2018	2019
Petty Theft	396	353	353	247
Felony Theft	168	178	178	144
Burglary	80	45	45	68
Aggravated Burglary	1	1	1	2
Breaking & Entering	38	28	28	30
Robbery	5	7	7	5

## PLANNING & COMMUNITY DEVELOPMENT 2020 BUDGET



### Department Mission

Enhance the City's quality of life and manage its growth through the administration and implementation of the Comprehensive Plan, as well as through the application of planning techniques to shape the development of residential, commercial, industrial, and institutional areas and related infrastructure. Protect and enhance the public health, safety, and general welfare, including property values, through the administration of the zoning, subdivision, and building codes, while responding to unique physical, economic, and social challenges requiring planning expertise.

### Department Description

The City of Delaware's State and National award-winning Planning and Community Development Department provides services to the community in four primary areas - Development, Code Enforcement, Grants, and Planning. The Department has been composed of two informal divisions that work as a team on many issues but also perform different technical functions - Building and Zoning. However, proposed in 2020, is the beginning of the implementation of our succession planning and re-orienting to better align services with technical functions and better serve our community. This would include moving Code Enforcement into its own division reporting to the Director but having cross direction and collaboration with the Building and Zoning Divisions.

The Planning and Zoning Division includes two planners certified by the American Institute of Certified Planners (AICP). Staff provides current and long-range planning services for the City. Current activities include administering the Zoning Code, managing the development review process and Downtown Historic District, writing and administering Grants including the Community Housing Improvement Program (CHIP), Community Development Block Grant (CDBG), and Revolving Loan Fund (RLF), supporting economic development efforts, and providing technical support to the Board of Zoning Appeals, the Planning Commission, and the Historic Preservation Commission, among others, as well as City Council. Long-term planning activities involve creation of plans and implementation of plans of a broader scope, such as the Comprehensive Plan, Downtown Parking Plan, subarea planning, and the Wayfinding Plan.

The Building Division is charged with monitoring the physical aspects of the building process and floodplain regulations. The Building Division focuses on construction related activities, plan review, inspections, and building code enforcement. Staff hold multiple certifications as required by the State of Ohio to maintain a certified building department allowing local plan review and inspection services. The Division regulates new construction, additions, and renovations to existing facilities through the building codes adopted by the State.



Code Enforcement is an ongoing process which responds to concerns brought to the City's attention through routine patrol and by its citizens concerning property maintenance, tall weeds and grass, trash and debris, as well as zoning violations. This is regulated through the adopted International Property Maintenance Code, the Zoning Code, and several key provisions within the Codified Ordinances of the City of Delaware. In reorienting this activity to its own division and staffing it with a full-time officer heading enforcement and a fulltime officer, the community will realize services satisfactory to calls for service as well as the ability to engage directly with Home Owners Associations and adequately fulfill court process as necessary.

## Budget Summary

2020 will see the reduction of levels of service and work program without additional staff capacity. Staff will be heavily engaged in completing the Comprehensive Plan update throughout the first half of the year as currently anticipated. Pre-development and permitting are expected to remain very high, with development permitting hitting another all-time record in 2019.

Technology use has been enhanced significantly throughout 2019 and will continue in 2020 with field deployed devices and in collaboration with the Information Technology Department to enhance efficiency and effectiveness of all staff. Technological innovation and the significant experience of staff has enabled the Department to maintain levels of service through two unprecedented years of growth, but this is unsustainable moving forward.

There has been one full-time and one part-time Code Enforcement Officer for the City of nearly 43,000, though the Department has operated without the part-time officer for 2019. Proposed with this budget are two full-time Code Enforcement Officers, including a Head of Code Enforcement (Code Enforcement Officer II), establishing a clear chain of command and reorienting activities to create a separate division within the Department. Realigning the department structure will account for increased activity, ensure accountability, achieve results, and guarantee successful secession from the Building Division to a standalone division which responds to evermore complex Building and Zoning issues.

This will be a big step forward in addressing capacity needs and succession planning within Code Enforcement. The Division would fall under the direct supervision of the Director with day-to-day direction and collaboration provided by the Zoning and Building divisions as the work of enforcement responds to both of these directly in ever increasingly complex cases.

Regional analysis by MORPC and information gathered from the update to the Comprehensive Plan suggest that development is very likely to continue at a high pace for the foreseeable future and the needs of a growing community for basic planning and development services have increased significantly as the City has grown. In combination, and despite the very best efforts of Staff, this results in levels of service that have fallen below expectations in several key areas. Plan review timeframes for building and zoning elements have extended to at least 30 days (traditional long term average is about 7-10 days). Building inspectors are routinely performing over 20, and in many cases, over 30 inspections per day (ISO rating services and traditional averages are approximately 8-15 per day plus plan review). Overall calls for service from the expanding community have climbed significantly, with many calls requiring substantial research, technical expertise, and time to answer and assist clients through the required processes. This results in delay in response and increased likelihood for error.

There are currently nine primary staff engaged in Development with a proposed staffing level of eleven. This would include an additional certified electrical inspector as a Building Inspector II (one such inspector currently covers every building project in the city) and the anticipated promotion of planning staff into a Development Planner. In any given year, Staff performs thousands of inspections, issues thousands of permits, and conducts many complicated development cases through the review process.

The City administers a national award-winning Comprehensive Plan as well as many other strategic plans and policies. This planning effort is translated throughout the organization by the other activities of the Department, as well as coordinated with other City programs and activities. In recent years, there have been three primary staff working on this activity with assistance from the Director. One of the Staff is heavily engaged in the Grant activity and two of the Staff are heavily engaged in the Development activity leaving only a small portion of time available for this important Planning activity. The 2020 budget reflects addressing this capacity deficiency through the promotion of staff into the Development Planner role previously mentioned. This will better address development activity levels, help complete the Comprehensive Plan update, and ensure addressing the subsequent code updates that will be required to implement the Plan.

Additionally, with anticipated staffing and consultant assistance, Staff would be able to engage in a strategic planning effort in the near East Side. This activity has resulted in several major plans and projects being completed including the Comprehensive Plan, the current Downtown Parking Plan, the city re-branding, the Wayfinding Plan, and strategic planning projects, and the awarding of a Great Place in Ohio and Great Place in America designation for our Downtown Neighborhood from the American Planning Association. The Comprehensive Plan update is well underway and is slated continue conclude in 2020 with adoption by City Council. All staff engaged in this activity also are engaged in the primary Development activity of the Department as well

Staffing additions are warranted not just to maintain basic service, but because they are crucial for succession planning. Future years will see the retirement of several key staff members. Adding staff at this juncture will eliminate declines in levels of service associated with a less experienced workforce. Staff will continue to enhance our use of technology to gain efficiencies in work but also to better track and report an expanding base of metrics in addition to our traditional and long-standing metrics.

Authorized Personnel	2017	2018	2019	2020
Planning Director	1	1	1	1
Chief Building Official	1	1	1	1
Planning & Zoning Administrator	1	1	1	1
Development Planner	1	1	1	2
Building Inspector II	2	2	3	4
Building Inspector I	1	1	0	0
Code Enforcement Officer II	0	0	0	1
Code Enforcement Officer I	1	1	1	1
Administrative Assistant	1	1	1	1
Zoning Officer	1	1	1	0

Code Enforcement Officer – <i>Part-time</i>	1	1	1	0
Intern – <i>Seasonal</i>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	<b>12.25</b>

### Strategic Goals

- Goal #1 -** Deliver quality development services by identifying and implementing new metrics for day to day permit review timeframes, establishing realistic timeframes, and working to reduce those timeframes with increased staffing proposed and based upon the current levels of development.
- Goal #2 -** Deliver acceptable Code Enforcement levels of service to the community focusing on the primary areas of enforcement of weeds/tall grass, trash/rubbish removal, and property maintenance by establishing working relationships with Home Owners Associations for coordinated enforcement and removing or redeveloping several blighted and condemned properties.
- Goal #3 -** Deliver quality grant services by augmenting our internal City grant identification and writing capabilities through collaboration with other Departments, actively promoting East Side and Downtown Façade grants, identifying and addressing barriers to use, which might include advocating at the State and Federal level for necessary changes to grant requirements.
- Goal #4** Provide acceptable Planning activity levels of service, including developing practical, realistic plan to implementing the Southwest Business Park – area and Citywide Wayfinding Plan Phase 2 Plans and continuing to adopt the Comprehensive Plan update in 2020. With staffing levels proposed, an East Side strategic plan could begin in 2020 with consultant assistance and a project scope developed for an anticipated future year update of the Zoning Code to align it with the new Comprehensive Plan.

### Department Services/Activities/Divisions Current Level of Service Grade

**Development** – Provides development services to the community, applicants, and internal clients. This activity comprises the majority of the Department's work in two primary areas – Pre-development and Development. Pre-development services include project development services, case management from concept to formal cases before Boards, Commissions, and City Council, and Administrative reviews. Development services include building and zoning plan review, permitting, inspections, and administering the one-stop shop window.

Staff is highly trained and experienced in various specialized fields and certification maintenance is required. As a result, the State of Ohio allows the City to maintain its own certified building activity resulting in more localized review of development projects and ultimately a more localized, responsive service. Having a certified building department directly impacts the City's ability to have a positive impact upon insurance rates as set, in part, by the ISO (Insurance Services Offices). There are many factors that weigh in to the overall weighting with staffing, inspections, plan review, experience, and training factoring heavily. In order to simply meet expectations,



maintain a sustainable level of inspections per day per inspector, maintain a sustainable level of plan reviews per day per inspector, and adequately plan for staff succession, the department will need to increase staffing levels.

**Expectation:** Plan review timeframes of 15 days or less to provide quick turnaround time. Prevent errors and overtaxing of Staff by maintaining inspections per day levels of 20 or less.

**Current Level of Service Grade:** Below expectations.

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**Code Enforcement** – Provides enforcement for codified ordinances including zoning, property maintenance, and building codes. This effort ensures that the general health safety and welfare of the community are protected and maintained. Activities include routine patrol, complaint-driven investigations, case preparation, notification of offenses, and follow up. Occasionally, offenses must be adjudicated requiring a court proceeding. This activity also includes occasionally removing blighted structures or otherwise preparing them for redevelopment through the enforcement process. Primary areas of enforcement emphasis are trash and debris, tall grass and weeds, and general property maintenance. As the city has grown so too has the number and complexity of cases initiated from property maintenance, zoning, and building codes. Many cases require multiple inspections and follow up to occur as well as citations to be issued. The City has a good compliance percentage upon first notice of 80-90% demonstrating the effectiveness of the activity.

**Expectation:** To keep up-to-date with code enforcement throughout the City without exhausting staff.

**Current Level of Service Grade:** Below expectation.

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**Grants** – Provide grant identification, writing, and administration. Grant opportunities have involved a wide range of activities such as housing, roadway, and infrastructure, Downtown Façade, Revolving Loans for businesses, and specialized (or one time) grants. Grant efforts provide direct outcomes in projects or program delivery within specific parameters and for specific eligible clientele, which is typically based upon low- and moderate-income qualifications. Grants are usually secured through State of Ohio or Federal programs and require extensive application processes, sometimes local matching dollars, and lengthy implementation and administration. Because of State required mandates, the City often provides lead administrative services for grants to the County for joint grant efforts.

There is one staff member focused on these activities who also performs development planning activities. This activity has resulted in about two dozen blighted properties being remediated in recent years paving the way for redevelopment activities to occur in many cases, many new affordable housing units being constructed or supported, roads being repaved, Veterans Plaza grant administration being completed, major new projects such as the Delaware Place Senior Housing Project, parks being upgraded, bike paths being constructed, and fair housing initiatives being implemented.

From 2013-2019 this activity has included the Downtown Façade Grant (core and east side) program which has stimulated about \$1 Million of total investment in our national award-winning Historic Downtown with over half of that amount being paid for by the private sector spread among the approximately 30 completed or in-progress projects. 2020 will see renewed activity in marketing and promotion of the façade grant program and likely additional clients though state

and federal regulations and processes are impacting the acceptance rate into the program from the private sector. Staff will advocate with State and Federal agencies to remove or lessen these barriers to entry as the program has been proven to be very successful.

**Expectation:** Provide grant identification, writing and administration to meet the City's needs.

**Current Level of Service Grade:** Exceeds expectations.

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**Planning –** Short- and long-range planning services are provided by certified personnel to ensure that the City develops in accordance with its vision, goals, and policies. These are adopted as part of Planning's efforts such as the Comprehensive Plan, various strategic plans and planning documents. Revisions to specific regulations, codes, and policies in support of implementing the goals and objectives defined in the City's plans are an important element of the planning activity as well.

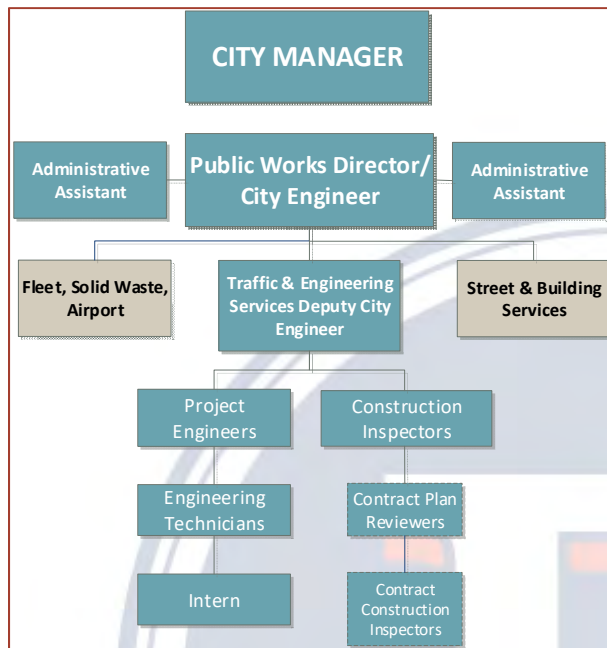
**Expectation:** A focused effort on the Comprehensive Plan update and other City strategic plans.

**Current Level of Service Grade:** Below expectations.

Metrics	2017	2018	2019	2020
Residential Permits	252	623	755	450
Single Family	220	364	380	350
Non-Single Family	32	259	375	100
Commercial Permits	243	242	260	250
Blanket Permits	692	638	800	800
Inspections	9,800	12,700	14,500	14,000
Code Enforcement Actions	1,550	1,800	1,500	2,500
Population Estimate	39,500	41,300	43,000	44,200



## ENGINEERING SERVICES 2020 BUDGET



### Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure through the coordinated efforts and teamwork of skilled labor and technical support.

### Department Description

Traffic and Engineering Services operates as one division within Public Works, however, for accounting purposes, Engineering Services and Traffic Operations have separate budgets. Engineering Services plans, designs, and builds infrastructure projects using taxpayer dollars (local, State, and Federal). Also, Engineering Services oversees development activity within the city - from the initial concept phase through construction, and even monitors infrastructure through a warranty period. The division contains three main sections - Land Development, Traffic Engineering, and Capital Projects. Data collection and analysis is performed by teams of engineers and technicians. Oversight of right-of-way activities is a shared responsibility within the division. Also, one of the two Engineering Technicians shown on the organizational chart has been paid out of the SMR Fund in years past. The 2020 Budget reflects both Engineering Technicians being paid out of Engineering Services.

### Budget Summary

The Engineering Services Division continues to provide high-quality work in all assigned areas with one exception. Right of Way permitting and inspection continues to be managed well below desired level of service due largely for lack of capacity by existing staff. The overall workload for the Division is immense – requiring multiple shifts in resources throughout the year to provide deliverables and meet deadlines. The 2020 Division budget reflects an attempt to bring more structure to the area of right-of-way without the addition of full-time employee. The Division did meet all seven (7) strategic goals set in the 2019 budget.

The amount of Land Development activity remains very high, and despite enduring a transition of a seasoned project engineer out of this section, the level of service to the development community remained acceptable and the engineering position was filled. However, it is possible that plan review consultants will still be needed in the future if the pace of development continues. Now,

the Division is challenged with managing several major Capital transportation projects through a complex Federal/State project development process over at least the next 10 years, while juggling annual capital initiatives such as pavement maintenance and bridge inspections. Also, the Division is tasked with some in-house design projects involving new roadways, bike paths, and traffic signals. The Division must add engineering capacity to the Capital Projects section in order to deliver well-managed local capital and federal/state projects. The Division's most experienced project engineer continues to be underutilized, as roughly 90% of her time on an annual basis is dedicated toward the duties of a Traffic Division Supervisor, a position that has remained vacant since 2013. The Traffic Division 2020 budget includes a request to fill this supervisor position, which will drastically reduce the amount of time the Project Engineer III has to commit to traffic operations daily oversight. Then, the Project Engineer III's talents can be fully utilized by assisting with federal/state transportation projects. Also, the Division remains very aggressive in pursuing grants to fund committed and future federal/state transportation projects. The funding applications, follow-up, presentations, and legislation required consumes an enormous amount of staff time, however, the efforts are critical and have been successful.

As mentioned in the opening paragraph, The area of responsibility requiring the greatest attention is right of way oversight. Management of right of way activities remains problematic as the full-time position dedicated to right of way oversight was eliminated several years ago, and the activity level continues to increase. Private utility companies continue to ramp up their efforts to replace outdated and failed infrastructure. In addition, new technologies such as mini cell towers will result in numerous requests to permanently occupy the right of way. Increased efforts between the Engineering Division and Planning Department to manage this area is starting to produce diminishing returns. Under the guidance of the Assistant City Manager, the Public Works Director performed an in-depth assessment of right-of-way management, and a proposed solution to bring more structure to this area is outlined below under *Technician Support & Right-of-Way Management*.

Authorized Personnel	2017	2018	2019	2020
Deputy City Engineer	1	1	1	1
Project Engineer III	0	1	1	1
Project Engineer II	3	2	2	2
Project Engineer I	1	1	2	2
Project Manager II	1	1	0	0
Engineering Technician	1	1	1	1
Construction Inspection Manager	1	1	1	1
Construction Inspector	0	1	1	1
Intern - Seasonal	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>
<b>Total</b>	<b>8.31</b>	<b>9.31</b>	<b>9.31</b>	<b>9.31</b>

## Strategic Goals

- Goal #1 -* Re-allocate Project Engineer III hours to work on more engineering activities and less traffic operations supervisory activities.
- Goal #2 -* Gain efficiencies in the Division by utilizing new plan review software.
- Goal #3 -* Properly orient the new Project Engineer I in Land Development.
- Goal #4 -* Review the city's right-of-way regulations, permit and inspection fee structure, and make recommendations for possible changes to align with estimated annual city expenditures in this area.
- Goal #5 -* Secure some state/federal funding for East Central Avenue reconstruction.
- Goal #6 -* Divide right-of-way management into two (2) components and assign each component to a Section within the Division – and utilize professional services versus adding a full-time employee.

## Department Services/Activities/Divisions Current Level of Service Grade

**Administration:** Division oversight is provided through the Deputy City Engineer responsible for capital project, land development and traffic management activities. The Deputy assists with capital and operations budget preparation, reviews all contracts and change orders for capital projects, provides oversight of the land development and capital projects, and assists with complex property acquisition issues. The Deputy also manages major ODOT projects and acts a liaison to ODOT for their own minor projects that affect the City. The Deputy prepares applications for grant funds, procures professional engineering, surveying, and environmental science consultants, and is accountable for overseeing traffic maintenance and management activity. The Deputy City Engineer administers the hiring, performance evaluation, conflict resolution and Quality Assurance/Quality Control (QA/QC) processes within the Division.

Unable to dedicate adequate time to all sections of the Division due to major transportation project planning and grant pursuit workload. More time of the Deputy City Engineer is needed to provide ample QA/QC reviews of engineering plans.

**Expectation:** Provide Division leadership and be accountable for all sections. Be available for section leaders to answer question, provide guidance, and make decisions on a daily basis. Provide solid advice to the Public Works Director and City Manager. Manage the planning and design phases for major federal/state transportation projects. Legally and ethically procure large consulting engineering contracts in a thorough and professional manner. Pursue numerous federal and state grant awards for transportation projects.

**Current Level of Service Grade:** Below expectations.

**Land Development:** Land Development activities are managed by two (2) Project Engineers, a Construction Inspection Manager, and a Construction Inspector. Contract services are heavily relied upon for construction inspection services to meet the current workload. Land development tasks include the review of roadway plans, utility plans, calculations, storm water management

plans, etc., for all land development projects in the city. Staff also administrates resident construction inspection during land development activities, enforcing city code and standards, and ensuring projects are built per approved plans. In addition, staff performs preliminary and final sub-division lot inspections for new builds. Currently contract services are used year-round, including December through March.

**Expectation:** Adhere to maximum plan review turnaround times, provide adequate support to the Planning and Community Development, and provide proper oversight and coordination of construction activities.

**Current Level of Service Grade:** Meets expectations.

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**Capital Projects:** Capital roadway improvement project activities are managed by two (2) Project Engineers with technical support from two (2) Engineering Technicians. The Capital Project Process includes programming, planning, design, contract administration and construction. This section manages all aspects of the department's annual resurfacing, bridge inspection, pavement management and sidewalk programs. Also, this section conducts numerous field studies and prepares design plans and performs calculations in-house for select city's CIP projects when capacity to do so is available. A re-allocation of existing staffing resources is necessary to avoid deferring numerous funded capital projects to future years, and to perform in-house design. It is important that capital project staff dedicate the necessary time to overseeing their assigned projects to ensure quality, stay of schedule, and minimize change orders.

At current staffing and project work load, it is anticipated that lower priority initiatives will continue to be shifted out to future years. Staff engineers and technicians should always remain slightly overbooked though to ensure full utilization. However, a realistic number of initiatives/projects for the Capital Projects section to manage on an annual basis (with current staffing) is roughly 15 to 20 without in-house design assignments and 10 to 15 with in-house design obligations. Currently, the section is attempting to manage over 30 projects and initiatives.

**Expectation:** Execute and deliver projects as they are programmed in the CIP and budgeted on time and under budget. Do not let project schedules and progress slip. With the addition of gas tax funding, a revised expectation for the 2020 construction season is to complete all local street paving by end of July. An additional goal for 2020 is to utilize the engineering staff to complete additional minor design plans in-house versus hiring an engineering consultant.

**Current Level of Service Grade:** Below expectations.

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**Technician Support & Right-of-Way Management:** Technicians provide a variety of support in the daily activities of all other work in the Public Works department including traffic counts, pavement coring, Stealth counts, field reviews, records management, data acquisition and reporting, permitting etc. The daily Technician task loading exceeds their capacity continuously. Activities within the public right-of-way continue to be shared among several staff members of the Public Works Department depending on individual workload and availability. Staff is responsible for supporting permit review, processing, and field inspection. Support is also provided to other Public Works Divisions in the coordination of various activities requiring some degree of monitoring and oversight. This current shared responsibility arrangement became necessary when the dedicated right of way inspector position was eliminated in 2010. The restoration of an additional full time Inspector in 2018 has helped with right of way inspection coverage, however, the high volume of Land Development projects prohibits the additional inspector from providing



adequate oversight in this area. Restoration of the dedicated right-of-way inspector has been analyzed in 2019. This budget proposal does not reflect the addition of a new full time city employee to cover right-of-way. Rather, this budget proposal reflects a significant increase in professional services to cover costs for a contract employee to perform right of way duties and responsibilities, an arrangement that has been successful in neighboring municipalities. The contract employee would be managed by the Capital Projects team leader. The city's right-of-way application review and construction inspection fees must be revised early in 2020 in order to recoup a large percentage of the expenditure for the proposed contract employee.

**Expectation:** All right-of-way activities are managed by one individual in order to properly route applications for review and coordinate private utility construction activities with other city activities.

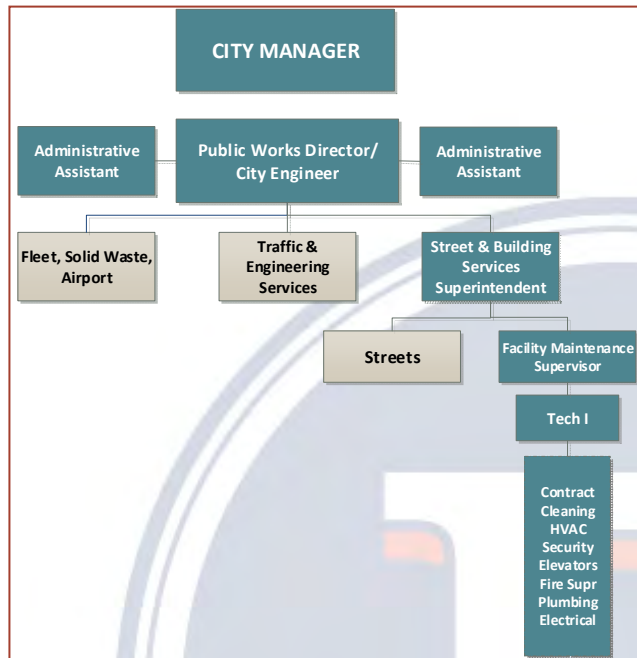
**Current Level of Service Grade:** Below expectations.

Metrics	2019 Actual	2020 Goal
Engineering Review Timeframe (1 <sup>st</sup> Submission)	32 days	30 days
Hours In-house Design	200	500
Percent of Right of way Applications/Activities Receiving Proper Oversight	25	90
Grant Applications	5	5

Statistics	2018	2019	2020
Engineering Plans Approved	25	32	30
Capital Project Initiatives	30	33	30
Right of Way Permits	525	450	475
Residential Lot Inspections	625	800	800
Contract Plan Review	\$ 75,000	\$ 0	\$ 0
Contract Inspection	\$ 750,000	\$ 600,000	\$650,000



## PUBLIC WORKS BUILDING MAINTENANCE 2020 BUDGET



### Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure through the coordinated efforts and teamwork of skilled labor and technical support.

### Department Description

The Division of Building Maintenance is responsible for the maintenance of all mechanical and electrical operating systems in the Public Works, Justice Center, City Hall, 18 E William (Gazette) and 20 W William (former engineering) buildings as well as for the condominium rental property on W Central Ave. Responsibilities include ensuring all preventative and routine maintenance is completed as required. Staff also addresses all custodial services and staff service requests.

### Budget Summary

The 2020 budget reflects the estimated cost for providing preventative and routine maintenance services to key building systems including elevators, HVAC, plumbing, fire protection, alarm systems etc. The budget also includes funds dedicated for unanticipated plumbing, electrical or building repairs that occur throughout the year. Having funding in place for this work aids in the efficient management and advancement of critical and time sensitive repair activities. In 2018, the city switched to a new custodial services provider that continues to perform well. The vendor will extend their contract through 2020.

Authorized Personnel	2017	2018	2019	2020
Facility Maintenance Supervisor	1	1	1	1
Facility Maintenance Tech I - <i>Full-time</i>	1	1	1	1
Facility Maintenance Tech II - <i>Part-time</i>	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Strategic Goals

<i>Goal #1 -</i>	Effectively deliver the maintenance services necessary to support the many facilities within the City in order to maintain safe, comfortable and efficient work, meeting and public spaces.
<i>Goal #2 -</i>	Continuously assess all major systems and equipment to develop replacement schedules and budgets that accurately account for anticipated useful life cycles of equipment and facility components.
<i>Goal #3 -</i>	Work with other departments in the planning for renovations, upgrades and other improvements associated with the City Hall and Engineering Buildings.
<i>Goal #4 -</i>	Work with a new Custodial Services vendor to continue to provide a seamless transition in the provision of quality cleaning services to the several facilities managed through Public Works : Develop plan to have Custodial Services in-house for better accountability and service.

## Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Staff is tasked with managing building maintenance activities including performing daily building and system checks, addressing customer service requests (CSR's), overseeing custodial service, and providing coordination with multiple mechanical system contractors and service providers. Staff also works to assess various building components and systems to develop component replacement schedules and annualized maintenance cost estimates.

**Expectation:** Continue to expand our education in all areas, to be as efficient as possible. Prepare to move forward with overseeing all city buildings in the future.

**Current Level of Service Grade:** Meets expectations.

**Inspection & Preventative Maintenance** - The City utilizes multiple professional service vendors to perform routine inspections, maintenance and service to HVAC systems, elevators, fire suppression systems, security systems and emergency generators.

**Expectation:** Continue to utilize our vendors efficiently to provide excellent service, until the staffing numbers will allow for these tasks to be addressed in house

**Current Level of Service Grade:** Meets expectation.

**Equipment & Facility Repairs/Parts** - Staff can manage minor repairs on most mechanical systems and building elements, however significant repairs to plumbing and electrical systems, and the building structure, are managed through local contractors.

**Expectation:** Continue to utilize our contractors to perform the work that we are not certified to do. Our long-term goals/plans would be to hire staff with these certification as Facility Maintenance grows to oversee all Public building.

**Current Level of Service Grade:** Meets expectations.

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**Custodial Services** - The City contracts annually with a custodial services vendor to provide all custodial maintenance to city facilities. City staff responds to emergency custodial issues during the day. The majority of cleaning activity occurs during evening hours.

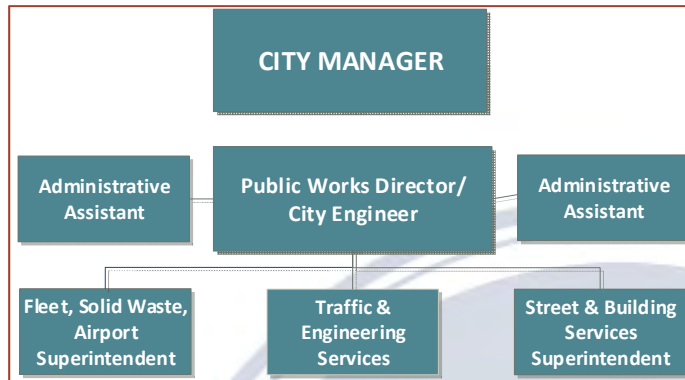
**Expectation:** Continue communication with the vendor to stay onboard with the level of service that we've laid out in our scope of services for Janitorial services

**Current Level of Service Grade:** Meets expectation.

Metrics	2019	2020 Goal
CSR's Addressed	700	700
Flooring Replaced (SF)	5,591	4,447
Interior Re-Painting (SF)	0	11,484

# PUBLIC WORKS ADMINISTRATION

## 2020 BUDGET



### Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure through the coordinated efforts and teamwork of skilled labor and technical support.

### Department Description

The Administrative Division of the Public Works Department provides administrative support and oversight to the seven divisions responsible for the daily maintenance and operation of City infrastructure, including Street Maintenance, Solid Waste Collection, Fleet Services, Airport Operations, Traffic Management, Building Maintenance, and Engineering Services. The administrative assistance positions also support the Parks and Natural Resources Department since its relocation to the Public Works facility in 2017.

### Budget Summary

The Public Works Administrative Division funds the six administrative and support staff positions in the department though the Engineering Technician position has been recommended to be moved under the Engineering Services Division of Public Work where it is best fits regarding daily assignments, management structure and duties. Building maintenance activities for the public works facility are also supported through the administrative budget. Administrative support is divided among an increasing amount of responsibilities including the addition of the Engineering Division in 2015 and the Parks & Natural Resources in 2017. The expanded role of the Administrative team requires and increased level of task prioritization, and at times results in a drop in service levels toward certain initiatives and goals. To improve service levels, the administrative team has been reviewing policy and procedures, making recommendations to eliminate outdated processes, update and/or streamline others to reduce duplicity in work activity and improve work capacity.

Authorized Personnel	2017	2018	2019	2020
Public Works Director/City Engineer	1	1	1	1
Superintendent	2	2	2	2
Administrative Assistant	1	1	1	2
Engineering Technician	0	1	1	1
Customer Service Liaison	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

Strategic Goals	
<i>Goal #1 -</i>	Increase customer interaction and service at the Public Works facility by offering more point of sale options for park shelter reservations, bulk item collection, bag tag sales, right of way permits etc.
<i>Goal #2 -</i>	Continue in the transition of the Customer Service Request (CSR) and labor activity reporting processes to be fully integrated with the City Works CSR/Work Order system. This allows for the timely and accurate entry of daily activities by division, and greatly simplifies reporting and analysis of all operations.
<i>Goal #3 -</i>	Continue to work with CMO/PIO to improve the city website, specifically concerning the presentation of Public Works operations and project related information in a clear, concise, and accessible manner. Information needs to be periodically updated to remain relevant. Additional background information regarding transportation initiatives should be made available to the general public.
<i>Goal #4 -</i>	Provide a wider range of customer payment options for various services, specifically including in-person credit card payment.

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - The administrative support staff provides direct customer service interface through telephone, internet and walk-in service. The 2 full-time Administrative Assistant support the needs of seven operational divisions within the Public Works department through daily office management tasking, invoice and billing records, personnel records, activity reporting, and record management and reproduction. With the relocation of both the Engineering Division and Parks & Natural Resources Dept. to the 440 E William Facility, the need for administrative support has increased significantly.

**Expectation:** Continue to provide support to all departments and public service request from the citizens.

**Current Level of Service Grade:** Meets expectations.

**Divisional Support** - The Public Works Director and two superintendents, provide daily management over the seven divisional groups. The divisions are grouped into three operational areas managed by the Deputy Engineer (Traffic & Engineering Services), Superintendent of (Streets Maintenance & Building Maintenance), and Superintendent (Fleet, Solid Waste & Airport Operations). The Public Works Director also serves as the City Engineer.

**Expectation:** Continue to strive at providing top level management support to all division and the citizens.

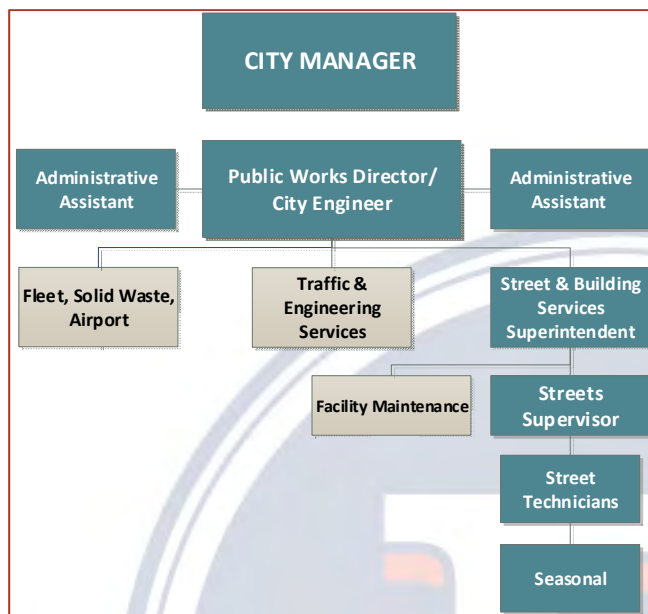
**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Calls Received	8,500	8,010	8,000	8,500
CSR's Issued	6,000	4,545	4,500	4,750
Public Walk-In Contacts		1,600	1,700	1,800



## PUBLIC WORKS STREETS

### 2020 BUDGET



#### Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure through the coordinated efforts and teamwork of skilled labor and technical support.

#### Department Description

The City has a substantial overall investment in its 172 miles of roadway pavement. The following annual programs are managed through the Street Division: (1) Street Maintenance (pothole repair, pavement patching, base repairs, crack sealing and berm restoration); (2) Concrete Maintenance (ADA ramp repairs, infill projects, and downtown paver/tree-well maintenance); (3) Parking Lot Maintenance; (4) Pedestrian and bike path maintenance; (5) Street sweeping; (6) Winter snow & ice management; (7) Special event traffic management.

#### Budget Summary

The 2020 Street Maintenance budget includes requests for funding professional services, operations, sidewalk repair, bikeway maintenance, and parking lot maintenance. Rising material and contractor costs, in combination with an expanding highway network, make maintaining service levels difficult without accompanying funding increases. The city's street network has increased from 128 miles to over 172 miles since 2001 without an increase in staff capacity to perform necessary pavement maintenance and repair. One additional street maintenance technician has been included in the 2020 SMR budget. Though the Streets Division staff has the capability to complete most highway maintenance activities, the existing crew, made up of seven technicians plus a working supervisor, has a limited capacity. The addition of a street crew member will aid in improving roadway maintenance capacity.

An increase in professional service funding has also been proposed to provide for greater use of contractor services to address growing deficiencies in pavement crack sealing and concrete handicap ramp repairs. The use of contractors will allow for a full-time technician and seasonal labor to focus on pavement maintenance issues throughout the summer construction season, with the goal of being able to establish two independent maintenance crews. Base repair obligations in advance of State Urban Resurfacing Program requires substantial funding for this work to be contracted out in 2020 in advance of pending initiatives on SR37 and US36. Contract services will also be utilized to address additional concrete repairs, parking lot and bikeway maintenance, and berm repairs. When the cost of utilizing contract services is similar to the cost of the same effort performed by in-house operations, it is reasonable to contract these activities out to allow staff to focus on other pavement maintenance needs, especially concerning our local streets.

Authorized Personnel	2017	2018	2019	2020
Supervisor	1	1	1	1
Street Technicians	7	7	7	8
Seasonal - FTE	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
<b>Total</b>	<b>9.6</b>	<b>9.6</b>	<b>9.6</b>	<b>10.6</b>

### Strategic Goals

- Goal #1 -* Expand annual maintenance of pavement to include asphalt repairs and patching throughout residential neighborhoods.
- Goal #2 -* Address the sustainability of providing adequate roadway maintenance by restoring Street Division staffing to levels commensurate with the substantial highway infrastructure growth in Delaware.
- Goal #3 -* To assure the safest overall infrastructure network, work with community in providing assistance in the provision of maintenance of private infrastructure i.e. sidewalks and pedestrian paths that make up part of the overall infrastructure network throughout the community.

### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - The Divisional Supervisor acts to oversee the various highway maintenance operations throughout the year. Responsibilities include maintaining accurate and up-to-date work activity records that are used to evaluate productivity, efficiency and ultimately to aid in adjusting work plans and priorities based on production. Supervisor are directed to spend more time in the field overseeing and helping with ongoing maintenance activities.

**Expectation:** Provide daily oversight to street crews and interaction with public to meet infrastructure needs in the community.

**Current Level of Service Grade:** Below expectations.

**Pavement Maintenance** - Maintenance activity includes the summer crack seal program, road base repairs, pavement patching and berm maintenance and repair. Completion of these individual work items would benefit from increased staffing levels and funding for purchase of materials and expanded use of contract services. Currently assignments are established to focus on only the most critical highway maintenance activities. Without additional staffing to sustain more than one work crews daily, the level of service in providing necessary roadway maintenance will continue to drop below expected service levels.

**Expectation:** Provide timely and efficient maintenance to the local street network needs.

**Current Level of Service Grade:** Below expectation.

**Parking Lot and Bikeway Maintenance** - The City maintains 31 public parking lots and over 15 miles of public bikeway. Maintenance activity includes crack sealing, pavement sealing and resurfacing operations. The majority of maintenance work for parking lots and bikeways is managed through contract services. The ability to continue to manage this effort at a sustainable level is contingent on the availability of additional funding to contract the work on an annual basis.

**Expectation:** Provision of adequate and timely maintenance of all public bike paths and parking areas.

**Current Level of Service Grade:** Below expectation.

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**Sidewalk Maintenance** - The City manages handicapped ramp and sidewalk replacement projects. Sidewalk in-fill projects are addressed in areas where gaps in the sidewalk network exist. The advancement of a more robust concrete sidewalk repair and replacement program is limited by funding and staffing levels resulting in a growing backlog of needed repairs. Additional funding is required to purchase more materials and to hire contractors to perform sidewalk maintenance operations.

**Expectation:** Timely maintenance of all public responsibility sidewalks and handicap ramp repairs.

**Current Level of Service Grade:** Below expectations.

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**Snow & Ice Management** - The Street Division is responsible for the winter snow and ice operations, with assistance from Traffic and Solid Waste staff when additional snowplow operators are required. Duties include mixing, storage and application of anti-icing treatments of salt brine in advance of events. Crews also provide snow clearing service for all network streets in order of priority. An acceptable level of service for snow and ice removal is determined through public comment, complaints and related feedback. The level of service provided is related to maintaining an adequate supply of road salt. The budget includes funding to purchase 2,000 tons of material to restock supplies following the winter. If the usage exceeds the 2,000-ton average winter usage, then additional funding is required to maintain the stockpile of road salt at capacity. Improvements in salt spreader equipment allow for more efficient and controlled use of expensive road salt. Replacing an older model salt spreader with a digitally regulated device can yield savings of 100 pounds of salt per lane mile.

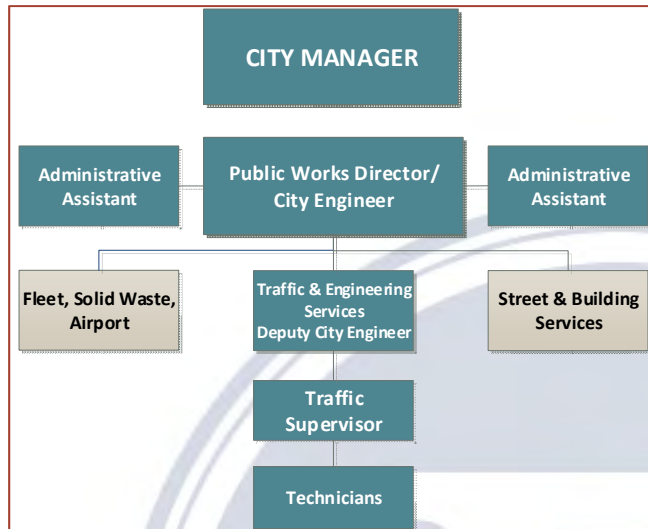
**Expectation:** Provision of timely and efficient snow and ice management in advance of, during, and following winter precipitation events.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Tons of Road Salt Utilized	1,613	2,947	2,507	2,500
Crack Seal Applied [lbs.]	56,580	38,580	43,226	40,000
Crack Seal Applied [sq.]	771,303	263,085	419,899	300,000
Base Repair Completed [sq.]	31,323	51,867	86,170	98,500

## ENGINEERING - TRAFFIC

### 2020 BUDGET



#### Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure through the coordinated efforts and teamwork of skilled labor and technical support.

#### Department Description

The Division of Traffic Operations maintains and operates all traffic signals, pavement markings, signage, guardrail, and street lighting within the City. In addition, the Division assists with maintenance of traffic for citywide projects, special events, emergencies, and snow removal. Finally, the division performs traffic analysis and provides recommendations regarding our infrastructure to city officials concerning the safety and wellbeing of our citizens and visitors alike.

#### Budget Summary

The 2020 Traffic Operations budget reflects increases in wages, professional services, maintenance of equipment and operations line items to maintain the current level of service in maintaining highway traffic control infrastructure and to provide needed capacity to the Capital Projects section. In correlation with the Engineering Budget to add capacity to the Capital Projects section, the wages line item includes an increase to re-instate the Traffic Operations Supervisor position in place of a Traffic Technician position which was vacated in 2014. Since 2014 the Project Engineer III/Traffic Engineer has spent 90% of her time acting as the Traffic Operations Supervisor, while developing a traffic related infrastructure maintenance programs. Now that these maintenance programs and strategies have been developed and implemented, this Division can be led by a Traffic Operations Supervisor with some additional training and continued oversight by the Project Engineer III/Traffic Engineer. The Traffic Operational Supervisor will still have capacity to work with the Technicians in the field to lead projects and help to complete maintenance related tasks. Once the Traffic Operations Supervisor is fully trained, the Project Engineer III/Traffic Engineer can dedicate more time towards projects that require higher level engineering expertise within the Capital Projects section. Although this does not provide additional capacity to the Traffic Division, it does create the opportunity for further advancement for Traffic Technicians and ability for the City to retain these valuable, experienced, expert employees which we have vested interest in through extensive training required to maintain our unique traffic signal system. The Professional Services line item includes an increase in funding for short line striping in the Downtown, long line striping on arterial high-speed roadways and



street lighting maintenance repairs. It also includes funding for an OUPS Ticket Management System, all of which, will free up some capacity within the Traffic Division to focus on higher priority tasks to improve Level of Services Grades closer to “Meets Expectations”. The Traffic Operations line item shows a slight increase, which will be used to continue the traffic signal equipment replacement programs (signal heads, addition backplates, vehicular detection upgrades) established in 2015 and the regulatory sign replacement program. It will also be used to maintain the increased inventory of street lights installed within residential subdivisions.

Authorized Personnel	2017	2018	2019	2020
Traffic Supervisor	0	0	0	1
Traffic Technicians	4	4	4	3
Seasonal - FTE	<u>1.0</u>	<u>1.0</u>	<u>1.2</u>	<u>1.0</u>
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.2</b>	<b>5.0</b>

### Strategic Goals

- Goal #1 -* Transition daily traffic operations tasks from the City’s traffic project engineer to Division Supervisor position by November 2020.
- Goal #2 -* Complete Long Line and Short Line Restriping in the Downtown by May 31, 2020.
- Goal #3-* Complete Traffic Signal Refurbishments for the following intersections by November 2020.
- US-36 & Lehner Woods Blvd/Springer Woods Blvd
  - US-23 N & McDonalds
  - William St & Sandusky St
  - Central Ave & N. Sandusky St
  - S. Sandusky St & Belle Ave
- Goal #4-* Replace 250 regulatory signs (stop, speed limit, etc.) Citywide that no longer meet OMUTCD requirements and all signs on local streets that are due to be resurfaced in 2020 by December 21, 2020.
- Goal #5-* Complete 20 Traffic Signal Inspections by December 2020.
- Goal #6-* Complete annual Traffic Signal conflict monitor testing by February 28, 2020.
- Goal #7-* Explore alternatives to reduce overtime for Traffic Technicians associated with multiple special events, emergency call outs and winter snow and ice management activity.

### Department Services/Activities/Divisions Current Level of Service Grade

**Administration:** Oversight of four full-time and multiple seasonal employees is provided by the Project Engineer III/Traffic Engineer through the Engineering Services Division. The Project Engineer provides expertise, oversight and recommendations regarding the maintenance and operation of all traffic related infrastructure. The Project Engineer also provides professional



traffic engineering services such as review of traffic impact studies, warrants for traffic control devices, recommendations for signage and striping, review of land development and capital project engineering plans (signal, striping, signage, MOT sheets). Expert recommendations regarding capital project design and preparation of applications for grant funds are also administered through this position. The Project Engineer also serves as liaison to the Parking and Safety Committee. The Traffic Operational Supervisor position is recommended to be re-filled in 2020 by an internal Traffic Technician. This position will assume some the administrative/daily tasks such as inputting/tracking daily records, ordering materials, oversight of Traffic Technicians in the field, leading complex traffic maintenance projects, etc. to free up some of the Project Engineer III/Traffic Engineer to focus on more complex Capital Project initiatives.

**Expectation:** Provide adequate time to mentor, assign daily tasks, answer questions, give directives and adequate oversight.

**Current Level of Service Grade:** Meets expectations.

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**Traffic Signals:** Operates and maintains 62 traffic signals, adjusts signal timing as necessary, inspects, monitors and repairs vehicle detection devices, pedestrian signals, signal heads, pushbuttons, signal supports, span wire, battery back-up systems, controllers and conflict monitors. Performs most of these changes and upgrades using in-house staff. In order for Level of Service to improve and meet expectations, retainment of experienced staff and additional staff is needed to stay current on preventative maintenance, routine annual inspections, replacement programs and advancement of new technology. Progress has been made since 2015 with the development and implementation of routine replacement programs and Technician training program.

**Expectation:** Perform preventative maintenance and routine inspections in line Federal and State Guidelines to minimize malfunctions/failures and respond to malfunctions/failures within 30-minutes during business hours and within 2-hours during non-business hours.

**Current Level of Service Grade:** Below expectations.

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**Signage & Pavement Markings:** Maintains all pavement markings and roadway signage, including on all US and State Routes within the city limits. Manages short and long line striping programs. Replacement of all street signage to meet Federal/State retro-reflectivity requirements. Additional improvement to the short line pavement marking maintenance is planned in 2020 by contracting out both short and long line striping in the Downtown. This will allow for this work to be completed prior to many of the major Downtown special events. Additional funds are still needed though in order for Level of Service to meet expectations, especially for maintaining pavement markings on US and State Routes. An increase in funding for professional services and operations is being proposed again in 2020 to assist with both programs and make progress towards meeting expectations.

**Expectation:** Replace and maintain signage and striping citywide to comply with Federal/State standards and based on engineering best practices.

**Current Level of Service Grade:** Below expectations.

**Street Lighting:** Maintains inventory of 2262 City street lights, including lamp and component replacement. Repairs and replaces damaged street light poles and luminaires. Perform street lighting and traffic signal underground wiring locates on a daily basis. In 2018, Land Development established/implemented an LED street light standard for all new streetlights installed. Significant research was also conducted in 2018-2019 to replace existing high-pressure sodium lamps with more energy efficient and long lasting LED lamps. Evaluation is still ongoing and will be continued in 2020 to identify the substantial level of capital investment required for such an initiative, as well as the associated savings in maintenance and energy consumption costs. In order to maintain current level of service and meet expectations, additional funds have been requested for repairs that cannot be completed by in-house staff (street light controller, foundation, wiring repairs, etc.). Fund are also being requested to have continue the street light pole painting in the Downtown. The mast arms were painted in 2018 and it is proposed to paint the remainder of the light poles in the Downtown from 2020-2022 utilizing contracted services.

**Expectation:** Repair City maintained street light outages within an acceptable time frame (see metric chart below).

**Current Level of Service Grade:** Meets expectations.

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**Crash Barrier:** Maintains existing inventory of standard wide beam guardrail and concrete crash barrier throughout the community, including all low and high-speed end treatments and impact attenuators. Repair and replacement work is required as a result of existing infrastructure deemed deficient during routine annual inspections or as a result of vehicular accidents. This work is performed by contract service, which is bid out annually. New barrier installations are funded through the Traffic Division and completed by contract services, though minimal funding is available for expansion of the crash barrier network. Though damaged crash barriers are readily managed through staff and contractor services, the ability to expand the crash barrier network to provide safety improvement to multiple identified locations in need of barrier is not achievable under current program funding.

**Expectation:** Maintain existing crash barrier in good, safe condition and provide crash barrier at all identified/warranted locations Citywide.

**Current Level of Service Grade:** Below expectations.

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**Maintenance of Traffic:** Installation of temporary traffic control cones, barricades, signs, detours, etc. for special City events, and other street or utility division projects. Responds to emergency call-outs requiring maintenance-of-traffic operations for traffic accidents or other emergencies necessitating lane closures. This work is generally performed by staff, though the majority of activity occurs outside normal business hours and results in significant annual overtime cost. All special City events require preparation during regular work hours, which impact the allowable time allocated to routine traffic infrastructure maintenance.

**Expectation:** Cover every planned event and respond emergency call-outs in timely manner. Provide assistance and oversight of the temporary traffic control needs of other Departments roughly 1-2 times per month.

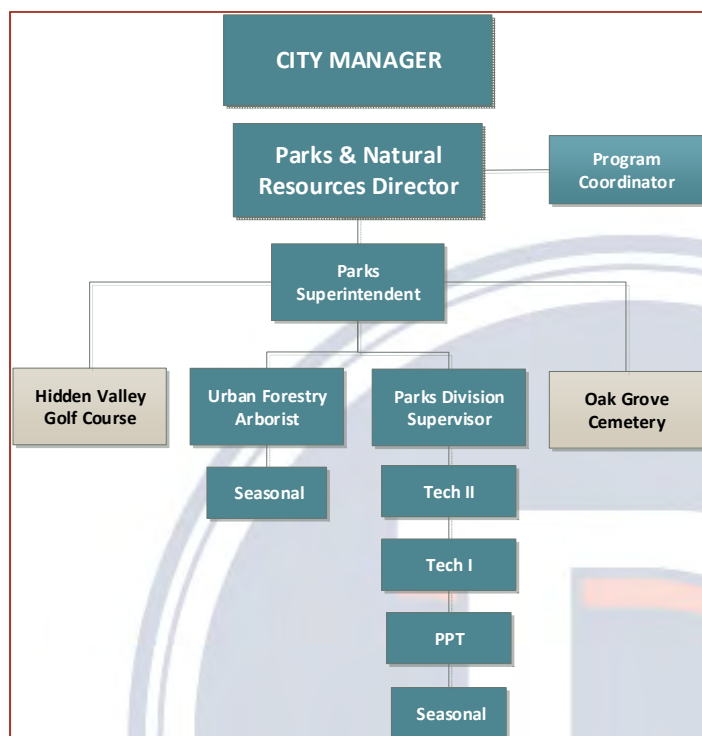
**Current Level of Service Grade:** Meets expectations.

Statistics	2017	2018	2019	2020
Special Event Hours	934	950	1,000	1,000
Signal Work Hours	1,542	1,900	1,900	1,900
Street Light Work Hours	853	650	900	950
Striping Hours	806	1,850	1,700	1,650
Sign Work Hours	1,290	1,500	1,500	1,500
Line Locate Requests	11,613	10,500	9,500	10,500

Metrics	Goal	Actual
Signal Inspections Completed (Each)	62	20
Long Line Pavement Markings Re-striped (Miles)	93	48
Regulatory Signs (Stop, Speed Limit, etc.) Replaced (Each)	250	200
Crash Barrier: Accident Related Repairs Completed (%)	100%	100%
Crash Barrier: New Install (Feet)	4,200	0
Street Light Outage Repairs Response Time (Days)	7	7
Emergency Call-outs Incidents: Timely Response (%)	100%	100%

# PARKS & NATURAL RESOURCES

## 2020 BUDGET



### Department Mission

The Parks and Natural Resources department (PNR) is to provide citywide parks, trails and green space that promote health and wellness, protect open spaces, and promote social equity of parks and recreation. The mission of the Parks/Forestry Division is to provide safe, clean parks and facilities, preserving and protecting the City's urban forest and natural resources for present and future generations and to enhance the quality of life.

### Department Description

The PNR department promotes health and wellness by providing access to parks and trails to encourage the community to actively pursue active lifestyles. The department protects open space conserve natural features in the urban landscape and engages the community to connect to the natural environment.

The PNR department also strives to place parks within a 1/4 mile of all residents promoting access to the benefits of parks. The Parks/Forestry Division is responsible for the efficient and effective maintenance, construction and project improvement within the City's diverse park system. The division maintains the partnership with the YMCA to provide for proper function of City of Delaware recreation programs and the Jack Florance pool. The division maintains all City right of way, ensuring vegetation control and litter removal. The division also manages the urban forest (at an estimated value of more than \$15M). In addition, Parks/Forestry is responsible for tree removals, plantings, prunings and mortality counts in the right-of-way. This Division works closely with the Public Works Engineering Department on implementation of the Safe Walks Program.

### Budget Summary

This budget provides funding for a demanding inventory of 24 parks (4 community, 20 neighborhood) totaling 368 acres, and 24 miles of bikeways. This includes general maintenance, right-of-way mowing, care for our expansive urban forest and street tree inventory, parks related snow/ice removal, growth and care of greenhouse shrubbery and plant materials. The park system has experienced increased use by expanding the availability of shelters to the public, additional trail segments, increased urban forest care, expanding sports demand on local fields and increased park use.



Authorized Personnel	2017	2018	2019	2020
Director	1	1	1	1
Superintendent	1	1	1	1
Division Supervisor	1	1	1	1
Program Coordinator	0	0	0	1
Arborist	1	1	1	1
Tech II	1	1	1	1
Tech I	3	3	3	3
Laborer - <i>Part-time</i>	2	2	2	2
Seasonal - <i>FTE</i>	<u>4.81</u>	<u>4.81</u>	<u>4.81</u>	<u>5.05</u>
<b>Total</b>	<b>14.81</b>	<b>14.81</b>	<b>14.81</b>	<b>16.05</b>

Strategic Goals	
<i>Goal #1 -</i>	Promote health and wellness in the community by providing access to parks to all residents and a strong recreation program.
<i>Goal #2 -</i>	Protect natural features and open spaces and connecting them to the community for wellness and education.
<i>Goal #3 -</i>	Promote active transportation corridors to offer alternative travel routes. By working closely with the 2017 Bicycle and Pedestrian Plan we are able to prioritize routes and identify important connectors in the community.
<i>Goal #4 -</i>	Advance greenway corridors that connect communities, protect natural space and promote natural habitat.

### Department Services/Activities/Divisions

#### Current Level of Service Grade

**Administration** - Provides effective and efficient management of the PNR staff, budget CSR's, parks, open space, natural resource areas, facilities and ROW'S. Provide quality service through implementation, partnerships, and facilitation with citizens, community organizations, and other departments and agencies. Provides effective and efficient management of the urban forest. Works closely with other City departments, Parks and Recreation Board, and the Shade Tree Commission.

**Expectation:** Administration is responsible for supporting all departments and routing CSR's for efficient processing.

**Current Level of Service Grade:** Meets expectations.

**Mowing** - The Division is responsible for over 300 acres of parkland, open space, and ROW areas. Twenty-four parks, open space and finish cut ROW's are mowed on a weekly basis. Rough cut ROW mowing is done on a monthly or as needed basis.



**Expectation:** Effectively maintain turf in parks and right-of-ways including trash cleanup.

**Current Level of Service Grade:** Meets expectations.

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**Parks Maintenance & Repair** - The Division is responsible for maintenance of parks, 16 facilities that consist of shelters, playgrounds, trails, ballfields, restrooms and concession stands.

**Expectation:** Continue to maintain a growing service area and population. Provide clean and safe parks.

**Current Level of Service Grade:** Exceeds expectation.

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**Urban Forestry** - The Division is responsible for the planting and maintenance of over 17,000 trees with an estimated value of \$15 million. The division reviews all plans, works with contractors on choosing what species are to be planted, where they are planted and the mortality counts on these trees, and maintains records on which trees are under warranty. The division is responsible for the maintenance of these trees, from locating where trees are needed, and when they need pruned or removed. Works directly with the Shade Tree Commission to follow out the mission of the division, works with contractors and citizens for removals, plantings, and prunings.

**Expectation:** Continue to strive for a high level of service in a growing urban forest. Develop a management plan to help the department grow and manage the urban forest.

**Current Level of Service Grade:** Meets expectations.

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**Pruning and Removal** - The division is responsible for all pruning and removals of all trees in the City ROW. Pruning should be done every 3- 5 years, (Industry Standard); we are currently on a 7- 10 year average. With the recent and proposed changes to the division, we should be able to get closer to the 3-5 year average. All major removals are completed by contractors; all other removals are done by staff.

**Expectation:** Provide efficient use of Parks and Natural Resource staff to supplement Urban Forestry staff to maintain proper pruning cycles and manage service requests. This will involve planning forestry operations with various staff and properly managing contracted services.

**Current Level of Service Grade:** Meets expectations.

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**Landscaping** - The Division is responsible for the beautification of all landscaping beds in parks, ROW's, hanging baskets, planting pots, City Hall, Engineering, Hayes monument and the Justice Center. Department maintains a greenhouse that supplements the perennial/annual plants and pots used throughout the city.

**Expectation:** Maintain a variety of well-manicured landscape beds including cleanliness, weed control, watering and disease awareness. Maintain greenhouse operations.

**Current Level of Service Grade:** Exceeds expectations.

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**Snow & Ice Removal** - The Division is responsible for snow and ice removal in all City parks, bikeways, City owned parking lots and all sidewalks that abut City owned properties. The Division also assists other Divisions as needed.

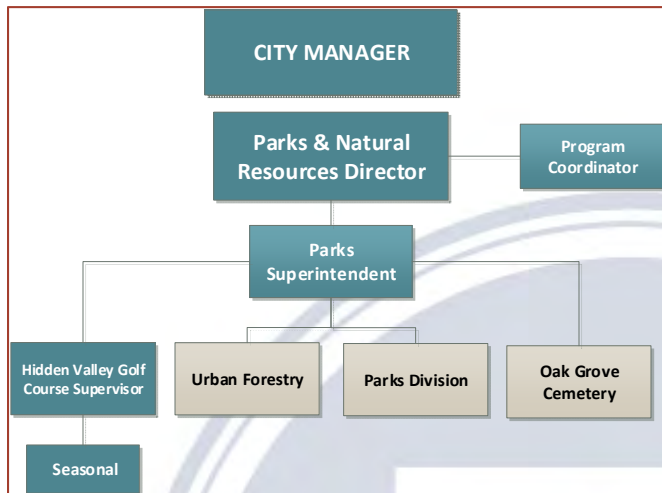
**Expectation:** Provide safe areas for the public and city staff while supplementing other departments to respond to local conditions.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Park Acreage	368	368	368	368
Facilities	19	19	19	19
Multi use trails	20	24	24	24
Finish cut mowing parks and ROW (acreage)	418	418	418	418
Rough cut ROW (miles)	26.80	26.80	26.80	26.80
Community Parks	4	4	4	4
Neighborhood Parks	20	20	20	20

# HIDDEN VALLEY GOLF COURSE

## 2020 BUDGET



### Department Mission

The mission of the Hidden Valley Golf Course Division of Parks and Natural Resources is to provide an affordable, high quality facility and safe environment for the beginner and intermediate golfer.

### Department Description

The Hidden Valley Golf Course is responsible for providing a high-quality facility to include tee-boxes, fairways, and greens: concessions, merchandise and driving range for the beginner and intermediate golfer.

### Budget Summary

The Hidden Valley Golf Course currently operates with a crew of one full-time and six seasonal employees, responsible for the operation, maintenance, grounds keeping and clubhouse operation of our nine-hole executive municipal golf course. The maintenance equipment at the golf course has aged and will need to be replaced in future years. The goal is to replace equipment with newer options that will replace multiple pieces. The course has increased popularity and remains an asset to the community. The Golf Course Supervisor position has been split, devoting time to the Parks and Natural Resource staff during the off season and the summer season to maximize their skills. Seasonal staff will be utilized more on the golf course allowing the Superintendent to manage specialized duties in turf management and pond maintenance in the entire park district. Midway through the 2019 season alcohol was introduced at the course and provided a modest boost to concession sales.

Authorized Personnel	2017	2018	2019	2020
Golf Course Superintendent	1	1	1	1
Laborer - <i>Part-time</i>	0	0	0	0
Seasonal - <i>FTE</i>	<u>1.96</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>
<b>Total</b>	<b>2.96</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>

## Strategic Goals

- Goal #1 -* Provide a quality experience on a well-maintained course.
- Goal #2 -* Promote outings, leagues and tournaments to engage the community.
- Goal #3 -* Evolve services to compete for changing needs of the public.
- Goal #4 -* Review revenue sources and look for opportunities to increase revenues.
- Goal #5 -* Identify a Capital Improvement Plan funding repair and replacement of facility infrastructure.

## Department Services/Activities/Divisions Current Level of Service Grade

**Administration** – Responsible for the day-to-day operations to include clubhouse and course operation. Order materials and supplies, staff scheduling, payroll, inventory and promoting the golf course.

**Expectation:** To ensure effective daily operation and support staff needs. Efficiently direct staff for course maintenance and direction.

**Current Level of Service Grade:** Meets expectations.

**Mowing** – The division is responsible for maintaining a well-manicured golf course, including tee boxes, fairways and greens.

**Expectation:** Maintain all areas of the golf course with appropriate grass heights. Give staff clear direction for mowing the specific areas of the course and inspect daily, the quality of work.

**Current Level of Service Grade:** Meets expectations.

**Course Maintenance and Repair** – The maintenance of the course has a variety of aspects from fertilization, aeration, and chemical treatments to help protect the turf from fungus and disease. Irrigation repairs are another part of the overall maintenance to keep the course at a high-quality facility.

**Expectation:** Monitor course to be proactive in preventing diseases and prepared to take quick action when recognizing potential problems.

**Current Level of Service Grade:** Meets expectations.

**Clubhouse** – The division is responsible for the day-to-day clubhouse operations, including daily transactions from cart rentals, club rentals, greens fees, merchandise and concession sales, to inventory control of all merchandise and concession products. The clubhouse is where our customers get their first interaction with staff and their first impression of the course and plays a vital role in if they will come back to Hidden Valley.

**Expectation:** Maintain a friendly atmosphere that promotes customer loyalty. Alert administration to operation ideas that may improve clubhouse policies or operation. Maintain accurate inventory.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Regular Rounds	5,238	4,183	5,019	4,800
Student/ Seniors Round	3,910	5,000	4,112	4,340
League Rounds	1,040	1,000	1,304	1,100
Driving Range Rounds	2,041	2,178	1,724	2,700
Riding Cart Rounds	4,304	3,600	6,308	4,730
Memberships	60	50	52	54
Punch Cards	112	160	134	135





# OAK GROVE CEMETERY

## 2020 BUDGET



### Department Mission

The Cemetery Division is dedicated to the maintenance, restoration, and perpetuation of the grounds containing more than 20,000 grave markers and monuments. We preserve and maintain the unique historic arboretum style of our cemetery while continuing to develop and improve new sites in a financially responsible manner. As the City operates in this new area of service, we intend to continue to develop refined management practices with a focus on quality service and efficient operations.

### Department Description

Our objective is to offer burial grounds and services consistent with the City's environment and the Cemetery's beautiful setting. To fulfill our mission we: (a) Recognize the cemetery's rich history; (b) The need to serve our lot holders, funeral directors, clergy, and the general public; (c) The importance of our role as a neighbor in the community and our responsibility to provide a caring and respectful staff dedicated to the preservation of the cemetery and to service the Delaware community; (d) Evaluate, plan and develop new areas to increase interment space; (e) Develop best management practices to become more efficient on overall operations; (f) Straighten markers and clear trees throughout the cemetery using the perpetual fund; (g) Develop infrastructure improvement plans for buildings, roads and storm sewer collection systems within the cemetery. In 2019, a Cemetery Master Plan was completed that outlined future growth, expanded burial options and updated rules and regulations. The plan will be instrumental in developing long term operating and maintenance practices to beautify the grounds for future generations.

### Budget Summary

The Oak Grove Cemetery Division budget operates in a financially responsible manner. The cemetery staff, through the Finance Director, will evaluate the use of perpetual funds in the coming year. The completion of the Master Plan in 2018 will help guide the future and sustainability of the cemetery. In 2020, staff will begin to institute improvements to the cemetery including stormwater and landscape improvements while planning for future expansion. The current budget reflects costs for removing the existing house and renovating this space for additional gravesites and ceremonial garden areas.

Authorized Personnel	2017	2018	2019	2020
Financial Specialist I*	0.65	0.65	0.65	0.65
Facility Maintenance Supervisor	1	1	1	1
Facility Maint. Tech II - <i>Part-time</i>	1	1	1	1
Seasonal - <i>FTE</i>	<u>1.30</u>	<u>1.30</u>	<u>1.30</u>	<u>1.30</u>
<b>Total</b>	<b>3.95</b>	<b>3.95</b>	<b>3.95</b>	<b>3.95</b>

\*Position is split between Cemetery and Finance departments

Strategic Goals	
<i>Goal #1 -</i>	Establish City government as a model of financial resiliency.
<i>Goal #2 -</i>	Develop and implement plan for management and maintenance of Oak Grove Cemetery.

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Administration of the Cemetery is handled by the City's Finance Department. Responsible for the financial portion of lots, burials, foundations and all revenues coming in, tracking of burials, liaison between funeral directors, families and the City, maintain all Cemetery records and maps including preservation of historical records, provide support for indigent families, provide system support to grounds manager, coordinate internments, handle service requests

**Expectation:** To handle customer requests in a timely and satisfactory manner and provide families with a positive experience during their time of loss.

**Current Level of Service Grade:** Exceeds expectations.

**Burials** - The division is responsible for all internments and disinternments. The cemetery averages around 100 burials per year, both burial and cremation. Staff will lay out all grave sites, dig to vault specifications and backfill all graves. After every service, the division monitors grave site for settling and adds soil to the areas. After this aspect is complete the staff will till and seed the area.

**Expectation:** Ensure burials and follow up maintenance are done in a timely manner.

**Current Level of Service Grade:** Exceeds expectations.

**Facility Maintenance and Repair** - The division is responsible for pouring footers for monument placement. The division is responsible for the maintenance of three existing facilities, equipment, water spigots that run throughout the cemetery and repairs to existing monuments. Staff also is responsible for removing all broken flower pots, trash cans, removing weathered flags, placing items for special care graves, fixing road ways, installing government markers and snow and ice removal.

**Expectation:** Continue to develop effective maintenance practices that allow the cemetery to operate efficiently and serve the needs of the public. Institute an updated list of rules and regulations that promotes a respectful and consistent character throughout the cemetery. Oversee contractors as restoration of older monuments is completed.

**Current Level of Service Grade:** Exceeds expectations.

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**Grounds Maintenance** - The division is responsible for mowing and trimming over 50 acres on a weekly basis for approximately 26 weeks. Trimming is done around approximately 20,000 monuments and usually takes a couple of weeks to make a rotation. In addition, staff is responsible for tree removal, pruning and leaf collection.

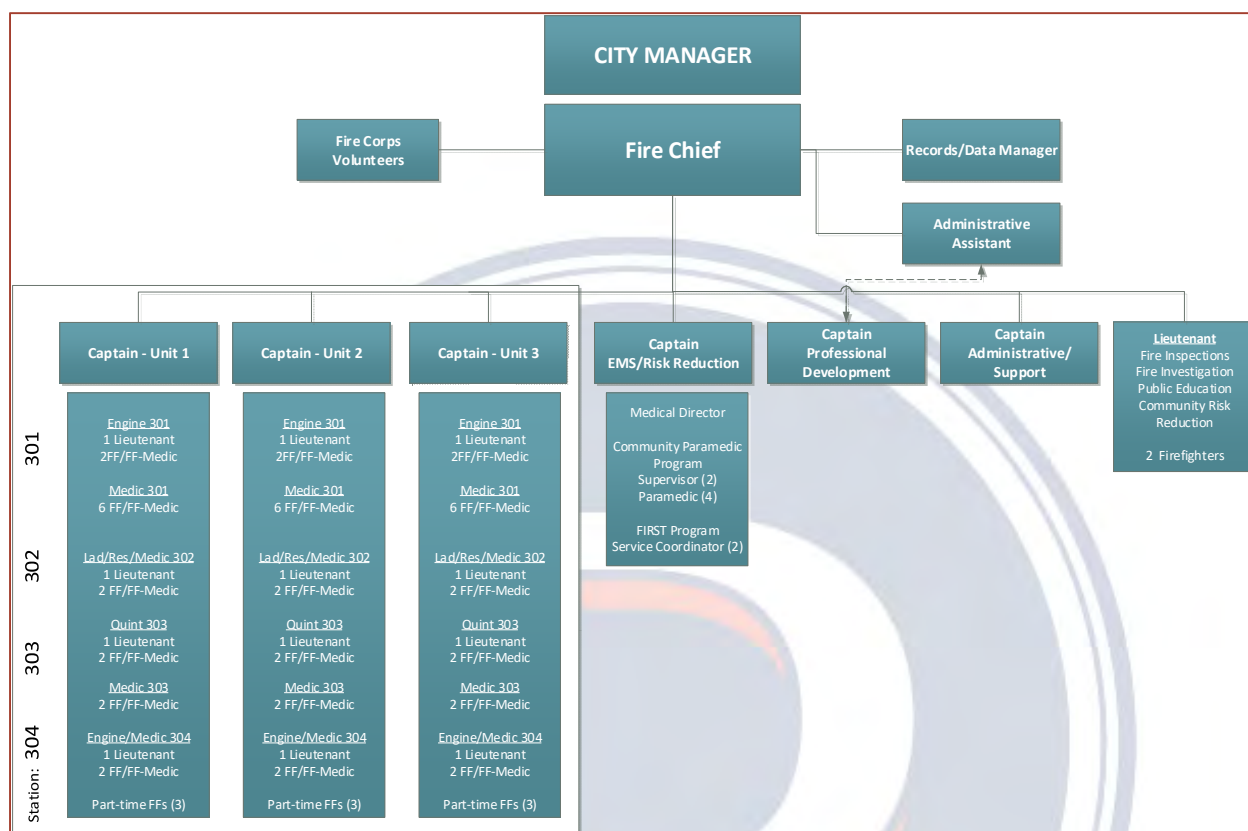
**Expectation:** Continue to maintain an area that is attractive to visitors and promote a park like setting. Sustain an urban forest by being proactive in maintaining trees and replacing trees as needed.

**Current Level of Service Grade:** Exceeds expectations.

Metrics	2017	2018	2019	2020
Interments	80	83	100	100
Lot Sales	77	48	59	60
Pre-need	56	35	35	38
At-need	21	13	24	22

# FIRE/EMS DEPARTMENT

## 2020 BUDGET



### Budget Summary

This year the Fire Department will continue moving forward with the managing of the City's risk. The 2020 budget includes the hiring of six (6) new paramedics that will be dedicated to the Risk Reduction program and known as Community Paramedics. The Community Paramedics will work a 12-hour shift during the peak demand times. The Community Paramedic's will be responsible for working with the City's Special Needs patients (over 1,000), high-risk patients (diabetics, congestive heart failure) and high demand patients to continue to assist them in the self-management of their health. The Community Paramedics will also increase the availability of EMS in the City. With the growing demand for service, the Community Paramedics will handle annually over 1,000 responses for calls that include lift assist and medical alarms, alleviating the ambulances from responding. The Community Paramedics, when not committed to calls and care, will be mobile or roving in the high demand areas, allowing for faster response times. The ultimate goal of the program will be the continued focus on reducing the number of responses and transports made by the ambulances, by allowing the patients to manage their care from home and through education.

The department will also continue its focus on utilizing technology to reduce the community's risks. Technology is allowing the Department to identify more effective and efficient means of responding and ways of reducing emergency response times.

Authorized Personnel	2017	2018	2019	2020
Fire Chief	1	1	1	1
Assistant Fire Chief	1	0	0	0
Captain	5	6	6	6
Lieutenant	9	12	13	13
Firefighter	44	45	44	44
Supervisor of Community Paramedic	0	0	0	2
Community Paramedics	0	0	0	4
Administrative Assistant	1	1	1	1
Records/Data Manager	0	1	1	1
Firefighter - <i>Part-time</i>	<u>19.23</u>	<u>5.19</u>	<u>5.19</u>	<u>5.19</u>
<b>Total</b>	<b>80.23</b>	<b>71.19</b>	<b>71.19</b>	<b>77.19</b>

Strategic Goals	
<i>Goal #1 -</i>	Ensure a safe community by protecting property and people by continuing to implement the fire department's strategic plan.
<i>Goal #2 -</i>	Ensure a safe community by protecting property and people by developing and instituting emergency management planning.
<i>Goal #3 -</i>	Ensure a safe community by protecting property and people by a proactive approach to addressing problems and collaborating with other agencies/organizations.
<i>Goal #4 -</i>	Ensure a safe community by protecting property and people by providing internal and external education.
<i>Goal #5 -</i>	Ensure a safe community by using technology to help provide services.

### Department Services/Activities/Divisions

#### Current Level of Service Grade

**Administration** – Facilitates the department's operation through planning, organizing, reviewing and maintaining, with the goal of dispersing those functions into and throughout the department for greater cost effectiveness and efficiency. The division ensures that all elements of the city are prepared to deal with unusual occurrences and disasters.

#### Expectation:

- Pursuit International Accreditation by the end of 2<sup>nd</sup> Quarter 2020
- Request an ISO re-evaluation to make improvements with the insurance rating by 1<sup>st</sup> Quarter 2020.
- Conduct or participate in two emergency management exercises by December 2020.

**Current Level of Service Grade:** Meets expectations.



**Operations** – Obtains and maintains manpower, equipment, apparatus, training and communications to ensure the safety and the protection of life and property. This division oversees four primary operations: Fire Suppression, Emergency Medical Service, Hazardous Materials Response and Technical Rescue Response. Service is provided through four fire stations.

- 1) *Fire Suppression* – Provide trained personnel to respond in a timely manner, utilizing the equipment provided. Service is provided from four fire stations that combine a force capable of responding with three engines and one ladder truck. Personnel are also supported by trained firefighters that also respond in paramedic ambulances.

**Expectation:** The total response time for the initial arriving fire apparatus on structure fires for priority responses shall be 6 minutes and 20 seconds 90% of the time.

**Current Level of Service Grade:** Below expectation.

- 
- 2) *Emergency Medical Service (EMS)* – Provide trained personnel to respond to medical calls in a timely manner, utilizing the equipment provided at the advanced life support level. Service is provided from four stations that combine a force capable of responding with four 24-hour paramedic units. Personnel are also supported by trained firefighters that also respond in Paramedic ambulances.

**Expectation:** The total response time for the initial arriving paramedic level vehicle for priority responses shall be 6 minutes 90% of the time.

**Current Level of Service Grade:** Below expectation.

- 
- 3) *Hazardous Material Response* – The department is part of the Delaware Area Response Team, a State Level 2 Hazardous Materials Team. Service is provided from four fire stations that combine a force capable of responding with three engines, one heavy rescue truck and a hazardous material trailer. Personnel are also supported by firefighters that also respond in Paramedic ambulances.

**Expectation:** The total response time for the initial arriving fire apparatus for priority responses shall be 6 minutes and 20 seconds 90% of the time.

**Current Level of Service Grade:** Below expectation.

- 
- 4) *Technical Rescue Response* – These operations include confined rescue, trench rescue, water rescue, industrial accidents, structural collapse and rope rescue operations. Service is provided from four stations that combine a force capable of responding with three engines, one ladder/heavy rescue truck and a several support trailers. Personnel are also supported by trained firefighters that also respond in Paramedic ambulances.

**Expectation:** The total response time for the initial arriving fire apparatus for priority responses shall be 6 minutes and 20 seconds 90% of the time.

**Current Level of Service Grade:** Below expectation.

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**Risk Reduction** – Coordinates efforts to inform the public of safety and prevention methods, focusing on education, awareness, public relations, fire inspections, plan review, and fire investigation. The goal is to prevent or minimize the impact of the risks to which our community is exposed.

**Expectation:**

- That 100% of High and Ultra-High Risk properties receive a fire inspection by December 2020.
- That 90% of Low and Medium Risk properties receive an annual fire inspection by December 2020.

**Current Level of Service Grade:** Meets expectations.

**Professional Development/Standards** – Coordinate the development of all fire department employees. This program oversees the training and orientation of new employees, and continuing education for all department facets.

**Expectation:**

- That 75% of the annual minimum performance standards are completed by December 2020.
- Certified personnel complete a total of 16,000 training hours (250 hrs. annually/FF) by December 2020.

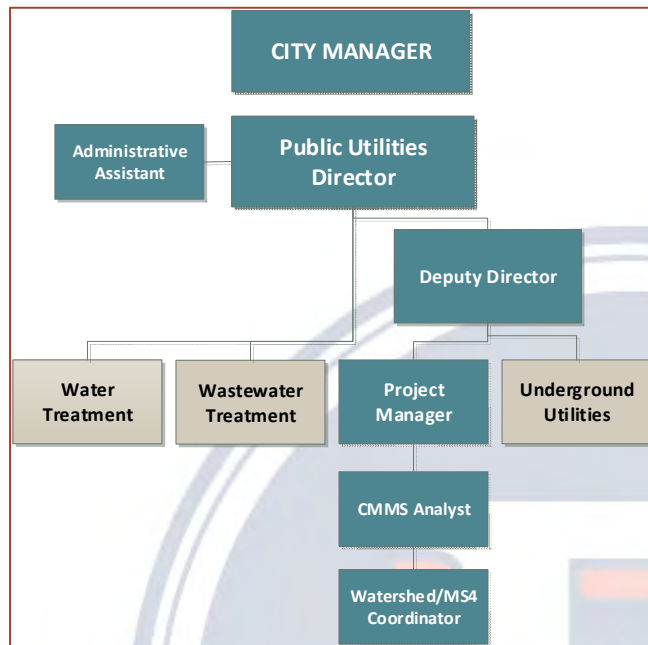
**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
Incidents responded to:				
Fire	110	111	113	115
Rupture/Explosion	7	3	5	4
EMS	4,417	4,491	4,685	4,803
Hazardous Conditions	149	159	168	178
Service Calls	351	540	553	667
Good Intent	259	267	285	297
False Calls	615	671	645	671
Severe Weather	5	-	4	2
Other	12	10	4	4
Total incidents	5,925	6,252	6,464	6,741
Number of Emergency Management Exercises	2	2	2	2
Percent of priority calls with response within 6 min.	70%	70%	73%	75%
90th percentile for total response time on priority structure fires	07:20	07:21	07:21	07:21

90th percentile for total response time on priority EMS calls	07:44	07:30	07:30	07:30
90th percentile for total response time on priority HazMat	08:51	07:01	08:00	08:00
90th percentile for total response time on priority Technical Rescue	07:02	07:11	07:10	07:10
Estimated Fire Loss	\$601,805	\$762,914	\$893,935	\$1,043,887
Percent of Property Saved	99.2%	98.9%	99.3%	99.4%
Number of fires with greater than \$10,000 in damages	8	9	10	11
Civilian Casualties	5	7	2	3
Firefighter Casualties	20	25	10	12
Number of medical transports	2,825	2,899	3,176	3,325
Percentage of High/Very-High Risk Properties inspected	N/A	N/A	N/A	100%
Percentage of Low/Medium Risk Properties inspected	N/A	N/A	N/A	90%
Number of Public Education/Relations Contacts	31,451	45,860	45,000	45,000
Social Media/Twitter Impressions	139,303	478,886	375,000	400,000
Hours of training	13,956	16,561	15,000	16,000
Older Adult Program - Clients Served	349	358	350	350
Under 55 Year Program- Clients Served	43 (Last 6 month of Year)	103	110	110

# PUBLIC UTILITIES ADMINISTRATION

## 2020 BUDGET



### Department Mission

To provide high-quality water, wastewater, and stormwater services while protecting the public health and natural environment through cost-effective management, operation, and maintenance of the City's infrastructure.

### Division Description

The Public Utilities Administration division consists of members dedicated to the total performance of the Utilities Dept. as a whole. While general oversight and assistance to all divisions is included, other endeavors of the administration team include CIP project planning and execution, integration of Utilities services across the other departments of the City including Planning and Public Works, as well as records keeping of personnel files.

### Budget Summary

The Public Utilities Administration annual budget reflects the staffing changes that are being proposed for 2020. First is the change in classification of the Maintenance & Project Manager position to that of Deputy Director for the Department. This change is to better reflect not only what the current role is providing to the department, but also what the position truly needs to become going forward, regardless of current incumbent, to best serve Utilities going forward. It is proposed this position be at the M18 pay grade within the Management Pay Plan. Secondly, the addition of a Project Manager position to the team, overhead capacity to run capital and operating projects has shown to be in need of additional resources. This position would provide that needed capacity and is proposed at the M5 level. Lastly, working with D.A.S., reclassification of the Watershed Coordinator position is being proposed from a M2 to a M5, more accurately in line with what the positions daily duties entail, the services provided to the City, and also what the base level of need is if the City were to have to fill the position in the future.

Authorized Personnel	2017	2018	2019	2020
* Utility Director	1	1	1	1
*Maintenance & Project Manager	1	1	1	0
* Deputy Director	0	0	0	1
* Project Manager	0	0	0	1
* CMMS/GIS Analyst	1	1	1	1
* Administrative Assistant	1	1	1	1



Watershed Coordinator	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

\*Positions split between Water, Sewer and Storm Funds

## Department Services/Activities/Divisions

### Current Level of Service Grade

**Administration** - The administration staff consists of the Director, Deputy Director, CMMS/GIS Analyst, Watershed Coordinator, Project Manager, and the Administrative Assistant. Administration establishes policies and procedures and oversees implementation. It performs prevailing wage certification for engineering and utility capital projects. It prepares and implements annual budget along with capital project management and maintenance and keeps current of federal and state regulations to ensure compliance. The division also supports most city departments, including providing the City's Managers office with project recommendations and Planning/Econ Development infrastructure buildout plans.

**Expectation:** To execute those projects which are planned and budgeted for within each year's budget.

**Current Level of Service Grade:** Below expectation.

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**Regulatory Management** - It is necessary for the Director and all Managers to stay current on all state and federal regulatory requirements to ensure the Utility Department is compliant with all rules and permits. Staff also is reviewing all proposed rules in development to keep updated on all proposed rules and how they may impact the City in the future.

**Expectation:** Properly pre-plan for all required utilities regulations.

**Current Level of Service Grade:** Meets expectation.

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**Land Development and Project Review** - The Director and Project Manager review all proposed development plans through the City Planning and Engineering Departments. Staff makes comments and recommendations of the plans.

**Expectation:** Provide utility focused feed back to development projects within the City.

**Current Level of Service Grade:** Meets expectations.

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**CMMS and GIS Management** - Public Utilities relies of the support of the Department's GIS analyst for all Cityworks and GIS support. Cityworks is used for all maintenance and project tracking and documentation.

**Expectation:** Staffing of a full-time analyst to support both department and City wide Cityworks goals.

**Current Level of Service Grade:** Meets expectations.



**Watershed and MS4 Management** - The Watershed Coordinator is responsible for the public education and all projects that help to protect the City's drinking water sources. The Olentangy Watershed is 430 square miles from Crawford, Delaware, Marion, Morrow and Richland Counties. The position is also responsible for ensuring the City meets all requirements of the OEPA MS4 permit every year, this is a required portion of the NPDES permit which allows the City to have a wastewater treatment plant.

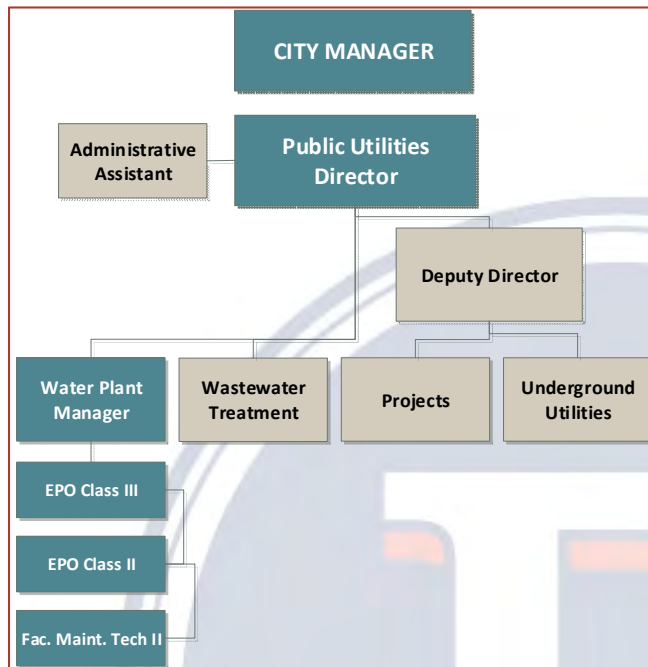
**Expectation:** Watershed actively engaging in citizen engagement and education of watershed activities, as well as ensuring City compliance with MS4 permit.

**Current Level of Service Grade:** Exceeds expectations.



# PUBLIC UTILITIES WATER TREATMENT

## 2020 BUDGET



### Department Mission

To provide high-quality water, wastewater, and stormwater services while protecting the public health and natural environment through cost-effective management, operation, and maintenance of the City's infrastructure.

### Division Description

The water treatment division is the ultimate stakeholder responsible for the disinfection of surface and ground waters, ensuring safe and healthy potable water for resident consumption. Ohio EPA guidelines set the standards for safe treatment levels, monitoring and meeting these guidelines is a daily task that water treatment staff ensure via constant sampling, testing and adjusting of processes.

OEPA guidelines are also changing as scientific discoveries and theories evolve, and treatment staff must also stay at the forefront of these changes through educational coursework and analytical application of new procedures. It is with great pride that the water treatment staff have and continue to provide the City of Delaware with some of the best drinking water in the state.

### Budget Summary

The 2020 water treatment budget proposal reflects the costs of the operation and maintenance of the City's membrane treatment plant. The membrane plant ensures the City will meet all current and future regulatory requirements and provides the City's customers with a safe and reliable potable water supply. The membrane process uses a pressurized system to pump each step of the treatment process, and therefore has higher than average electricity demands, but this is a worthy trade off for the level of purification obtained from it.

Authorized Personnel	2017	2018	2019	2020
Water Plant Manager	1	1	1	1
Water EPO III	3	3	5	5
Water EPO II	1	1	2	1
Water EPO I	2	2	0	1
Water EPO OIT	1	1	0	0

Water FMT II	0	0	0	0
Seasonal - FTE	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>

### Strategic Goals

**Goal #1 -** Re-draft the water department's Risk Management plan to meet newly instituted U.S. EPA requirements.

### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Management of the Water Treatment Plant is provided by the Class IV Water Plant Manager. The Manager is responsible for the day-to-day operation of the plant. This includes managing water plant operators and their shift scheduling, ensuring that all regulatory requirements are met, and maintaining the operational and maintenance budget.

**Expectation:** Plant oversight by a full time Class IV operator as required by OEPA regulation.

**Current Level of Service Grade:** Meets expectation.

**Potable Water Supply** - Operation and maintenance of the City's 7.2 MGD membrane treatment plant, two separate wellfields with a total capacity of 4.0 MGD and three water storage tanks with a combined capacity of 4 million gallons. The water plant has had zero OEPA permit violations since the new water plant went on-line in December of 2014. In 2019, the average daily pumpage has averaged 3.067 MGD with peak daily flows of 5.5 MGD. Finished water hardness has averaged 119 mg/l in 2019.

**Expectation:** To maintain proper staffing levels to ensure full time coverage of the treatment process as required by OEPA

**Current Level of Service Grade:** Meets expectation.

**Equipment Preventative Maintenance** - Preventative maintenance activities include the calibration of chemical pumps and flow meters and the chemical cleaning of the membrane skids. As a result of poor raw water quality, the cleaning of membranes is relatively frequent. The cleaning of the membranes helps with the longevity of the membrane skids, as well as keeping up with the City's water demand.

**Expectation:** Complete all preventive maintenance on schedules prescribed by equipment manufacturers.

**Current Level of Service Grade:** Meets expectation.

**OEPA Sampling and Analysis** - Plant operators are required to run lab analysis every 4 hours to ensure tap water is meeting all regulatory requirements. In addition to tap water samples at the

plant, operators are required to collect both chlorine and bacteria samples throughout the distribution system on a weekly basis. In total, approximately 10,000 lab analysis are performed annually by plant operators.

**Expectation:** Perform lab testing on effluent water every 4-hours, and distribution system tests weekly.

**Current Level of Service Grade:** Meets expectation.

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**Wellfield and Water Tank Maintenance** - Plant operators inspect both wellfields and all 3 water tanks on a weekly basis.

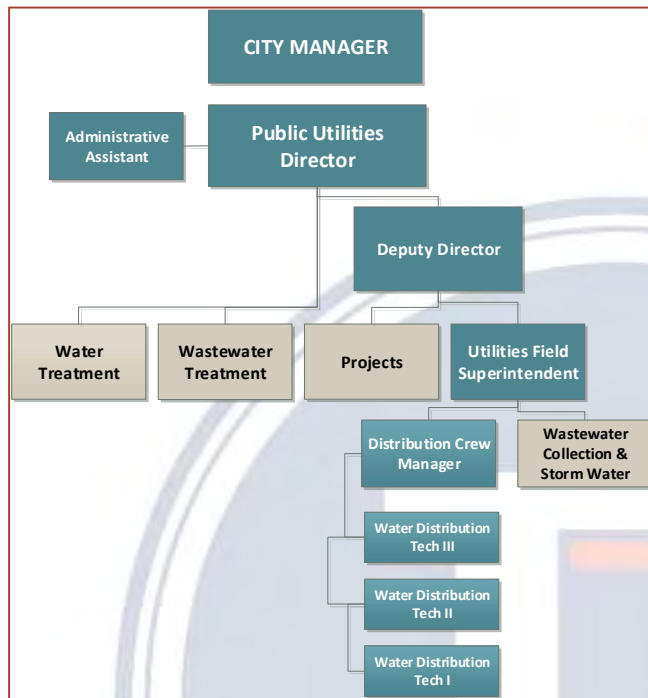
**Expectation:** Weekly inspection of wellfields and water tanks.

**Current Level of Service Grade:** Meets expectation.

Metrics	2017	2018	2019	2020
Daily potable water MGD	3.33	3.38	3.07	3.15
Total potable water MG	1,244	1,288	1,145	1,150
Average water hardness mg/l	121	115	119	120
Water quality violations	0	0	0	0

# PUBLIC UTILITIES WATER DISTRIBUTION

## 2020 BUDGET



### Department Mission

To provide high-quality water, wastewater, and stormwater services while protecting the public health and natural environment through cost-effective management, operation, and maintenance of the City's infrastructure.

### Division Description

The water distribution division is responsible for the delivery of treated drinking water to the 14,000+ utility customers. Should a water main fail the distribution team are the first responders, no matter the time of day, to isolate and attempt repairs as quickly as possible. Repairs made must be done following federal, state, and industry best practices to ensure minimal chance for the introduction of contaminants into the distribution system.

### Budget Summary

The 2020 water distribution budget request includes the purchase of meters for new residential and commercial accounts and for the replacement of meters 15 years or older. Uniform services across all City departments in 2020.

Authorized Personnel	2017	2018	2019	2020
Utilities Field Superintendent*	0	0	0	.45
Crew Leader	1	1	1	1
Water Distribution III	1	1	1	1
Water Distribution II	1	1	1	1
Water Distribution I	4	4	4	4
Seasonal - FTE	<u>0.72</u>	<u>0.72</u>	<u>0.72</u>	<u>0.72</u>
<b>Total</b>	<b>7.72</b>	<b>7.72</b>	<b>7.72</b>	<b>8.17</b>

\*Position is split between Water Distribution, Wastewater Collection, and Storm Water



Department Services/Activities/Divisions  
Current Level of Service Grade

**Administrative - Water Distribution** – Schedules and oversees the operations, maintenance, and repairs to 192 miles of water mains and 2,025 fire hydrants. In 2019, the water distribution division replaced over 2,250 linear feet of water pipe to ensure a safe supply of drinking water and improved fire flow protection. Water maintenance staff will complete approximately 325 work orders and service requests in 2019. Included in the water distribution division is the water metering group which is responsible for maintaining approximately 14,000 accounts with the City's recently completed automated meter infrastructure (AMI) system, including monthly shutoff activities, maintaining and repairing meter reading units, meter testing, inspecting meter installations, implementing the City's backflow prevention program, as well as a recently re-instituted valve turning program.

**Expectation:** Tracking and assigning of duties to be performed to the crew managers.

**Current Level of Service Grade:** Meets expectation.

---

**Monthly Utility Meter Reading** - The implementation of the City's AMI system has greatly improved the meter reading services provided by the City. Customers now receive a monthly utility bill based on actual consumption, as well as the ability to have on demand usage information. This has also given the department the ability to help residents with more personalized service, such as leak detection and a customer portal showing real time usage.

**Expectation:** To ensure errant meter reads are corrected by staff, and that all citizens have a true monthly consumption bill and not an estimated bill.

**Current Level of Service Grade:** Meets expectations.

---

**Monthly Shutoff Activities** - Monthly shutoff activities include approximately 300 shutoffs per month. One meter technician completes this task over a 3-4-day period each month. Meter turn-ons typically follow shutoffs after payment of utility bills are received. The utility has started the implementation of installing remote shutoff meters as necessary to frequent offenders.

**Expectation:** Timely shut-offs/turn-ons as the list of orders is updated by utility billing monthly.

**Current Level of Service Grade:** Meets expectation.

---

**Meter Backflow and Inspection** - Backflow and Inspection services are an ongoing requirement for any water distribution department. Backflow requirements are established by the Ohio EPA, and enforcement of those requirements falls to the City. All meter installations have backflow prevention that meets requirements, and inspections of commercial installations falls to City staff.

**Expectation:** On staff member certified as a backflow representative for the City.

**Current Level of Service Grade:** Meets expectation.

---

**System Preventative Maintenance** – With the adoption of the AMI system, other tasks have been able to be scheduled for our meter reader techs. As a department we have re-established a valve

turning program, which greatly reduces the risk of valve failure in the case of a main break and allows the department to find already broken valves prior to needing to use them.

**Expectation:** Pro-actively looking for and remedying distribution system weaknesses.

**Current Level of Service Grade:** Meets expectations.

---

**System Repair and Replacement** - The City has invested in several large water main replacement projects over the last several years. This has resulted in a reduction in water main failures. The majority of the City's water pipes are in good to fair condition with less than 5 % of the system demonstrating some type of failure over the last 10 years. Water pipes currently in good to fair condition will move towards their replacement age over the next 25 years. Water pipes considered in failed condition have had more than 3 historical failures whereas pipes in poor condition have had only 1- 2 failures. It is likely the pipes in poor condition will experience additional failures and reach the end of their useful life. Most water pipes recommended for replacement are primarily cast iron pipes that were installed after 1940. Approximately 25% of water pipes in the City are cast iron. The ductile iron pipes installed in the 1970's overall still have useful remaining life unless they start to experience failures due to earth and traffic loads or aggressive soil. The City has an average of 10 main failures per year over the last 7 years or an average of 6 main failures per 100 miles of water pipe. The national average for water main failures is 25-35 main failures per 100 miles of water pipe.

**Expectation:** To proactively schedule replacement of failed water pipes to keep our average break rate below that of the national average of 25-35 main failures per 100 miles of pipe, thus ensuring the least impact to our citizens daily lives.

**Current Level of Service Grade:** The department has brought the City's average down to 6 main failures per 100 miles of pipe, **Exceeding Expectations**, and providing top tier service to Delaware residents.

---

**Utility Locates** - Currently OUPS utility locates are completed in house by utility staff. On average, 30 - 40 hours per week are committed to performing this task, and tickets are completed on a next day schedule. Currently the Utilities Dept. and the Public Works Dept. are working together to find new ways to better optimize City wide OUPS marking, in an attempt to combine resources so that the City as a whole invests less man hours to the need

**Expectation:** To complete all incoming OUPS marking requests on a next day schedule.

**Current Level of Service Grade:** Meets expectation.

---

**Emergency Call-Outs** - Emergency call-outs are only necessary for afterhours water system related failures.

**Expectation:** Respond to emergency situations as they arise.

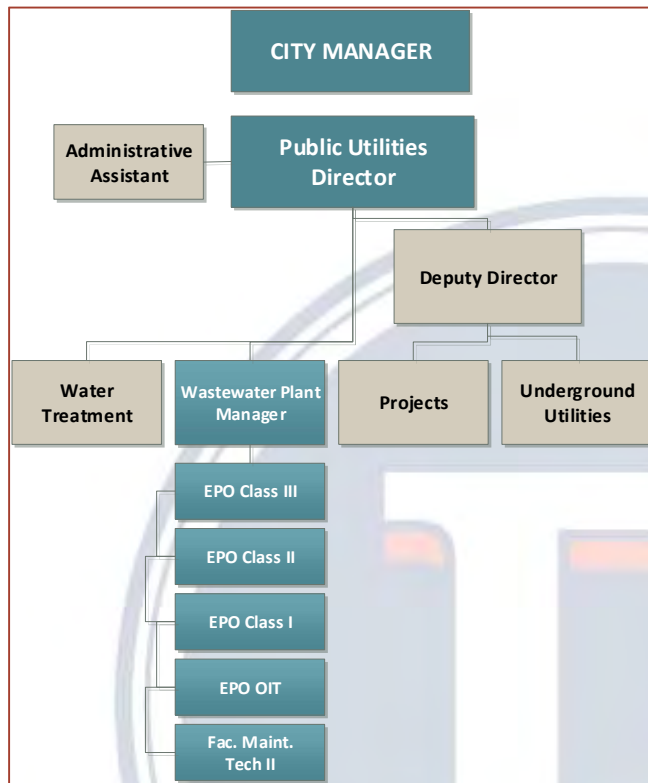
**Current Level of Service Grade:** Meets expectation.

Metrics	2017	2018	2019	2020
Meter Pits Installed	126	150	100	100
LF of new water pipe	3,200	3,500	2,250	2,000
No. of water pipe repairs	12	15	8	7
Fire hydrants painted	265	250	381	300
Fire hydrants replaced	7	10	2	3



# PUBLIC UTILITIES WASTEWATER TREATMENT

## 2020 BUDGET



### Department Mission

To provide high-quality water, wastewater, and stormwater services while protecting the public health and natural environment through cost-effective management, operation, and maintenance of the City's infrastructure.

### Division Description

The Wastewater Treatment division is responsible for the safe and efficient treatment of residential and commercial sewage treatment. This is one of the most impactful ways a city can ensure that its presence does not permanently decay the local ecosystem, and to protect our natural environment for the generations still to come. The City's wastewater treatment plant is staffed at all hours, every day of the year, by a rotation of 4 shift operators and 3 maintenance operators. The operations staff is scheduled and managed by the wastewater plant manager.

### Budget Summary

The proposed 2020 wastewater treatment budget includes professional services funding for the maintenance of several plant processes and programming needs for plant control equipment, as well as the plant's electrical transformers and switchgear will be tested to ensure proper functionality. The budget for the transportation and disposal of sludge to the waste facility should stay the same in 2020, but we have raised the budget for it as a precaution as our disposal supplier has been having difficulty on their end keeping up with needed disposal rates. Equipment funding in 2020 includes variable frequency drive upgrades to the plant's motor control centers, aeration tank mixer replacements, and mixed liquor recycle pump repairs. Maintenance to the facility included are building roof repairs, settling tank concrete repairs, overhead door replacement, and HVAC maintenance.



Authorized Personnel	2017	2018	2019	2020
Waste Water Plant Manager	0	0	0	1
EPO Class III	4	4	4	3
EPO Class II	0	0	0	1
EPO Class I	1	1	3	3
EPO Class OIT	3	3	1	0
Facilities Maintenance Tech II	1	1	1	1
Seasonal - FTE	0.25	0.25	0.25	0.25
<b>Total</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administrative** – Responsible for the overall operation of the 10 MGD water reclamation center. Plant operation and maintenance is performed 24/7, during that time staff performs over 12,000 wastewater analysis per year as required to meet Ohio Environmental Protection Agency (OEPA) regulations of the plant's effluent prior to discharge into the Olentangy River. This division is also responsible for the City's industrial pretreatment program as mandated by OEPA. The WWTP exceeds the requirements of its OEPA National Pollutant Discharge Elimination System (NPDES) permit. It is anticipated that the plant's OIT operator will obtain his Class I license in 2020. There are currently three Class I operators, any of which can sit for their Class II exam at their choosing, we've budgeted for the chance that one of the three does decide to sit for that exam.

**Expectation:** Plant oversight by a full time Class III operator as required by OEPA regulation.

**Current Level of Service Grade:** Meets expectation.

**Treatment of Wastewater for discharge into the Olentangy River** – In 2019 the wastewater average daily flow has been 5 MGD, while the plant has a daily design capacity of 10 MGD and a peak capacity of 20 MGD. From analyzing the historical growth of the incoming flow to the plant, there are no current needs to begin assessing for plant expansion or growth. The wastewater plant discharges into the Olentangy River, a state designated scenic Ohio waterway with one of the most stringent permit limits in the State, the treatment processes have no issues in meeting these stringent requirements.

**Expectation:** Provide safe and efficient treatment of City sewage while meeting all federal and state regulations.

**Current Level of Service Grade:** Meets expectations.

**Equipment Preventative Maintenance** – Preventative maintenance activities include inspection and maintenance of pumps, blowers, mixers and process equipment. This is accomplished with 3 plant maintenance operators. This is a critical function at the plant considering the harsh environment that equipment operates in each day.



**Expectation:** Complete monthly preventive maintenance duties to plant process equipment.

**Current Level of Service Grade:** Meets expectation.

---

**Industrial Pretreatment Program** – The program is administered by plant staff to ensure compliance of the City’s OEPA approved industrial pretreatment ordinance. The City has six industries that are classified as significant industries. These industries are sampled monthly for surcharge billing of suspended solids and biochemical oxygen demand. On an annual basis the industries are inspected and sampled as required for compliance of the City’s pretreatment treatment ordinance. Plant staff also inspects all industries in the City on an as-needed basis.

**Expectation:** Perform required inspections and testing.

**Current Level of Service Grade:** Meets expectations.

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**Facility Maintenance** – Facility maintenance is accomplished with one full time employee to maintain eight buildings and over 20 acres of open space.

**Expectation:** Grounds and building upkeep.

**Current Level of Service Grade:** Meets expectations.

---

**OEPA Sampling and Analysis** – Plant operators are required to run daily OEPA required lab analysis for both influent and effluent flows to meet permit regulations, prior to discharge into the Olen tangy River. In addition to OEPA samples, process control testing is done each day to ensure the proper operation of the plant. In total approximately 12,000 lab analysis are performed annually by plant operators.

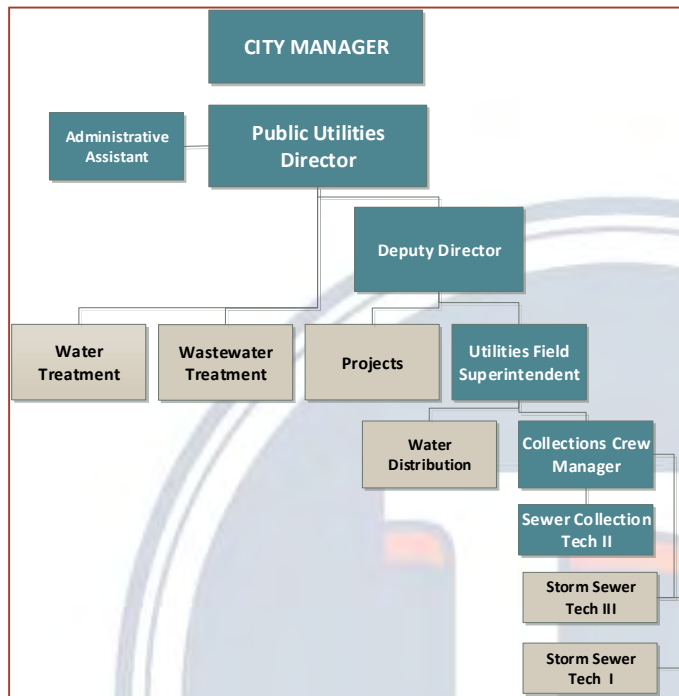
**Expectation:** Perform and submit results of daily samples to OEPA

**Current Level of Service Grade:** Meets expectation.

Metrics	2017	2018	2019	2020
Average daily flow treated MGD	4.67	4.53	5	5
Total flow M.G.	1,705	1,654	1,825	1,825
Sludge Disposal- Wet Tons	7,000	7,250	7,250	7,250
OEPA NPDES Violations	1	3	4	-

# PUBLIC UTILITIES WASTEWATER COLLECTION

## 2020 BUDGET



### Department Mission

To provide high-quality water, wastewater, and stormwater services while protecting the public health and natural environment through cost-effective management, operation, and maintenance of the City's infrastructure.

### Division Description

The wastewater collection division maintains the pump stations and performs sewer line maintenance and inspection, ensuring the safe and reliable removal of wastewater from homes and businesses. As the City expands, so must the infrastructure network that supports community development.

### Budget Summary

The proposed wastewater collection 2020 budget includes funding for the maintenance of the City's sanitary sewer system. This funding is for the purchase of pipe material for the repair of sewers and asphalt/concrete for the restoration of repair sites. The wastewater collection budget also funds the purchase of water meters for the sanitary sewer charges from water meter readings as well as funding for the annual chemical tree root treatment of the sanitary sewer system.

Authorized Personnel	2017	2018	2019	2020
Utilities Field Superintendent*	1	1	1	.45
Crew Leader	1	1	1	1
Sewer Collection Tech II	2	2	2	2
Seasonal - FTE	<u>0.72</u>	<u>0.62</u>	<u>0.62</u>	<u>0.62</u>
<b>Total</b>	<b>4.72</b>	<b>4.62</b>	<b>4.62</b>	<b>4.62</b>

\* Position is split between Water Distribution, Wastewater Collection, and Storm Water

## Department Services/Activities/Divisions

### Current Level of Service Grade

**Administrative** - Responsible for approximately 175 miles of sanitary sewer gravity mains, 4.5 miles of sanitary sewer force mains and 3,797 manholes that comprise the City's wastewater collection system. The collection system is the network of pipes, manholes, pump stations, and flow control structures throughout the City that collect and convey wastewater to the treatment plant. Administratively the field services supervisor and the collections crew leader ensure that incoming work orders are collected and scheduled for completion. To date, the collections department has initiated 707 work orders in 2019.

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**System Preventative Maintenance** - Preventative maintenance activities include inspection of sanitary sewers by the City's closed circuit televising program to identify defects in the system. Such defects include: infiltration and inflow, root intrusion, and breaks in pipe segments.

**Expectation:** Televis 15 miles of sewer main.

**Current Level of Service Grade:** Meets expectation.

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**System Repair and Replacement** - Repairs identified from the CCTV program are reviewed and prioritized by staff for repair or replacement. Spot repairs are completed by staff with funding for slip lining and grouting of sewers with annual CIP funds. In general, the City's collection system has adequate capacity to convey wastewater of presently served areas. The recently completed sewer master plan identified areas of the system that will need to be upgraded for additional capacity, and these projects are being scheduled for completion by criticality.

**Expectation:** Progress with capacity related repairs as identified in camera inspections and the Wastewater Master Plan.

**Current Level of Service Grade:** Below expectations.

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**Pump Station Maintenance** - The City currently has 13 pump stations to provide sewer service to areas of the City that cannot be served by gravity sewers. Staff performs weekly inspection of all 13 pump stations and makes any necessary repairs.

**Expectation:** Weekly inspections, unless sensors and alarms indicate immediate need.

**Current Level of Service Grade:** Meets expectation.

---

**Utility Locates** - Currently OUPS utility locates are completed by utility staff. On average, 30 -40 hours per week are committed to performing this task.

**Expectation:** Complete all received OUPS tickets on a next day schedule.

**Current Level of Service Grade:** Meet expectation.

**Emergency Call-outs** - Emergency call-outs are only necessary for after normal work hours for sanitary sewer related issues, such as sewer back-ups. One supervisory level staff member is always on call, the member on call is cycled through our field crew supervisors.

**Expectation:** Respond to emergency situations as they arise.

**Current Level of Service Grade:** Meets expectation.

Metrics	2017	2018	2019	2020
Miles of CCTV performed	14	10	11	15
Manhole castings replaced	35	40	50	50
Feet of sewer pipe repaired	1,600	900	1,000	1,000
Feet of sewer pipe cleaned	36,000	28,500	30,000	30,000
Feet of new sewer pipe install	1,000	250	1,000	1,000
Sanitary sewer backups	5	3	-	-

## SOLID WASTE 2020 BUDGET



### Department Mission

Provide cost effective and high-quality solid waste collection and disposal service to the community.

### Department Description

The Division of Solid Waste is responsible for the collection of all household solid waste and recyclables. Service includes all single-family homes, multi-family and condominium developments and commercial properties. Participation in commercial service is optional at the request of the property owners.

The City's commercial service, however, offers customized pick-up locations and billing arrangements not available through private waste haulers and as such continues to provide a high level of service to its customers. In 2017, the city added bulk item collection service available to all single-family residential customers. The service runs twice a month though most of the year except the winter months where service is reduced to once a month pickup. The Division is also responsible for managing two closed landfills and for meeting mandated requirements regarding the diversion of solid waste from being landfilled by providing curbside recycling and yard waste collection services.

### Budget Summary

The new consolidated refuse vehicle storage and recycling transfer facility was completed in 2018, and provides for a consolidated facility with a cleaner, more efficient operation, reduced travel time, and greater oversight. The old recycling building located on Cherry Street was demolished and the site restored to green space adjacent to the river. The first automated refuse collection vehicle is scheduled to be in service in late 2019. Use of the vehicle should allow for greater efficiency in collection and reduce work place injury by eliminating the number of times drivers must exit/enter their vehicle on a daily basis. Additional automated vehicles are included in the 2020 budget. The budget also includes an additional \$178,000 to cover the cost of disposing of residential recyclable materials, up \$30,000 from 2019 costs as the demand for certain recyclables continues to drop. This cost is additional to the existing costs to manage the recycling program and is a direct result of the diminishing demand for recycling materials. The City is currently waiting on Delaware County to update its transfer/recycling facility to determine the future cost and goals of our current recycling program.



Authorized Personnel	2017	2018	2019	2020
Division Supervisor	1	1	1	1
Refuse Technicians	<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Strategic Goals	
<i>Goal #1 -</i>	Work with Delaware County on the proposed new solid waste transfer station to ensure the continued provision of safe, sufficient, and reliable solid waste disposal to city residents and businesses.
<i>Goal #2 -</i>	Work with Delaware Heath District in promoting recycling programs to increase usership
<i>Goal #3 -</i>	Consider adding expanded local opportunities for city residents such as hazardous waste collection, electronics collection and Christmas light exchanges.
<i>Goal #4 -</i>	Integrate automated refuse collection vehicles and program to manage while controlling costs

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Provides efficient and effective management of the Refuse/Recycling staff, budget, customer service reports, preventative maintenance, toter distribution, routes, special events and promotes recycling. Supports all departments, as needed. Oversees contracted work by other agencies on the city two closed landfills. Performs monitoring and testing of the two city landfills. Corresponds with the EPA, as needed.

**Expectation:** Provide daily support to staff and community to meet solid waste collection needs.

**Current Level of Service Grade:** Meets expectations.

**Residential Collection** - Efficiently performs weekly residential trash collection at all city dwellings and in the downtown business district. Repairs damaged toters to maximize the container life cycle. Since the City adopted the curbside automated collection utilizing the Lodal vehicles, the collection rate with current staff continues to exceed national averages for the same equipment. Bulk item collection was added as a pay-to-use service in 2017 for all single-family residential customers. Move-in/Move-out special bulk collections remains a service offered all residents of the community.

**Expectation:** Provide timely and efficient residential waste collection.

**Current Level of Service Grade:** Exceeds expectations.

**Commercial Collection** - Effectively performs dumpster/toter collections at business, apartments, and city-owned buildings. Staff repairs steel dumpsters when possible to keep units in circulation, lengthening the container life cycle to help maintain low user rates.

**Expectation:** Provide efficient daily/weekly waste collection

**Current Level of Service Grade:** Meets expectation.

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**Recycling** - Effectively performs recycling collections at residential, business and City-owned buildings for glass, plastics, metals and fiber materials. Recyclables only need to be separated by fiber/non-fiber. Staff processes and prepares recycled materials for transport by private vendor and additional program offerings are being considered.

**Expectation:** Provide efficient weekly collection of recyclable materials.

**Current Level of Service Grade:** Meets expectation.

---

**Yard Waste Collection** - Residential curbside yard waste collection is performed from April through early December, or as weather permits. Christmas tree pick-up service is also provided through January within all city neighborhoods.

**Expectation:** Provide reliable and efficient weekly collection

**Current Level of Service Grade:** Meet expectations.

---

**Bulk Collection** - Provide bulk collection pickup twice a month for residential refuse customers.

**Expectation:** Continued provision of twice monthly bulk item collection.

**Current Level of Service Grade:** Meets expectation.

Metrics	2017	2018	2019	2020
Residential Collection [tons]	10,925	9,994	11,750	12,000
Commercial Collection [tons]	5,050	3,791	4,100	3,750
Recycling Collection [tons]	1,400	1,356	1,500	1,550
Yard Waste Collection [tons]	1,600	1,724	1,700	1,750

## FLEET MAINTENANCE

### 2020 BUDGET



#### Department Mission

Provide cost effective, efficient and accurate service to maintain the service, transport and support equipment and tools to all departments in the City.

#### Department Description

The Fleet Maintenance Division's primary responsibility is to ensure that all city-owned vehicles and equipment be maintained and operated safely. Staff provides scheduled maintenance as well as emergency roadside assistance to all departments. This division also attempts to minimize downtime while making repairs in a timely and cost-effective manner, especially when it comes to time-sensitive repairs on the Police and Fire Departments fleet.

#### Budget Summary

The Fleet Maintenance Division budget includes level staffing and only minor increases in professional services, outside repairs and small equipment. The division continues to move toward digitally managing all fleet maintenance and management records to improve the division's ability to track and record vehicle maintenance and repair history, parts supplies, inventory and orders, vehicle repair frequencies, fuel usage and costs, purchase date, registration, insurance and warranty information, and final disposition. Staff continues to research means and methods to improve record tracking, fuel use, parts inventory and ordering, and maintenance scheduling through the use of technology. Additional funding is included for necessary staff training in service of increasing complex systems involved with newer vehicles and equipment. An increase in the Mechanic's wages is recommended to address the difficulties the department has experienced over the past year in both hiring new mechanics and retaining existing experienced staff.

Authorized Personnel	2017	2018	2019	2020
Division Supervisor	1	1	1	1
Fleet Mechanics	3	3	3	3
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

#### Strategic Goals

**Goal #1 -** Effectively deliver the services necessary to fully support the vehicle and equipment maintenance and repair demands of all departments.

- |                  |  |
|------------------|--|
| <i>Goal #2 -</i> | Identify options to fully integrate the fleet management repair and parts management records with software specifically designed to provide the level and detail analysis the city utilizes for service level decisions. |
| <i>Goal #3 -</i> | Integrate new technology into fleet including use of alternative fuel vehicles and equipment.  |
| <i>Goal #4 -</i> | Adjust Mechanic wages to remain competitive with Central Ohio market.  |

## Department Services/Activities/Divisions

### Current Level of Service Grade

**Administration** - Provides efficient and effective management of the Fleet Department's parts inventory, staff, budget, work order tracking, preventative maintenance, interaction with departments and performs repairs. Oversees contracted work by other agencies and reviews most equipment purchases. Accurate tracking of all activity associated with repairs remains a concern without software designed specifically for fleet management services including parts inventory, repair labor & materials, contract services, preventative maintenance, and fuel usage.

**Expectation:** Provide expert oversight and mentoring to staff Mechanics and timely advice and support to all departments regarding vehicle selection, utility and maintenance

**Current Level of Service Grade:** Below expectations.

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**Major Equipment Maintenance** - Performs all preventative, routine, and emergency road service maintenance on a fleet of approximately 60 major pieces of equipment. Oversees all factory warranty issues and dealer issues as needed.

**Expectation:** Provide three to five-day service turnaround for most major repairs of line operations service vehicles and equipment.

**Current Level of Service Grade:** Below expectation.

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**Emergency Services Vehicle Maintenance** - Performs all preventative, routine, and emergency road service maintenance on a fleet of approximately 40 emergency service vehicles and apparatus. Oversees all factory warranty issues and dealer issues as needed. Additional staff training and vehicle management software required to improve service level.

**Expectation:** Provide same day service to all emergency service apparatus.

**Current Level of Service Grade:** Below expectation.

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**Fleet Vehicles Maintenance** - Performs all preventative, routine, and emergency road service maintenance on a fleet of approximately 90 vehicles consisting of sedans, sport utility vehicles and vans. Oversees all factory warranty issues and dealer issues as needed. Additional staff training required for advanced vehicle systems.

**Expectation:** Provide five-day service period to all vehicle maintenance needs and routine preventative maintenance service in timely manner.

**Current Level of Service Grade:** Below expectations.

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**Small Equipment Maintenance** - Performs all preventative, routine, and emergency road service maintenance on an inventory of approximately 100 smaller pieces of equipment. Oversees all factory warranty issues and dealer issues as needed.

**Expectation:** Provide five-day service period for equipment maintenance issues.

**Current Level of Service Grade:** Meets expectation.





# AIRPORT OPERATIONS

## 2020 BUDGET



### Department Mission

Provide cost effective, efficient, safe, and accurate aircraft support services to the general aviation community and business flight industry.

### Department Description

The Division of Airport Operations provides a safe and efficient transportation link to the surrounding community while providing services to the aviation community.

### Budget Summary

The Division of Airport Operations budget remains stable without any notable operational increases. Construction on the proposed 800 LF runway extension was completed in 2016 and as anticipated provided for improved safety for jet flights, allowing for greater variety in weather conditions to service jet traffic, as well as allow for greater jet fuel load for aircraft leaving DLZ. In 2017 the western side of Taxiway A was resurfaced, completing the last phase of pavement improvements to the airport runway system. In 2019, the city accepted proposals for the airport maintenance FBO and awarded the lease agreement to Aero Precision Unlimited. Hangar rental rates were reviewed in 2017 with final recommendation to increase rates by 5%. Any increase though, is subject to the additional recommendations of the proposed airport business plan. The airport business plan will focus primarily on expansion of economic development opportunities tied to the airport.

Authorized Personnel	2017	2018	2019	2020
Airport Operations Supervisor	1	1	1	1
Airport Technician [Full-time]	1	1	1	1
Airport Technician - <i>Part-time</i>	1	1	1	1
Seasonal - <i>FTE</i>	0.25	0.25	0.25	0.25
<b>Total</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.20</b>

### Strategic Goals

- Goal #1 -** Provide proper airfield maintenance to runway, taxiway and ramp pavements, airfield lighting, hangar facilities, fueling equipment and general maintenance.
- Goal #2 -** Work with City Airfield Consultant (CHA) to identify capital improvements required to maintain or expand the use of the airfield to GA and Business class operations.
- Goal #3 -** Work with aviation consultant on the development and implementation of a business plan that supports economic development opportunities through airfield services and to the community in general.

**Goal #4 -** Update Minimum Operating Standards and Rules and Regulations that have been in place since 2006 upon completion of business plan.

#### Department Services/Activities/Divisions Current Level of Service Grade

**Administration** - Provides overall management of the Airport operations, staff, budget, commission meetings, and all associated day-to-day activities. Performs daily equipment, system, and runway inspections. Responsible for coordinating with and following FAA policies and procedures. Provides all hospitality services to pilots and flights, including aircraft service, storage, pilot lounge, transportation, and Internet access.

**Expectation:** Provide proper oversight of existing airport staff and timely and courteous service to all airfield tenants, business owners and visitors.

**Current Level of Service Grade:** Meets expectations.

**Aircraft Fueling** - Provides automated or assisted fueling service during normal operating hours. Provides all fueling for any jet fueled aircraft/helicopters, 24-7. Evening and weekend fueling can be scheduled through airport staff.

**Expectation:** Perform fueling operations for general aviation aircraft during normal work hours and on weekends when activity is busiest.

**Current Level of Service Grade:** Below expectations.

**Mowing** - Performs all mowing, bush hogging, flail mowing, weed eating, spraying and ditch cleaning of approximately 325 acres, of which approximately 70 acres is farmed. Maintaining the property surrounding the runway and taxiway is critical in the control of nuisance wildlife such as fox, groundhog, deer, and waterfowl.

**Expectation:** Perform weekly airfield mowing to maintain facility.

**Current Level of Service Grade:** Meets expectations.

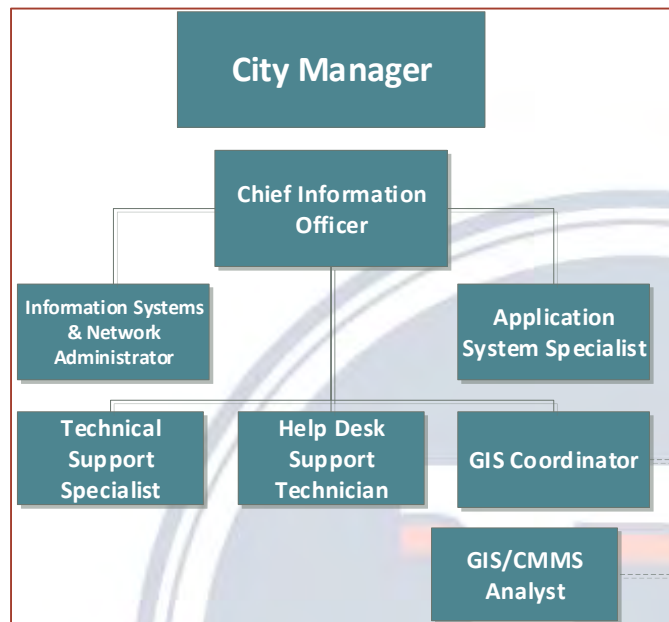
**Snow Removal** - With increased Jet traffic through DLZ, the need to provide clear runways during and immediately following snow events will be an increasing priority. To accomplish this, additional staff will be recommended to provide the response time expected by Jet customers.

**Expectation:** Removal of snow and/or treatment of ice on runway surfaces as soon as precipitation accumulation ends, with some use of outside resources.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
% T-Hangars Occupancy	99%	99%	99%	99%
% Tie-Down Occupancy	75%	67%	48%	65%
Gallons AvGas Fuel Sold	39,191	43,000	49,000	50,000
Gallons Jet-A Fuel Sold	54,221	79,100	79,000	86,000

## INFORMATION TECHNOLOGY 2020 BUDGET



### Department Mission

City of Delaware Information Technology Department's mission is to provide leadership, strategic vision and oversight to ensure the responsible stewardship of resources for the effective, efficient and economical delivery of City services for today and into the future.

### Department Description

The Department provides secure, reliable and current systems to City of Delaware employees through a shared approach that promotes partnership and collaboration. Information Technology Department Services can be classified into eight major areas: Help Desk Support; Professional Services and Project Management; Server and Network Hardware Support and Maintenance; Application Software Support and Maintenance; Telephone and Communications; Geographic Information Systems; and Administrative Services.

### Budget Summary

This budget will enable the IT Department to not only continue to provide the high level of service our City has come to expect, but also to provide to the City Enterprise technology solutions for the City of Delaware.

Authorized Personnel	2017	2018	2019	2020
Chief Information Officer	1	1	1	1
Network Administrator	1	1	1	1
GIS Coordinator	1	1	1	1
GIS CMMS Analyst	0	0	0	1
IT Project Coordinator	1	1	1	0
Technical Support Specialist	0	0	0	1
Application Specialist	0	0	1	1
Help Desk Technician	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>7</b>

## Strategic Goals

- Goal #1 -* Attract, develop and maximize retention, engagement and productivity of a high caliber IT professional workforce through inclusive, effective leadership and investment in cross training and employee development.
- Goal #2 -* Solidify a unified culture of mission-focused and results-oriented performance across the City of Delaware to increase organizational performance.
- Goal #3 -* Enable the City of Delaware employees to execute their job responsibilities more effectively through access to data and technology.
- Goal #4 -* Develop an IT department fit to deliver IT service excellence that is professional and friendly, recognizes leadership, cultivates collaboration, fosters continuous learning and promotes cross-functional teamwork.
- Goal #5 -* Facilitate the exploration, development and adoption of new technologies that enhance City of Delaware, such as, data analytics, technical service enhancement and overall citizen support.
- Goal #6 -* Support the City of Delaware in managing the risks related to information technology through increased user awareness, appropriate security practices and following of IT policies.

## Department Services/Activities/Divisions Current Level of Service Grade

**Help Desk Support** - The IT Department is responsible for acquiring, tracking, maintaining, and supporting the computing environments for nearly 400 users (when current, past, and seasonal employees are taken into consideration.) These computer environments might be one of about 250 PC desktops or laptops, 400 email accounts, a dozen tablets, or even one of the dozens of iPhones, Androids, and other smartphones that access City email.

**Expectation:** IT will create an open, honest, supportive working environment to allow users to communicate and work together as effectively and efficiently as possible. City employees, the IT department and third-party vendors will work in collaboration and take a shared responsibility to deliver IT services. IT will provide flexibility, responsiveness and recognize a sense of urgency when it comes to our internal customers, City of Delaware employees.

**Current Level of Service Grade:** Meets expectations.

**Professional Services and Project Management** - City employees rely on the IT Department for expertise to determine new ways to meet their needs through technology. IT keeps abreast of the rapidly changing technology market and recommends cost-effective solutions that integrate with existing systems and promote efficiency.

**Expectation:** IT will provide high quality IT training that supports and develops team members in the use of new technologies, software systems, digital assets, and communication methods. IT will take a proactive approach to the IT department's staff development to enhance skills including IT service management, project management, system integration, certification and software skills.



**Current Level of Service Grade:** Meets expectations.

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**Server and Network Hardware Support and Maintenance** - The City has a metropolitan area network which utilizes high-capacity fiber optic cabling or carrier-grade fixed wireless to deliver high-speed networking to more than seventeen locations, with several network switches and wireless access points providing connectivity. In addition to the hundreds of PC's plugged into these networks, more than 80 servers consume terabytes of storage, all of which are available 24/7/365. Further expansion of this infrastructure in 2020 will allow the City to operate in a more reliable environment increasing our ability for minimal downtime in the event of a disaster.

**Expectation:** IT will provide resilient end-to-end, high-performing network infrastructure and create an efficient, shared and consolidated domain. IT will ensure City of Delaware systems are designed to optimize operational efficiency and where possible create measurable cost savings. IT will maintain and review existing protocols for the resilience, business continuity and disaster recovery of central services and provide guidance for their local implementation.

**Current Level of Service Grade:** Meets expectations.

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**Application Software Support and Maintenance** - The IT Department presently provides support to all departments for over five dozen different applications. Most of these applications are still traditional "locally installed" software, but the IT Department is tracking an increasing trend of acquiring and managing externally hosted software, (Software-as-a-Service, or "Cloud Computing,") which will serve to streamline management and support possibilities. In 2019 the City moved to Office365 to handle both email needs as well as desktop software needs. In 2020, we will be implementing several new SaaS solutions including an Enterprise Resource Planning (ERP) that will change how every City employee interacts with software along with their business processes.

**Expectation:** IT will provide secure, effective information systems that support efficient, streamlined and consistent business processes and provide high-quality information. The Application System Specialist will increase the business value of systems through improved usability, integration of independent information streams, and reporting tools.

**Current Level of Service Grade:** Meets expectations.

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**Telephone and Communications** - The IT Department supports and tracks hundreds of different telephone numbers (525 extensions in the ShoreTel VoIP telephone system, 11 different hard-wired, "land-line" telephone circuits and nearly 80 mobile devices from Verizon and Sprint.) These circuits, in addition to two dedicated Internet connections, and miles of City-owned fiber, support many thousands of calls and emails every day.

**Expectation:** IT will facilitate the exploration, development and adoption of new technologies that enhance City of Delaware, such as, data analytics, technical service enhancement and overall citizen support.

**Current Level of Service Grade:** Meets expectations.



**Geographic Information Systems** - The IT Department supports the collection of software and hardware systems that are used for capturing, managing, analyzing, and displaying all forms of geographically referenced information (i.e. utilities, streets, signs, trees, and addresses). This information can then be used in conjunction with the Cityworks computerized maintenance management system to provide for detailed maintenance management, perform condition assessment from maintenance histories and locations, and more effectively manage the permitting, code enforcement, and development processes, among other things.

**Expectation:** IT will enhance IT capabilities of the City of Delaware and its partners by ensuring operational excellence, framed by service level agreements that meet the requirement of the IT and City of Delaware's mission. We will be adding a GIS/CMMS Analyst to our IT staff to assist in creating reports and information that will assist in the transparency of government.

**Current Level of Service Grade:** Meets expectations.

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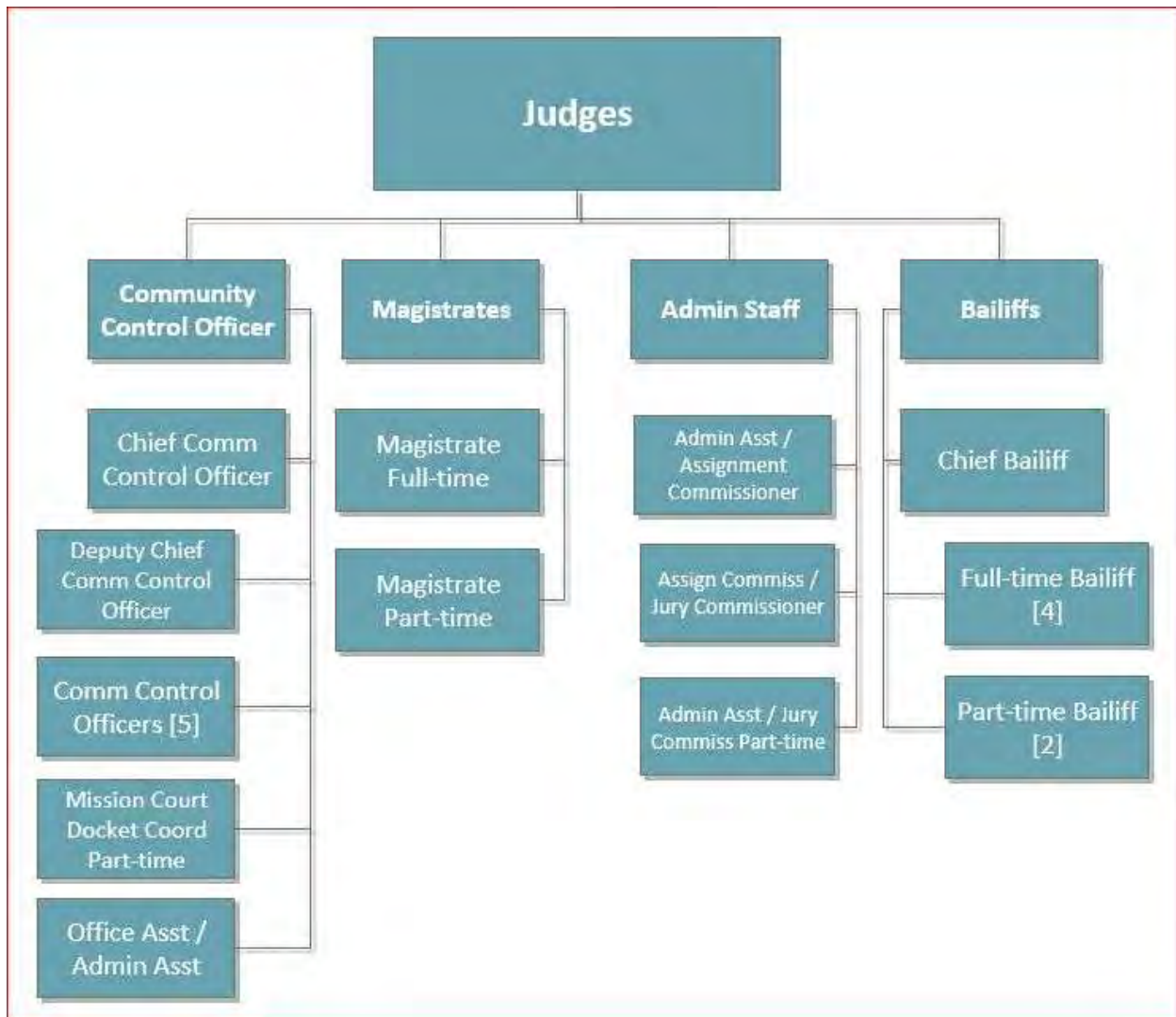
**Administrative Services** - In addition, there remains the cost of running the IT Department, from managing staff and vendors, shipping and receiving, travel and training, etc.

**Expectation:** IT will provide high quality IT training that supports and develops team members in the use of new technologies, software systems, digital assets, and communication methods. IT will take a proactive approach to the IT department's staff development to enhance skills including IT service management, project management, system integration and software skills.

**Current Level of Service Grade:** Meets expectations.

Metrics	2017	2018	2019	2020
City PC's	274	286	325	330
City Users	313	319	353	380
Application Software Systems	67	70	65	80
Servers	57	55	55	85

## MUNICIPAL COURT 2020 BUDGET



### Department Mission

To fairly and properly administer justice throughout Delaware County.

To equitably treat all people who come to court.

To provide a forum to resolve disputes.

### Strategic Goals

*Goal # 1* To continue to move to an electronic docket

*Goal #2* To streamline the jury management process

<i>Goal #3</i>	To update physical plant to provide a professional, safe office for the new magistrate and to accommodate growth in the Community Control office
<i>Goal #4</i>	Train probation officers on risk management tools for bond considerations

Authorized Personnel	2017	2018	2019	2020
Judge	2	2	2	2
Magistrate	1	1	1.73	1.73
Assignment Administrator	1	1	1	1
Assignment/Jury Commissioner	1	1	1	1
Chief Community Control Officer	1	1	1	1
Deputy Chief Community Control Officer	1	1	1	1
Community Control Officer	3	3	4	4
Office Asst. - Comm. Control	1	1	1	1
Bailiff/Security Officer	5	5	5	5
OVI/Mission Docket				
Coordinator/Community Control Officer	1	1	1	1
Mission Docket Officer/Community Control Officer	0	1	1	1
Mission Docket Coordinator	0	0	0	0
Admin. Ass't/Jury Comm. - <i>Part-time</i>	0.60	0.62	0.62	0.62
Administrative Assistant - <i>Part-time</i>	0	0	0	0
Bailiff/Security Officer - <i>Part-time</i>	1.10	0.84	1.30	1.30
Veteran Mentor Coordinator - <i>Part-time</i>	<u>0</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Court</b>	<b>18.70</b>	<b>19.96</b>	<b>22.15</b>	<b>22.15</b>

#### Budget Summary

##### Community Control Office

Our Community Control Office is busy. Here is a snapshot: We currently employ 7 full time community control officers and 1 office assistant. Our total supervision caseload is 1,803 (253 offenders received intensive supervision). The average caseload per officer is 246 clients (This excludes bond cases being supervised by the office assistant). We are currently monitoring 104 SCRAM units and 22 GPS bracelets. On average, we administer 130 instant drug screens per month. Further, the Community Control Office issues an average of 35 violations per month.

##### Specialized Dockets

The Court, through the Community Control Officer, manages three specialized dockets: the Mental Health docket, the OVI Docket and the Mission Court. Both the OVI and Mental Health Docket are certified by the Ohio Supreme Court. The Mission Court, the most recent specialized docket, received final certification by the Ohio Supreme Court this year. Specialized dockets, generally speaking, involve intensive supervision by a specific officer, more frequent drug/alcohol testing,

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and require participants to come to court at least twice a month. Each specialized docket has its own treatment team comprised of professionals in their respective fields.

### **Mental Health Docket**

Judge Sunderman presides over the Mental Health docket. The cost for our docket coordinator, Tanya McLymont-Mitchell, is paid by the Delaware-Morrow County Mental Health & Recovery Service Board. She also serves as the coordinator for the same docket at the Common Pleas Court. Ms. Mitchell's office is located in the Municipal Court. Matt Proto is the probation officer for both the Municipal Court and Common Pleas Court docket. Mr. Proto is employed by adult court services and his salary is paid partly by a grant and the balance is split between the two courts. This docket requires intensive supervision by the Court and the docket team. There are currently 15 participants on this docket.

### **OVI Docket**

Judge Hemmeter presides over the OVI docket. The Coordinator for the docket is Jennifer Stamolis and the probation officer assigned to the docket is Bruce Orlov. This docket, not surprisingly, is our largest docket. Currently, there are 24 participants in the docket with 5 participants graduating this year. Past participants in the docket often return to the Court—having been sober for over three years.

### **Mission Court**

Judge Hemmeter also presides over the Mission Court—a veteran's treatment court—created in January 2018. This specialized docket currently has 12 participants. Our first graduation occurred in January of 2019 and the graduate is on track to become a mentor for the Court. The salaries of the docket coordinator, probation officer, and mentor coordinator are offset by funds from the Delaware County Veteran Services Commission. Jennifer Stamolis serves as the coordinator of the docket. Bruce Orlov, a veteran himself, serves as the probation officer for this docket. Unique to this docket is the role of volunteer mentors. Each defendant on the docket is paired with a mentor who helps the defendant navigate not only the court system, but also the VA system. The coordinator for the mentors is Eric Sowers, also a veteran. This year we conducted our first mentor training at Columbus State; over 25 veterans attended the training.

### **Bailiffs**

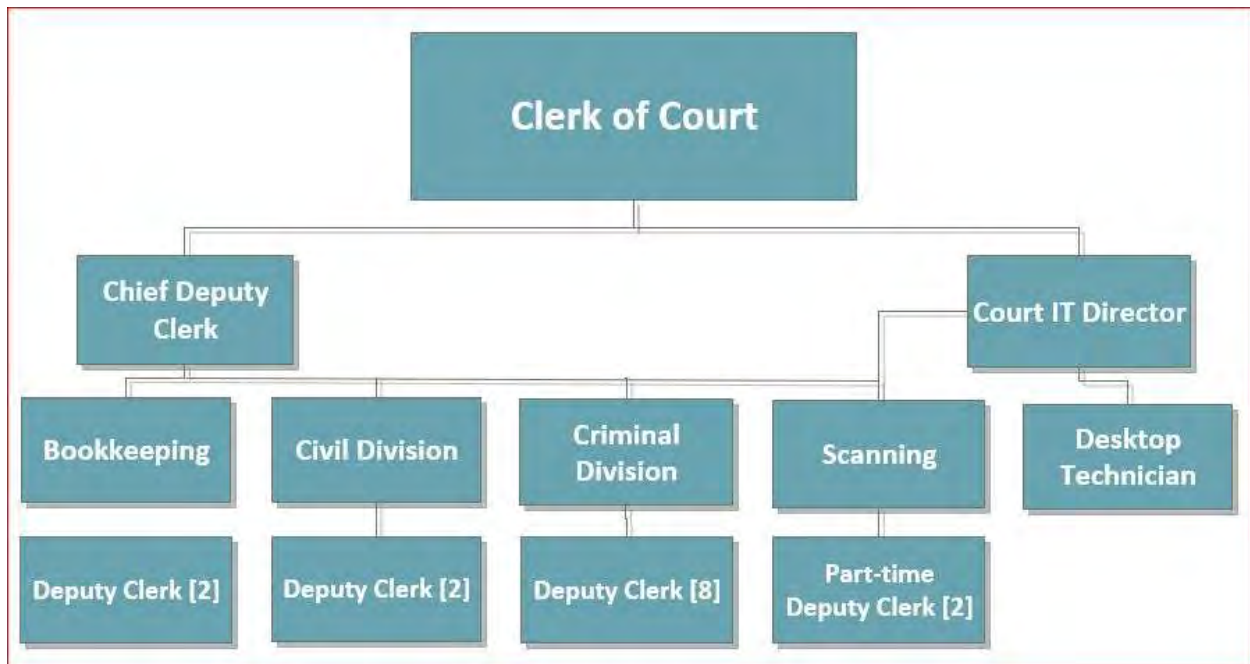
As of September 30, 2019, our bailiffs have scanned-in 56,191 into the courthouse. As part of their duties the bailiffs have also served 615 civil papers. Further, the bailiffs have handled 1,155 inmates coming to the court from the Delaware County Jail.

### **On the Horizon. . .**

The Court is exploring using text messaging to remind defendants of their court dates. Other municipal courts in Ohio use text messaging and those courts have seen a decrease in warrants issued for defendants who fail to appear for court.

## CLERK OF COURT

### 2020 BUDGET



#### Department Mission

To fairly and properly administer justice throughout Delaware County.

To equitably treat all people who come to court.

To provide a forum to resolve disputes.

#### Department Description

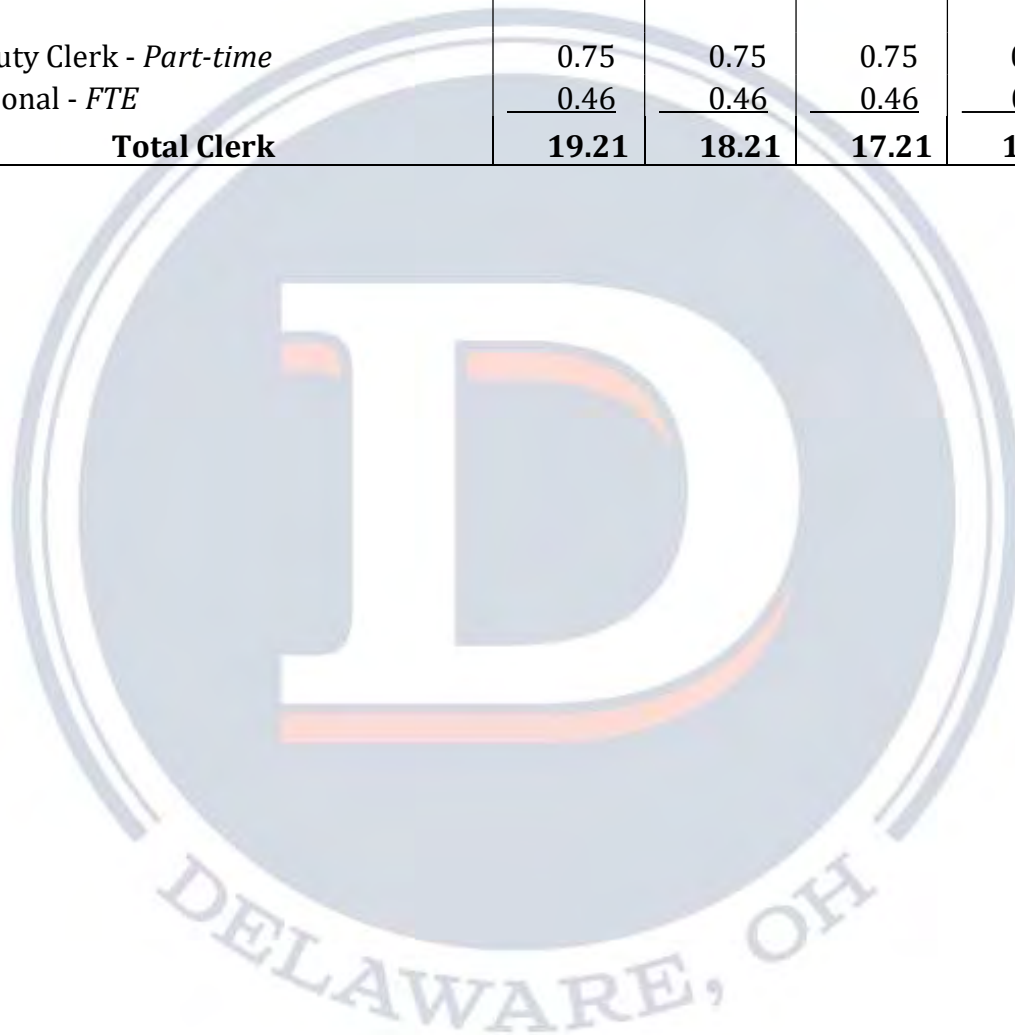
The Clerk of Court's office is in charge of collecting and distributing fees, fines, and forfeitures related to judgements carried through the City's Municipal Court.

#### Strategic Goals

<i>Goal # 1</i>	Continue to develop digital workflow
<i>Goal #2</i>	Continue to cross-train the full-time staff
<i>Goal #3</i>	Update the criminal/traffic software
<i>Goal #4</i>	Utilize new tools available to us to streamline and automate burdensome and time-consuming tasks



Authorized Personnel	2017	2018	2019	2020
Clerk of Court	1	1	1	1
Court IT Director	1	1	1	1
Chief Deputy Clerk	0	0	0	0
Supervisor	1	1	0	0
Deputy Clerk	14	13	12	12
DC/Technical Support Specialist	0	0	0	1
DC/Desktop Technician	1	1	1	0
Deputy Clerk - <i>Part-time</i>	0.75	0.75	0.75	0.75
Seasonal - <i>FTE</i>	<u>0.46</u>	<u>0.46</u>	<u>0.46</u>	<u>0.25</u>
<b>Total Clerk</b>	<b>19.21</b>	<b>18.21</b>	<b>17.21</b>	<b>16.00</b>



## Personnel Summary

### 2020 Budget

	2016		2017		2018		2019		2020	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Council	0	8	1	7	1	7	1	7	1	7
City Manager	4	0	4	0	4	0	5	1	6	0
Administrative Services	2	1	2	1	2	1	2	1	2	1
Economic Development	2	0	2	0	2	0	2	0	2	0
Legal Affairs/Prosecutor	7	1	7	1	7	1	7	2	8	2
Finance	12	3	12	3	12	3	12	4	12	4
Police	60	3	61	4	61	4	63	4	65	3
Planning	9	1	10	1	10	1	10	1	13	0
Engineering	7	0	8	0	9	0	9	0	9	0
Buildings/Grounds	2	0	2	0	2	0	2	0	2	0
Public Works Administration	6	0	6	0	6	0	6	0	6	0
Public Works Streets	8	0	8	0	8	0	8	0	9	0
Public Works Traffic	4	0	4	0	4	0	4	0	4	0
Cemetery	2	1	2	1	2	1	2	1	2	1
Parks and Natural Resources	8	1	8	2	8	2	9	2	10	2
Storm Sewer	3	0	3	0	3	0	3	0	3	0
Fire EMS	61	19.2	61	19.2	66	6.5	66	6.5	72	5
Airport	2	1	2	1	2	1	2	1	2	1
Golf Course	1	0	1	0	1	0	0	0	0	0
Water Administration	3	0	3	0	3	0	3	0	3	0
Water Treatment Plant	8	0	8	0	8	0	8	0	8	0
Water Distribution	7	0	7	0	7	0	7	0	7	0
Wastewater Administration	2	0	2	0	2	0	2	0	3	0
Wastewater Treatment	9	0	9	0	9	0	9	0	9	0
Wastewater Collection	4	0	4	0	4	0	4	0	4	0
Refuse	8	0	9	0	9	0	9	0	9	0
Recycling	6	0	6	0	6	0	6	0	6	0
Garage	4	0	4	0	4	0	4	0	4	0
Information Technology	5	0	6	0	6	0	6	0	7	0
Municipal Court	29	6.3	33	5	36	5	35	6	35	6
<b>Total</b>	<b>285</b>	<b>45.5</b>	<b>295</b>	<b>45.2</b>	<b>304</b>	<b>32.5</b>	<b>306</b>	<b>36.5</b>	<b>323</b>	<b>32.0</b>

**\*\* Does not include seasonal employees**

Increase
Decrease

**2020 BUDGET  
GENERAL FUND SUMMARY**

**REVENUES**

	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
PROPERTY TAX	1,413,490	1,593,916	1,629,406	1,658,403	1,720,000	5.6%	3.7%
CITY INCOME TAX - 1%	14,007,389	15,048,475	15,645,000	15,572,613	16,510,750	5.5%	6.0%
INHERITANCE TAX	0	0	0	0	0	0.0%	0.0%
LOCAL GOVERNMENT FUND	591,818	609,739	618,976	698,125	700,000	13.1%	0.3%
GRANT REIMBURSEMENTS	74,176	68,578	65,000	64,139	141,726	118.0%	121.0%
FINES & FORFEITURES	96,261	108,402	100,000	76,646	100,000	0.0%	30.5%
COURT DIVERSION FEES	43,278	46,514	48,000	31,243	40,000	-16.7%	28.0%
ENGINEERING FEES	1,826,791	1,318,509	1,200,000	536,496	900,000	-25.0%	67.8%
PROSECUTOR CONTRACTS	287,045	254,300	285,000	247,360	260,000	-8.8%	5.1%
PARKING METERS	32,748	39,249	38,000	36,627	38,000	0.0%	3.7%
CABLE FRANCHISE FEE	373,236	409,886	405,000	413,311	415,000	2.5%	0.4%
LIQUOR PERMITS	42,049	45,068	45,000	48,465	50,000	11.1%	3.2%
LICENSE AND PERMITS	717,232	1,134,609	830,000	1,299,001	1,335,000	60.8%	2.8%
INVESTMENT INCOME	387,615	796,562	650,000	941,768	950,000	46.2%	0.9%
MISCELLANEOUS	107,084	238,132	110,000	148,534	230,000	109.1%	54.8%
REIMBURSEMENTS	93,194	147,771	135,000	160,228	150,000	11.1%	-6.4%
TRANSFER GRANT ADMIN	36,807	0	30,000	0	30,000	0.0%	0.0%
TRANSFERS	1,850,716	1,940,662	1,890,000	2,028,462	2,269,603	20.1%	11.9%
<b>TOTAL REVENUE</b>	<b>21,980,929</b>	<b>23,800,372</b>	<b>23,724,382</b>	<b>23,961,421</b>	<b>25,840,079</b>	<b>8.9%</b>	<b>7.8%</b>

**EXPENDITURES**

CITY COUNCIL	133,656	151,103	184,347	166,966	186,520	1.2%	11.7%
CITY MANAGER	665,550	683,835	823,711	801,643	927,225	12.6%	15.7%
ADMINISTRATIVE SERVICES	312,900	298,547	358,692	364,248	424,253	18.3%	16.5%
ECONOMIC DEVELOPMENT	337,656	369,198	474,137	410,729	503,655	6.2%	22.6%
LEGAL AFFAIRS/PROSECUTOR	764,928	779,530	842,343	772,055	880,636	4.5%	14.1%
FINANCE	1,486,475	1,521,106	1,485,683	1,422,782	1,691,137	13.8%	18.9%
INCOME TAX REFUNDS	457,836	490,574	450,000	745,731	650,000	44.4%	-12.8%
GENERAL ADMINISTRATION	3,433,504	4,707,837	3,950,200	3,040,966	4,485,873	13.6%	47.5%
CIP TRANSFER	2,039,700	2,237,500	2,065,055	2,365,055	1,850,000	-10.4%	-21.8%
GF RESERVE TRANSFER	34,733	116,808	25,000	25,000	25,000	0.0%	0.0%
ED RESERVE TRANSFER	150,000	50,000	50,000	50,000	50,000	0.0%	0.0%
RISK MANAGEMENT	250,793	334,175	349,100	275,806	349,100	0.0%	26.6%
POLICE	7,952,097	8,399,395	9,105,357	8,580,581	9,677,542	6.3%	12.8%
PLANNING	1,041,484	1,174,662	1,268,512	1,148,020	1,514,433	19.4%	31.9%
ENGINEERING	1,878,897	1,813,889	1,988,887	1,677,876	2,034,549	2.3%	21.3%
BUILDING MAINTENANCE	421,399	489,504	554,958	496,606	571,767	3.0%	15.1%
<b>TOTAL EXPENDITURES</b>	<b>21,361,608</b>	<b>23,617,663</b>	<b>23,975,982</b>	<b>22,344,065</b>	<b>25,821,690</b>	<b>7.7%</b>	<b>15.6%</b>

<b>FUND BALANCE - JANUARY 1ST</b>	<b>4,382,218</b>	<b>5,001,539</b>	<b>5,184,248</b>	<b>5,184,248</b>	<b>6,229,719</b>		
GENERAL FUND REVENUES	21,980,929	23,800,372	23,724,382	23,961,421	25,840,079	8.9%	7.8%
GENERAL FUND EXPENDITURES	21,361,608	23,617,663	23,975,982	22,344,065	25,821,690	7.7%	15.6%
CARRYOVER ENCUMBRANCES				571,886			
<b>FUND BALANCE - DECEMBER 31ST</b>	<b>5,001,539</b>	<b>5,184,248</b>	<b>4,932,648</b>	<b>6,229,719</b>	<b>6,248,108</b>		
<i>Fund Balance as % of Expenditures</i>	23.41%	21.95%	20.57%	27.88%	24.20%		

**2020**  
**REVENUES, EXPENDITURES AND FUND BALANCES - ALL FUNDS**

FUND	UNENCUMBERED FUND BALANCE January 1, 2020	2020 BUDGETED REVENUES	2020 BUDGETED EXPENDITURES	PROJECTED FUND BALANCE December 31, 2020
<b><u>OPERATING FUNDS</u></b>				
GENERAL FUND	6,229,719	25,840,079	25,821,690	6,248,108
STREET MAINT & REPAIR	503,268	4,379,000	4,362,479	519,789
STORM SEWER FUND	1,557,143	900,700	1,663,516	794,327
PARKS & RECREATION	251,507	1,663,673	1,695,586	219,594
CEMETERY FUND	120,578	302,000	345,479	77,099
AIRPORT OPERATIONS	156,332	890,450	947,110	99,672
FIRE/EMS INCOME TAX	9,175,691	12,532,677	13,675,206	8,033,162
MUNICIPAL COURT	2,841,554	2,694,000	2,912,796	2,622,758
GOLF COURSE	81,056	180,000	178,657	82,399
WATER	1,416,962	6,556,000	6,536,803	1,436,159
SEWER	3,549,486	7,711,500	7,393,807	3,867,179
REFUSE	486,768	4,065,350	4,228,429	323,689
GARAGE ROTARY	440,668	811,000	844,970	406,698
INFORMATION TECHNOLOGY ROTARY	582,885	1,506,424	1,740,333	348,975
<b>TOTAL OPERATING FUNDS</b>	<b>27,393,616</b>	<b>70,032,853</b>	<b>72,346,861</b>	<b>25,079,608</b>
<b><u>CAPITAL IMPROVEMENT FUNDS</u></b>				
STATE HIGHWAY IMPROVEMENT	56,893	164,893	180,000	41,786
LICENSE FEE	9,198	486,000	480,000	15,198
AIRPORT TIF	136,736	27,500	0	164,236
GLENN ROAD BRIDGE TIF	1,959,727	3,051,300	4,727,932	283,095
PARK EXACTION FEE	144,116	5,000	138,000	11,116
CAPITAL IMPROVEMENT	(205,637)	5,941,186	5,497,779	237,770
POINT PROJECT	(1,282,034)	4,891,607	2,625,000	984,573
FAA AIRPORT GRANTS	15,001	349,400	303,640	60,761
EQUIPMENT REPLACEMENT	51,233	833,016	868,328	15,921
PARK IMPACT FEE FUND	2,037,279	375,000	583,000	1,829,279
POLICE IMPACT FEE	429,785	80,000	58,891	450,894
FIRE IMPACT FEE FUND	544,325	130,000	100,000	574,325
MUNICIPAL IMPACT FEE FUND	437,115	222,500	348,160	311,455
GLENN ROAD SOUTH FUND	923,167	960,000	701,050	1,182,117
GLENN ROAD NORTH FUND	327,241	95,000	148,295	273,946
WATER MAINTENANCE CIP FUND	2,363,915	1,929,783	2,760,728	1,532,970
WATER CAPACITY FEE CIP FUND	10,447,522	2,000,000	1,806,981	10,640,541
SEWER MAINTENANCE CIP FUND	2,954,155	1,476,705	1,583,415	2,847,445
SEWER CAPACITY FEE CIP FUND	6,795,586	4,021,913	3,003,124	7,814,375
SE HIGHLAND SEWER FUND	268,389	650,000	838,320	80,069
<b>TOTAL CAPITAL IMP. FUNDS</b>	<b>28,413,713</b>	<b>27,690,803</b>	<b>26,752,643</b>	<b>29,351,873</b>
<b><u>DEBT SERVICE FUNDS</u></b>				
GENERAL BOND RETIREMENT	620,166	1,755,530	2,015,332	360,365
PARK IMPROVEMENT BOND FUND	111,104	1,335,202	1,331,202	115,104
SE HIGHLAND SEWER BOND FUND	0	0	0	0
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>731,271</b>	<b>3,090,732</b>	<b>3,346,534</b>	<b>475,469</b>

**2020**  
**REVENUES, EXPENDITURES AND FUND BALANCES - ALL FUNDS**  
(Continued)

FUND	UNENCUMBERED FUND BALANCE January 1, 2020	2020 BUDGETED REVENUES	2020 BUDGETED EXPENDITURES	PROJECTED FUND BALANCE December 31, 2020
<b><u>SPECIAL REVENUE FUNDS</u></b>				
TREE FUND	119,237	10,000	65,000	64,237
AIRPORT 2000 T-HANGAR FUND	180,443	100,400	94,929	185,914
RECREATION FACILITIES TAX	5,065,048	2,521,500	1,948,191	5,638,357
SKYCLIMBER/V&P HYDRAULICS TIF	0	70,000	70,000	0
MILL RUN TIF FUND	0	170,000	170,000	0
IDIAM FUND	3,644	50,000	50,000	3,644
DRUG ENFORCEMENT	44,719	6,500	49,822	1,397
INDIGENT ALCOHOL TREATMENT	592,279	60,000	100,000	552,279
OMVI ENFORCE/EDUCATION	4,521	1,500	4,445	1,576
POLICE JUDGMENT	39,531	15,000	38,680	15,851
POLICE FEDERAL JUDGMENT	0	17,044	17,044	0
COMPUTER LEGAL RESEARCH	708,424	275,000	298,240	685,184
COURT SPECIAL PROJECTS	733,398	274,000	378,298	629,100
PROBATION SERVICES	614,642	310,000	241,350	683,292
POLICE/FIRE DISABILITY	0	533,700	533,700	0
COMMUNITY PROMOTIONS FUND	59,214	105,000	114,000	50,214
CDBG GRANT	0	20,000	11,000	9,000
REVOLVING LOAN FUND	229,339	110,500	200,000	139,839
PARKING LOTS	39,899	44,500	45,800	38,599
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>8,434,338</b>	<b>4,694,644</b>	<b>4,430,499</b>	<b>8,698,483</b>
<b><u>TRUST AND RESERVE FUNDS</u></b>				
WATER UTILITY RESERVE FUND	2,000,000	0	0	2,000,000
WATER CUSTOMER DEPOSIT FUND	228,318	32,000	32,000	228,318
SEWER UTILITY RESERVE FUND	2,000,000	0	0	2,000,000
FIRE DONATION	1,083	0	1,000	83
PARK DONATION	599	6,495	6,315	779
POLICE DONATION	8,837	1,000	9,336	501
MAYORS DONATION	899	1,250	2,000	149
PROJECT TRUST	1,123,646	105,000	245,000	983,646
UNCLAIMED FUNDS	104,996	10,000	15,500	99,496
DEVELOPMENT RESERVE FUND	1,008,886	50,000	10,000	1,048,886
GENERAL FUND RESERVE	1,188,864	25,000	0	1,213,864
JEDD INCOME TAX	84,717	525,000	555,000	54,717
CEMETERY PERPETUAL CARE	33,840	650	2,000	32,490
STATE PATROL TRANSFER	4,867	75,000	75,000	4,867
STATE BUILDING PERMIT FEE	1,297	18,000	18,000	1,297
PERFORMANCE BOND FUND	567,728	345,000	900,000	12,728
<b>TOTAL TRUST AND RESERVE FUNDS</b>	<b>8,358,578</b>	<b>1,194,395</b>	<b>1,871,151</b>	<b>7,681,821</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
SELF INSURANCE	522,535	7,083,031	7,399,000	206,566
WORKERS COMPENSATION	2,625,578	0	560,000	2,065,578
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>3,148,113</b>	<b>7,083,031</b>	<b>7,959,000</b>	<b>2,272,144</b>
<b>TOTAL ALL FUNDS</b>	<b>76,479,628</b>	<b>113,786,457</b>	<b>116,706,687</b>	<b>73,559,398</b>



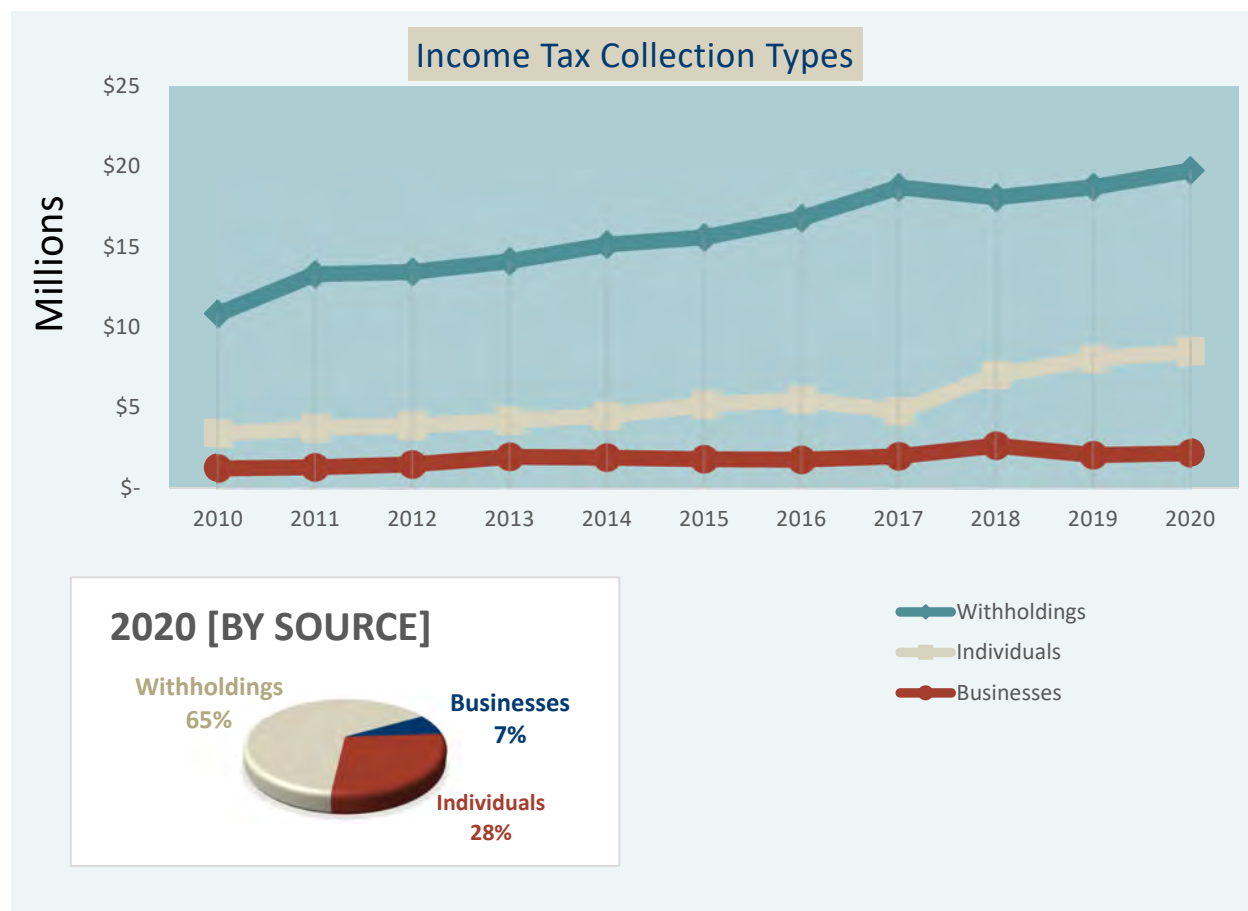
## Major Sources of Revenues

The City receives revenues from various sources and of various types; taxes and fees are two of the main sources.

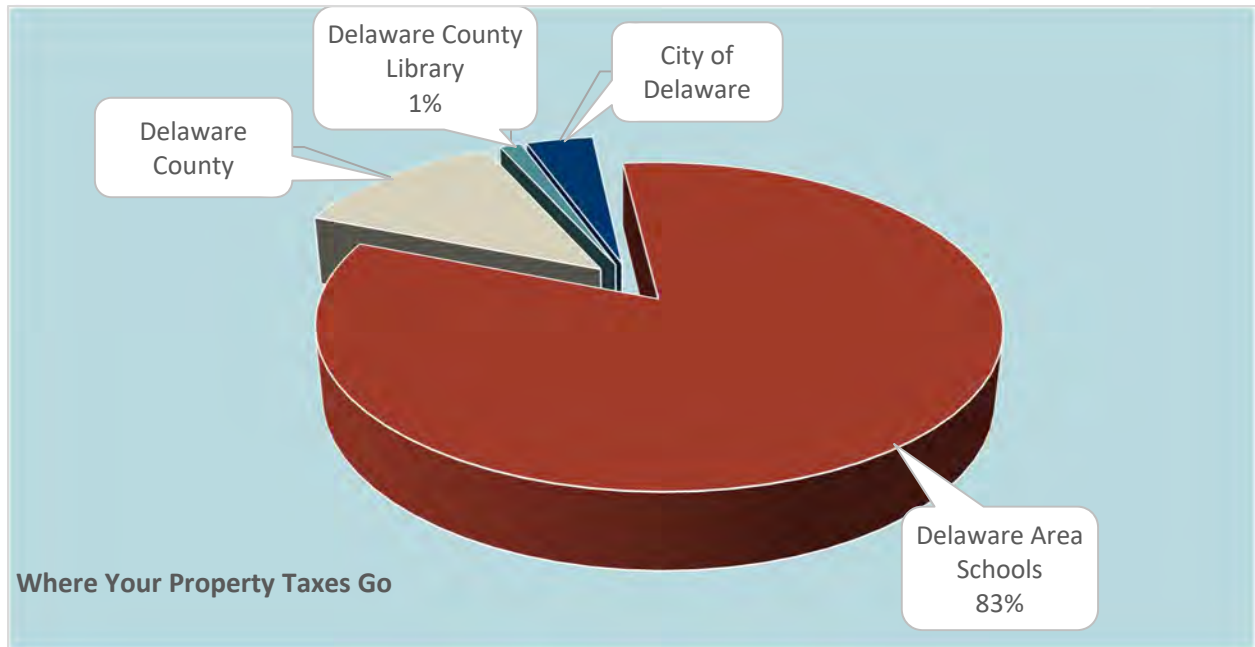
Taxes are usually based on income or a value, such as property value. The City's main source of discretionary funding is its local income tax. The discretionary portion of the income tax is accounted for in the General Fund. It is used to pay the majority of administrative salaries, as well as for many capital projects in the City. Other portions are used to fund the City's fire department operations and recreation improvements. The City's current income tax rate is 1.85% of income based on withholdings, individual filings, and business profits.

Fees, and related permits, charges for services, etc., are not associated with one's income and are generally the same amount or calculation for each resident.

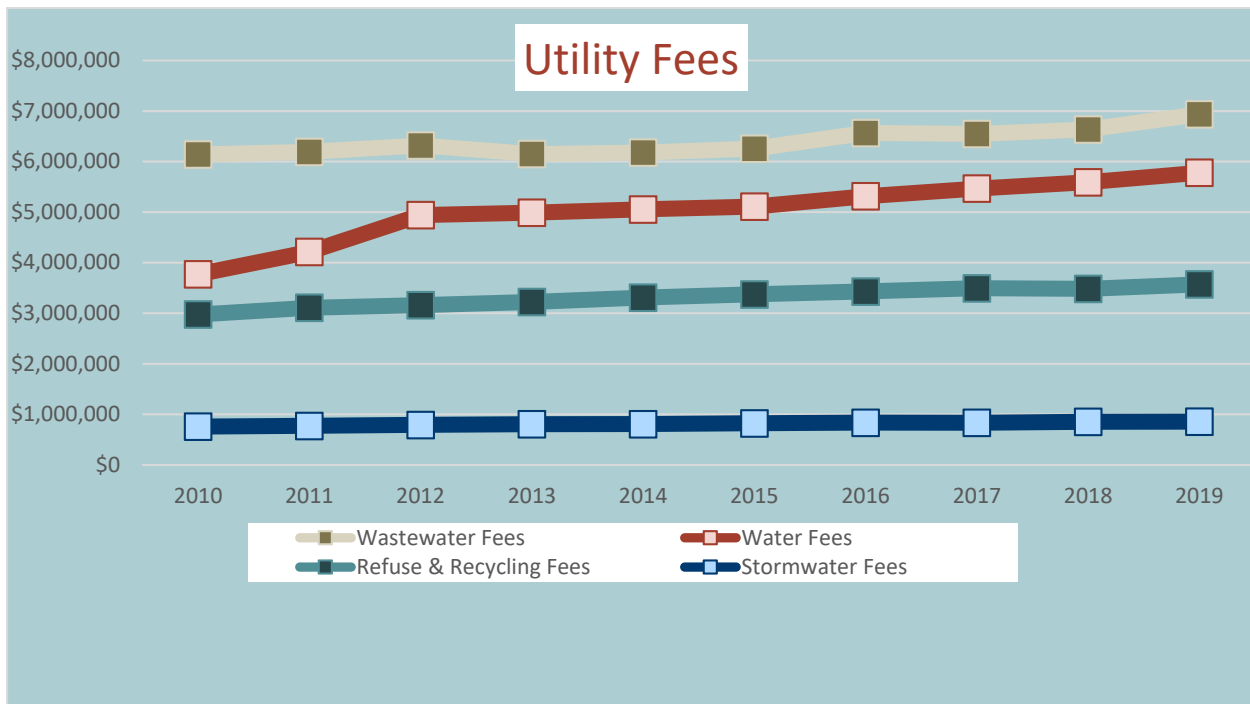
Directly below depicts the various types of income tax sources:



The other major 'tax' assessed to residents is property taxes. It should be noted, however, that a vast majority of property taxes paid [about 96%] do not come back to the City; only about 4% does. The City has a general property tax which is discretionary. The City also has an assessed amount dedicated to police and fire pensions. Property tax allocations are as follows:



The City's underground infrastructure is funded and maintained by our three major utility fees; water, wastewater, and stormwater. The City also does refuse and recycling collection. As mentioned above, these fees are not based on income, but calculated based on usage for water and wastewater, non-permeable property size for stormwater, and size of toter or dumpster for refuse and recycling pickup. Revenues for these four utilities over the past decade are depicted below:

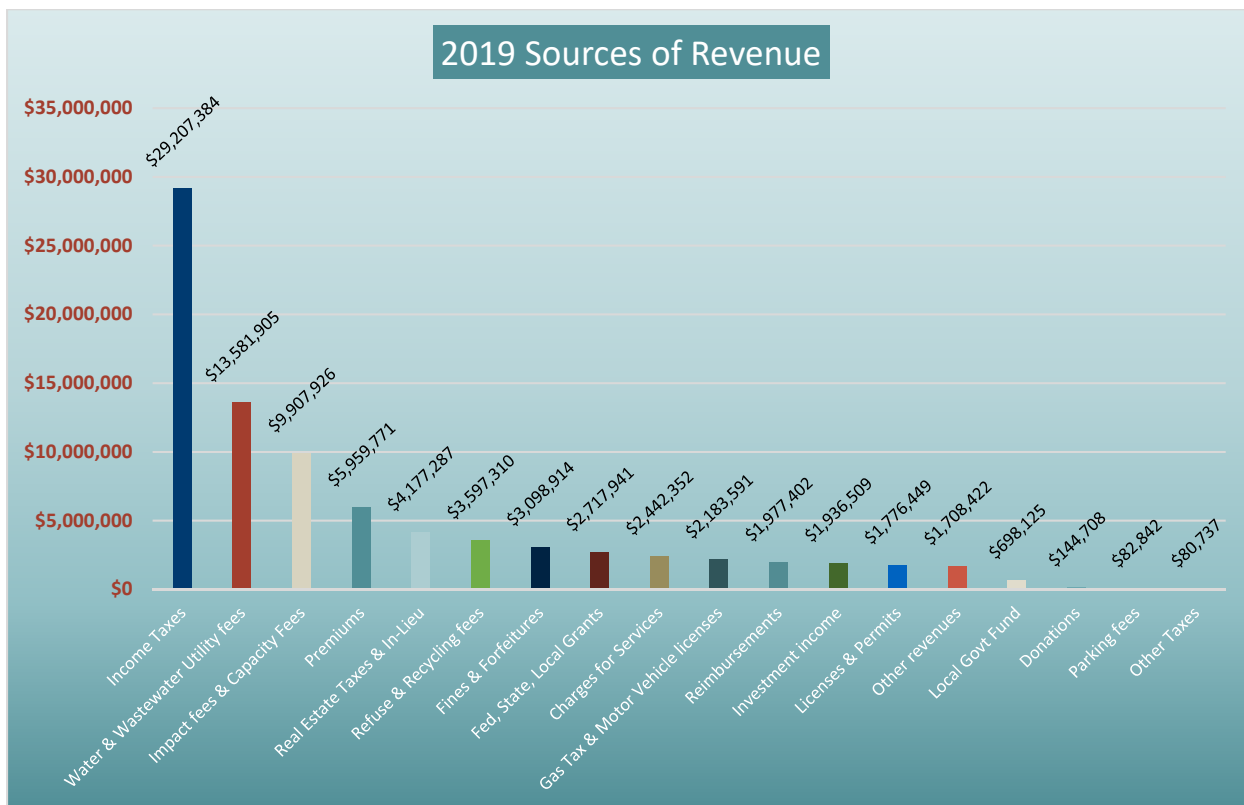


Although not directly based on our taxes base nor user fees, a former major source of income was Local Government Fund distributions. A small portion of income taxes paid into the State of Ohio are

paid back to counties and local governments throughout the year. These allocated amounts have decreased by almost 50% in the past decade, as depicted below:



Finally, below is a graph showing all non-debt related revenues, and excluding inter-fund transfers. This includes everything mentioned above.



**2020 BUDGET DETAIL**

**FUND: GENERAL**  
**DEPARTMENT: CITY COUNCIL**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0011- 5100	Wages	92,424	101,907	112,554	110,881	126,371	12.3%	14.0%
5101	PERS	12,788	14,005	15,165	15,537	17,220	13.6%	10.8%
5103	Medicare	1,291	1,421	1,632	1,545	1,832	12.3%	18.5%
5104	Workers Compensation	2,401	1,473	2,251	2,180	2,527	12.3%	15.9%
5111	Health Insurance	16,275	17,741	18,125	18,125	19,950	10.1%	10.1%
5112	Life Insurance	139	120	120	120	120	0.0%	0.0%
5230	Professional Services	4,965	3,543	7,000	4,902	7,000	0.0%	42.8%
5260	Travel/Training	1,570	4,246	10,000	4,730	11,000	10.0%	132.6%
5261	Membership and Dues	80	0	0	150	0	0.0%	0.0%
5310	Office Supply	82	139	500	445	500	0.0%	12.4%
5500	New Equip/Cap Outlay	1,641	6,508	17,000	8,350	0	-100.0%	-100.0%
	<b>TOTAL CITY COUNCIL</b>	<b>133,656</b>	<b>151,103</b>	<b>184,347</b>	<b>166,966</b>	<b>186,520</b>	<b>1.2%</b>	<b>11.7%</b>

**LINE ITEM DETAIL  
GENERAL FUND  
CITY COUNCIL**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$ 126,371	Includes Council and Clerk pay
Professional Services	5230	\$ 7,000	Code Updates-\$7,000
Travel/Training	5260	\$ 11,000	Includes Chamber Dinner, MORPC Annual Mtg., MLK Breakfast, Conference Training, National League of Cities Conference



**2020 BUDGET DETAIL**
**FUND: GENERAL**
**DEPARTMENT: CITY MANAGER**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0012- 5100	Wages	455,961	459,142	546,625	539,224	589,403	7.8%	9.3%
5101	PERS	57,841	59,915	73,523	68,721	79,896	8.7%	16.3%
5103	Medicare	6,522	6,449	7,926	7,630	8,546	7.8%	12.0%
5104	Workers Compensation	11,426	6,775	10,933	10,933	11,788	7.8%	7.8%
5111	Health Insurance	56,963	71,258	86,094	86,094	107,331	24.7%	24.7%
5112	Life Insurance	1,270	1,095	1,320	1,320	1,215	-8.0%	-8.0%
5140	Uniform	404	300	300	150	300	0.0%	100.0%
5215	Cellular Phone	3,327	3,289	3,500	3,260	3,750	7.1%	15.0%
5220	Postage	125	325	250	0	350	40.0%	0.0%
5230	Professional Services	6,537	14,089	25,100	19,567	25,100	0.0%	28.3%
5260	Travel / Training	11,108	6,058	10,300	5,945	15,000	45.6%	152.3%
5261	Membership/Dues	3,107	3,393	4,407	5,902	6,500	47.5%	10.1%
5273	Information Technology Rotary	47,593	48,783	48,783	48,783	68,296	40.0%	40.0%
5280	Insurance	1,580	1,580	1,750	1,680	1,850	5.7%	10.1%
5310	Office Supply	1,191	1,384	2,300	2,178	2,300	0.0%	5.6%
5380	Incidental	0	0	0	257	0	0.0%	-100.0%
5500	Capital Outlay	595	0	600	0	5,600	833.3%	0.0%
	TOTAL CITY MANAGER	665,550	683,835	823,711	801,643	927,225	12.6%	15.7%

**LINE ITEM DETAIL  
GENERAL FUND  
CITY MANAGER'S OFFICE**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$589,403	Includes reclassifying Communication Specialist to full-time
Professional Services	5230	\$25,100	Publications and Marketing \$14,000; Contracted services \$10,000, City Manager/ Employee Monthly Breakfasts \$1,100
Travel/Training	5260	\$15,000	ICMA \$3,000; OCMA Winter Conference \$650; Government Social Media Organization Conference \$2,028; Transforming Local Government Conference \$2,500; Employee Monthly Lunches \$2,400; Additional training and development \$4,422
Memberships/Dues/Subscript 5261		\$6,500	ICMA (2) Dues \$2,000; OCMA Dues \$200; Rotary Dues \$200; Misc. Subscriptions \$3,115; Community Affairs Coordinator 3CMA and GSMD Dues \$985
Capital Outlay	5500	\$5,600	Video and drone equipment

**2020 BUDGET DETAIL**
**FUND: GENERAL**
**DEPARTMENT: ADMINISTRATIVE SERVICES**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0013- 5100	Wages	180,939	165,508	167,070	165,176	181,977	8.9%	10.2%
5101	PERS	21,853	22,341	23,390	23,038	25,477	8.9%	10.6%
5103	Medicare	2,531	2,287	2,423	2,284	2,690	11.0%	17.7%
5104	Workers Compensation	4,247	2,407	3,341	3,341	3,589	7.4%	7.4%
5111	Health Insurance	32,550	35,302	36,250	36,250	39,900	10.1%	10.1%
5112	Life Insurance	313	270	270	270	270	0.0%	0.0%
5140	Uniforms	175	150	150	150	150	0.0%	0.0%
5220	Postage	174	375	300	0	300	0.0%	0.0%
5230	Professional Services	47,162	45,035	80,600	97,528	131,444	63.1%	34.8%
5234	Employee Recognition	3,129	4,344	10,500	5,013	10,500	0.0%	109.5%
5260	Travel/Training	2,928	3,516	6,104	4,195	4,085	-33.1%	-2.6%
5261	Membership & Dues	398	952	1,128	843	1,279	13.4%	51.7%
5273	Information Technology Rotary	14,699	15,066	15,066	15,066	21,092	40.0%	40.0%
5310	Office Supply	1,802	994	1,500	495	1,500	0.0%	203.3%
5500	New Equip/Capital Outlay	0	0	10,600	10,600	0	-100.0%	0.0%
	<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>312,900</b>	<b>298,547</b>	<b>358,692</b>	<b>364,248</b>	<b>424,253</b>	<b>18.3%</b>	<b>16.5%</b>

**LINE ITEM DETAIL**  
**GENERAL FUND**  
**DEPARTMENT OF ADMINISTRATIVE SERVICES**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$181,977	Includes new additional 600 seasonal hours to assist with recruiting
Professional Services	5230	\$131,444	Recruiting \$43,022, Random Drug/Alcohol Testing \$1,522, Recruiting.com \$17,480, Quarterly Orientation \$500, Medical Evaluations \$5,000, Monthly Supervisor Training \$4,500, Succession Planning MDP (Cohort #2) \$28,000, Succession Planning LDP (Cohort #1) \$13,500, Leadership Development / Quarterly Retreats \$10,000; Employee Counseling \$500, Employment Posters \$500, Employee Assistance Program \$6,920
Employee Recognition	5234	\$10,500	Recognition events/programming \$3,500; culture events/programming \$3,500; other programming \$3,500
Travel/Training	5260	\$4,085	Group Benefits Associate (GBA 2) course \$1,660, Ohio Employee Health & Wellness Conference \$450, Ohio Public Employer Labor Relations Association (OHPELRA) Conference \$250, Human Resource Association of Central Ohio (HRACO) monthly meetings \$225, Miscellaneous training \$1,500
Membership & Dues	5261	\$1,279	Society for Human Resources Management (SHRM) \$418, International Foundation of Employee Benefit Plans (IFEBP) \$325, Ohio Public Employer Labor Relations Association (OHPELRA) \$200, Human Resource Association of Central Ohio (HRACO) \$125, Delaware Gazette \$181, ELGL membership \$30

**2020 BUDGET DETAIL**
**FUND: GENERAL**
**DEPARTMENT: ECONOMIC DEVELOPMENT**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0015- 5100	Wages	136,108	148,127	154,136	147,399	172,817	12.1%	17.2%
5101	PERS	19,000	19,547	19,902	19,164	23,040	15.8%	20.2%
5103	Medicare	1,958	2,108	2,235	2,050	2,506	12.1%	22.2%
5104	Workers Compensation	3,475	2,201	3,083	3,083	3,456	12.1%	12.1%
5111	Health Insurance	17,475	35,234	36,250	36,250	39,900	10.1%	10.1%
5112	Life Insurance	348	300	300	300	300	0.0%	0.0%
5140	Uniform	150	150	150	150	0	-100.0%	-100.0%
5215	Cellular Telephone	821	853	1,517	695	1,517	0.0%	118.3%
5220	Postage	0	0	100	0	100	0.0%	0.0%
5230	Professional Services	18,284	21,610	74,150	67,168	74,150	0.0%	10.4%
5260	Travel/Training	5,924	3,536	5,783	2,816	5,783	0.0%	105.4%
5261	Membership & Dues	15,586	16,146	18,111	18,213	18,111	0.0%	-0.6%
5262	Licenses & Fees	0	0	40	0	40	0.0%	0.0%
5273	Information Technology Rotary	8,671	8,888	8,888	8,888	12,443	40.0%	40.0%
5310	Office Supply	43	50	200	124	200	0.0%	60.7%
5500	New Equip/Capital Outlay	0	0	0	734	0	0.0%	-100.0%
5601	Income Tax Sharing	109,813	110,448	149,292	103,695	149,292	0.0%	44.0%
	<b>TOTAL ECONOMIC DEV.</b>	<b>337,656</b>	<b>369,198</b>	<b>474,137</b>	<b>410,729</b>	<b>503,655</b>	<b>6.2%</b>	<b>22.6%</b>



**LINE ITEM DETAIL  
GENERAL FUND  
ECONOMIC DEVELOPMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$172,817	Economic Development Specialist position reclassified to Economic Development Coordinator.
Professional Services	5230	\$74,150	Marketing Material - \$6,800, Projects & Events - \$2,575, Internet Marketing - \$5,475, Exhibitor and Marketing \$9,300, Entrepreneurial Center Partnership - \$50,000
Travel/Training	5260	\$5,783	Conferences - \$2,250, Company Breakfasts, Lunches, Dinners - \$1,030, Corporate Seminars/Group Breakfasts and Lunches - \$824, Mileage - \$1,679.
Membership and Dues	5261	\$18,111	MODE \$16,318, IEDC \$572, OEDA \$524, NAIOP \$597, SEMA \$100
Income Tax Sharing	5601	\$149,292	Annual Income Tax Sharing agreement with Schools for AHP, Sky Climber Fabricating and EMS incentive agreements

**2020 BUDGET DETAIL**
**FUND: GENERAL**  
**DEPARTMENT: LEGAL AFFAIRS/PROSECUTION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0021- 5100	Wages	524,721	551,951	586,661	545,880	585,947	-0.1%	7.3%
5101	PERS	70,411	71,953	78,631	70,166	78,943	0.4%	12.5%
5103	Medicare	7,406	7,757	8,507	7,668	8,496	-0.1%	10.8%
5104	Workers Compensation	13,589	8,257	11,733	11,733	11,719	-0.1%	-0.1%
5111	Health Insurance	83,655	86,062	87,476	87,476	102,543	17.2%	17.2%
5112	Life Insurance	1,496	1,290	1,290	1,290	1,290	0.0%	0.0%
5130	Physicals	0	0	0	25	0	0.0%	-100.0%
5140	Uniforms	1,402	1,273	1,200	1,200	1,350	12.5%	12.5%
5215	Cell Phone	830	853	800	821	720	-10.0%	-12.3%
5220	Postage	300	800	600	0	600	0.0%	0.0%
5230	Professional Services	14,761	3,375	10,000	1,798	10,000	0.0%	456.1%
5260	Travel/Training	4,351	4,943	7,000	4,276	7,100	1.4%	66.0%
5261	Membership & Dues	4,394	3,094	4,000	2,866	4,000	0.0%	39.6%
5262	License & Other Fees	500	1,620	3,000	0	3,000	0.0%	0.0%
5273	Information Technology Rotary	29,288	30,020	30,200	30,020	42,028	39.2%	40.0%
5305	Publications	5,249	3,879	6,745	4,128	18,500	174.3%	348.2%
5310	Office Supply	2,575	2,403	4,000	2,709	3,900	-2.5%	0.0%
5500	New Equip/Capital Outlay	0	0	500	0	500	0.0%	0.0%
	<b>TOTAL LEGAL AFFAIRS</b>	<b>764,928</b>	<b>779,530</b>	<b>842,343</b>	<b>772,055</b>	<b>880,636</b>	<b>4.5%</b>	<b>14.1%</b>

LINE ITEM DETAIL  
GENERAL FUND  
LEGAL AFFAIRS

Explanation of significant line items

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Memberships and Dues	5261	\$4,000	Dues to the Delaware, Ohio and Ohio State Bar Associations, Ohio Municipal Attorneys Association, and International Municipal Attorneys Association.
License & Other Fees	5262	\$3,000	Includes recording documents at Delaware County Recorder's office.
Publications	5305	\$18,500	<p>Increase is an estimate based on:</p> <ol style="list-style-type: none"> <li>1. Upgrade to WestlawEdge with Practical Law (\$10,200). This would increase our ability to conduct research by adding federal cases as well as providing sample statutes and regulations and Practical Law. Practical law is a resource that goes beyond caselaw and laws to add practice notes, standard documents, checklists, and toolkits. This tool would be very helpful in transitioning one of the assistant prosecutors to civil work, as well as saving City Attorney time in tackling new and novel legal issues that arise.</li> <li>2. Public Records Software (Up to \$8,000). This request is secondary to the expanded legal research capability listed above. We are demoing two software solutions to receive, track, and fill records requests electronically. This would be a service level increase for the public, as it would make it easier to submit records requests and improve turnaround time. From a staffing perspective, this would reduce the amount of time spent on filling records requests, as it automates part of the process. This would also provide a better record of what information has been provided to the public, which can be helpful in answering similar requests. Practical law is a resource that goes beyond caselaw and laws to add practice notes, standard documents, checklists, and toolkits. This tool would be very helpful in transitioning one of the assistant prosecutors to civil work, as well as saving City Attorney time in tackling new and novel legal issues that arise. Absent these upgrades, the existing package will be \$7,100 based on contractual price increases.</li> </ol>
Uniforms	5140	\$1,350	Reflects an additional attorney eligible for uniform allowance due to departure of M14 senior Prosecutor (not eligible for uniform allowance) and addition of M9 prosecutor.

**2020 BUDGET DETAIL**
**FUND: GENERAL**  
**DEPARTMENT: FINANCE**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0031- 5100	Wages	904,812	899,327	890,580	842,573	991,456	11.3%	17.7%
5101	PERS	120,594	117,348	122,828	119,138	123,031	0.2%	3.3%
5103	Medicare	12,679	12,603	12,913	11,845	14,380	11.4%	21.4%
5104	Workers Compensation	23,163	13,346	17,849	17,849	17,909	0.3%	0.3%
5111	Health Insurance	157,604	182,116	139,358	139,358	151,363	8.6%	8.6%
5112	Life Insurance	1,963	1,722	1,722	1,722	1,722	0.0%	0.0%
5140	Uniform	3,600	4,087	3,600	3,600	3,600	0.0%	0.0%
5215	Cell Phone	465	483	550	456	550	0.0%	20.6%
5220	Postage	86,708	95,268	100,000	86,628	115,000	15.0%	32.8%
5224	Mail Processing	4,188	4,188	4,200	4,188	5,000	19.0%	19.4%
5230	Professional Services	18,178	28,660	25,000	34,426	45,000	80.0%	30.7%
5260	Travel and Training	3,033	4,318	6,500	6,486	6,500	0.0%	0.2%
5261	Membership and Dues	2,205	1,635	2,400	2,313	2,400	0.0%	3.7%
5270	Maintenance of Equipment	0	0	250	0	250	0.0%	0.0%
5273	Information Technology Rotary	131,935	135,233	135,233	135,233	189,326	40.0%	40.0%
5330	Operating Supply	14,064	12,855	18,050	12,762	19,000	5.3%	48.9%
5380	Publications	543	543	650	220	650	0.0%	195.3%
5390	Small Equipment	741	1,297	1,500	0	1,500	0.0%	0.0%
5500	New Equip/Capital Outlay	0	6,077	2,500	3,985	2,500	0.0%	-37.3%
	<b>FINANCE OPERATIONS</b>	<b>1,486,475</b>	<b>1,521,106</b>	<b>1,485,683</b>	<b>1,422,782</b>	<b>1,691,137</b>	<b>13.8%</b>	<b>18.9%</b>
5601	Income Tax Refunds	457,836	490,574	450,000	745,731	650,000	44.4%	-12.8%
	<b>TOTAL FINANCE</b>	<b>1,944,311</b>	<b>2,011,680</b>	<b>1,935,683</b>	<b>2,168,513</b>	<b>2,341,137</b>	<b>20.9%</b>	<b>8.0%</b>

**LINE ITEM DETAIL  
GENERAL FUND  
FINANCE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$991,456	Finance Director pay out included.
Postage	5220	\$115,000	Utility bills \$64,000; Tax forms \$10,000; Tax letters and other correspondence-\$36,000 (Increased due to certified postage requirement); AP checks \$5,000.
Professional Services	5230	\$45,000	Records Destruction \$500; SEC Annual Return preparation \$1,200; Budget and Financial Statement development/printing \$3,000; Contract Utility Bill printing and receipt processing \$20,300; ERP Implementation coverage \$10,000; Tax season coverage \$10,000.
Travel and Training	5260	\$6,500	OSU MAPS Supervisor/Staff Training \$2,500; GFOA Conference \$1,850; CPA Continuing Education Requirements for Fin. Director \$1,000; State Treasurer required investment training \$150; Employee mileage reimbursement \$500; State Conferences \$500.
Operating Supply	5330	\$19,000	Individual and Business income tax forms \$11,000; Night drop envelopes, in/out forms, etc. \$3,000; Payroll and A/P checks, timecards, 1099 and other forms \$4,000; Other office supplies \$500.
Income Tax Refunds	5601	\$650,000	This line-item accounts for all income tax refunds for individuals, businesses, and employers.



**2020 BUDGET DETAIL**
**FUND: GENERAL**
**DEPARTMENT: GENERAL ADMINISTRATION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0032- 5101	Pension Payments	0	787	2,500	1,299	2,500	0.0%	92.5%
5121	Unemployment Compensation	6,283	0	5,000	0	5,000	0.0%	0.0%
5213	Street Lighting	252,041	298,030	300,000	288,772	300,000	0.0%	3.9%
5230	Professional Services	30,880	101,813	45,000	101,352	45,000	0.0%	-55.6%
5231	Public Information	485	325	3,500	925	3,500	0.0%	278.5%
5234	Gateway-EFT Fees	0	0	0	407	0	0.0%	-100.0%
5238	Audit and Fees	66,318	80,002	80,000	73,928	80,000	0.0%	8.2%
5239	Board of Health	28,183	27,328	31,000	28,757	31,000	0.0%	7.8%
5244	Election Expense	1,674	14,092	5,000	0	15,000	200.0%	0.0%
5261	Memberships	28,083	29,326	30,000	31,292	35,000	16.7%	11.8%
5282	Burials	7,960	3,385	10,000	13,635	15,000	50.0%	10.0%
5290	Miscellaneous	0	15	0	5	0	0.0%	0.0%
5291	Special Event	15	0	5,000	0	5,000	0.0%	0.0%
5292	Real Estate Taxes	25,409	29,757	30,000	15,189	30,000	0.0%	97.5%
5293	Bank Fees	125	0	1,200	0	1,200	0.0%	0.0%
5295	Collection Fees	1,580	0	2,000	7,233	2,000	0.0%	-72.4%
5500	Capital Outlay	3,525	0	5,000	1,018	5,000	0.0%	391.2%
5510	Easements and Appraisals	2,000	6,060	5,000	2,122	5,000	0.0%	135.6%
5600	Reimbursables	0	704	5,000	2,056	5,000	0.0%	143.2%
5601	Reimbursable - Risk Mgmt	62,800	89,799	80,000	60,915	80,000	0.0%	31.3%
5602	Reimbursable - Grants	0	4,660	5,000	0	5,000	0.0%	0.0%
5603	Reimbursable - Insurance	22,514	7,339	25,000	23,349	25,000	0.0%	7.1%
5701	Transfer to CIP	2,039,700	2,237,500	2,065,055	2,365,055	1,850,000	-10.4%	-21.8%
5702	Transfer to Parks Fund	1,300,000	1,200,000	1,400,000	1,400,000	1,487,673	6.3%	6.3%
5703	Transfer To Street Maintenance	1,361,754	1,490,000	1,700,000	2,050,000	2,078,000	22.2%	1.4%
5706	Transfer to Airport	30,000	30,000	30,000	30,000	30,000	0.0%	0.0%
5708	Transfer To Cemetery Fund	75,000	95,004	100,000	100,000	150,000	50.0%	50.0%
5710	Transfer to Development Reserve	150,000	50,000	50,000	50,000	50,000	0.0%	0.0%
5711	Transfer To GF Reserve Account	34,733	116,808	25,000	25,000	25,000	0.0%	0.0%
5800	Advance to Other Funds	81,875	1,154,411	0	(1,236,286)	0	0.0%	0.0%
5808	Transfer to Tree Fund	45,000	45,000	45,000	45,000	45,000	0.0%	0.0%
	<b>TOTAL GENERAL ADMIN.</b>	<b>5,657,937</b>	<b>7,112,145</b>	<b>6,090,255</b>	<b>5,481,021</b>	<b>6,410,873</b>	<b>5.3%</b>	<b>17.0%</b>

**LINE ITEM DETAIL**  
**GENERAL FUND**  
**GENERAL ADMINISTRATION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Professional Services	5230	\$45,000	Records shredding \$1,000; County emergency services Fees \$15,000; Façade interest \$900; Development legal and consulting fees \$28,100.
Audit & Fees	5238	\$80,000	County Auditor Property Tax Collection Fee \$27,000; Independent Auditors \$35,000; Financial Statement consulting services \$10,000; State of Ohio \$3,000; GFOA Fee and Publication \$1,500.
Memberships	5261	\$35,000	Chamber \$1,300; International Town/Gown \$400; MORPC \$17,739; Innovations Group \$2,500; Ohio Municipal League \$3,703; National League of Cities \$3,258; National Civic League \$100.
Transfer to CIP	5701	\$1,850,000	Transfer to Capital Improvement Fund to cover projects identified in the five-year capital improvement plan.
Transfer to Recreation	5702	\$1,487,673	Transfer to Parks and Recreation Fund to cover park maintenance costs and contracted recreation services.
Transfer to SMR	5703	\$2,078,000	Transfer to the Street Maintenance Fund to cover costs not offset by gasoline tax and license fee revenues.
Transfer to Airport	5706	\$30,000	Transfer to Airport Operations Fund to subsidize expenditures not paid for by operating revenues.
Transfer to Cemetery	5708	\$150,000	Transfer to Cemetery Operations Fund to subsidize expenditures not paid for by operating revenues.
Transfer to GF Reserve Acct.	5711	\$25,000	Transfer to General Fund Reserve Fund to keep this reserve balance at an amount representing 5% of General Fund revenues from the prior year.
Transfer to Tree Fund	5708	\$45,000	Transfer to the Tree Replacement Fund to cover a portion of the maintenance and replacement of City street trees.

**2020 BUDGET DETAIL****FUND: GENERAL**  
**DEPARTMENT: RISK MANAGEMENT**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0033- 5230	Professional Services	2,250	2,250	3,600	2,250	3,600	0.0%	60.0%
5280	Insurance	239,443	258,590	320,000	267,110	320,000	0.0%	19.8%
5281	Judgments/Deductible	8,872	73,108	25,000	6,218	25,000	0.0%	302.0%
5283	Bonds	228	227	500	228	500	0.0%	119.8%
	TOTAL RISK MANAGEMENT	<b>250,793</b>	<b>334,175</b>	<b>349,100</b>	<b>275,806</b>	<b>349,100</b>	<b>-21.0%</b>	<b>26.6%</b>

**LINE ITEM DETAIL**  
**GENERAL FUND**  
**RISK MANAGEMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Professional Services	5230	\$3,600	General Liability Consultant Retainer - \$3,600.
Insurance	5280	\$320,000	General Liability and Property Insurance premiums for General Fund operations

**2020 BUDGET DETAIL**
**FUND: GENERAL**  
**DEPARTMENT: POLICE**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0041- 5100	Wages	5,213,967	5,484,767	5,933,269	5,543,161	6,143,259	3.5%	10.8%
5101	PERS	53,911	57,030	63,581	59,490	76,539	20.4%	28.7%
5102	Police/Fire Retirement	915,077	923,395	1,007,552	971,766	1,038,721	3.1%	6.9%
5103	Medicare	72,838	76,631	86,032	77,366	89,077	3.5%	15.1%
5104	Workers Compensation	133,608	86,400	118,670	118,670	122,870	3.5%	3.5%
5111	Health Insurance	817,996	925,530	967,073	967,073	1,072,902	10.9%	10.9%
5112	Life Insurance	10,620	9,238	9,538	9,538	9,688	1.6%	1.6%
5140	Uniform	67,188	79,835	92,600	84,730	98,540	6.4%	16.3%
5215	Cellular Phone	3,600	3,684	3,000	3,308	4,000	33.3%	20.9%
5220	Postage	1,600	4,100	3,200	1,000	3,200	0.0%	220.0%
5223	Teletype	6,600	7,200	9,000	7,200	9,000	0.0%	25.0%
5230	Professional Services	57,546	58,686	75,800	58,868	87,500	15.4%	48.6%
5260	Travel/Training	34,399	54,827	55,000	53,233	61,700	12.2%	15.9%
5261	Membership and Dues	2,445	2,492	5,450	2,550	6,375	17.0%	150.0%
5270	Maintenance of Equipment	13,369	13,895	25,060	19,724	29,860	19.2%	51.4%
5272	Garage Rotary	60,709	48,695	55,500	55,500	70,300	26.7%	26.7%
5273	Information Technology Rotary	292,657	299,972	299,972	299,972	419,961	40.0%	40.0%
5310	Office Supply	5,722	6,251	8,050	7,373	8,050	0.0%	9.2%
5330	Operating Supply	37,759	72,047	61,850	41,056	75,400	21.9%	83.7%
5331	D.A.R.E. Supply	2,902	2,994	6,000	4,165	6,000	0.0%	44.1%
5345	Fuel/Lube Supply	65,233	73,958	79,100	68,567	76,800	-2.9%	12.0%
5350	Training Supplies	4,990	21,480	26,710	21,145	25,200	-5.7%	19.2%
5370	Repair Materials	1,662	171	3,000	1,139	4,000	33.3%	251.3%
5390	Small Equipment	13,236	29,337	35,050	30,185	43,700	24.7%	44.8%
5395	Bicycle Patrol Unit Equipment	4,969	8,976	9,300	5,414	13,400	44.1%	147.5%
5500	New Equip / Cap Outlay	57,494	47,794	66,000	68,378	81,500	23.5%	19.2%
5601	Refunds	0	10	0	10	0	0.0%	-100.0%
	<b>TOTAL POLICE</b>	<b>7,952,097</b>	<b>8,399,395</b>	<b>9,105,357</b>	<b>8,580,581</b>	<b>9,677,542</b>	<b>6.3%</b>	<b>12.8%</b>



**LINE ITEM DETAIL  
GENERAL FUND  
POLICE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$6,143,259	Includes negotiated pay increase for police officers, and civilian staff. The conversion of the PPT Records Analyst to full time, and the conversion of one Captain to Assistant Chief.
Uniforms	5140	\$98,540	Contractual for Police Officers \$63,200; Civilian & Records Clerks \$7,000 , negotiated vest replacement and new officer issue \$8,600, replacement items \$600, chaplain uniform \$200, parking control \$1000, specialty assignment initial issue \$4,200; explorer uniforms \$300; initial issue load bearing vest \$13,440.
Professional Services	5230	\$87,500	Printing \$1,200, radar calibrations \$1,500, City contract towing \$1,000, jail medical \$5,000, jail dry cleaning \$250, translation services \$250, car washes \$1,000, transcription \$500, alarm monitoring PSB \$1,000, drug screens \$3,000, calibration of truck weight scales \$500, calibration of drug scales \$300, k9 medical/grooming \$2,400, MDT licenses \$1,500, Maglocen \$400, FBI/BCI background checks \$25,000, affidavit maker \$1,800, k9 kenneling \$2,000, k9 vehicle sanitize \$400, Lexipol policy management \$14,200, LEADS on-line \$4,500, Cradlepoint install \$2,200; wellness checks \$5,000; Cellebrite advanced services \$2,100; Detective cell phone (workstation) fees \$2,500; Accurint cost sharing \$8,000.
Travel/Training	5260	\$61,700	New officer core courses/OPOTA Basic; SRO/DT/Firearms instruction; Hostage Neg. Conference; Master Evidence Tech. training; CPT training; Advanced training; tuition reimbursement, Command staff development.
Maintenance	5270	\$29,860	Cruiser repair \$5,000; Parking meter repair \$2,500; Taser maintenance kit \$60; BAC simulator maintenance and calibration \$500, Early Warning System maintenance \$7,000; Taser maintenance plan \$4,000, Cellebrite maintenance \$6,000, fitness room maintenance \$1,800, wrestling matt maintenance \$1000, range blacktop seal \$2,000.
Operating Supplies	5330	\$75,400	Lab and evidence supplies \$3,300; SD cards, \$700; Batteries\$1,200; fuses \$2500; parking meter bags \$500; Employee recognition awards \$750; Ammunition \$30,000; drug and alcohol test supplies \$600, armory cleaning supplies \$500, CEW duty cartridges \$1,000, Animal control supplies \$250 anti-microbial towels \$500; latex gloves \$1,200, BAC supplies \$700; CEW batteries \$400; downflow draft station filters \$1,200; K9 food \$1,200; hosting supplies (food/bev) \$500; Liquid propane for PSB \$2,500; RadKid supplies/snacks \$500; Investigative travel \$2,200; contractor bags for animal disposal \$50; Car washes \$1000; 12 g. less lethal rounds \$2,000; Community event supply \$3000; special event fund - rentals \$2,000; Explorer academy \$800; ID maker supplies \$250; Explorer competition \$400; tickets/receipt books/thermal paper \$5,000; Less lethal munitions / PD \$5,200; portable pedestrian fencing \$3,500.
Training Supplies	5350	\$25,200	UTM (simmunitions) rounds \$3,500; Simm kit \$2,500; CEW training cartridges \$2,800; Stake targets \$500; Range supplies \$5,000; weight room equipment \$2,500; CEW training targets \$500; Simm protective equipment \$500; Building material for range/DT/CEW \$4,200; replacement steel targets \$2,000; airsoft guns \$500; training shields \$200; heavy bags \$500.
Repair Materials	5370	\$4,000	Weapon parts \$2,500; DTU rifle repair \$1,500.
Capital Outlay	5500	\$81,500	Handgun replacement \$3,000, replacement rifles \$6,000, cruiser Cradlepoint upgrade \$5,200, Ballistic shields for cruises \$15,000; PSB storage container \$3,000; DTU replacement equipment \$27,800; DTU night vision \$20,000; replacement refrigerator \$1,000. new armorv floor \$500.

**2020 BUDGET DETAIL**
**FUND: GENERAL**
**DEPARTMENT: PLANNING & COMM. DEV.**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0061- 5100	Wages	675,527	786,383	837,710	772,856	985,788	17.7%	27.6%
5101	PERS	93,029	100,891	109,884	97,006	131,725	19.9%	35.8%
5103	Medicare	9,523	11,122	16,790	10,951	14,314	-14.7%	30.7%
5104	Workers Compensation	18,460	11,511	12,148	16,790	19,687	62.1%	17.3%
5111	Health Insurance	113,336	117,507	119,377	119,377	161,199	35.0%	35.0%
5112	Life Insurance	1,836	1,583	1,583	1,583	1,883	19.0%	19.0%
5140	Uniform	1,102	1,200	4,200	750	1,200	-71.4%	60.0%
5215	Cellular Telephone	2,139	2,174	2,350	2,139	2,350	0.0%	9.9%
5220	Postage	2,300	5,700	4,000	1,000	4,000	0.0%	300.0%
5230	Professional Services	9,589	8,533	14,000	9,409	14,000	0.0%	48.8%
5260	Travel/Training	2,074	3,281	5,000	4,057	5,000	0.0%	23.3%
5261	Membership and Dues	2,294	2,509	3,500	3,094	3,500	0.0%	13.1%
5272	Garage Rotary	7,249	7,849	10,800	10,800	11,700	8.3%	8.3%
5273	Information Technology Rotary	65,566	67,205	67,205	67,205	94,087	40.0%	40.0%
5310	Office Supply	4,580	3,207	5,000	3,356	5,000	0.0%	49.0%
5345	Fuel Supply	3,986	5,449	5,800	4,894	5,500	-5.2%	12.4%
5390	Small Equipment	0	0	4,165	2,043	1,000	-76.0%	-51.0%
5600	Reimbursements	19,560	33,631	45,000	11,504	45,000	0.0%	291.2%
5601	Refunds	9,334	4,927	0	9,206	7,500	0.0%	-18.5%
	<b>TOTAL PLANNING</b>	<b>1,041,484</b>	<b>1,174,662</b>	<b>1,268,512</b>	<b>1,148,020</b>	<b>1,514,433</b>	<b>19.4%</b>	<b>31.9%</b>

**LINE ITEM DETAIL**  
**GENERAL FUND**  
**PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$985,788	Departmental Reorganization including: Addition: Building Inspector II; Code Enforcement Officer II; Permit Technician/Clerk; Development Planner Elimination: Administrative Assistant; Code Enforcement Officer PPT
Uniform	5140	\$1,200	Contracted uniform allowance
Professional Services	5230	\$14,000	Contract commercial building plan review and design services
Travel & Training	5260	\$5,000	National APA Conference \$2,000; State Conference for up to 3 staff \$1,000; Building, code enforcement, and planning professional development certification maintenance classes \$2,000
Memberships & Dues	5261	\$3,500	National and State Planning, Building, Code Enforcement, and Development association Dues; Heritage Ohio Dues; Add zoning officer
Small Equipment	5390	\$1,000	Field tablets for additional staff and in car printers
Reimbursement	5600	\$45,000	Code enforcement contracted services and condemnation demolition activities

**2020 BUDGET DETAIL**
**FUND: GENERAL**  
**DEPARTMENT: ENGINEERING**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0065- 5100	Wages	601,632	723,555	763,018	730,127	785,477	2.9%	7.6%
5101	PERS	79,246	94,937	100,829	106,102	103,637	2.8%	-2.3%
5103	Medicare	8,421	10,106	11,064	10,226	11,389	2.9%	11.4%
5104	Workers Compensation	15,760	10,638	15,275	15,275	15,727	3.0%	3.0%
5111	Health Insurance	97,814	132,051	134,963	134,963	148,431	10.0%	10.0%
5112	Life Insurance	1,349	1,313	1,313	1,313	1,313	0.0%	0.0%
5140	Uniform	150	150	300	300	450	50.0%	50.0%
5215	Cellular Telephone	2,723	3,578	3,500	3,442	3,500	0.0%	1.7%
5220	Postage	250	650	500	0	500	0.0%	0.0%
5230	Professional Services	31,691	26,850	67,000	79,561	195,000	191.0%	145.1%
5260	Travel/Training	4,091	3,586	4,500	4,120	5,750	27.8%	39.6%
5261	Membership and Dues	771	756	1,800	785	2,000	11.1%	154.9%
5270	Maintenance of Equipment	0	0	300	0	400	33.3%	0.0%
5272	Garage Rotary	4,191	8,483	14,200	14,200	16,200	14.1%	14.1%
5273	Information Technology Rotary	57,742	56,375	56,375	56,375	78,925	40.0%	40.0%
5310	Office Supply	2,766	2,655	3,000	2,462	3,500	16.7%	42.1%
5330	Operating Supply	3,338	3,390	3,500	2,469	3,500	0.0%	41.8%
5345	Fuel Supply	3,474	4,142	4,200	4,515	5,100	21.4%	13.0%
5390	Small Equipment	165	744	750	459	750	0.0%	63.5%
5500	New Equip / Cap Outlay	7,469	4,068	2,500	2,381	3,000	20.0%	26.0%
	ENGINEERING OPERATIONS	<b>923,043</b>	<b>1,088,027</b>	<b>1,188,887</b>	<b>1,169,074</b>	<b>1,384,549</b>	<b>16.5%</b>	<b>18.4%</b>
5231	Professional Services - Development	955,854	725,862	800,000	508,802	650,000	0.0%	10.2%
	TOTAL ENGINEERING	<b>1,878,897</b>	<b>1,813,889</b>	<b>1,988,887</b>	<b>1,677,876</b>	<b>2,034,549</b>	<b>12.8%</b>	<b>9.6%</b>

**LINE ITEM DETAIL  
GENERAL FUND  
DIVISION OF ENGINEERING**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$785,477	No personnel changes
Professional Services	5230	\$195,000	Annual Bridge Inspection Program Services \$50,000; Survey and ROW Acquisition \$10,000; Grant Application Assistance \$40,000; ROW Management \$95,000 at 80% reimbursable
Travel/Training	5260	\$5,750	Professional Development Training (PDH's) for staff PE's. \$2,000; OTEC Conference \$1,500; PE Prep Course/Exam \$2,250
Membership and Dues	5261	\$2,000	PTOE License Renewal \$400; Annual group memberships and publications for ITE, APWA , IMSA, OSPE, and ASCE \$1,600
Professional Services - Development	5231	\$650,000	For plan review and inspection services recoverable through Engineering Fees
Small Equipment	5390	\$750	Traffic counter batteries, tubes, core drill bits
New Equip/Capital Outlay	5500	\$3,000	Additional Stealth Traffic Data Collection device \$3,000



**2020 BUDGET DETAIL**
**FUND: GENERAL**  
**DEPARTMENT: BUILDING MAINTENANCE**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
101-0071- 5100	Wages	88,008	100,543	101,700	103,233	111,636	9.8%	8.1%
5101	PERS	12,019	13,539	14,238	14,407	15,629	9.8%	8.5%
5103	Medicare	1,175	1,344	1,475	1,380	2,233	51.4%	61.8%
5104	Workers Compensation	2,334	1,465	2,034	2,034	1,619	-20.4%	-20.4%
5111	Health Insurance	17,475	34,988	36,250	36,250	39,900	10.1%	10.1%
5112	Life Insurance	348	300	300	300	300	0.0%	0.0%
5140	Uniform	670	601	600	432	600	0.0%	39.0%
5211	Electric	74,116	91,964	115,000	72,558	110,000	-4.3%	51.6%
5212	Heat	6,985	8,297	16,433	7,564	14,500	-11.8%	91.7%
5230	Professional Services	122,863	138,631	154,020	160,700	183,000	18.8%	13.9%
5260	Travel/Training	2,524	6,201	7,700	5,327	5,200	-32.5%	-2.4%
5270	Maintenance of Equipment	2,478	2,852	5,190	5,338	6,000	15.6%	12.4%
5271	Maintenance of Facility	24,995	36,158	35,000	31,928	40,000	14.3%	25.3%
5272	Garage Rotary	3,014	1,994	3,014	3,600	4,000	32.7%	11.1%
5275	Rental Property Maintenance	280	2,962	3,000	2,050	0	-100.0%	-100.0%
5330	Operating Supply	17,866	19,254	30,000	21,544	30,000	0.0%	39.3%
5332	Clothing	825	608	1,334	863	2,500	87.4%	189.8%
5345	Fuel Supply	1,075	1,139	950	1,095	1,000	5.3%	-8.7%
5370	Repair Material	0	12	0	0	0	0.0%	0.0%
5390	Small Equipment	495	374	1,720	1,675	3,650	112.2%	117.9%
5500	New Equip / Cap Outlay	41,854	26,278	25,000	24,328	0	-100.0%	-100.0%
	<b>TOTAL BUILDING MAINT.</b>	<b>421,399</b>	<b>489,504</b>	<b>554,958</b>	<b>496,606</b>	<b>571,767</b>	<b>3.0%</b>	<b>15.1%</b>

**LINE ITEM DETAIL  
GENERAL FUND  
BUILDING MAINTENANCE**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$111,636	No adjustments to staffing levels
Electric	5211	\$110,000	Electric charges for City Hall, Justice Center, 18 & 20 East William buildings, and Impound Lot
Heat	5212	\$14,500	Columbia Gas charges for City Hall, Justice Center, 18 & 20 East William Buildings
Professional Services	5230	\$183,000	For scheduled annual maintenance to mechanical systems and custodial services performed by contractors within City Hall, Planning Annex, Justice Center and 10 & 20 E William St. and W Central Condo property
Maintenance of Facility	5271	\$40,000	For unanticipated repairs to buildings and mechanical systems performed by staff or contractor in City Hall, Justice Center and 10 & 20 E William St. And W Central Condo property.
Operating Supply	5330	\$30,000	For purchase of repair materials and custodial supplies for City Hall, Justice Center and 10 & 20 E William St. and W Central Condo property
Small Equipment	5390	\$3,650	Snow Blower \$2,300; Miscellaneous hand tools \$500; JM-1000 Mini building sanitary Jet \$850

**2020 BUDGET DETAIL**
**FUND: STREET MAINTENANCE & REPAIR**
**DEPARTMENT: PUBLIC WORKS ADMIN**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
	<b>Fund Balance - January 1st</b>	<b>442,970</b>	<b>516,178</b>	<b>461,581</b>	<b>461,581</b>	<b>503,268</b>		
200- 4160	License Fees	229,190	234,109	240,000	223,007	240,000	0.0%	7.6%
200- 4170	Gasoline Tax	1,073,605	1,103,125	1,130,000	1,390,489	1,900,000	68.1%	36.6%
200- 4710	Sale of Assets	3,191	34,540	7,500	10,589	7,500	0.0%	-29.2%
200- 4750	Miscellaneous	568	3,426	1,500	168	1,500	0.0%	792.0%
200- 4810	Reimbursements	1,580	6,802	2,000	817	2,000	0.0%	144.8%
200- 4910	Transfer-General Fund	1,361,754	1,490,000	1,700,000	2,050,000	2,078,000	22.2%	1.4%
200- 4910	Transfer - Other Funds	145,437	149,800	150,000	154,300	150,000	0.0%	-2.8%
	<b>Total Revenue</b>	<b>2,815,325</b>	<b>3,021,802</b>	<b>3,231,000</b>	<b>3,829,371</b>	<b>4,379,000</b>	<b>35.5%</b>	<b>14.4%</b>
	Administration	834,345	873,690	921,749	890,393	982,907	6.6%	10.4%
	Street Maintenance	1,244,969	1,499,087	1,619,077	2,025,242	2,488,025	53.7%	22.9%
	Traffic Maintenance	662,803	703,622	772,509	772,110	891,547	15.4%	15.5%
	<b>Total Expenditures</b>	<b>2,742,117</b>	<b>3,076,399</b>	<b>3,313,335</b>	<b>3,687,745</b>	<b>4,362,479</b>	<b>31.7%</b>	<b>18.3%</b>
	Carryover PO's				99,939			
	<b>Fund Balance - December 31st</b>	<b>516,178</b>	<b>461,581</b>	<b>379,246</b>	<b>503,268</b>	<b>519,789</b>		

**2020 BUDGET DETAIL**
**FUND STREET MAINTENANCE & REPAIR**  
**DEPARTMENT PUBLIC WORKS ADMIN**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
200-2010- 5100	Wages	494,222	530,394	532,633	546,867	521,907	-2.0%	-4.6%
5101	PERS	66,402	67,557	67,797	70,378	66,854	-1.4%	-5.0%
5103	Medicare	6,846	7,425	7,723	7,677	7,568	-2.0%	-1.4%
5104	Workers Compensation	12,559	7,838	10,653	10,653	10,438	-2.0%	-2.0%
5111	Health Insurance	77,470	84,723	86,276	86,276	84,987	-1.5%	-1.5%
5112	Life Insurance	989	853	853	853	853	0.0%	0.0%
5140	Uniforms	600	600	600	600	600	0.0%	0.0%
5211	Electric	13,202	13,873	14,000	12,172	14,000	0.0%	15.0%
5212	Heat	900	1,535	10,500	1,481	7,500	-28.6%	406.3%
5215	Cellular Telephones	2,700	2,804	3,500	2,524	3,500	0.0%	38.7%
5220	Postage	150	400	300	0	300	0.0%	0.0%
5230	Professional Services	39,713	22,869	40,000	22,411	41,100	2.8%	83.4%
5260	Travel/Training	5,582	1,701	6,600	547	5,000	-24.2%	814.1%
5261	Membership and Dues	525	886	3,000	555	3,000	0.0%	440.5%
5262	Licenses and Fees	0	90	200	0	200	0.0%	0.0%
5270	Maintenance of Equipment	499	1,392	1,500	794	1,500	0.0%	88.9%
5271	Maintenance of Facility	21,572	26,499	25,000	19,924	25,000	0.0%	25.5%
5272	Garage Rotary	2,731	2,614	2,800	2,800	2,000	-28.6%	-28.6%
5273	Information Technology Rotary	81,184	83,214	83,214	83,214	116,500	40.0%	40.0%
5310	Office Supply	1,398	1,990	2,000	2,331	2,000	0.0%	-14.2%
5330	Operating Supply	3,565	7,484	10,000	6,797	10,000	0.0%	47.1%
5345	Fuel Supply	1,536	2,251	2,600	1,819	2,100	-19.2%	15.4%
5390	Small Equipment	0	0	0	0	0	0.0%	0.0%
5500	New Equip/Capital Outlay	0	4,698	10,000	9,720	56,000	460.0%	476.1%
	<b>TOTAL SMR ADMIN</b>	<b>834,345</b>	<b>873,690</b>	<b>921,749</b>	<b>890,393</b>	<b>982,907</b>	<b>6.6%</b>	<b>10.4%</b>

**LINE ITEM DETAIL**  
**STREET MAINTENANCE & REPAIR FUND**  
**PUBLIC WORKS ADMINISTRATION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$521,907	No personnel changes
Electric	5211	\$14,000	440 East William Street
Heat	5212	\$7,500	440 East William Street
Travel/Training	5260	\$5,000	Staff APWA, OTEC, CEOG, APWA Snow & Ice conference; APWA National Conference; GIS Training; Asphalt Workshop Training
Professional Services	5230	\$41,100	For scheduled annual maintenance to mechanical systems and custodial services performed by contractors within 440 E William facility
Maintenance of Facility	5271	\$25,000	For unanticipated repairs to buildings and mechanical systems performed by staff or contractor in 440 E William Facility
Operating Supply	5330	\$10,000	For purchase of repair materials and custodial supplies for 440 E William Property
New Equip/Capital Outlay	5500	\$56,000	Install 2 unit heaters in Facility shop area and tire changing station in kiln - \$17,500; Roof penetration for vent stack- \$1,500; Overhead doors in the tire changing area -\$11,000; Overhead door in the fleet area - \$12,000; Install security cameras around Public Works perimeter - \$10,500; Replacement of washbay curtain - \$3,500



**2020 BUDGET DETAIL**
**FUND STREET MAINTENANCE & REPAIR**  
**DEPARTMENT PUBLIC WORKS STREET DIVISION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
200-2020- 5100	Wages	420,190	452,673	488,264	478,160	565,843	15.9%	18.3%
5101	PERS	57,978	60,402	65,696	64,876	75,007	14.2%	15.6%
5103	Medicare	5,704	6,157	7,080	6,520	8,205	15.9%	25.9%
5104	Workers Compensation	10,942	6,972	9,765	9,765	11,317	15.9%	15.9%
5111	Health Insurance	111,973	121,004	128,075	128,075	160,800	25.6%	25.6%
5112	Life Insurance	1,114	960	960	960	1,080	12.5%	12.5%
5121	Unemployment	717	0	0	0	0	0.0%	0.0%
5140	Uniform	1,639	1,847	2,500	2,037	3,000	20.0%	47.3%
5212	Heat	5,150	6,980	8,500	3,740	8,500	0.0%	127.3%
5230	Professional Services	24,270	26,257	80,000	58,332	80,000	0.0%	37.1%
5260	Travel/Training	719	680	3,000	54	2,000	-33.3%	3603.7%
5262	License & Other Fees	343	45	180	134	200	11.1%	49.0%
5270	Maintenance of Equipment	2,280	2,999	3,000	2,979	3,000	0.0%	0.7%
5271	Maintenance of Facility	394	1,257	3,000	2,813	3,000	0.0%	6.6%
5272	Garage Rotary	155,579	142,177	146,600	146,400	159,600	8.9%	9.0%
5330	Operating Supply	200,082	229,695	290,000	275,045	350,000	20.7%	27.3%
5331	Pathway Maintenance	24,295	25,705	35,000	18,514	35,000	0.0%	89.0%
5332	Clothing	4,087	5,396	5,000	4,545	6,500	30.0%	43.0%
5335	Snow/Ice Control Supply	109,964	266,667	170,000	170,000	196,500	15.6%	15.6%
5336	Parking Lot Maintenance	19,849	25,000	47,500	44,265	60,000	26.3%	35.5%
5345	Fuel Supply	36,900	57,343	57,200	52,150	60,200	5.2%	15.4%
5390	Small Equipment	10,900	8,504	6,024	5,913	10,500	74.3%	77.6%
5500	New Equip/Cap Outlay	39,900	50,367	61,733	61,658	37,773	-38.8%	-38.7%
5530	Local Street Resurfacing	0	0	0	488,307	650,000	0.0%	33.1%
	<b>TOTAL STREET DIVISION</b>	<b>1,244,969</b>	<b>1,499,087</b>	<b>1,619,077</b>	<b>2,025,242</b>	<b>2,488,025</b>	<b>53.7%</b>	<b>22.9%</b>

**LINE ITEM DETAIL**  
**STREET MAINTENANCE & REPAIR FUND**  
**PUBLIC WORKS STREETS DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$565,843	Additional Street Technician
Professional Services	5230	\$80,000	Crack sealing of State Highway/Arterials/Local Streets \$70,000; ADA curb cutting \$5,000; Dumping fees for concrete and asphalt \$5,000
Operating Supply	5330	\$350,000	Asphalt for roadway repairs \$260,000; Concrete \$50,000; Asphalt crack sealant \$25,000; Stone for base & berm repairs \$15,000
Pathway Maintenance	5331	\$35,000	Annual bikeway, sidewalk and handicap ramp maintenance & repairs; Sidewalk infill projects; Bike path sealing & crack repair; Streetscape brick area maintenance
Snow & Ice Control Materials	5335	\$196,500	Road Salt (2,000 tons@ est. cost of \$83 per ton via ODOT summer fill bid \$166,000; liquid deicing additives \$25,000; Tank/pump/equipment maintenance \$5,500
Parking Lot Maintenance	5336	\$60,000	For parking lot maintenance (sealing, crack repair, resurfacing, striping) Franklin Street in 2020
Small Equipment	5390	\$10,500	MM56CE Yard Boss Power Broom \$400; KB-MM bristle brush attachment \$160; MS250 18 inch chainsaw \$400; BG 86C-E Hand held blower \$300; FS91R Weed trimmer \$350; Hand tools/street signs \$3,500; Asphalt Zipper cutting teeth \$3,050; Saw blades 30 inch (2) \$2,340
New Equip/Cap Outlay	5500	\$37,773	Brine Xtreme truck fill Pro \$20,823; Electric power source for brine Xtreme \$2,750; Leeboy trailer mounted tack machine model L250T with additional warning light package \$14,200

**2020 BUDGET DETAIL**
**FUND STREET MAINTENANCE & REPAIR**  
**DEPARTMENT PUBLIC WORKS TRAFFIC DIVISION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
200-2030- 5100	Wages	238,070	257,089	272,035	260,373	299,128	10.0%	14.9%
5101	PERS	33,041	32,925	37,289	35,578	40,635	9.0%	14.2%
5103	Medicare	3,229	3,500	3,945	3,529	4,337	9.9%	22.9%
5104	Workers Compensation	6,481	3,973	5,441	5,424	5,983	10.0%	10.3%
5111	Health Insurance	65,100	70,324	72,500	72,500	79,800	10.1%	10.1%
5112	Life Insurance	557	480	480	480	480	0.0%	0.0%
5140	Uniform	881	859	900	1,974	4,000	344.4%	102.6%
5211	Electric	17,244	18,925	17,500	17,207	17,500	0.0%	1.7%
5215	Cellular Telephone	482	482	485	482	3,500	621.6%	626.1%
5230	Professional Services	106,349	79,220	120,000	135,586	179,000	49.2%	32.0%
5260	Travel/Training	1,500	2,225	5,000	2,839	7,000	40.0%	146.6%
5261	Membership & Dues	340	340	600	340	600	0.0%	76.5%
5262	License & Other Fees	0	134	134	0	134	0.0%	0.0%
5270	Maintenance of Equipment	3,955	3,835	5,400	4,819	12,350	128.7%	156.3%
5272	Garage Rotary	11,369	12,592	16,400	16,400	17,000	3.7%	3.7%
5330	Operating Supply	133,214	185,849	190,000	188,317	198,500	4.5%	5.4%
5332	Clothing	2,547	2,806	3,500	2,348	3,500	0.0%	49.0%
5345	Fuel Supply	9,054	12,629	12,200	11,358	13,100	7.4%	15.3%
5390	Small Equipment	2,890	4,000	5,700	9,600	5,000	-12.3%	-47.9%
5500	New Equip/Capital Outlay	26,500	11,435	3,000	2,955	0	-100.0%	-100.0%
	<b>TOTAL TRAFFIC</b>	<b>662,803</b>	<b>703,622</b>	<b>772,509</b>	<b>772,110</b>	<b>891,547</b>	<b>15.4%</b>	<b>15.5%</b>

**LINE ITEM DETAIL**  
**STREET MAINTENANCE & REPAIR FUND**  
**DIVISION OF TRAFFIC**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$299,128	Fill Traffic Operations Supervisor position with an internal candidate, vacating an existing Traffic Technician position; Proposed decrease Seasonal hours by 500 with increase in professional services for downtown striping.
Professional Services	5230	\$179,000	Guardrail Maintenance & Repairs \$45,000; Long Line Striping \$76,350; Short Line Striping/Downtown Striping \$15,000; CSX ROW Fee for Toledo Street \$650; Utility Location Service - OUPS Annual Fee/Ticket Management Software \$2,000; Street Lighting Infrastructure Repairs \$20,000; Traffic Calming Program \$20,000
Travel/Training	5260	\$7,000	IMSA Certification Test Fees \$5,500; Traffic Training Courses \$1,500
Membership & Dues	5261	\$600	IMSA Membership Dues/Certification Renewals \$600;
Maintenance of Equipment	5270	\$12,350	Sign Machine Calibration & Maintenance \$1,550: Conflict Monitor Tester Calibration \$650; Locators Calibration & Routine Maintenance \$1,000; Sign Truck Crane Inspection \$400; Arrow & Portable Message Boards Maintenance \$1,500; Paint Machine Maintenance \$750; Centracs Traffic Signal Software System Annual Maintenance \$6,000; Voltage Meter Calibration \$500
Operating Supply	5330	\$198,500	Annual Signal Maintenance \$20,000; Annual Street Light Maintenance \$35,000; Annual Signage Maintenance \$25,000; Annual Short Line Striping Program \$15,000, Signal Refurbishments \$30,000; Battery Back-up Battery Replacements & Inverter Maintenance \$2,500; Signal Vehicle Detection Replacement \$50,000; Traffic Signal Communication Upgrades \$3,000; Sign Replacement Program, Regulatory \$15,000; Street Scape Flag Replacement \$3,000
Small Equipment	5390	\$5,000	Replacement Generators \$2,000; Replacement MOT Equipment \$2,000; Voltage Meter \$1,000

## 2020 BUDGET DETAIL

FUND: PARKS AND NATURAL RESOURCES

DEPARTMENT:

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
	<b>Fund Balance - January 1st</b>	<b>232,380</b>	<b>295,953</b>	<b>218,433</b>	<b>218,433</b>	<b>251,507</b>		
<b>Revenues</b>								
210- 4478	Mingo Park Concessions	1,530	1,050	1,500	1,100	1,500	0.0%	36.4%
4710	Sale of Assets	0	0	500	1,277	500	0.0%	0.0%
4731	Shelter Rental	19,405	20,550	20,000	24,892	25,000	25.0%	0.4%
4735	Facility Rent	1,000	1,000	1,000	0	1,000	0.0%	0.0%
4750	Miscellaneous Other	2,501	5,253	2,500	6,614	2,500	0.0%	-62.2%
4755	Veteran Plaza Bricks	1,000	3,000	1,000	1,000	500	-50.0%	-50.0%
4810	Reimbursement	0	0	0	95	0	0.0%	-100.0%
4910	Transfer from General Fund	1,300,000	1,200,000	1,400,000	1,400,000	1,487,673	6.3%	6.3%
4910	Transfer from Golf Course Fund	0	0	50,000	25,628	50,000	0.0%	95.1%
4910	Urban Forestry Revenue	50,000	95,000	95,000	95,000	95,000	0.0%	0.0%
	<b>Total Revenue</b>	<b>1,375,436</b>	<b>1,325,853</b>	<b>1,571,500</b>	<b>1,555,605</b>	<b>1,663,673</b>	<b>5.9%</b>	<b>6.9%</b>
<b>Expenditures</b>								
	Park Maintenance	1,000,308	1,070,385	1,242,130	1,166,753	1,318,942	6.2%	13.0%
	Urban Forestry	102,402	134,186	146,630	137,054	167,778	14.4%	22.4%
210-2120- 5230	Recreation Services - YMCA	209,153	198,802	203,772	203,772	208,866	2.5%	2.5%
	<b>Total Expenditures</b>	<b>1,311,863</b>	<b>1,403,373</b>	<b>1,592,532</b>	<b>1,507,579</b>	<b>1,695,586</b>	<b>6.5%</b>	<b>12.5%</b>
	<i>Carryover PO's</i>				14,953			
	<b>Fund Balance - December 31st</b>	<b>295,953</b>	<b>218,433</b>	<b>197,401</b>	<b>251,507</b>	<b>219,594</b>		
<b>DEPARTMENT</b>	<b>PARK MAINTENANCE</b>							
210-2110- 5100	Wages	546,726	586,143	703,632	664,888	737,230	4.8%	10.9%
5101	PERS	74,771	77,434	92,946	87,169	96,804	4.2%	11.1%
5103	Medicare	7,487	8,035	10,203	9,277	10,690	4.8%	15.2%
5104	Workers Compensation	14,238	8,867	14,073	14,073	14,745	4.8%	4.8%
5111	Health Insurance	93,745	102,356	122,526	122,526	132,468	8.1%	8.1%
5112	Life Insurance	1,218	1,050	1,200	1,200	1,230	2.5%	2.5%
5140	Uniform	1,571	1,619	2,288	1,174	2,288	0.0%	94.8%
5211	Electric	68,648	67,733	67,000	57,793	68,340	2.0%	18.3%
5212	Heat	15,327	19,312	17,000	15,086	17,000	0.0%	12.7%
5215	Cellular Telephone	2,464	2,559	2,500	2,389	6,820	172.8%	185.4%
5230	Professional Services	4,666	10,813	10,000	7,900	20,000	100.0%	153.2%
5260	Travel/Training	4,770	4,100	4,800	3,547	4,800	0.0%	35.3%
5261	Membership and Dues	1,979	1,249	2,000	1,360	2,000	0.0%	47.1%
5270	Maintenance of Equipment	1,132	249	2,500	664	2,500	0.0%	276.7%
5271	Maintenance of Facility	8,858	24,621	20,500	20,458	20,500	0.0%	0.2%
5272	Garage Rotary	59,621	57,474	57,100	57,100	61,800	8.2%	8.2%
5273	Information Technology Rotary	3,662	3,662	3,662	3,662	5,127	40.0%	40.0%
5310	Office Supply	150	98	300	295	300	0.0%	1.6%
5330	Operating Supply	52,329	54,704	60,000	54,748	65,000	8.3%	18.7%
5332	Clothing	2,205	2,407	3,000	1,525	3,000	0.0%	96.8%
5340	Landscape Materials	1,493	1,236	2,700	832	2,500	-7.4%	200.4%
5341	Veteran's Bricks	1,108	834	1,000	295	1,000	0.0%	0.0%
5345	Fuel Supply	25,958	31,967	34,200	32,235	35,800	4.7%	11.1%
5390	Small Equipment	432	400	1,000	792	1,000	0.0%	26.3%
5500	New Equip / Cap Outlay	5,750	1,275	6,000	5,715	6,000	0.0%	5.0%
5600	Reimbursement	0	188	0	50	0	0.0%	-100.0%
	<b>TOTAL PARK MAINTENANCE</b>	<b>1,000,308</b>	<b>1,070,385</b>	<b>1,242,130</b>	<b>1,166,753</b>	<b>1,318,942</b>	<b>6.2%</b>	<b>13.0%</b>



**LINE ITEM DETAIL**  
**PARKS & NATURAL RESOURCES FUND**  
**PARK MAINTENANCE**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$737,230	Includes addition of half year Recreation Program Coordinator position. Increase in seasonal staffing hourly rates to provide for competitive recruitment of summer staffing. Transfer of FT position from Golf Course to Parks and Recreation.
Cell Phone	5215	\$6,820	Staff cell service for 9 IPADS
Professional Services	5230	\$20,000	Gym Dandy \$600; Portable Toilets \$4,400; Embankment Clearing Mingo \$15,000
Travel/Training	5260	\$4,800	Staff training including: National Parks and Recreation seminar \$1,000; OPRA conferences and seminars \$1,000; Professional training and development certification classes \$1,000; Professional CEUs, MORPC Greenways and licensing classes \$1,800
Membership/Dues	5261	\$2,000	Dues to Ohio Parks and Natural Resources, National Recreation and Parks, Ohio State Landscape Architect license and CDL licensing
Operating Supply	5330	\$65,000	Hanging baskets (80) in downtown \$4,500; Sanitation, cleaning products and supplies \$5,500; Grass seed, herbicides, pesticides, fertilizer \$11,000; Paint \$500; Playground mulch \$10,000; Landscape mulch \$12,500; Building materials and supplies \$6,000; Ballfield materials and supplies \$12,000; downtown lighting \$3,000
Small Equipment	5390	\$1,000	Push mowers/ weed eaters \$1,000
New Equip/Cap Outlay	5500	\$6,000	Purchase Trail/ ballfield grader

**2020 BUDGET DETAIL**
**FUND: PARKS & NATURAL RESOURCES**
**DEPARTMENT: URBAN FORESTRY**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
<b>Revenues</b>								
210- 4750	Tree Cost Share Program	0	0	0	0	0	0.0%	0.0%
4910	Transfer from General Fund	0	45,000	45,000	45,000	45,000	0.0%	0.0%
4910	Transfer from Tree Fund	50,000	50,000	50,000	50,000	50,000	0.0%	0.0%
	<b>Total Revenue</b>	<b>50,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenditures</b>								
210-2115- 5100	Wages	51,041	54,736	56,065	54,753	64,758	15.5%	18.3%
5101	PERS	6,845	7,347	7,488	7,530	8,666	15.7%	15.1%
5103	Medicare	740	794	1,121	746	939	-16.2%	25.9%
5104	Workers Compensation	1,207	793	1,161	1,121	1,295	11.5%	15.5%
5111	Health Insurance	16,275	17,210	18,125	18,125	19,950	10.1%	10.1%
5112	Life Insurance	139	120	120	120	120	0.0%	0.0%
5140	Uniform	0	123	300	232	300	0.0%	29.6%
5230	Professional Services	24,955	46,183	50,000	49,237	60,000	20.0%	21.9%
5260	Travel/Training	0	0	0	0	0	0.0%	0.0%
5271	Tree Maintenance	0	5,000	5,000	4,022	5,000	0.0%	24.3%
5330	Operating Supply	327	775	1,250	610	1,250	0.0%	105.1%
5390	Small Equipment	360	672	1,000	464	500	-50.0%	7.8%
5503	Tree Purchases	513	433	5,000	95	5,000	0.0%	5163.2%
	<b>TOTAL URBAN FORESTRY</b>	<b>102,402</b>	<b>134,186</b>	<b>146,630</b>	<b>137,054</b>	<b>167,778</b>	<b>14.4%</b>	<b>22.4%</b>

**LINE ITEM DETAIL**  
**PARKS & NATURAL RESOURCES FUND**  
**URBAN FORESTRY**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$64,758	Addition of 500 Seasonal hours. Includes wages for City Arborist.
Professional Services	5230	\$60,000	Cost for contractor to perform pruning work, tree removal, and tree installation. Increase \$10,000 for removal of mature trees.
Tree Maintenance	5271	\$5,000	Cost for typical tree maintenance including fertilizer, re-staking, and tree installations.

**2020 BUDGET DETAIL**
**FUND: GOLF COURSE**
**DEPARTMENT: PARK MAINTENANCE**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
<b>Fund Balance - January 1st</b>		<b>69,961</b>	<b>68,498</b>	<b>39,762</b>	<b>39,762</b>	<b>81,056</b>		
501- 4480	Memberships	17,749	16,841	17,000	16,205	17,000	0.0%	4.9%
4481	Green Fees	89,474	83,521	100,000	83,535	95,000	-5.0%	13.7%
4482	Concessions	6,385	6,308	12,500	7,119	10,000	-20.0%	40.5%
4483	Merchandise Sales	2,039	2,325	2,000	1,650	2,000	0.0%	21.2%
4484	Cart and Club Rental	28,109	28,247	28,000	39,167	30,000	7.1%	-23.4%
4485	Driving Range	15,005	13,733	14,500	10,345	14,500	0.0%	40.2%
4486	Miscellaneous	2,787	4,671	1,500	2,926	1,500	0.0%	-48.7%
4488	League Fees	5,196	5,084	6,000	6,224	6,000	0.0%	-3.6%
4489	Gift Certificates	0	328	0	193	0	0.0%	-100.0%
4490	Alcohol Sales	0	0	0	2,370	3,000	0.0%	26.6%
4731	Rentals	2,250	0	2,000	0	1,000	-50.0%	100.0%
<b>Total Revenue</b>		<b>168,994</b>	<b>161,058</b>	<b>183,500</b>	<b>169,733</b>	<b>180,000</b>	<b>-1.9%</b>	<b>6.0%</b>
<b>Total Expenditures</b>		<b>170,457</b>	<b>189,794</b>	<b>183,401</b>	<b>128,439</b>	<b>178,657</b>	<b>-2.6%</b>	<b>39.1%</b>
<i>Carryover PO's</i>								
<b>Fund Balance - December 31st</b>		<b>68,498</b>	<b>39,762</b>	<b>39,861</b>	<b>81,056</b>	<b>82,399</b>		
501-5010- 5100	Wages	100,706	104,276	58,281	43,598	49,175	-15.6%	12.8%
5101	PERS	13,236	13,428	8,159	7,217	6,885	-15.6%	-4.6%
5103	Medicare	1,460	1,512	845	632	713	-15.6%	12.8%
5104	Workers Compensation	2,772	1,712	1,166	1,166	984	-15.6%	-15.6%
5111	Health Insurance	8,138	17,821	0	0	0	0.0%	0.0%
5112	Life Insurance	174	150	0	0	0	0.0%	0.0%
5211	Electric	3,618	5,308	5,000	4,044	5,000	0.0%	23.7%
5230	Professional Services	4,812	4,677	5,000	7,334	5,000	0.0%	-31.8%
5260	Travel/Training	0	0	200	240	200	0.0%	100.0%
5261	Memberships and Dues	100	611	800	135	800	0.0%	492.6%
5270	Maintenance of Equipment	2,518	1,152	4,500	1,060	4,500	0.0%	324.7%
5271	Maintenance of Facility	636	1,266	5,000	936	5,000	0.0%	434.0%
5272	Garage Rotary	3,909	6,808	8,600	8,600	10,900	26.7%	26.7%
5273	Information Technology Rotary	3,660	3,500	3,500	3,500	4,900	40.0%	40.0%
5280	Insurance	1,550	900	0	0	0	0.0%	0.0%
5293	Sales Tax	587	494	900	1,030	900	0.0%	-12.6%
5310	Office Supply	8	97	150	181	200	33.3%	10.8%
5330	Operating Supply	10,182	12,330	15,000	10,684	15,000	0.0%	40.4%
5332	Clothing	429	430	500	132	500	0.0%	278.8%
5340	Concession/Merchandise Supply	3,109	3,698	5,500	3,436	5,500	0.0%	60.1%
5341	Alcohol Purchases	0	0	0	742	1,200	0.0%	61.6%
5370	Repair Material	0	84	0	0	0	0.0%	0.0%
5390	Small Equipment	0	4,040	4,400	2,694	4,400	0.0%	63.3%
5500	New Equip / Cap Outlay	8,853	5,500	5,500	5,356	6,500	18.2%	21.3%
5600	Reimbursements	0	0	150	0	150	0.0%	100.0%
5601	Refunds	0	0	250	94	250	0.0%	167.4%
5702	Transfer to Parks Fund	0	0	50,000	25,628	50,000	0.0%	95.1%
<b>TOTAL GOLF COURSE</b>		<b>170,457</b>	<b>189,794</b>	<b>183,401</b>	<b>128,439</b>	<b>178,657</b>	<b>-2.6%</b>	<b>39.1%</b>

**LINE ITEM DETAIL  
GOLF COURSE FUND  
HIDDEN VALLEY**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$49,175	Full-time position moved to Park and Recreation Budget
Travel Training	5260	\$200	Pesticide Applicator's CEU's
Memberships/ Dues	5261	\$800	CDL, Golf Course Superintendent's Association membership, Pesticide Certification, alcohol permit Ohio Turf Grass Foundation
New Equip/ Cap Outlay	5500	\$6,500	New computer and software for irrigation
Transfer to Recreation	5702	\$50,000	Transfer to Recreation Fund to cover golf course support staff



**2020 BUDGET DETAIL**
**FUND: CEMETERY**
**DEPARTMENT: PARKS & NATURAL RESOURCES**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
<b>Fund Balance - January 1st</b>		<b>299,377</b>	<b>297,627</b>	<b>265,769</b>	<b>265,769</b>	<b>120,578</b>		
212- 4410	Pre-need Spaces	61,848	35,551	58,000	35,486	50,000	-13.8%	40.9%
4411	At-need Spaces	20,400	9,213	20,000	28,600	20,000	0.0%	-30.1%
4420	Interments	64,920	63,195	61,000	81,275	65,000	6.6%	-20.0%
4421	Foundations	17,877	19,969	17,000	17,312	17,000	0.0%	-1.8%
4600	Monument Commission	0	0	0	384	0	0.0%	-100.0%
4720	Donations	650	225	0	0	0	0.0%	0.0%
4731	House/Land Rent	900	900	0	0	0	0.0%	0.0%
4750	Miscellaneous	212	50	0	0	0	0.0%	0.0%
4910	Transfer-General Fund	75,000	95,004	100,000	100,000	150,000	50.0%	50.0%
<b>Total Revenue</b>		<b>241,807</b>	<b>224,107</b>	<b>256,000</b>	<b>263,057</b>	<b>302,000</b>	<b>18.0%</b>	<b>14.8%</b>
<b>Total Expenditures</b>		<b>243,557</b>	<b>255,965</b>	<b>315,113</b>	<b>252,126</b>	<b>345,479</b>	<b>9.6%</b>	<b>37.0%</b>
<i>Carryover PO's</i>					156,122			
<b>Fund Balance - December 31st</b>		<b>297,627</b>	<b>265,769</b>	<b>206,656</b>	<b>120,578</b>	<b>77,099</b>		
212-0212- 5100	Wages	121,203	137,260	142,497	151,125	164,367	15.3%	8.8%
5101	PERS	12,562	13,777	19,950	17,097	23,011	15.3%	34.6%
5103	Medicare	1,758	1,990	2,100	2,118	2,433	15.9%	14.9%
5104	Workers Compensation	3,358	2,066	2,850	2,850	3,287	15.3%	15.3%
5111	Health Insurance	26,854	28,727	29,906	29,906	32,918	10.1%	10.1%
5112	Life Insurance	230	198	198	198	198	0.0%	0.0%
5211	Electric	2,364	3,193	2,500	1,852	2,500	0.0%	35.0%
5212	Heat	500	605	600	422	600	0.0%	42.2%
5230	Professional Services	11,155	8,255	30,000	3,426	30,000	0.0%	775.7%
5260	Travel/Training	668	574	1,200	234	1,200	0.0%	412.0%
5261	Membership and Dues	95	95	200	95	200	0.0%	110.5%
5270	Maintenance of Equipment	0	161	500	0	500	0.0%	0.0%
5271	Maintenance of Facility	0	0	5,000	1,061	5,000	0.0%	371.1%
5272	Garage Rotary	3,889	6,247	6,247	5,900	6,700	7.3%	100.0%
5273	Information Technology Rotary	3,332	3,415	3,415	3,415	3,415	0.0%	0.0%
5280	Insurance	0	0	500	0	500	0.0%	0.0%
5310	Office Supply	212	0	0	0	0	0.0%	0.0%
5330	Operating Supply	4,612	4,116	5,500	2,622	5,500	0.0%	109.7%
5332	Clothing	325	229	350	278	350	0.0%	25.9%
5340	Landscape Supply	100	0	0	0	0	0.0%	0.0%
5345	Fuel Supply	5,080	6,484	6,600	6,637	7,800	18.2%	100.0%
5500	Equipment	0	11,694	0	0	0	0.0%	0.0%
5505	Capital Impr. Oak Grove Funds	42,760	21,779	50,000	21,168	50,000	0.0%	136.2%
5601	Refunds	50	0	0	0	0	0.0%	0.0%
5602	Lot Repurchases	2,450	5,100	5,000	1,721	5,000	0.0%	190.5%
5701	Transfer to Perpetual Care Fund	0	0	0	0	0	0.0%	0.0%
<b>TOTAL CEMETERY</b>		<b>243,557</b>	<b>255,965</b>	<b>315,113</b>	<b>252,126</b>	<b>345,479</b>	<b>9.6%</b>	<b>37.0%</b>

**LINE ITEM DETAIL  
CEMETERY FUND  
OAK GROVE CEMETERY**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$164,367	No changes in personnel.
Professional Services	5230	\$30,000	Removal of existing house \$20,000; tree removal \$10,000
Travel/ Training	5260	\$1,200	Staff to attend cemetery conference and Round Tables
Membership and Dues	5261	\$200	CDL reimbursement and membership to Cemetery Association
Maintenance of Facility	5271	\$5,000	Utility work associated with house removal
Capital Impr. Oak Grove	5505	\$50,000	This amount represents residual perpetual care funds from the previous Oak Grove Association. These amounts will be utilized for facility improvements and maintenance.

**2020 BUDGET DETAIL**
**FUND: FIRE/EMS**  
**DEPARTMENT: FIRE DEPARTMENT**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
<b>Fund Balance - January 1<sup>st</sup></b>		<b>5,637,179</b>	<b>10,568,833</b>	<b>9,031,814</b>	<b>9,031,814</b>	<b>9,175,691</b>		
231-0000- 4020	Bond Proceeds	3,500,000	0	0	0	0	0.0%	0.0%
4120	0.7% Income Tax Collections	9,791,640	10,524,572	10,936,361	10,896,589	11,500,000	5.2%	5.5%
4260	Grant Reimbursement	3,125	0	0	38,270	2,765	0.0%	-92.8%
4420	EMS Reimbursements County	976,417	855,957	690,000	775,178	750,000	8.7%	-3.2%
4710	Sale of Assets	0	317	0	0	0	0.0%	0.0%
4750	Miscellaneous	6,255	7,472	4,000	4,047	3,500	-12.5%	-13.5%
4810	Reimbursements	0	0	1,000	0	35,695	3469.5%	0.0%
4910	Transfer In - Fire Pension Fund	208,185	237,790	235,000	254,136	240,717	2.4%	-5.3%
<b>Total Revenues</b>		<b>14,485,622</b>	<b>11,626,108</b>	<b>11,866,361</b>	<b>11,968,221</b>	<b>12,532,677</b>	<b>5.6%</b>	<b>4.7%</b>
<b>Total Expenditures</b>		<b>9,553,968</b>	<b>13,163,127</b>	<b>11,182,079</b>	<b>11,600,085</b>	<b>13,675,206</b>		
<i>Carryover PO's</i>					224,259			
<b>Fund Balance - December 31st</b>		<b>10,568,833</b>	<b>9,031,814</b>	<b>9,716,096</b>	<b>9,175,691</b>	<b>8,033,162</b>		
231-0231- 5100	Wages	5,170,763	5,408,694	6,139,815	5,898,652	6,776,767	10.4%	14.9%
5101	PERS	4,814	9,156	12,381	11,271	12,833	3.7%	13.9%
5102	Police/Fire Pension	1,143,591	1,188,491	1,280,960	1,333,687	1,420,854	10.9%	6.5%
5103	Medicare	68,734	74,509	87,434	81,547	96,585	10.5%	18.4%
5104	Workers Compensation	145,833	90,460	122,796	122,796	135,535	10.4%	10.4%
5105	Social Security	2,948	350	12,806	918	12,806	0.0%	1295.2%
5106	Other Pension Costs	0	0	0	2,127	0	0.0%	-100.0%
5111	Health Insurance	808,885	951,055	898,536	898,536	1,025,554	14.1%	14.1%
5112	Life Insurance	21,263	19,380	19,530	19,530	20,655	5.8%	5.8%
5121	Unemployment	0	6,331	0	0	0	0.0%	0.0%
5140	Uniform	27,677	45,107	57,671	21,322	57,671	0.0%	170.5%
5211	Electric	26,197	35,311	43,500	36,774	43,500	0.0%	18.3%
5212	Heat	13,601	13,686	27,700	12,982	20,000	-27.8%	54.1%
5215	Cellular Phone	13,349	11,520	14,451	14,246	15,040	4.1%	5.6%
5220	Postage	603	1,623	1,200	309	1,200	0.0%	288.8%
5230	Professional Services	81,061	135,971	227,526	150,974	227,526	0.0%	50.7%
5260	Travel/Training	46,077	43,178	78,343	65,741	83,029	6.0%	26.3%
5261	Membership & Dues	2,800	4,279	3,770	3,204	3,770	0.0%	17.7%
5262	EMS Training Grant	4,810	1,999	3,575	4,653	2,765	-22.7%	-40.6%
5270	Maintenance of Equipment	35,713	39,666	50,717	47,189	55,217	8.9%	17.0%
5271	Maintenance of Facility	63,321	48,016	127,250	96,783	127,250	0.0%	31.5%
5272	Garage Rotary	83,914	82,554	87,200	87,200	110,800	27.1%	27.1%
5273	Information Technology Rotary	182,956	187,530	187,530	187,530	262,542	40.0%	40.0%
5310	Office Supply	3,101	2,190	4,500	1,703	4,500	0.0%	164.3%
5320	Computer Supply	1,380	1,431	1,500	199	1,500	0.0%	654.6%
5330	Operating Supply	38,499	37,746	43,255	32,261	43,255	0.0%	34.1%
5331	EMS Supply	46,641	46,267	51,469	60,103	61,000	18.5%	1.5%
5345	Fuel/Lube Supply	38,911	47,825	50,000	50,244	53,700	7.4%	6.9%
5370	Repair Material	7,329	3,543	5,750	3,715	5,750	0.0%	54.8%
5390	Small Equipment	68,467	111,509	138,128	119,174	217,672	57.6%	82.6%
5500	New Equip/Capital Outlay	201,480	84,941	84,299	165,450	84,299	0.0%	-49.0%
5500	CIP Equipment	36,182	204,333	364,653	0	1,343,587	268.5%	0.0%
5560	Station 304 Construction	86,367	3,084,922	0	902,839	0	0.0%	-100.0%
5601	Tax Refunds	320,457	343,377	310,000	522,080	500,000	61.3%	-4.2%
5705	Transfer To Bond Service Fund	589,950	629,883	602,261	602,261	610,541	1.4%	1.4%
5710	Transfer to General Fund	0	0	0	0	237,503	0.0%	0.0%
5825	Equipment Lease Payment	166,294	166,294	41,573	42,087	0	-100.0%	-100.0%
<b>Total Expenditures</b>		<b>9,553,968</b>	<b>13,163,127</b>	<b>11,182,079</b>	<b>11,600,085</b>	<b>13,675,206</b>	<b>22.3%</b>	<b>17.9%</b>

**LINE ITEM DETAIL  
FIRE/EMS FUND  
FIRE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$6,776,767	Includes negotiated pay-increases for firefighters, the reclassification of a firefighter position to a Lieutenant position and six new community paramedics
Professional Services	5230	\$227,526	County Emergency Mgmt., Text Paging Reimbursement, Civil Service Testing, Medical Director, Medical Licenses, Labor Attorney, Physical/Wellness Program, Ceremony Costs, Active 911, Part-time Hiring, Social Worker, Volunteer FFs Dependent Fund
Travel/Training	5260	\$83,029	New FFs Paramedic Training, EMS Certifications, Fire Certifications, HazMat, Rescue Tech, Fire Officer, Risk Reduction, Vehicle Technician, Personnel Development, Tuition Reimbursement
Maintenance of Equipment	5270	\$55,217	Fire Extinguishers, Breathing Air Compressor, Test SCBA, EMS Cot Maintenance, Cardiac Monitor Maintenance, Zoll Auto Pulse, Extrication Equipment Testing, Ladder Testing, Annual Ladder PM, Pump Testing, Vehicle Exhaust, Appliance Repair, General Maintenance
Maintenance of Facility	5271	\$127,250	Grounds & Equipment, Mattress Replacement, Kitchen Fire Suppression, Kitchen Hood Cleaning, Fire Alarm & Sprinkler Maintenance, HVAC Maintenance, Asbestos Inspection/Removal, Emergency Generator Repair/PM, Apparatus Door Maintenance, Plumbing Repairs, Electrical Repairs, Pest Control, Concrete Repairs, Station Carpet/Floor Cleaning, Parking Lot Repair, Station Radio, Station Locker Replacement, Fire Station 301 Interior Painting, Basic Cable TV
Information Tech. Rotary	5273	\$262,542	Response Map Maint, Record Management System Maint, First Arriving, Staffing Software, Analytic Software, GIS License , ALERTS CAD Interface, WEB-DMS Policy Software
Small Equipment	5390	\$217,672	Fire Gear, NFPA Inspection of Gear, EMS Jackets , Furniture Replacement, Ballistic Vest, Hose, Hand Tools, Radio Batteries, CPR, SCBA Masks\Voice Amps, Regional EMS Database, New Hire Turnout Gear
New Equipment	5500	\$84,299	AutoPulse Preplacement, New Equipment, Training Props, Thermal Camera, Vehicle Wrap and Lights for Cars
CIP Equipment	5500	\$1,343,587	New Engine, Staff Vehicle

**2020 BUDGET DETAIL**
**FUND: AIRPORT OPERATIONS**
**DEPARTMENT: AIRPORT**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
<b>Fund Balance - January 1st</b>		<b>232,296</b>	<b>271,974</b>	<b>272,195</b>	<b>272,195</b>	<b>156,332</b>		
222- 4690	Hangar Deposits	586	752	400	2,233	750	87.5%	-66.4%
4730	Hangar Rent	84,870	78,482	83,500	77,980	86,000	3.0%	10.3%
4731	AvGas Fuel Sales	214,508	242,788	260,820	296,733	290,000	11.2%	-2.3%
4732	Jet A Fuel Sales	331,126	399,605	475,000	385,010	410,000	-13.7%	6.5%
4733	Tie-Down	1,873	2,385	2,000	2,581	2,200	10.0%	-14.7%
4735	Land Rent	11,767	11,892	11,800	12,075	11,900	0.8%	-1.5%
4741	Call Out Fees	5,060	5,920	6,000	4,375	5,000	-16.7%	14.3%
4742	GPU Fees	855	1,260	1,000	990	1,000	0.0%	1.0%
4743	Ramp Fees	6,052	8,110	7,000	8,012	6,500	-7.1%	-18.9%
4744	Late Fees	0	60	0	60	0	0.0%	0.0%
4746	Prist	548	744	600	1,068	900	50.0%	-15.7%
4748	Oil	1,768	1,350	1,500	928	1,350	-10.0%	45.5%
4749	Gate Cards	100	60	120	100	100	-16.7%	0.0%
4750	Miscellaneous	528	810	1,000	724	1,000	0.0%	38.2%
4760	Sales Tax	1,365	2,167	2,100	2,458	2,750	31.0%	11.9%
4810	Real Estate Tax Reimbursements	46,653	28,406	42,000	39,355	41,000	-2.4%	4.2%
4910	Transfer In - General Fund	30,000	30,000	30,000	30,000	30,000	0.0%	0.0%
<b>Total Revenue</b>		<b>737,659</b>	<b>814,791</b>	<b>924,840</b>	<b>864,682</b>	<b>890,450</b>	<b>-3.7%</b>	<b>3.0%</b>
<b>Total Expenditures</b>		<b>697,981</b>	<b>814,570</b>	<b>974,226</b>	<b>951,888</b>	<b>947,110</b>	<b>-2.8%</b>	<b>-0.5%</b>
<i>Carryover PO's</i>					28,656			
<b>Fund Balance - December 31st</b>		<b>271,974</b>	<b>272,195</b>	<b>222,809</b>	<b>156,332</b>	<b>99,672</b>	<b>-55.3%</b>	<b>-36.2%</b>
222-0222- 5100	Wages	118,042	132,626	139,035	135,661	145,980	5.0%	7.6%
5101	PERS	16,611	18,026	19,465	18,773	20,437	5.0%	8.9%
5103	Medicare	1,712	1,915	2,016	1,870	2,117	5.0%	13.2%
5104	Workers Compensation	3,284	2,031	2,781	2,781	2,920	5.0%	5.0%
5111	Health Insurance	22,460	35,189	36,250	36,250	39,900	10.1%	10.1%
5112	Life Insurance	348	300	300	300	300	0.0%	0.0%
5140	Uniform	0	0	0	10	0	0.0%	-100.0%
5211	Electric	14,892	17,464	19,000	15,524	19,000	0.0%	22.4%
5212	Heat	699	765	1,000	744	1,000	0.0%	34.4%
5220	Postage	175	256	200	59	200	0.0%	0.0%
5230	Professional Services	2,530	6,828	1,800	49,391	2,000	11.1%	-96.0%
5231	Credit Card Fees	13,633	16,034	14,250	16,686	16,500	15.8%	-1.1%
5235	Promotions/Marketing	445	195	400	435	400	0.0%	-8.0%
5260	Travel / Training	234	190	1,050	544	1,000	-4.8%	83.9%
5261	Membership and Dues	354	114	1,000	914	1,000	0.0%	9.4%
5270	Maintenance of Equipment	0	0	0	180	0	0.0%	-100.0%
5271	Maintenance of Facility	32,176	24,367	36,200	30,179	30,000	-17.1%	-0.6%
5272	Garage Rotary	12,500	17,670	17,900	17,900	19,200	7.3%	7.3%
5273	Information Technology Rotary	3,662	3,754	3,754	3,754	5,256	40.0%	40.0%
5280	Insurance	18,359	5,063	19,000	0	17,000	-10.5%	0.0%
5292	Real Estate Taxes	66,108	62,403	68,000	59,458	62,000	-8.8%	4.3%
5293	Sales Tax	29,046	37,702	29,000	42,730	42,000	44.8%	-1.7%
5310	Office Supply	128	323	350	103	350	0.0%	239.0%
5330	Fuel Supply AvGas	151,855	184,147	189,000	216,494	190,000	0.5%	-12.2%
5331	Fuel Supply Jet A	180,189	240,552	281,000	225,340	245,000	-12.8%	8.7%
5340	Merchandise	1,205	1,305	750	705	750	0.0%	6.3%
5345	Fuel Supply - Vehicles	2,908	3,482	4,000	4,468	2,500	-37.5%	-44.0%
5500	New Equip / Cap Outlay	2,918	0	84,625	68,404	77,000	-9.0%	12.6%
5552	Clothing & Safety	325	855	850	821	1,800	111.8%	119.2%
5602	Security Deposits	1,183	1,014	1,250	1,412	1,500	20.0%	6.2%
<b>TOTAL AIRPORT</b>		<b>697,981</b>	<b>814,570</b>	<b>974,226</b>	<b>951,888</b>	<b>947,110</b>	<b>-2.8%</b>	<b>-0.5%</b>

**LINE ITEM DETAIL**  
**AIRPORT**  
**OPERATIONS**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$145,980	No changes
Professional Services	5230	\$2,000	Weather Service, Fuel Farm Inspection, NDB Security Access System - \$2,000
Travel/Training	5260	\$1,000	NATA Tape Training \$200; Airport Conferences \$800
Maintenance of Facility	5271	\$30,000	AWOS/NDB Maintenance Contract/Repairs \$4,400; HVAC Maintenance Contract \$450; Airfield Lighting Maintenance \$2,100; Terminal & Rental Building Maintenance \$3,500; HVAC Maintenance Contract \$400; Other Facility Maintenance (Sand, Fuel Truck/Farm Repairs, Fire Extinguishers, landscaping, weed control, lighting) \$12,200; Fuel Farm Maintenance Contract \$1,650; Contracted Electrical Repairs \$2,000; Maint. Hangar \$3,300
New Equip/Cap Outlay	5500	\$77,000	Hangar C Roof replacement \$45,000; Security camera updates \$2,000; Updates to Maintenance Hangar floor, insulation, door \$30,000



**2020 BUDGET DETAIL**
**FUND: MUNICIPAL COURT**  
**DEPARTMENT: COURT ADMINISTRATION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
	<b>Fund Balance - January 1st</b>	<b>1,881,840</b>	<b>2,441,281</b>	<b>2,744,978</b>	<b>2,744,978</b>	<b>2,841,554</b>		
240- 4220	County Reimbursement	247,186	247,855	230,000	246,033	230,000	0.0%	-6.5%
4310	Court Costs	2,178,021	1,994,654	1,900,000	1,863,009	1,900,000	0.0%	2.0%
4311	Bail Bonds	15,650	12,730	10,000	12,610	10,000	0.0%	-20.7%
4315	Immobilization Fees	5,140	3,820	3,500	4,080	3,500	0.0%	-14.2%
4390	Highway Patrol Fines	68,684	59,371	55,000	61,308	55,000	0.0%	-10.3%
4460	Bank Service Charges	5	5	500	0	500	0.0%	0.0%
4812	Reimbursement Mission Court	0	17,162	45,000	35,661	45,000	0.0%	26.2%
4910	Transfer from CLRS	100,000	100,000	100,000	100,000	100,000	0.0%	0.0%
4920	Transfer from Probation Services Fund	200,000	200,000	200,000	200,000	200,000	0.0%	0.0%
4930	Transfer from Special Projects Fund	250,000	300,000	200,000	200,000	150,000	-25.0%	-25.0%
	<b>Total Revenue</b>	<b>3,064,686</b>	<b>2,935,597</b>	<b>2,744,000</b>	<b>2,722,701</b>	<b>2,694,000</b>	<b>-1.8%</b>	<b>-1.1%</b>
	Administration	1,294,716	1,388,023	1,494,083	1,425,600	1,534,444	2.7%	7.6%
	Mission Court	0	24,643	20,873	48,020	89,426	328.4%	86.2%
	Clerk of Court	1,210,529	1,219,234	1,325,651	1,132,605	1,288,926	-2.8%	13.8%
	<b>Total Expenditures</b>	<b>2,505,245</b>	<b>2,631,900</b>	<b>2,840,607</b>	<b>2,606,225</b>	<b>2,912,796</b>	<b>2.5%</b>	<b>11.8%</b>
	Carryover PO's				19,900			
	<b>Fund Balance - December 31st</b>	<b>2,441,281</b>	<b>2,744,978</b>	<b>2,648,371</b>	<b>2,841,554</b>	<b>2,622,758</b>		

**DEPARTMENT COURT ADMINISTRATION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
240-2410- 5100	Wages	905,619	945,789	980,307	949,713	1,012,819	3.3%	6.6%
5101	PERS	123,698	127,387	142,192	133,987	141,184	-0.7%	5.4%
5103	Medicare	12,507	12,913	14,214	12,966	14,686	3.3%	13.3%
5104	Workers Compensation	21,609	14,555	20,358	20,358	20,256	-0.5%	-0.5%
5111	Health Insurance	190,010	242,216	264,377	264,377	270,924	2.5%	2.5%
5112	Life Insurance	1,757	1,635	1,635	1,635	1,575	-3.7%	-3.7%
5230	Professional Services-Interpreting	23,902	26,298	35,000	24,883	35,000	0.0%	40.7%
5260	Travel/Training	3,783	3,013	7,000	5,096	8,000	14.3%	57.0%
5261	Membership and Dues	1,930	1,300	3,000	2,505	4,000	33.3%	59.7%
5272	Garage Rotary	2,134	3,022	5,000	3,092	5,000	0.0%	61.7%
5330	Operating Supply	7,767	9,895	21,000	6,987	21,000	0.0%	200.6%
	<b>TOTAL ADMINISTRATION</b>	<b>1,294,716</b>	<b>1,388,023</b>	<b>1,494,083</b>	<b>1,425,600</b>	<b>1,534,444</b>	<b>2.7%</b>	<b>7.6%</b>
240-2415- 5100	Wages	0	10,064	17,680	38,283	59,103	234.3%	54.4%
5101	PERS	0	4,433	2,570	9,227	8,274	221.9%	-10.3%
5103	Medicare	0	146	256	510	857	234.8%	67.9%
5104	Workers Compensation	0	10,000	367	0	1,182	222.1%	0.0%
5111	Health Insurance	0	0	0	0	19,950	0.0%	0.0%
5112	Life Insurance	0	0	0	0	60	0.0%	0.0%
	<b>TOTAL MISSION COURT</b>	<b>0</b>	<b>24,643</b>	<b>20,873</b>	<b>48,020</b>	<b>89,426</b>	<b>328.4%</b>	<b>86.2%</b>

**LINE ITEM DETAIL  
MUNICIPAL COURT FUND  
COURT ADMINISTRATION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$1,012,819	Wage increase averaging approximately 3.3%. The court has hired an additional part-time Magistrate/Staff Attorney
Professional Services & Interpreting	5230	\$35,000	Interpreting services; mental health/psychiatric evaluations for defendants; written transcripts for indigent appeals
Travel/Training	5260	\$8,000	Annual judicial/magistrate conferences; Annual firearms qualifications for bailiffs and probation officers; Annual conference for jury commissioner; Bailiff and probation officer training; Tuition cost of Ohio Court Management Program for Jury Commissioner/Assignment Commissioner
Membership and Dues	5261	\$4,000	Annual membership dues for Chief Probation Officer, Jury Commissioner, Ohio Judicial Conference and Assn. of Muni. Court Judges; Ohio Assn. of Magistrates; Delaware County Bar Assn. dues; Ohio Bar Assn dues
Garage Rotary	5272	\$5,000	Maintenance of 3 vehicles that bailiffs use to serve required papers on parties in civil matters, and probation officers use to make home visits
Operating Supply	5330	\$21,000	Office and jury supplies including business cards for staff, books, ammunition for annual firearm qualifications for bailiffs/probation officers. Printed reference materials for judges and magistrate.

2020 BUDGET DETAIL

FUND: MUNICIPAL COURT  
DEPARTMENT: CLERK OF COURT

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
240-2420 5100	Wages	839,911	850,036	908,125	785,483	870,421	-4.2%	10.8%
5101	PERS	116,627	109,569	124,738	100,853	121,841	-2.3%	20.8%
5103	Medicare	11,726	11,832	13,023	10,915	12,621	-3.1%	15.6%
5104	Workers Compensation	23,500	13,524	17,963	15,876	17,408	-3.1%	9.6%
5111	Health Insurance	166,705	179,663	175,732	175,732	179,535	2.2%	2.2%
5112	Life Insurance	1,392	1,290	1,170	1,170	1,200	2.6%	2.6%
5220	Postage	31,253	32,881	45,000	32,996	45,000	0.0%	36.4%
5230	Professional Services	0	0	500	0	500	0.0%	0.0%
5231	Bank Fees	369	331	5,000	337	5,000	0.0%	1382.8%
5232	Witness Fees	287	308	1,000	312	0	-100.0%	-100.0%
5260	Travel/Training	3,276	1,064	5,500	871	5,500	0.0%	531.8%
5261	Membership and Dues	375	825	900	835	900	0.0%	7.8%
5270	Maintenance of Equipment	893	1,388	3,000	1,398	3,000	0.0%	114.6%
5330	Operating Supply	14,215	16,523	23,000	5,827	25,000	8.7%	329.0%
5390	Small Equipment	0	0	1,000	0	1,000	0.0%	0.0%
	<b>TOTAL CLERK OF COURT</b>	<b>1,210,529</b>	<b>1,219,234</b>	<b>1,325,651</b>	<b>1,132,605</b>	<b>1,288,926</b>	<b>-2.8%</b>	<b>13.8%</b>

**LINE ITEM DETAIL  
MUNICIPAL COURT FUND  
COURT CLERK**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Postage	5220	\$45,000	Postage - utilizing pre-sort pricing
Travel/Training	5260	\$5,500	Clerk and Court Administrators conference and Judicial College courses.
Membership and Dues	5261	\$900	Ohio Association of Municipal & County Court Clerks Association, Ohio Association of Court Administrators, National Association of Court Administrators and Delaware County Criminal Justice Association
Maintenance of Equipment	5270	\$3,000	Maintenance of time-stamp machines

**2020 BUDGET DETAIL****FUND: STATE HIGHWAY IMPROVEMENT**

The State Highway Improvement Fund receives money from the state and county through collected state license fees and gasoline and excise Taxes. License fee taxes collected by the state are allocated between the State's highway bond retirement fund and local governments. Municipalities where vehicles are registered, receive 34% of the amount collected for their jurisdiction. The City also receives a percentage of gasoline taxes collected by the state. This money is used in the repairing of state highways running through the City.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>106,060</b>	<b>211,818</b>	<b>219,665</b>	<b>219,665</b>	<b>56,893</b>
201- 4160	License Fees	18,583	18,982	19,000	18,082	18,393
4170	Gasoline Tax	87,049	89,442	89,000	112,742	145,000
4740	Interest Income	1,726	3,323	1,500	6,332	1,500
	<b>Total Revenue</b>	<b>107,358</b>	<b>111,747</b>	<b>109,500</b>	<b>137,156</b>	<b>164,893</b>
201-0201- 5534	Urban Resurfacing City Share	1,600	103,900	0	0	180,000
5536	US 23/Pennsylvania Intersection	0	0	0	0	0
5537	Transportation Plan Update	0	0	0	0	0
5538	Bridge Maintenance	0	0	0	0	0
5539	US 36/E. William Improvements	0	0	300,000	3,424	0
	<b>Total Expenditures</b>	<b>1,600</b>	<b>103,900</b>	<b>300,000</b>	<b>3,424</b>	<b>180,000</b>
	<i>Carryover PO's</i>				296,504	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>211,818</b>	<b>219,665</b>	<b>29,165</b>	<b>56,893</b>	<b>41,786</b>

**2020 BUDGET DETAIL****FUND: LICENSE FEES**

The City has enacted a \$10 per vehicle permissive license fee. This fee is collected by the BMV when license plates are renewed and remitted to the City on a monthly basis. These funds must be spent on road improvements.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>223,447</b>	<b>222,084</b>	<b>238,083</b>	<b>238,083</b>	<b>9,198</b>
202- 4160	License Fees	413,515	431,218	430,000	439,271	480,000
4740	Interest Income	3,499	7,328	4,000	9,129	6,000
	<b>Total Revenue</b>	<b>417,014</b>	<b>438,546</b>	<b>434,000</b>	<b>448,400</b>	<b>486,000</b>
202-0202- 5530	Resurfacing	287,769	91,250	200,000	181,502	200,000
5555	N Sandusky, Park OPWC City Share	0	0	0	49,038	
5556	OPWC City Share	130,608	331,297	357,750	29,040	180,000
5557	Bridge Improvements	0	0	0	0	50,000
5558	US 23/36 Exit Bin Wall Improvement	0	0	0	0	50,000
	<b>Total Expenditures</b>	<b>418,377</b>	<b>422,547</b>	<b>557,750</b>	<b>259,580</b>	<b>480,000</b>
	<i>Carryover PO's</i>				417,705	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>222,084</b>	<b>238,083</b>	<b>114,333</b>	<b>9,198</b>	<b>15,198</b>



**2020 BUDGET DETAIL****FUND: TREE FUND**

The Tree Fund is used to account for fees and donations received to assist in the purchase and maintenance of trees that populate the City's streets and neighborhoods.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1st</b>	<b>211,030</b>	<b>216,317</b>	<b>156,124</b>	<b>156,124</b>	<b>119,237</b>
215- 4490	Developer Tree Fees	64,001	8,600	15,000	26,387	10,000
4750	Miscellaneous	330	150	0	0	0
4910	Transfer - General Fund	45,000	0	0	0	0
	<b>Total Revenue</b>	<b>109,331</b>	<b>8,750</b>	<b>15,000</b>	<b>26,387</b>	<b>10,000</b>
215-0215- 5503	Tree Purchases	54,044	18,943	15,000	13,274	15,000
5701	Transfer To Parks Fund	50,000	50,000	50,000	50,000	50,000
	<b>Total Expenditures</b>	<b>104,044</b>	<b>68,943</b>	<b>65,000</b>	<b>63,274</b>	<b>65,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>216,317</b>	<b>156,124</b>	<b>106,124</b>	<b>119,237</b>	<b>64,237</b>

**2020 BUDGET DETAIL****FUND: AIRPORT 2000 T-HANGAR**

The Airport 2000 T-Hangar Fund was established to separately account for the operating revenues and expenses from the three t-hangar buildings (30 units) constructed by the City in 2000. Rents generated by the t-hangars needs to be sufficient to cover the annual maintenance cost and debt service for money borrowed to construct.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
<b>Fund Balance - January 1st</b>		<b>143,529</b>	<b>164,197</b>	<b>173,352</b>	<b>173,352</b>	<b>180,443</b>
223- 4690	Hangar Deposits	1,042	0	400	40	400
4730	Hangar Rent	94,185	100,042	96,000	100,240	100,000
4744	Late Fees	0	100	0	0	0
4750	Miscellaneous	0	1,290	0	0	0
<b>Total Revenue</b>		<b>95,227</b>	<b>101,432</b>	<b>96,400</b>	<b>100,280</b>	<b>100,400</b>
223-0223- 5211	Electric	2,971	3,690	3,750	2,463	3,750
5271	Maintenance of Facility	0	591	1,000	852	1,000
5292	Real Estate Taxes	17,548	19,753	20,000	19,884	21,000
5601	Refund	0	0	0	(16)	0
5602	Security Deposits	889	346	400	943	1,000
5700	Transfer to Bond Retirement Fund	53,151	67,897	69,063	69,063	68,179
<b>Total Expenditures</b>		<b>74,559</b>	<b>92,277</b>	<b>94,213</b>	<b>93,189</b>	<b>94,929</b>
<i>Carryover PO's</i>						
<b>Fund Balance - December 31<sup>st</sup></b>		<b>164,197</b>	<b>173,352</b>	<b>175,539</b>	<b>180,443</b>	<b>185,914</b>

**2020 BUDGET DETAIL****FUND: RECREATION FACILITIES INCOME TAX**

This fund was set up to account for the 0.15 % income tax passed in 2008 to be used to construct a new recreation center and to make other park improvements. After the improvements are completed this fund will be used to pay the debt issued to make the improvements.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>3,530,990</b>	<b>4,002,841</b>	<b>4,583,228</b>	<b>4,583,228</b>	<b>5,065,048</b>
233- 4120	Income Tax Collections	2,099,160	2,256,245	2,355,580	2,335,384	2,426,500
4740	Investment Income	40,827	84,456	115,000	112,807	95,000
	<b>Total Revenue</b>	<b>2,139,987</b>	<b>2,340,701</b>	<b>2,470,580</b>	<b>2,448,191</b>	<b>2,521,500</b>
233-0233- 5501	Houk Rd. Site Improvements	0	0	0	235,000	0
5527	Parks General Construction Projects	57,797	148,270	88,324	48,464	39,859
5530	Miscellaneous Park Improvements	18,532	0	0	0	0
5531	Veterans Park Parking Lot Addition	0	0	0		
5532	Wayfinding and Signage	21,160	2,590	98,900	61,357	98,900
5535	Splashpad Construction	12,791	34,302	0	0	0
5601	Tax Refunds	68,681	73,593	78,000	111,909	100,000
5801	Transfer Parks Bond Fund. - Principal	542,500	572,917	607,917	607,917	640,000
5803	Transfer to Gen Bond - Principal	120,000	125,000	125,000	125,000	130,000
5811	Transfer Parks Bond Fund - Interest	746,045	725,412	713,385	700,993	691,202
5813	Transfer to Gen Bond - Interest	80,630	78,230	75,730	75,730	73,230
5830	Bond Issuance Costs	0	0	0	0	175,000
	<b>Total Expenditures</b>	<b>1,668,136</b>	<b>1,760,314</b>	<b>1,787,256</b>	<b>1,966,370</b>	<b>1,948,191</b>
	<i>Carryover PO's</i>				37,543	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>4,002,841</b>	<b>4,583,228</b>	<b>5,266,552</b>	<b>5,065,048</b>	<b>5,638,357</b>

**2020 BUDGET DETAIL****FUND: AIRPORT TIF**

The Airport TIF Fund is used to account for the tax increment financing real estate tax payments received. The TIF funds are generated from property taxes paid on the corporate hangar and the private t-hangars constructed at the airport. TIF proceeds must be used for public improvements at the Airport identified when the TIF was established in 2004.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>57,415</b>	<b>82,416</b>	<b>109,485</b>	<b>109,485</b>	<b>136,736</b>
235- 4110	Property Tax Receipts	25,001	27,069	27,500	27,251	27,500
	<b>Total Revenue</b>	<b>25,001</b>	<b>27,069</b>	<b>27,500</b>	<b>27,251</b>	<b>27,500</b>
235-4510- 5505	Airport TIF Improvements	0	0	0	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>82,416</b>	<b>109,485</b>	<b>136,985</b>	<b>136,736</b>	<b>164,236</b>

**2020 BUDGET DETAIL****FUND: SKY CLIMBER/V&P HYDRAULICS TIF FUND**

The Sky Climber/VP Hydraulics TIF Fund is used to account for the tax increment financing real estate tax payments received. The TIF funds are generated from property taxes paid on the improvements by these two businesses on Pittsburgh Drive. TIF proceeds are remitted to the businesses and DCSD when received. This TIF was established as an economic development inducement.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
237- 4110	Property Tax Receipts - Sky Climber	19,591	24,161	35,000	24,324	35,000
4210	Property Tax Receipts - V&P	20,458	23,815	35,000	23,976	35,000
	<b>Total Revenue</b>	<b>40,049</b>	<b>47,976</b>	<b>70,000</b>	<b>48,300</b>	<b>70,000</b>
237-2370- 5602	TIF Distribution to Schools	24,029	28,786	42,000	28,980	42,000
5603	TIF Distribution to Sky Climber	7,837	9,664	14,000	9,730	14,000
5604	TIF Distribution to V&P Hydraulics	8,183	9,526	14,000	9,590	14,000
	<b>Total Expenditures</b>	<b>40,049</b>	<b>47,976</b>	<b>70,000</b>	<b>48,300</b>	<b>70,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2020 BUDGET DETAIL****FUND: MILL RUN TIF FUND**

The Mill Run TIF Fund is used to account for the tax increment financing real estate tax payments received related to the Glenwood Commons shopping center development. The TIF funds are to be used to pay for the cost of constructing Mill Run Blvd. and to reimburse the developer for onsite utility improvements. TIF proceeds are remitted to the developer as received.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
238- 4110	Property Tax TIF Receipts	132,229	147,824	170,000	151,840	170,000
	<b>Total Revenue</b>	<b>132,229</b>	<b>147,824</b>	<b>170,000</b>	<b>151,840</b>	<b>170,000</b>
238-2380- 5603	TIF Distribution Zarcad	132,229	147,824	170,000	151,840	170,000
	<b>Total Expenditures</b>	<b>132,229</b>	<b>147,824</b>	<b>170,000</b>	<b>151,840</b>	<b>170,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**2020 BUDGET DETAIL****FUND: IDIAM FUND**

The IDIAM Fund (Indigent drivers interlock and alcohol monitoring fund) is a fund established under R.C. 4511.191 (I)(1). The fund receives money from the Ohio Bureau of Motor Vehicles whenever persons convicted of drunk driving pay a driver's license reinstatement fee at the end of their license suspensions. The money collected can be used only to pay the cost of an immobilizing or disabling device, including a certified ignition interlock device, or an alcohol monitoring device when a judge has both ordered the use of such a device and has determined that the defendant does not have the means to pay for the device.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>18,784</b>	<b>22,433</b>	<b>30,321</b>	<b>30,321</b>	<b>3,644</b>
241- 4341	IDIAM Fees	27,517	27,054	36,354	30,919	50,000
241-2410- 5231	Professional Services Carryover PO's	23,868	19,166	60,000	46,565 11,032	50,000
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>22,433</b>	<b>30,321</b>	<b>6,675</b>	<b>3,644</b>	<b>3,644</b>

**2020 BUDGET DETAIL****FUND: DRUG ENFORCEMENT**

The Drug Enforcement Fund is used to account for a portion of money seized during drug-related arrests used in educating students in the consequences of using drugs.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>54,013</b>	<b>58,800</b>	<b>57,260</b>	<b>57,260</b>	<b>44,719</b>
250- 4390	Drug Enforcement Fines	5,050	3,106	6,500	5,565	6,500
4750	Drug Enforcement Other	0	0	0	6,500	0
	<b>Total Revenues</b>	<b>5,050</b>	<b>3,106</b>	<b>6,500</b>	<b>12,065</b>	<b>6,500</b>
250-0250- 5230	Professional Services	140	420	15,000	3,699	35,000
5500	Capital Outlay	123	4,226	35,000	14,407	14,822
	<b>Total Expenditures</b>	<b>263</b>	<b>4,646</b>	<b>50,000</b>	<b>18,106</b>	<b>49,822</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>58,800</b>	<b>57,260</b>	<b>13,760</b>	<b>44,719</b>	<b>1,397</b>

**2020 BUDGET DETAIL****FUND: INDIGENT ALCOHOL TREATMENT**

The Indigent Drivers Alcohol Treatment Fund established under R.C. 4511.191(H) receives money from the State of Ohio and also from court fines and costs paid by persons convicted of certain traffic violations. The money collected is administered by the Court to provide treatment to, and monitoring of, persons convicted of alcohol or drug-related traffic offenses.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>516,519</b>	<b>534,109</b>	<b>546,244</b>	<b>546,244</b>	<b>592,279</b>
251- 4340	Court Fees Indigent Driver	65,437	61,822	40,000	62,273	60,000
251-2510- 5230	Professional Services	47,847	49,687	100,000	16,238	100,000
	<b>Total Expenditures</b>	<b>47,847</b>	<b>49,687</b>	<b>100,000</b>	<b>16,238</b>	<b>100,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>534,109</b>	<b>546,244</b>	<b>486,244</b>	<b>592,279</b>	<b>552,279</b>

**2020 BUDGET DETAIL****FUND: OMVI ENFORCEMENT AND EDUCATION**

The OMVI Enforcement and Education Fund receives money from an allocation of court fines charged against drivers caught operating a motor vehicle under the influence. The money is used to educate these drivers on the risk associated and for new equipment to aid in OMVI deterrence and enforcement.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>4,036</b>	<b>5,904</b>	<b>6,468</b>	<b>6,468</b>	<b>4,521</b>
252- 4350	Court Fees - OMVI	1,868	1,441	1,500	1,524	1,500
252-2520- 5230	Professional Services	0	0	0	0	0
5500	New Equip / Cap Outlay	0	877	2,759	3,471	4,445
	<b>Total Expenditures</b>	<b>0</b>	<b>877</b>	<b>2,759</b>	<b>3,471</b>	<b>4,445</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>5,904</b>	<b>6,468</b>	<b>5,209</b>	<b>4,521</b>	<b>1,576</b>

**2020 BUDGET DETAIL****FUND: POLICE JUDGMENT**

The Police Judgment Fund receives money from the seizure of cash made during an arrest, usually drug related. The money is used, in part, to purchase new police equipment.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>114,881</b>	<b>121,506</b>	<b>121,012</b>	<b>121,012</b>	<b>39,531</b>
253- 4750	Miscellaneous Income	41,543	57,966	15,000	18,494	15,000
253-2530- 5230	Professional Services	4,749	5,450	10,000	1,604	0
5260	Travel/Training	0	0	0	0	10,000
5500	New Equip / Cap Outlay	30,169	53,010	100,000	97,764	11,636
5710	Transfer to Federal Judgement Fund	0	0	0	0	17,044
	<b>Total Expenditures</b>	<b>34,918</b>	<b>58,460</b>	<b>110,000</b>	<b>99,368</b>	<b>38,680</b>
	<i>Carryover PO's</i>				608	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>121,506</b>	<b>121,012</b>	<b>26,012</b>	<b>39,531</b>	<b>15,851</b>

**2020 BUDGET DETAIL****FUND: POLICE FEDERAL JUDGMENT FUND**

The Police Federal Judgment Fund receives money from the seizure of cash made during an arrest, usually drug related. The money is used, in part, to purchase new police equipment.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
254- 4750	Miscellaneous Income	0	0	0	0	17,044
254-2430- 5500	New Equip / Cap Outlay	0	0	0	0	17,044
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,044</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**2020 BUDGET DETAIL****FUND: PARK EXACTION FEE**

The Park Exaction Fee Fund receives money from developers who choose to provide money in lieu of land to comply with the City's park exaction fee ordinance. The money is used to improve the City's public parklands.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>205,177</b>	<b>167,887</b>	<b>184,116</b>	<b>184,116</b>	<b>144,116</b>
255- 4252	Grant ODNR Glenn Ross Park	0	43,729	0	0	0
4490	Developers Fees -Parks	26,808	0	5,000	0	5,000
	<b>Total Revenues</b>	<b>26,808</b>	<b>43,729</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>
255-2550- 5513	Playground Equipment	0	0	5,000	0	0
5518	Willowbrook Park	0	0	138,000	0	138,000
5522	Glen Ross Park	64,098	27,500	0	0	0
	<b>Total Expenditures</b>	<b>64,098</b>	<b>27,500</b>	<b>143,000</b>	<b>0</b>	<b>138,000</b>
	<i>Carryover PO's</i>				40,000	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>167,887</b>	<b>184,116</b>	<b>46,116</b>	<b>144,116</b>	<b>11,116</b>

**2020 BUDGET DETAIL****FUND: COMPUTER LEGAL RESEARCH**

The Computer Legal Research Fund established under R.C. 1901.261 receives money from the court costs paid by parties to both civil and criminal cases at the Court. The money is used by the Court and Clerk of Court to pay for legal research on cases and for purchasing and maintaining computer equipment.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>486,966</b>	<b>620,407</b>	<b>714,293</b>	<b>714,293</b>	<b>708,424</b>
256- 4340	Court Fees	329,991	289,267	310,000	263,806	275,000
	<b>Total Revenue</b>	<b>329,991</b>	<b>289,267</b>	<b>310,000</b>	<b>263,806</b>	<b>275,000</b>
256-2560- 5222	Data Processing	6,245	6,012	10,000	8,818	11,000
5230	Professional Services	68,574	75,661	96,246	76,385	97,740
5500	New Equip / Cap Outlay	21,731	13,708	101,000	35,116	89,500
5701	Transfers - Municipal Court Fund	100,000	100,000	100,000	100,000	100,000
	<b>Total Expenditures</b>	<b>196,550</b>	<b>195,381</b>	<b>307,246</b>	<b>220,319</b>	<b>298,240</b>
	<i>Carryover PO's</i>				49,357	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>620,407</b>	<b>714,293</b>	<b>717,047</b>	<b>708,424</b>	<b>685,184</b>

**2020 BUDGET DETAIL****FUND: COURT SPECIAL PROJECTS**

The Court Special Projects Fund established under R.C. 1901.26(B) receives money from the court costs paid by parties to both civil and criminal cases at the Court. The money may be used to purchase new court equipment, pay for the services of a consultant who assists with the Court's mediation program, and any other purposes for the efficient operation of the court. Within the Special Projects Fund, some funds are segregated under R.C. 4511.19(G)(5)(e) to cover the cost of interlock devices and other alcohol monitors for indigent offenders.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>865,397</b>	<b>867,015</b>	<b>752,409</b>	<b>752,409</b>	<b>733,398</b>
257- 4340	Court Fees	304,150	266,804	260,000	243,222	250,000
4341	IDIAM Fees	32,173	24,937	24,000	24,610	24,000
	<b>Total Revenue</b>	<b>336,323</b>	<b>291,741</b>	<b>284,000</b>	<b>267,832</b>	<b>274,000</b>
257-2570- 5230	Professional Services	21,371	19,007	102,268	49,453	103,298
5231	IDIAM Expense	15,591	21,022	25,000	10,051	30,000
5500	New Equip / Cap Outlay	47,743	66,318	40,350	11,025	95,000
5702	Transfers - Municipal Court Fund	250,000	300,000	200,000	200,000	150,000
	<b>Total Expenditures</b>	<b>334,705</b>	<b>406,347</b>	<b>367,618</b>	<b>270,528</b>	<b>378,298</b>
	<i>Carryover PO's</i>				16,314	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>867,015</b>	<b>752,409</b>	<b>668,791</b>	<b>733,398</b>	<b>629,100</b>

**2020 BUDGET DETAIL****FUND: COURT - PROBATION SERVICES**

The Court's Probation Services Fund established under R.C. 737.41 receives money from the court costs paid by persons who are placed on probation at the Court. The money is used to pay probation officers' salaries and to provide training to them.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>451,587</b>	<b>498,020</b>	<b>572,555</b>	<b>572,555</b>	<b>614,642</b>
259- 4340	Court Fees	284,956	317,706	300,000	314,629	310,000
	<b>Total Revenue</b>	<b>284,956</b>	<b>317,706</b>	<b>300,000</b>	<b>314,629</b>	<b>310,000</b>
259-2590- 5230	Professional Services	28,129	40,263	105,000	45,310	31,000
5500	New Equip / Cap Outlay	10,394	2,908	38,350	27,231	10,350
5702	Transfer to Municipal Court Fund	200,000	200,000	200,000	200,000	200,000
	<b>Total Expenditures</b>	<b>238,523</b>	<b>243,171</b>	<b>343,350</b>	<b>272,541</b>	<b>241,350</b>
	<i>Carryover PO's</i>				2,896	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>498,020</b>	<b>572,555</b>	<b>529,205</b>	<b>614,642</b>	<b>683,292</b>

**2020 BUDGET DETAIL****FUND: POLICE DISABILITY PENSION**

The Police Disability Pension Fund receives money from a levy assessed on property owners in the City. The money is used to make pension payments for police officers.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
261- 4110	Real Property Tax	185,416	212,106	225,000	227,702	240,000
4111	Property Homestead Credit	3,911	3,856	5,000	3,814	3,850
4112	Property Rollback	18,858	21,828	23,000	22,621	23,000
	<b>Total Revenues</b>	<b>208,185</b>	<b>237,790</b>	<b>253,000</b>	<b>254,136</b>	<b>266,850</b>
261-2610- 5710	Transfers - General Fund	208,185	237,790	253,000	254,136	266,850
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2020 BUDGET DETAIL****FUND: FIRE DISABILITY PENSION**

The Fire Disability Pension Fund receives money from a levy assessed on property owners in the City. The money is used to make pension payments for firefighters.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
262- 4110	Real Property Tax	185,416	212,106	225,000	227,702	240,000
4111	Property Homestead Credit	3,911	3,856	5,000	3,814	3,850
4112	Property Rollback	18,858	21,828	23,000	22,621	23,000
	<b>Total Revenues</b>	<b>208,185</b>	<b>237,790</b>	<b>253,000</b>	<b>254,136</b>	<b>266,850</b>
262-2620- 5710	Transfers - Fire/EMS Fund	208,185	237,790	253,000	254,136	266,850
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**2020 BUDGET DETAIL****FUND: COMMUNITY PROMOTION FUND**

The Community Promotion Fund allocates revenues from the City's Hotel/Motel Occupancy Tax to events, organizations, and activities that promote the community and other cultural opportunities.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>45,497</b>	<b>62,077</b>	<b>69,220</b>	<b>69,220</b>	<b>59,214</b>
272- 4130	Hotel/Motel Tax	82,835	85,748	89,000	79,740	80,000
4720	Donations	35,125	25,000	25,000	25,000	25,000
	<b>Total Revenues</b>	<b>117,960</b>	<b>110,748</b>	<b>114,000</b>	<b>104,740</b>	<b>105,000</b>
272-0272- 5231	Main Street Support	17,500	25,000	30,000	22,500	35,000
5232	Arts Castle	11,250	15,000	10,000	11,250	10,000
5235	Central Ohio Symphony	10,000	10,000	10,000	0	10,000
5236	Second Ward Community Initiative	15,029	11,530	11,500	8,625	11,500
5237	Ross Art Museum	0	0	5,000	5,000	0
5238	Arena Fair Theatre	0	0	0	0	5,000
5290	Fireworks	35,000	35,000	35,000	35,000	35,000
5292	Sister City Promotion	4,614	1,700	1,000	426	5,000
5293	City of Delaware Special Events	7,987	5,375	7,000	2,056	2,500
5401	RB Hayes Statue	0	0	4,500	4,500	0
	<b>Total Expenditures</b>	<b>101,380</b>	<b>103,605</b>	<b>114,000</b>	<b>89,357</b>	<b>114,000</b>
	<i>Carryover PO's</i>				25,390	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>62,077</b>	<b>69,220</b>	<b>69,220</b>	<b>59,214</b>	<b>50,214</b>

**2020 BUDGET DETAIL****FUND: COMMUNITY DEVELOPMENT BLOCK GRANT**

The Community Development Block Grant Fund receives federal grant money for the purpose of developing and improving roads, sidewalks, parks, etc. within targeted low and moderate income areas of the City.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,530</b>	<b>2,530</b>	<b>2,530</b>	<b>2,530</b>	<b>0</b>
291- 4257	FY 16 Grant	82,000	0	0	0	0
4258	FY 18 Grant	0	0	139,000	136,470	20,000
	<b>Total Revenue</b>	<b>82,000</b>	<b>0</b>	<b>139,000</b>	<b>136,470</b>	<b>20,000</b>
291-2924- 5501	Street Improvements - FY16	70,000	0	0	0	0
5852	Fair Housing - FY16	2,000	0	0	0	0
5857	Administration - FY16	10,000	0	0	0	0
291-2925- 5501	Street Improvements - FY18	0	0	120,000	120,000	0
5852	Fair Housing - FY18	0	0	1,000	1,000	1,000
5853	Fair Housing Impediments Analysis	0	0	8,000	8,000	0
5857	Administration - FY18	0	0	10,000	10,000	10,000
	<b>Total Expenditures</b>	<b>82,000</b>	<b>0</b>	<b>139,000</b>	<b>139,000</b>	<b>11,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,530</b>	<b>2,530</b>	<b>2,530</b>	<b>0</b>	<b>9,000</b>

**2020 BUDGET DETAIL****FUND:                      REVOLVING LOAN FUND**

The Revolving Loan Fund accounts for State of Ohio economic development funds loaned to qualified Delaware businesses. The loan payments are made available for future loans to new businesses.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>478,274</b>	<b>197,661</b>	<b>270,186</b>	<b>270,186</b>	<b>229,339</b>
295- 4230	Loan Interest Payments	17,070	15,785	16,800	12,559	14,000
4231	Loan Principal Payments	86,523	87,970	88,000	80,069	92,000
4740	Revolving Loan Fund Interest Income	5,008	4,637	3,500	5,671	4,500
	<b>Total Revenues</b>	<b>108,601</b>	<b>108,392</b>	<b>108,300</b>	<b>98,299</b>	<b>110,500</b>
295-0000- 5501	RLF Projects	248,350	0	25,000	0	25,000
5502	Façade Loan Program	49,189	15,249	75,000	57,578	75,000
5857	RLF Administration	25,931	20,618	20,000	20,000	20,000
5859	Wayfinding Plan	2,371	0	0	0	0
5864	CDBG City Share	30,000	0	30,000	25,984	0
5865	Blighted Property Demolitions	33,373	0	50,000	24,590	30,000
5866	Neighborhood Park Project	0	0	0	0	50,000
	<b>Total Expenditures</b>	<b>389,214</b>	<b>35,867</b>	<b>200,000</b>	<b>128,152</b>	<b>200,000</b>
	<i>Carryover PO's</i>				10,995	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>197,661</b>	<b>270,186</b>	<b>178,486</b>	<b>229,339</b>	<b>139,839</b>

**2020 BUDGET DETAIL****FUND: CHIP GRANT**

The CHIP (Comprehensive Housing Improvement Program) Grant Fund receives federal grant money for the purpose of improving rental and owner occupied properties located in the City in accordance with the City's Comprehensive Housing Improvement Strategy. Program income is generated when a past recipient of grant fund improvements sells their property. The program income can be rolled back into other housing improvement programs.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>(62,267)</b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>
299- 4240	CDBG State Grant Funds	27,498	0	0	0	0
4242	Home-Federal Grant Funds	188,493	0	0	0	0
	<b>Total Revenues</b>	<b>215,991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
299-2990- 5230	Administration - CDBG	15,001	0	0	0	0
5231	CHIP Fair Housing - CDBG	1,000	0	0	0	0
5232	Rental Assistance	124,293	0	0	0	0
5238	Administration - Home	7,429	0	0	0	0
5500	Private Rehabilitation	0	0	0	0	0
5503	New Construction - Habitat	5,600	401	0	0	0
	<b>Total Expenditures</b>	<b>153,323</b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2020 BUDGET DETAIL**
**FUND: GLENN ROAD BRIDGE TIF FUND**

The Glenn Road Bridge TIF Fund accounts for costs incurred with the construction of Glenn Road from a point 1,000 feet south of the Glenn Road railroad bridge to a point 2,000 feet immediately north of the Glenn Road railroad bridge.

<i>Account #</i>	<i>Description</i>	<i>2017 Budget</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,463,309</b>	<b>2,000,559</b>	<b>2,878,283</b>	<b>2,878,283</b>	<b>1,959,727</b>
236- 4010	Note Proceeds	0	0	0	0	2,000,000
4011	Note Premium	0	0	0	0	0
236- 4110	Property Tax Receipts	550,000	1,035,245	900,000	846,285	900,000
4111	Homestead	1,100	1,109	1,300	1,125	1,300
4112	Rollback	85,000	86,410	88,000	106,733	100,000
4740	Investment Income	4,000	51,090	25,000	50,454	50,000
	<b>Total Revenue</b>	<b>640,100</b>	<b>1,173,854</b>	<b>1,014,300</b>	<b>1,004,597</b>	<b>3,051,300</b>
236-2360- 5230	Professional Services	50,000	86,849	115,000	180,903	248,000
5532	Land Acquisition Berlin Station Phase	0	0	1,600,000	1,487,971	0
5556	Construction Berlin Station Phase	0	0	0	0	4,275,000
5802	Bond Principal - Phase 2B - \$1.6m	170,000	170,000	170,000	170,000	175,000
5812	Bond Interest - Phase 2B	46,082	39,281	32,482	32,481	29,932
	<b>Total Expenditures</b>	<b>266,082</b>	<b>296,130</b>	<b>1,917,482</b>	<b>1,871,356</b>	<b>4,727,932</b>
	<i>Carryover PO's</i>				51,798	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,837,327</b>	<b>2,878,283</b>	<b>1,975,101</b>	<b>1,959,727</b>	<b>283,095</b>

**2020 BUDGET DETAIL**

**FUND: WATER**  
**DEPARTMENT: WATER ADMINISTRATION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
<b>Fund Balance - January 1st</b>		<b>1,421,337</b>	<b>1,230,846</b>	<b>1,219,585</b>	<b>1,219,585</b>	<b>1,416,962</b>		
530- 4021	Bond Premium	46,764	0	0	0	0	0.0%	0.0%
4240	Grant Reimbursement	5,000	0	0	0	0	0.0%	0.0%
4610	Meter Charges	5,467,317	5,592,718	6,200,000	5,779,832	6,100,000	-1.6%	5.5%
4611	Collection Agency	3,229	4,374	5,000	3,443	5,000	0.0%	45.2%
4615	Service Fees	37,080	62,265	50,000	65,743	65,000	30.0%	-1.1%
4616	Reconnect Fees	48,876	48,920	50,000	52,558	50,000	0.0%	-4.9%
4650	Miscellaneous	26,008	25,809	20,000	41,353	25,000	25.0%	-39.5%
4710	Sale of Assets	0	3,330	0	0	0	0.0%	0.0%
4735	Land Rent	11,132	10,132	11,132	0	11,000	-1.2%	0.0%
4740	Investment Income	110,972	227,655	200,000	326,545	300,000	50.0%	-8.1%
<b>Total Revenue</b>		<b>5,756,378</b>	<b>5,975,203</b>	<b>6,536,132</b>	<b>6,269,474</b>	<b>6,556,000</b>	<b>0.3%</b>	<b>4.6%</b>
Administrative Expenses		3,050,155	3,199,247	3,156,083	3,171,031	3,290,197	4.2%	3.8%
Treatment Expenses		1,984,704	1,902,683	2,177,766	1,941,672	2,220,838	2.0%	14.4%
Distribution Expenses		912,010	884,534	1,002,364	872,296	1,025,768	2.3%	17.6%
<b>Total Expenditures</b>		<b>5,946,869</b>	<b>5,986,464</b>	<b>6,336,213</b>	<b>5,984,998</b>	<b>6,536,803</b>	<b>3.2%</b>	<b>9.2%</b>
Carryover PO's					87,099			
<b>Fund Balance - December 31st</b>		<b>1,230,846</b>	<b>1,219,585</b>	<b>1,419,504</b>	<b>1,416,962</b>	<b>1,436,159</b>	<b>1.2%</b>	<b>1.4%</b>

**WATER ADMINISTRATION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
530-5310 5100	Wages	204,028	321,424	196,100	193,124	240,019	22.4%	24.3%
5101	PERS	29,340	38,839	26,416	51,194	31,515	19.3%	-38.4%
5103	Medicare	1,975	3,471	2,086	2,696	4,800	130.1%	78.0%
5104	Workers Compensation	4,893	3,217	3,922	3,922	2,781	-29.1%	-29.1%
5111	Health Insurance	21,168	26,077	37,520	37,520	46,144	23.0%	23.0%
5112	Life Insurance	557	480	480	480	500	4.2%	4.2%
5140	Uniform	563	750	750	450	750	0.0%	66.7%
5215	Cellular Telephones	1,850	2,120	2,750	1,559	2,750	0.0%	76.4%
5230	Professional Services	113,801	59,282	75,000	76,766	75,000	0.0%	-2.3%
5260	Travel/Training	2,703	2,740	5,260	3,386	5,000	-4.9%	47.7%
5261	Membership and Dues	178	48	250	198	275	10.0%	38.9%
5273	Information Technology Rotary	74,115	75,968	75,968	75,968	106,355	40.0%	40.0%
5280	Liability/Property Insurance	74,115	80,000	80,000	80,000	80,000	0.0%	0.0%
5292	Real Estate Taxes	1,835	2,910	3,000	5,431	6,000	100.0%	10.5%
5310	Office Supply	539	741	750	704	775	3.3%	10.0%
5390	Small Equipment	14,510	0	0	0	0	0.0%	0.0%
5500	Capital Outlay	0	2,584	0	0	0	0.0%	0.0%
5601	Refunds	13,132	21,664	20,000	13,775	25,000	25.0%	81.5%
5602	Delco Water Company	0	0	1,250	0	1,250	0.0%	0.0%
5603	Collection Charges	1,045	1,020	1,100	375	1,500	36.4%	0.0%
5710	Transfer - General Fund	675,188	695,000	715,850	715,850	730,000	2.0%	2.0%
5740	Transfer - Water CIP	750,000	775,000	800,000	800,000	800,000	0.0%	0.0%
5754	Transfer - Plant CIP/Cap. Debt	1,064,620	1,085,912	1,107,631	1,107,631	1,129,783	2.0%	2.0%
<b>TOTAL WATER ADMINISTRATIVE</b>		<b>3,050,155</b>	<b>3,199,247</b>	<b>3,156,083</b>	<b>3,171,031</b>	<b>3,290,197</b>	<b>4.2%</b>	<b>3.8%</b>



**LINE ITEM DETAIL**  
**WATER FUND**  
**WATER ADMINISTRATION DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$240,019	Additions of Project Manager and reclassification of Project and Maintenance Manager to Deputy Director, Assistant Wastewater Manager position to Superintendent, and increasing the pay of the Watershed/Sustainability Coordinator position.
Cellular Telephones	5215	\$2,750	Monthly Stipend for Director and Management Staff. Department Verizon cell phones
Professional Services	5230	\$75,000	Penry Road Wellfield Easement \$26,400; Professional Engineering Services for Utilities Projects \$35,600; AMI Maintenance Software Support Services \$10,000; Tuition Reimbursement \$3,000
Travel/Training	5260	\$5,000	Professional Seminars & Conferences including one National Conference (CMMS, AWWA, OWEA, AMTA)

**2020 BUDGET DETAIL**
**FUND: WATER**
**DEPARTMENT: WATER TREATMENT DIVISION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
530-5320 5100	Wages	546,623	591,029	656,533	589,683	659,175	0.4%	11.8%
5101	PERS	64,403	66,173	84,887	72,798	88,801	4.6%	22.0%
5103	Medicare	6,591	7,151	8,166	7,099	8,237	0.9%	16.0%
5104	Workers Compensation	14,482	9,431	13,044	13,044	13,053	0.1%	0.1%
5111	Health Insurance	115,125	125,094	145,000	145,000	159,600	10.1%	10.1%
5112	Life Insurance	1,392	1,272	1,272	1,272	1,272	0.0%	0.0%
5140	Uniform	3,196	3,688	4,100	4,519	5,800	41.5%	28.3%
5211	Electric	461,099	437,147	450,000	388,557	450,000	0.0%	15.8%
5212	Heat	21,270	33,862	41,500	32,533	41,500	0.0%	27.6%
5213	Generator Fuel	3,749	5,119	7,000	1,593	7,000	0.0%	339.5%
5215	Cellular Telephone	2,121	1,776	2,251	1,400	1,800	-20.0%	28.6%
5220	Postage	315	1,100	800	488	700	-12.5%	43.4%
5230	Professional Services	71,880	39,537	58,500	54,664	60,000	2.6%	9.8%
5234	Outside Lab	43,294	31,445	42,000	37,364	42,000	0.0%	12.4%
5260	Travel / Training	2,906	4,951	5,838	3,913	4,500	-22.9%	15.0%
5261	Membership and Dues	712	887	1,000	893	1,000	0.0%	12.0%
5262	Licensing Fees	16,118	17,920	20,000	16,579	32,000	60.0%	93.0%
5270	Maintenance of Equipment	64,346	72,886	87,000	73,449	88,500	1.7%	20.5%
5271	Maintenance of Facility	51,558	40,271	58,500	54,073	61,000	4.3%	12.8%
5272	Garage Rotary	3,096	3,000	3,000	3,100	3,000	0.0%	-3.2%
5310	Office Supply	1,071	838	1,000	1,077	1,000	0.0%	-7.1%
5320	Computer Supply	0	0	0	2	0	0.0%	-100.0%
5332	Clothing, Safety, Security	4,400	3,189	4,700	5,811	4,500	-4.3%	-22.6%
5333	Chemical Supply	345,532	325,268	383,775	353,768	375,000	-2.3%	6.0%
5334	Lab Supply	29,090	25,541	25,000	23,101	25,000	0.0%	8.2%
5345	Fuel Supply	2,720	2,877	3,500	2,552	3,500	0.0%	37.1%
5370	Repair Materials	16,204	14,633	16,000	16,356	16,000	0.0%	-2.2%
5371	Lube Supply	1,000	1,000	1,800	1,800	1,800	0.0%	0.0%
5372	Fac.Maintenance Supply	2,949	3,174	3,500	3,423	3,500	0.0%	2.3%
5381	Incidentals	25	31	100	98	100	0.0%	2.0%
5390	Small Equipment	1,824	1,762	2,000	2,000	2,000	0.0%	0.0%
5500	New Equip / Cap Outlay	85,613	30,631	46,000	29,664	59,500	29.3%	100.6%
<b>TOTAL WATER TREATMENT</b>		<b>1,984,704</b>	<b>1,902,683</b>	<b>2,177,766</b>	<b>1,941,672</b>	<b>2,220,838</b>	<b>2.0%</b>	<b>14.4%</b>

**LINE ITEM DETAIL**  
**WATER FUND**  
**WATER TREATMENT DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$659,175	No Changes in Staff Requested
Electric	5211	\$450,000	Electric service for water plant and wellfields
Professional Services	5230	\$60,000	Membrane Maint. Program \$15,000; OEPA Consumer Confidence Report \$2,950; SOS Integration Support Fees \$9,800; Engineering Services \$15,000; Rotork Valve PM Program \$15,000; Cath. Protection Insp. \$2,250
Outside Lab	5234	\$42,000	OEPA Lab Analysis for water plant & wellfields
Travel / Training	5260	\$4,500	Workshops and conferences for OEPA required contact hours.
Licensing Fees	5262	\$32,000	OEPA annual fees for: WTP, CL2 risk mgt., NPDES, & the plant operators OEPA water licenses
Maintenance of Equipment	5270	\$88,500	Chemical pump maintenance \$11,500; NF membrane cartridge filter maintenance \$38,000; Membrane Maintenance \$7,500; Equipment Calibration \$7,500; CIP Cartridge filters \$14,000; Chemical Tanks Maintenance \$7,300; Generator Services \$2,700
Maintenance of Facility	5271	\$61,000	AC Drive Maint. \$10,000; Asphalt sealing \$20,000; General Facility Maintenance \$31,000;
Chemical Supply	5333	\$375,000	Orthophosphate \$105,951; Aluminum Chloralhydrate \$70,851; RO Antiscalant \$74,608; Caustic Soda \$21,123; Sodium Bisulfite \$19,950; Sodium Hypochlorite \$16,623; Fluoride \$16,550; Chlorine \$17,123; Citric Acid \$12,923; UF & RO cleaning chemicals \$19,298
Capital Outlay	5500	\$59,500	Fencing Improvements \$12,000; New Sludge Pump \$32,000; AC Drive \$15,500

**2020 BUDGET DETAIL**
**FUND: WATER**
**DEPARTMENT: DISTRIBUTION SYSTEMS DIVISION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
530-5330 5100	Wages	372,285	397,429	390,981	384,674	418,713	7.1%	8.8%
5101	PERS	52,171	49,084	53,336	52,707	56,524	6.0%	7.2%
5103	Medicare	5,050	5,445	5,669	5,207	6,071	7.1%	16.6%
5104	Workers Compensation	9,920	5,940	7,820	7,820	8,374	7.1%	7.1%
5111	Health Insurance	113,925	122,730	115,638	115,638	127,281	10.1%	10.1%
5112	Life Insurance	1,009	870	870	870	870	0.0%	0.0%
5140	Uniform	1,317	1,571	1,600	2,415	2,785	74.1%	15.3%
5211	Electric	14,711	17,075	20,000	14,200	19,000	-5.0%	33.8%
5212	Heat	3,991	5,467	6,000	3,001	5,000	-16.7%	66.6%
5213	Generator Fuel	0	0	500	0	500	0.0%	0.0%
5215	Cellular Telephone	2,005	1,681	2,000	1,652	1,900	-5.0%	15.0%
5220	Postage	0	0	50	0	50	0.0%	0.0%
5230	Professional Services	13,416	56,652	57,700	21,513	45,000	-22.0%	109.2%
5235	Rent	0	338	350	587	2,200	528.6%	274.7%
5260	Travel/Training/Safety/Security	0	333	1,200	445	1,200	0.0%	169.6%
5261	Memberships	242	245	250	245	250	0.0%	2.0%
5262	Licenses	45	101	250	126	250	0.0%	99.0%
5270	Maintenance of Equipment	1,481	1,345	3,000	3,632	4,000	33.3%	10.1%
5271	Maintenance of Facility	742	1,062	2,225	3,522	3,000	34.8%	-14.8%
5272	Garage Rotary	38,074	34,527	34,800	34,800	34,500	-0.9%	-0.9%
5330	Operating Supply	179,884	105,366	180,000	125,931	170,000	-5.6%	35.0%
5331	Meter Replacement	62,500	44,967	45,000	49,486	65,000	44.4%	31.4%
5332	Clothing	2,561	3,396	3,375	3,319	3,000	-11.1%	-9.6%
5345	Fuel Supply	22,718	27,607	32,000	24,181	28,300	-11.6%	17.0%
5370	Repair Material	0	580	2,500	8	2,000	-20.0%	26250.5%
5390	Small Equipment	6,969	723	5,250	6,168	5,000	-4.8%	-18.9%
5500	New Equip / Cap Outlay	6,994	0	30,000	10,148	15,000	-50.0%	47.8%
<b>TOTAL WATER DISTRIBUTION</b>		<b>912,010</b>	<b>884,534</b>	<b>1,002,364</b>	<b>872,296</b>	<b>1,025,768</b>	<b>2.3%</b>	<b>17.6%</b>

**LINE ITEM DETAIL  
WATER FUND  
DISTRIBUTION SYSTEMS DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$418,713	No Changes in Staff Requested
Electric	5211	\$19,000	Electric costs for three elevated water storage tanks and for 241 Cherry Street Facility
Heat	5212	\$5,000	Natural gas costs for 241 Cherry Street Facility
Professional Services	5230	\$45,000	Laboratory analysis, OUPS program fees, equipment rental, emergency plumbing services, spoils disposal fees, materials fabrication, testing equipment calibration charges, service line boring projects, asphalt restoration projects, printed forms fabrication, excavation contractor services \$8,000; Emergency Contractor Services \$25,000; Engineering services \$12,000
Training/Security	5260	\$1,200	OTCO & AWWA training workshops, Water Distribution training courses, Backflow Prevention training workshops
Operating Supply	5330	\$170,000	Water system maintenance & repair materials; brass goods (angle ball valves, dual check valves, dual check cartridges, curb valves, corporation valves, couplers, fittings), copper tubing, meter pits, pit castings \$91,000; main line valves, main valve boxes, main line couplers, main line fittings, main repair bands, ductile iron pipe, replacement fire hydrants, hydrant repair kits \$21,000; Stone, asphalt, concrete, topsoil \$41,000; Operating supplies; hardware items, plumbing materials, hydrant paint, marking paint, safety equipment, lubricants, hand and specialty tools, office and cleaning supplies \$8,000; Water Tank Equipment \$9,000
Meter Replacement	5331	\$65,000	New Residential Meters \$35,000; Meter Replacement \$30,000
New Equip/Cap Outlay	5500	\$15,000	Distribution Monitoring Equipment \$15,000

**2020 BUDGET DETAIL**
**FUND: SEWER**  
**DEPARTMENT: ADMINISTRATION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
	<b>Fund Balance - January 1st</b>	<b>2,661,860</b>	<b>2,657,780</b>	<b>3,134,518</b>	<b>3,134,518</b>	<b>3,549,486</b>		
540- 4021	Bond Premium	13,150	0	0	0	0	0.0%	0.0%
4610	Meter Charges	6,546,592	6,636,884	6,948,471	6,937,687	7,150,000	2.9%	3.1%
4611	Collection Agency	4,649	6,232	6,500	4,867	6,500	0.0%	33.6%
4630	Surcharges	100,041	97,959	110,000	78,516	95,000	-13.6%	21.0%
4635	Septic Receiving Charges	166,855	163,521	162,000	205,201	175,000	8.0%	-14.7%
4650	Miscellaneous	53,120	14,763	16,000	775	10,000	-37.5%	1191.2%
4740	Investment Income	97,135	208,496	165,000	302,698	275,000	66.7%	-9.2%
	<b>Total Revenue</b>	<b>6,981,542</b>	<b>7,127,855</b>	<b>7,407,971</b>	<b>7,529,744</b>	<b>7,711,500</b>	<b>4.1%</b>	<b>2.4%</b>
	Administrative Expenses	4,619,316	4,173,907	4,332,884	4,425,173	4,553,026	5.1%	2.9%
	Treatment Expenses	1,781,705	1,838,330	1,985,502	1,889,348	2,175,731	9.6%	15.2%
	Collection Expenses	584,601	638,880	756,661	625,071	665,050	-12.1%	6.4%
	<b>Total Expenditures</b>	<b>6,985,622</b>	<b>6,651,117</b>	<b>7,075,047</b>	<b>6,939,592</b>	<b>7,393,807</b>	<b>4.5%</b>	<b>6.5%</b>
	<i>Carryover PO's</i>				175,184			
	<b>Fund Balance - December 31st</b>	<b>2,657,780</b>	<b>3,134,518</b>	<b>3,467,442</b>	<b>3,549,486</b>	<b>3,867,179</b>		

**SEWER ADMINISTRATIVE**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
540-5410- 5100	Wages	140,776	102,344	152,741	150,391	233,172	52.7%	55.0%
5101	PERS	25,272	19,319	20,346	3,137	30,825	51.5%	882.5%
5103	Medicare	982	1,008	1,457	2,030	2,686	84.4%	32.3%
5104	Workers Compensation	3,908	2,626	3,088	3,055	4,663	51.0%	52.6%
5111	Health Insurance	19,968	24,680	30,632	30,632	51,710	68.8%	68.8%
5112	Life Insurance	418	360	1,457	360	500	-65.7%	38.9%
5140	Uniforms	300	0	375	300	300	-20.0%	0.0%
5215	Cellular Telephone	2,966	3,039	2,750	3,158	2,750	0.0%	-12.9%
5220	Postage	200	300	450	0	0	-100.0%	0.0%
5230	Professional Services	26,510	27,497	50,000	163,663	50,000	0.0%	-69.4%
5260	Travel/Training	3,205	2,978	5,000	2,429	5,000	0.0%	105.9%
5261	Membership and Dues	179	48	250	0	250	0.0%	0.0%
5273	Information Technology Rotary	48,468	49,680	43,113	49,680	69,552	61.3%	40.0%
5280	Liability/Property Insurance	95,000	95,000	95,000	95,000	95,000	0.0%	0.0%
5281	Judgments	0	0	1,500	0	1,500	0.0%	0.0%
5310	Office Supply	761	795	1,000	836	1,000	0.0%	19.6%
5500	Capital Outlay	0	2,584	0	0	0	0.0%	0.0%
5601	Refunds	0	8,874	4,000	247	7,500	87.5%	2935.9%
5603	Collection Charges	1,507	1,392	0	529	0	0.0%	0.0%
5710	Transfer - General Fund	758,325	781,000	808,335	808,335	823,000	1.8%	1.8%
5741	Transfer - Sewer CIP	1,391,532	1,419,363	1,447,750	1,447,750	1,476,705	2.0%	2.0%
5754	Transfer - Sewer Capacity Fund	2,099,039	1,631,020	1,663,640	1,663,640	1,696,913	2.0%	2.0%
	<b>TOTAL WASTEWATER ADMIN</b>	<b>4,619,316</b>	<b>4,173,907</b>	<b>4,332,884</b>	<b>4,425,173</b>	<b>4,553,026</b>	<b>5.1%</b>	<b>2.9%</b>



**LINE ITEM DETAIL**  
**SEWER FUND**  
**SEWER ADMINISTRATION DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$233,172	Additions of Project Manager and reclassification of Project and Maintenance Manager to Deputy Director, Assistant Wastewater Manager position to Superintendent, and increasing the pay of the Watershed/Sustainability Coordinator position.
Cellular Telephone	5215	\$2,750	Monthly Stipend for Director and Management Staff. Department Verizon Fees.
Professional Services	5230	\$50,000	Professional Engineering Services for Utilities Projects \$38,000; AMI Maintenance Software Support Services \$12,000
Travel/Training	5260	\$5,000	Workshops and Seminars for Professional Development (CMMS, OWEA, WEF)

**2020 BUDGET DETAIL**

**FUND:** SEWER  
**DEPARTMENT:** WASTEWATER TREATMENT DIVISION

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
540-5420- 5100	Wages	600,313	645,657	656,533	633,707	693,157	5.6%	9.4%
5101	PERS	81,287	84,533	84,887	85,328	90,095	6.1%	5.6%
5103	Medicare	8,339	9,023	8,166	8,704	9,885	21.1%	13.6%
5104	Workers Compensation	15,765	9,531	13,044	13,642	13,863	6.3%	1.6%
5111	Health Insurance	136,385	137,037	145,000	151,888	167,181	15.3%	10.1%
5112	Life Insurance	1,566	1,350	1,272	1,350	1,350	6.1%	0.0%
5140	Uniform	2,800	3,364	3,000	4,939	6,500	116.7%	31.6%
5211	Electric	244,276	285,525	280,000	260,637	290,000	3.6%	11.3%
5212	Heat	18,546	27,936	27,000	21,011	30,000	11.1%	42.8%
5213	Generator Fuel	2,486	3,090	4,000	2,621	4,000	0.0%	52.6%
5215	Cellular Telephone	1,344	1,038	1,200	996	1,200	0.0%	20.5%
5220	Postage	12	0	150	37	150	0.0%	303.7%
5230	Professional Services	26,253	28,109	35,000	32,577	40,000	14.3%	22.8%
5234	Outside Lab	14,644	11,842	15,500	10,800	14,000	-9.7%	29.6%
5236	Sludge Removal	286,765	252,408	290,000	279,357	300,000	3.4%	7.4%
5260	Travel / Training	2,463	2,033	4,000	1,763	4,000	0.0%	126.9%
5261	Membership and Dues	567	760	750	570	750	0.0%	31.6%
5262	Licensing Fees	6,105	6,605	9,000	5,623	9,000	0.0%	60.0%
5270	Maintenance of Equipment	51,738	57,212	75,000	74,002	115,000	53.3%	55.4%
5271	Maintenance of Facility	53,944	51,367	70,000	70,962	130,000	85.7%	83.2%
5272	Garage Rotary	15,821	16,119	13,900	13,900	15,000	7.9%	7.9%
5310	Office Supply	503	367	600	595	600	0.0%	0.8%
5332	Clothing/Safety	2,153	2,846	3,000	3,049	4,000	33.3%	31.2%
5333	Chemical Supply	162,352	142,273	180,000	176,576	190,000	5.6%	7.6%
5334	Lab Supply	11,303	8,732	12,500	12,504	12,500	0.0%	0.0%
5345	Fuel Supply	3,589	4,631	6,000	4,127	6,000	0.0%	45.4%
5370	Repair Materials	14,241	14,460	16,500	13,420	0	-100.0%	-100.0%
5371	Lube Supply	906	991	1,000	990	0	-100.0%	-100.0%
5372	Maintenance Supply	674	970	1,000	1,023	0	-100.0%	-100.0%
5381	Incidentals	149	126	500	596	500	0.0%	-16.1%
5390	Small Equipment	1,250	1,205	2,000	2,055	2,000	0.0%	-2.7%
5500	New Equip / Cap Outlay	13,166	27,190	25,000	0	25,000	0.0%	0.0%
<b>TOTAL WASTEWATER TREATMENT</b>		<b>1,781,705</b>	<b>1,838,330</b>	<b>1,985,502</b>	<b>1,889,348</b>	<b>2,175,731</b>	<b>9.6%</b>	<b>15.2%</b>

**LINE ITEM DETAIL**  
**SEWER FUND**  
**WASTEWATER TREATMENT DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$693,157	No Change in Staff
Professional Services	5230	\$40,000	Equipment Preventive Maintenance Services: HACH service contract \$12,000; Crane Inspection \$2,000; Odor Control Acid Wash \$8,000; SCADA work \$3,000; Transformer Testing \$5,000; HVAC work \$5,000; Professional Engineering Services for Storm Pump Operation \$5,000
Outside Lab	5234	\$14,000	NPDES Lab Analysis \$10,000; Priority Pollutants Analysis \$4,000
Sludge Removal	5236	\$300,000	Transportation and Disposal of Sludge at Biogas Facility (7,250 wet tons @ \$40.85 per ton)
Maintenance of Equipment	5270	\$115,000	VFD Equipment Upgrades \$20,000; PLC Equipment Replacement \$15,000; Belt Filter Press Replacement Belts \$5,000; UV Disinfection Equipment Replacement \$15,000; Aeration Tank Mixers \$10,000; Mixed Liquor Recycle Pump Repair \$20,000; General Equipment Repair \$20,000; Lube and Maintenance Supply \$10,000
Maintenance of Facility	5271	\$130,000	East Blower Building Roof Repairs \$70,000; Settling Tanks Concrete Repairs \$15,000; Overhead Door Repairs \$10,000; HVAC Repairs \$5,000; Plant manager office space creation \$30,000
Chemical Supply	5333	\$190,000	Ferric Chloride \$70,000; Polymers \$70,000; H2S Sludge Oxidizer \$30,000; Caustic Soda \$5,000; Bleach \$5,000; Defoamer \$10,000
New Equip. / Cap. Outlay	5500	\$25,000	New Water Reclamation Facility Sign \$25,000

**2020 BUDGET DETAIL**
**FUND: SEWER**
**DEPARTMENT: WASTEWATER COLLECTION DIVISION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
540-5430- 5100	Wages	261,201	281,197	293,538	293,163	208,011	-29.1%	-29.0%
5101	PERS	35,199	36,916	38,893	38,528	28,032	-27.9%	-27.2%
5103	Medicare	3,717	4,001	4,256	4,073	3,016	-29.1%	-25.9%
5104	Workers Compensation	7,079	4,301	5,871	5,871	4,160	-29.1%	-29.1%
5111	Health Insurance	55,010	59,738	61,263	61,263	47,481	-22.5%	-22.5%
5112	Life Insurance	592	510	510	510	390	-23.5%	-23.5%
5140	Uniform	772	596	1,200	1,711	2,525	110.4%	47.5%
5211	Electric	22,957	22,955	28,050	18,732	25,000	-10.9%	33.5%
5212	Heat	3,974	5,467	8,670	3,001	6,200	-28.5%	106.6%
5215	Cellular Telephone	0	0	1,960	0	1,440	-26.5%	0.0%
5220	Postage	0	10	100	0	100	0.0%	0.0%
5230	Professional Services	27,609	28,675	65,000	28,549	66,445	2.2%	132.7%
5235	Rent	1,418	1,318	2,000	892	2,000	0.0%	124.2%
5260	Travel/Training/Safety/Security	1,815	1,362	3,500	1,069	3,500	0.0%	227.4%
5262	Licensing Fees	0	0	250	167	250	0.0%	49.9%
5270	Maintenance of Equipment	23,910	43,831	58,000	30,721	54,000	-6.9%	75.8%
5271	Maintenance of Facility	2,782	952	6,500	4,013	12,700	95.4%	216.5%
5272	Garage Rotary	23,265	20,912	20,100	20,100	21,000	4.5%	4.5%
5330	Operating Supply	50,887	31,276	52,000	22,989	52,000	0.0%	126.2%
5331	Meter Replacement	37,500	44,966	45,000	49,486	65,000	44.4%	31.4%
5332	Clothing	1,460	2,506	2,500	1,460	2,500	0.0%	71.2%
5345	Fuel Supply	16,479	18,902	28,000	16,397	28,000	0.0%	70.8%
5370	Repair Material	0	0	0	241	0	0.0%	-100.0%
5372	Maintenance Supply	0	41	1,500	347	1,500	0.0%	332.7%
5390	Small Equipment	6,730	6,838	10,000	3,924	13,700	37.0%	0.0%
5500	New Equip / Cap Outlay	245	21,610	18,000	17,863	16,100	-10.6%	-9.9%
	<b>TOTAL WW COLLECTION</b>	<b>584,601</b>	<b>638,880</b>	<b>756,661</b>	<b>625,071</b>	<b>665,050</b>	<b>-12.1%</b>	<b>6.4%</b>

**LINE ITEM DETAIL  
SEWER FUND  
WASTEWATER COLLECTION DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$208,011	No Changes in Staff Requested
Electric	5211	\$25,000	Lift Stations \$18,300; 241 Cherry Street - Storage \$6,700
Heat	5212	\$6,200	241 Cherry Street - Storage \$6,200
Professional Services	5230	\$66,445	Asphalt Repairs \$9,500; Concrete & Landscape Work \$4,500; Chemical Root Treatment \$20,000; Spoils Disposal Fees \$1,500; Lift Station SCADA \$5,445; Misc. Professional Services \$25,500
Travel/Training	5260	\$3,500	Licenses & Memberships \$300; OTCO and OWEA Professional Development \$1,500; Regulatory & Maintenance Training \$1,700
Maintenance of Equipment	5270	\$54,000	Jet Truck Equipment Repairs \$15,000; CCTV Camera Van Equipment Repairs \$3,500; Lift Station Repairs \$30,000; Misc. Equipment Repairs \$5,500
Maintenance of Facility	5271	\$12,700	Mechanical Repairs/Upgrades \$500; Insulation \$1,800; Garage Door Replacement split w/Storm \$7,500; Miscellaneous Facility Repairs \$2,900
Operating Supply	5330	\$52,000	Repair Materials \$34,000; Concrete/CDF \$9,000; Asphalt \$9,000
Small Equipment	5390	\$13,700	Mobile Device for CMMS \$2,200; CSE Equipment split w/Storm \$1,250; Traffic Control Devices split w/Storm \$1,500; Lifting & Securing Equipment split w/Storm \$1,250; Security Equipment split w/Storm \$1,000; Sewer Plugs split w/Storm \$2,500; Miscellaneous Tools \$4,000
New Equip/Cap Outlay	5500	\$16,100	Collections System/Lift Station SCADA \$16,100

**2020 BUDGET DETAIL**
**FUND: REFUSE**
**DEPARTMENT: ADMINISTRATION**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
	<b>Fund Balance - January 1st</b>	<b>2,185,720</b>	<b>2,391,566</b>	<b>909,634</b>	<b>909,634</b>	<b>486,768</b>		
550- 4610	Refuse Fees	3,493,122	3,482,445	3,626,595	3,571,209	3,745,350	3.3%	4.9%
4611	Collection Agency	2,127	2,864	2,500	2,251	2,500	0.0%	11.0%
4630	Bulk Waste	9,130	13,848	13,000	15,527	14,500	11.5%	-6.6%
4650	Recycle Income	0	0	0	5	0	0.0%	-100.0%
4651	Bag Tags	6,187	7,570	7,000	8,322	8,000	14.3%	-3.9%
4653	Toter Fees	13,715	25,133	19,000	22,518	23,000	21.1%	2.1%
4710	Sale of Assets	4,981	21,386	3,000	13,251	10,000	233.3%	-24.5%
4740	Investment Income	15,124	0	1,000	24,568	12,000	1100.0%	-51.2%
4810	Reimbursements	0	9,540	0	157	250,000	0.0%	0.0%
	<b>Total Revenue</b>	<b>3,544,386</b>	<b>3,562,786</b>	<b>3,672,095</b>	<b>3,657,809</b>	<b>4,065,350</b>	<b>10.7%</b>	<b>11.1%</b>
	Administrative Expenses	456,069	2,347,445	439,900	458,357	445,530	1.3%	-2.8%
	Collection Expenses	2,299,103	2,090,904	2,342,577	2,235,255	2,695,203	15.1%	20.6%
	Recycling Expenses	583,368	606,369	1,030,739	713,964	1,087,696	5.5%	52.3%
	<b>Total Expenditures</b>	<b>3,338,540</b>	<b>5,044,718</b>	<b>3,813,216</b>	<b>3,407,576</b>	<b>4,228,429</b>	<b>10.9%</b>	<b>24.1%</b>
	Carryover PO's				673,099			
	<b>Fund Balance - December 31st</b>	<b>2,391,566</b>	<b>909,634</b>	<b>768,513</b>	<b>486,768</b>	<b>323,689</b>	<b>-57.9%</b>	<b>-33.5%</b>

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
<b>REFUSE ADMINISTRATION</b>								
550-5510- 5211	Electric	466	500	600	611	650	8.3%	6.4%
5230	Landfill Monitoring Service	34,921	29,546	40,270	51,989	72,700	80.5%	39.8%
5235	Professional Services	0	2,672	0	0	0	0.0%	0.0%
5500	Landfill Remediation	28,011	23,729	5,420	8,411	0	-100.0%	-100.0%
5510	Landfill Assessment	30,699	21,537	30,310	31,691	0	-100.0%	-100.0%
5550	Building Improvements	19,190	1,916,376	0	2,643	0	0.0%	0.0%
5601	Refunds	10	145	0	467	0	0.0%	-100.0%
5603	Collection Charges	690	640	1,000	245	1,000	0.0%	307.9%
5703	Transfers - SMR	145,437	149,800	154,300	154,300	158,930	3.0%	3.0%
5710	Transfers - General Fund	196,645	202,500	208,000	208,000	212,250	2.0%	2.0%
	<b>TOTAL REFUSE ADMIN</b>	<b>456,069</b>	<b>2,347,445</b>	<b>439,900</b>	<b>458,357</b>	<b>445,530</b>	<b>1.3%</b>	<b>-2.8%</b>



2020 BUDGET DETAIL

FUND REFUSE  
DEPARTMENT COLLECTION

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
550-5520- 5100	Wages	438,588	477,072	502,806	476,308	515,752	2.6%	8.3%
5101	PERS	60,496	63,772	68,074	65,255	70,655	3.8%	8.3%
5103	Medicare	5,973	6,493	7,291	6,377	7,478	2.6%	17.3%
5104	Workers Compensation	11,884	7,317	10,056	10,056	10,315	2.6%	2.6%
5111	Health Insurance	146,475	146,994	151,888	151,888	179,550	18.2%	18.2%
5112	Life Insurance	1,322	1,110	1,110	1,110	1,100	-0.9%	-0.9%
5140	Uniforms	1,685	1,825	2,000	1,778	2,100	5.0%	18.1%
5211	Electric	0	1,521	5,000	3,093	4,500	-10.0%	45.5%
5212	Heat	900	1,536	3,000	1,481	2,500	-16.7%	68.8%
5230	Professional Services	3,180	3,427	4,000	3,599	4,000	0.0%	11.1%
5237	Tipping Fees	906,295	881,168	945,000	907,357	1,000,800	5.9%	10.3%
5260	Travel/Training	0	0	0	0	0	0.0%	0.0%
5261	Membership and Dues	212	223	300	223	300	0.0%	34.5%
5262	Licensing Fees	194	306	300	159	300	0.0%	89.0%
5270	Maintenance of Equipment	0	0	500	0	500	0.0%	0.0%
5271	Maintenance of Facility	0	0	2,000	150	2,000	0.0%	1233.3%
5272	Garage Rotary	95,809	113,849	146,600	146,600	164,200	12.0%	12.0%
5273	Information Technology Rotary	3,660	3,752	3,752	3,752	5,253	40.0%	40.0%
5280	Insurance	53,797	57,900	57,900	57,900	57,900	0.0%	0.0%
5330	Operating Supply	2,513	3,843	9,500	3,748	9,500	0.0%	153.5%
5332	Clothing	4,402	4,938	5,500	5,070	5,500	0.0%	8.5%
5345	Fuel Supply	72,781	88,736	93,000	88,518	98,700	6.1%	11.5%
5385	Containers	41,635	44,663	68,000	56,798	80,000	17.6%	40.9%
5390	Small Equipment	0	2,975	2,000	498	2,000	0.0%	301.6%
5500	New Equip/Capital Outlay	367,050	157,421	253,000	243,537	470,300	85.9%	93.1%
5825	Truck Lease Payments	80,252	20,063	0	0	0	0.0%	0.0%
<b>TOTAL COLLECTION</b>		<b>2,299,103</b>	<b>2,090,904</b>	<b>2,342,577</b>	<b>2,235,255</b>	<b>2,695,203</b>	<b>15.1%</b>	<b>20.6%</b>

**LINE ITEM DETAIL  
REFUSE FUND  
REFUSE COLLECTION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$515,752	No Changes
Professional Services	5230	\$4,000	Contracted land agreements for publicly accessible dumpsters \$4,000
Tipping Fees	5237	\$1,000,800	Anticipated 7% increase (fuel surcharge, tipping fees and city growth)
Operating Supply	5330	\$9,500	Updated Bag Stickers \$4,500; Misc. Equip. (shovels,brooms,floor dry) \$2,000; Street can liners \$1,000; Safety Equipment \$1,000
Containers	5385	\$80,000	Additional & replacements Toters (12-year cycle) - \$48,000; Replacement lids \$12,000; New Dumpsters/Repairs and Materials \$20,000
New Equip/Cap Outlay	5500	\$470,300	Automated Side Load Truck \$253,000; Rear Load Truck \$179,000; (2) radios \$1,800; Camera system \$1,500; Franklin Street Parking Lot Dumpster Corral \$35,000

2020 BUDGET DETAIL

FUND REFUSE  
DEPARTMENT RECYCLING

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
550-5530- 5100	Wages	293,680	319,600	330,461	314,771	333,489	0.9%	5.9%
5101	PERS	40,503	42,566	44,918	43,082	46,688	3.9%	8.4%
5103	Medicare	4,038	4,402	4,792	4,327	4,836	0.9%	11.8%
5104	Workers Compensation	7,704	4,766	6,609	6,609	6,670	0.9%	0.9%
5111	Health Insurance	77,470	73,004	75,039	75,039	82,593	10.1%	10.1%
5112	Life Insurance	835	720	720	720	720	0.0%	0.0%
5140	Uniforms	1,008	1,167	1,300	1,253	1,650	26.9%	31.7%
5211	Electric	1,100	674	1,300	0	0	-100.0%	0.0%
5237	Tipping Fees	9,731	9,116	159,500	137,883	197,500	23.8%	43.2%
5270	Maintenance of Equipment	0	0	1,500	1,067	1,500	0.0%	40.6%
5271	Maintenance of Facility	0	0	1,500	0	1,500	0.0%	0.0%
5272	Garage Rotary	55,433	62,440	68,000	68,000	76,300	12.2%	12.2%
5330	Operating Supply	8,823	30,742	23,000	18,517	28,000	21.7%	51.2%
5332	Clothing	3,042	2,988	4,000	3,660	4,250	6.3%	16.1%
5345	Fuel Supply	33,256	42,067	55,700	39,036	43,600	-21.7%	11.7%
5390	Small Equipment	0	350	400	0	400	0.0%	0.0%
5500	New Equip/Cap Outlay	46,745	11,767	252,000	0	258,000	2.4%	0.0%
	<b>TOTAL RECYCLING</b>	<b>583,368</b>	<b>606,369</b>	<b>1,030,739</b>	<b>713,964</b>	<b>1,087,696</b>	<b>5.5%</b>	<b>52.3%</b>

**LINE ITEM DETAIL**  
**REFUSE FUND**  
**RECYCLING**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$333,489	No Changes
Tipping Fees	5237	\$197,500	Tipping Fees: Recycling \$178,000; Yard waste \$19,500
Operating Supply	5330	\$28,000	Foul sheets \$2,000; Recycling bins \$25,000; Safety Equipment \$1,000
New Equip/Cap Outlay	5500	\$258,000	New Recycling Truck \$257,000; Radio \$1,000

**2020 BUDGET DETAIL**
**FUND: STORM SEWER**
**DEPARTMENT: STORM SEWER DIVISION**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
	<b>Fund Balance - January 1st</b>	<b>1,921,697</b>	<b>1,482,842</b>	<b>1,868,735</b>	<b>1,868,735</b>	<b>1,557,143</b>		
203- 4160	Storm Sewer Fees	831,618	850,672	860,000	856,076	899,850	4.6%	5.1%
4611	Collection Agency	868	469	1,000	365	350	-65.0%	-4.1%
4750	Miscellaneous	902	696	2,000	770	500	-75.0%	-35.1%
4910	Transfer In	0	0	0	0	0	0.0%	0.0%
	<b>Total Revenue</b>	<b>833,388</b>	<b>851,837</b>	<b>863,000</b>	<b>857,211</b>	<b>900,700</b>	<b>4.4%</b>	<b>5.1%</b>
	Operations	398,382	377,942	540,464	407,648	568,516	5.2%	39.5%
	Capital Projects	873,861	88,002	840,000	204,917	1,095,000	30.4%	434.4%
	<b>Total Expenditures</b>	<b>1,272,243</b>	<b>465,944</b>	<b>1,380,464</b>	<b>612,565</b>	<b>1,663,516</b>	<b>20.5%</b>	<b>171.6%</b>
	Carryover PO's				556,238			
	<b>Fund Balance - December 31st</b>	<b>1,482,842</b>	<b>1,868,735</b>	<b>1,351,271</b>	<b>1,557,143</b>	<b>794,327</b>		
	<b>STORM SEWER OPERATIONS</b>							
203-0203- 5100	Wages	149,756	162,543	181,768	162,595	189,816	4.4%	16.7%
5101	PERS	20,211	21,172	24,171	22,040	25,350	4.9%	15.0%
5103	Medicare	2,120	2,318	2,636	2,269	2,752	4.4%	21.3%
5104	Workers Compensation	4,372	2,531	3,635	3,635	3,796	4.4%	4.4%
5111	Health Insurance	38,735	31,204	31,901	31,901	35,112	10.1%	10.1%
5112	Life Insurance	418	360	360	360	360	0.0%	0.0%
5140	Uniform	766	915	1,100	1,881	2,525	129.5%	34.2%
5211	Electric	0	800	4,800	4,800	7,500	56.3%	56.3%
5212	Heat	0	1,039	3,250	3,001	6,200	90.8%	106.6%
5230	Professional Services	70,032	24,722	80,000	56,011	80,105	0.1%	43.0%
5231	Street Sweeping	46,201	47,474	59,103	53,718	65,000	10.0%	21.0%
5260	Travel/Training/Safety/Security	659	1,714	2,100	1,556	3,300	57.1%	112.1%
5262	License & Other Fees	0	29	250	174	250	0.0%	43.9%
5270	Maintenance of Equipment	718	8,196	27,540	5,481	24,500	-11.0%	347.0%
5271	Maintenance of Facility	659	753	5,500	3,439	9,400	70.9%	173.3%
5272	Garage Rotary	3,046	3,488	3,800	2,600	2,800	-26.3%	7.7%
5280	Insurance Liability/Property	0	0	1,900	0	1,900	0.0%	0.0%
5330	Operating Supply	38,465	54,359	68,000	34,298	68,000	0.0%	98.3%
5332	Clothing	1,709	1,857	1,900	1,635	1,900	0.0%	16.2%
5345	Fuel Supply	479	2,650	3,600	2,884	3,500	-2.8%	21.4%
5372	Maintenance Supply	0	1,016	1,000	3,457	1,000	0.0%	-71.1%
5390	Small Equipment	2,317	1,730	10,150	1,350	11,450	12.8%	748.3%
5500	New Equipment/Capital Outlay	17,610	6,923	20,000	8,524	20,000	0.0%	134.6%
5601	Refunds	0	45	1,000	0	1,000	0.0%	0.0%
5603	Collection Fees	109	104	1,000	39	1,000	0.0%	2435.5%
	<b>TOTAL STORM SEWER OPERATIONS</b>	<b>398,382</b>	<b>377,942</b>	<b>540,464</b>	<b>407,648</b>	<b>568,516</b>	<b>5.2%</b>	<b>39.5%</b>

**LINE ITEM DETAIL  
STORM SEWER FUND  
STORM SEWER DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$189,816	No Changes in Personnel
Professional Services	5230	\$80,105	MS4 Engineering Services \$25,000; Asphalt Repairs \$10,000; Equipment Rental \$18,000; Spoils Disposal Fees \$1,500; Lift Station SCADA \$605; Misc Professional Services \$25,000
Street Sweeping	5231	\$65,000	Spring Sweep, Special Events, Downtown (All City Parking Lots and on/off Ramps), Emergency Sweeps (Any Spills and Debris), US 23 Annual Cleaning, Tipping Fees
Travel/Training	5260	\$3,300	Licenses & Memberships \$300; OTCO and OWEA Professional Development \$300; Regulatory & Maintenance Training \$1,700; Stormwater Conference \$1,000.
Maintenance of Equipment	5270	\$24,500	Jet Truck Equipment Repairs \$15,000; CCTV Camera Van Equipment Repairs \$3,500; Miscellaneous Equipment Repairs \$6,000
Maintenance of Facility	5271	\$9,400	Mechanical Repairs/Upgrades \$500; Insulation split w/ Sewer \$1,000; Garage Door Replacement split w/ Sewer \$5,000; Miscellaneous Facility Repairs \$2,900
Operating Supply	5330	\$68,000	Repair Materials \$48,500; Concrete/CDF \$11,000; Asphalt \$8,500
Small Equipment	5390	\$11,450	Mobile Device for CMMS \$2,200; CSE Equipment split w/Sewer \$1,250; Traffic Control Devices split w/Sewer \$1,500; Security Equipment split w/Sewer \$1,000; Dewatering Pump & Equipment \$2,500; Miscellaneous Equipment \$3,000
Capital Outlay	5500	\$20,000	Hydro Excavation Dewatering Structure \$20,000



**FUND: STORM SEWER**  
**DEPARTMENT: STORM SEWER CAPITAL PROJECTS**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
203-0204- 5505	Storm Sewer Replacement	32,889	23,090	125,000	4,451	125,000
5532	Inflow/Infiltration Remediation	0	0	0	0	100,000
5540	Birch Terrace	0	0	225,000	35,927	120,000
5553	Houk Rd. Project	165,000	0	0	0	0
5557	Bernard Ave.	68,462	0	400,000	0	0
5566	Equipment	33,612	51,489	20,000	135,049	70,000
5567	Dogwood Drive	16,043	13,423	0	9,490	0
5568	US 23/Rt. 42 ODOT Culvert Repair	444,586	0	0	0	250,000
5569	Stratford Rd. Culvert Repair	113,269	0	0	0	230,000
5570	Utilities Maint. Bldg. Evaluation	0	0	50,000	0	0
5571	100 Pinecrest Slope Remediation	0	0	20,000	20,000	0
5572	Montrose/Columbus/Toledo	0	0	0	0	200,000
5601	St Swr NPDES Ph II Masterplan					
<b>TOTAL STORM CAPITAL PROJECTS</b>		<b>873,861</b>	<b>88,002</b>	<b>840,000</b>	<b>204,917</b>	<b>1,095,000</b>

## 2020 BUDGET DETAIL

### FUND: PARKING LOTS

The Parking Lots Fund is used to account for lots owned by the City and rented to businesses and for parking meter revenue and related expenses.

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>28,667</b>	<b>42,271</b>	<b>45,944</b>	<b>45,944</b>	<b>39,899</b>
520- 4451	Meter Collections Lot #1	10,061	8,423	10,250	8,968	8,500
4452	Meter Collections Lot #2	2,461	2,302	3,000	2,593	2,500
4453	Meter Collections Lot #3	18,081	12,932	18,000	14,559	13,500
4454	Meter Collections Lot #4	19,092	20,111	18,000	20,094	20,000
	<b>Total Revenues</b>	<b>49,695</b>	<b>43,768</b>	<b>49,250</b>	<b>46,215</b>	<b>44,500</b>
520-5200- 5230	Professional Services	560	4,995	15,000	2,920	5,000
5710	Transfer to General	10,000	6,625	10,000	10,000	10,000
520-5201- 5211	Electric - Lot #1	367	429	400	396	500
5270	Maintenance of Equipment - Lot #1	152	480	500	122	500
5292	Taxes - Lot #1	3,064	3,403	3,600	3,426	3,600
	<b>Total Parking Lot #1</b>	<b>3,583</b>	<b>4,312</b>	<b>4,500</b>	<b>3,944</b>	<b>4,600</b>
520-5202- 5211	Electric - Lot #2	367	429	400	396	500
5235	Rent of Parking Lot	1,982	1,694	2,250	2,493	2,600
5270	Maintenance of Equipment - Lot #2	104	260	300	59	300
	<b>Total Parking Lot #2</b>	<b>2,453</b>	<b>2,383</b>	<b>2,950</b>	<b>2,947</b>	<b>3,400</b>
520-5203- 5211	Electric - Lot #3	894	1,256	1,200	975	1,300
5235	Rent UM Church	863	696	900	452	750
5270	Maintenance of Equipment - Lot #3	201	765	500	148	250
5292	Taxes - Lot #3	3,127	3,552	3,750	3,577	3,900
	<b>Total Parking Lot #3</b>	<b>5,085</b>	<b>6,269</b>	<b>6,350</b>	<b>5,151</b>	<b>6,200</b>
520-5204- 5211	Electric - Lot #4	1,100	1,100	1,200	1,200	1,200
5270	Maintenance of Equipment - Lot #4	176	702	600	167	400
5292	Taxes - Lot #4	4,281	4,800	5,000	4,832	5,100
	<b>Total Parking Lot #4</b>	<b>5,557</b>	<b>6,602</b>	<b>6,800</b>	<b>6,199</b>	<b>6,700</b>
520-5205- 5292	Taxes - Lot #5	453	509	700	512	650
	<b>Total Parking Lot #5</b>	<b>453</b>	<b>509</b>	<b>700</b>	<b>512</b>	<b>650</b>
520-5209- 5235	Church Rent - Lot #9	8,400	8,400	8,820	8,400	9,250
	<b>Total Expenses</b>	<b>36,091</b>	<b>40,095</b>	<b>55,120</b>	<b>40,072</b>	<b>45,800</b>
	Carryover PO's				12,188	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>42,271</b>	<b>45,944</b>	<b>40,074</b>	<b>39,899</b>	<b>38,599</b>

**2020 BUDGET DETAIL****FUND: WATER CONSTRUCTION**

The Water Construction Fund accounts for maintenance related capital improvements within the water fund. Projects are taken from the five-year Capital Improvement Plan (CIP) adopted by City Council.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
<b>Fund Balance - January 1<sup>st</sup></b>		<b>1,904,488</b>	<b>2,146,541</b>	<b>2,323,261</b>	<b>2,323,261</b>	<b>2,363,915</b>
531- 4810	Reimbursements	0	0	0	300,000	0
4910	Transfer from Water Fund	750,000	775,000	800,000	800,000	800,000
4910	Transfer from Water Fund Surcharge	1,064,620	1,085,912	1,107,631	1,107,631	1,129,783
<b>Total Revenues</b>		<b>1,814,620</b>	<b>1,860,912</b>	<b>1,907,631</b>	<b>2,207,631</b>	<b>1,929,783</b>
531-5300- 5803	OWDA Principal Debt Service - Plant	553,914	643,082	663,800	663,799	685,194
5813	OWDA Interest Debt Service - Plant	662,706	642,645	621,928	621,928	600,534
531-5310- 5530	Treatment Building Improvements	167,286	0	85,000	84,000	0
531-5317- 5532	Elevated Tank Painting	0	0	550,000	9,309	650,000
5534	Elevated Tank Maintenance	0	0	40,000	37,738	0
531-5320- 5502	Settling Basins Chain & Valve Replace.	4,578	0	0	0	0
5503	Plant Maintenance	0	91,660	140,000	103,470	125,000
531-5323- 5561	Blymer St. Waterline	0	93,767	0	357	0
5562	East Winter St. Waterline	0	69,756	0	0	0
5563	East William St. Waterline	0	0	300,000	300,000	0
5564	Lincoln Ave. Waterline	0	0	0	0	300,000
531-5330- 5500	Water Meter Replacement	19,251	28,828	0	1,889	25,000
531-5331- 5530	Small Main Replacement	31,048	18,789	50,000	48,965	50,000
5531	Fire Flow Improvement	16,972	20,732	75,000	72,736	75,000
531-5334- 5500	Equipment Purchase	9,533	60,850	60,000	107,238	0
5504	Building Improvement/Evaluation	0	3,185	0	0	0
5505	Rt. 23 Turn Lane Improvements	0	0	0	0	250,000
5550	Automated Meter Reading System	107,279	10,898	0	0	0
<b>Total Expenses</b>		<b>1,572,567</b>	<b>1,684,192</b>	<b>2,585,728</b>	<b>2,051,430</b>	<b>2,760,728</b>
<i>Carryover PO's</i>					115,548	
<b>Fund Balance - December 31<sup>st</sup></b>		<b>2,146,541</b>	<b>2,323,261</b>	<b>1,645,164</b>	<b>2,363,915</b>	<b>1,532,970</b>

**2020 BUDGET DETAIL****FUND: WATER UTILITY RESERVE FUND**

The Water Utility Reserve Fund was created in compliance with bond covenants from the last water bond issue. Operational reserves are transferred from the water operating fund to be used for future projects and oversizing projects.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
533- 4910	Transfer from Water Fund	0	0	0	0	0
4910	Transfer from Repair & Improvement	0	0	0	0	0
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
533-5331- 5230	Professional Services	0	0	0	0	0
5530	Oversizing	0	0	0	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Carryover Encumbrances					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

**2020 BUDGET DETAIL**
**FUND: WATER CAPACITY FEE**

The Water Construction Fund accounts for capital improvements within the water fund. Projects are taken from the five-year Capital Improvement Plan adopted by City Council.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>5,790,941</b>	<b>6,003,395</b>	<b>8,005,102</b>	<b>8,005,102</b>	<b>10,447,522</b>
536- 4020	Bond Sale	2,390,957	0	0	0	0
4021	Bond Premium	194,892	0	0	0	0
4620	Capacity Fees	1,392,199	3,081,171	1,200,000	3,867,658	2,000,000
	<b>Total Revenues</b>	<b>3,978,048</b>	<b>3,081,171</b>	<b>1,200,000</b>	<b>3,867,658</b>	<b>2,000,000</b>
536-5300- 5802	G.O. Bond Principal	2,690,216	130,926	137,161	137,161	137,161
5803	OWDA Principal	335,642	377,460	390,072	390,072	403,112
5812	G.O. Bond Interest	107,027	79,428	76,810	76,810	74,067
5813	OWDA Interest	385,492	373,292	360,680	360,679	347,641
536-5316- 5535	Sawmill Parkway Waterline	305	0	0	0	0
5536	Glenn Rd Waterline Extension	0	0	450,000	0	0
5537	Olentangy Ave. River Crossing	0	0	959,075	31,891	0
5539	Panhandle Bridge Waterline	134,680	0	120,000	0	570,000
5540	Vernon Ave. Waterline	91,757	1,750	0	0	0
536-5360- 5230	Professional Services	0	0	75,000	0	0
5601	Refunds	0	22,600	0	33,900	25,000
536-5390- 5230	Water Line Extensions/Oversizing	20,475	94,008	400,000	222,290	250,000
	<b>Total Expenses</b>	<b>3,765,594</b>	<b>1,079,464</b>	<b>2,968,798</b>	<b>1,252,803</b>	<b>1,806,981</b>
	<i>Carryover PO's</i>				172,434	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>6,003,395</b>	<b>8,005,102</b>	<b>6,236,304</b>	<b>10,447,522</b>	<b>10,640,541</b>

**2020 BUDGET DETAIL****FUND: WASTEWATER CONSTRUCTION**

The Wastewater Construction Fund accounts for maintenance related capital improvements within the wastewater fund. Projects are taken from the five-year Capital Improvement Plan (CIP) adopted by City Council.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>3,483,634</b>	<b>3,462,422</b>	<b>2,749,019</b>	<b>2,749,019</b>	<b>2,954,155</b>
541- 4910	Transfer in - Sewer Fund	1,391,532	1,419,363	1,447,750	1,447,750	1,476,705
	<b>Total Revenue</b>	<b>1,391,532</b>	<b>1,419,363</b>	<b>1,447,750</b>	<b>1,447,750</b>	<b>1,476,705</b>
541-5410- 5803	OWDA Principal	112,390	116,461	120,680	120,679	125,051
5813	OWDA Interest	38,943	35,542	32,017	32,016	28,364
541-5411- 5530	Inflow/Infiltrate Remediation	0	0	175,000	0	175,000
541-5417- 5531	Hayes Colony Sewer Rehab	0	0	200,000	0	0
541-5430- 5535	Plant Improvement	608,346	1,614,581	100,000	249,730	0
5536	Wastewater Plant Maintenance	157,310	229,175	425,000	472,851	725,000
5537	Pump Station Repair	26,499	0	0	35,936	25,000
541-5433- 5500	Meter Replacement	19,251	28,956	0	1,761	0
541-5439- 5535	Sanitary Sewer Replacement	0	7,625	75,000	3,927	75,000
5536	South Central Sewer Repair	0	0	35,000	0	0
5537	W. William St CIPP Lining	0	0	0	0	150,000
541-5440- 5502	Equipment	9,533	85,976	80,000	182,248	130,000
5503	Automated Meter Reading System	440,472	10,898	0	0	0
5504	Building Improvement/Evaluation	0	3,552	200,000	9,558	0
5505	Maintenance Building Expansion	0	0	0	0	150,000
	<b>Total Expenses</b>	<b>1,412,744</b>	<b>2,132,766</b>	<b>1,442,697</b>	<b>1,108,707</b>	<b>1,583,415</b>
	<i>Carryover PO's</i>				133,907	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>3,462,422</b>	<b>2,749,019</b>	<b>2,754,072</b>	<b>2,954,155</b>	<b>2,847,445</b>



**2020 BUDGET DETAIL****FUND: SEWER UTILITY RESERVE FUND**

The Sewer Utility Reserve Fund provides resources to address unforeseen or unanticipated financial impacts to the wastewater treatment system. This reserve fund has a targeted balance of \$2,000,000. In the event funds are utilized, payback of the amount will occur over succeeding years.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
543- 4910	Transfer from Sewer Fund	500,000	0	0	0	0
4910	Transfer from Capacity Fee Fund	0	0	0	0	0
	<b>Total Revenue</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
543-5431- 5230	Professional Services	0	0	0	0	0
5530	Oversizing	0	0	0	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

**2020 BUDGET DETAIL****FUND: WASTEWATER CAPACITY FEE**

The Wastewater Capacity Fee Construction Fund accounts for wastewater capital improvements that improve or increase capacity in the system. These projects are funded by enacted capacity fees on new development.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,755,328</b>	<b>1,940,990</b>	<b>3,802,018</b>	<b>3,802,018</b>	<b>6,795,586</b>
546- 4011	Premium	54,801	0	0	1,972,122	0
4012	Bond Proceeds	672,308	0	0	10,165,000	0
4620	Capacity Charges	1,333,181	2,961,459	1,250,000	3,699,495	2,000,000
4622	Riverby Sewer Reimbursements	0	0	325,000	0	325,000
4910	Transfer in - Sewer Fund/SE Highland	1,599,039	1,631,020	1,663,640	1,663,640	1,696,913
	<b>Total Revenue</b>	<b>3,659,329</b>	<b>4,592,479</b>	<b>3,238,640</b>	<b>17,500,257</b>	<b>4,021,913</b>
546-5460- 5230	Professional Services	65,180	0	75,000	0	0
5601	Refunds	0	21,539	0	32,310	25,000
5705	Transfer Bond Service Cherry St. Fac.	65,000	65,000	65,000	65,000	65,000
5802	G.O. Bond Principal	1,051,457	331,815	343,568	12,413,568	323,568
5803	OWDA Principal	1,191,436	1,234,591	1,279,312	1,279,311	1,325,651
5812	G.O. Bond Interest	62,454	51,734	45,099	45,098	38,227
5813	OWDA Interest	412,835	376,772	339,402	339,402	300,678
546-5466- 5533	Sewer Extension/Oversizing	0	0	1,100,000	0	100,000
5537	Sawmill Parkway Sewer Extension	305	0	0	0	0
5540	Riverby Sewer Extension	0	0	325,000	5,670	325,000
5541	Spring Street Sewer Upsizing	0	0	0	0	250,000
546-5499- 5741	Transfer to SE Highland Sewer	625,000	650,000	650,000	325,000	250,000
	<b>Total Expenses</b>	<b>3,473,667</b>	<b>2,731,451</b>	<b>4,222,381</b>	<b>14,505,359</b>	<b>3,003,124</b>
	<i>Carryover PO's</i>				1,330	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,940,990</b>	<b>3,802,018</b>	<b>2,818,277</b>	<b>6,795,586</b>	<b>7,814,375</b>

**2020 BUDGET DETAIL****FUND: SE HIGHLAND SEWER FUND**

The Southeast Highland Sewer Fund accounts for construction of the SE Highland Sewer and the payback of the debt issued to finance the project. Residents served by the sewer will pay a \$3,200 ERU charge when they tie into the sewer.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>96,979</b>	<b>161,159</b>	<b>270,078</b>	<b>270,078</b>	<b>268,389</b>
548- 4622	ERU Charges	430,985	459,785	325,000	528,000	400,000
4910	Transfer In Sewer Capacity Fee Fund	625,000	650,000	650,000	325,000	250,000
	<b>Total Revenue</b>	<b>1,055,985</b>	<b>1,109,785</b>	<b>975,000</b>	<b>853,000</b>	<b>650,000</b>
548-5480- 5601	ERU Refunds	0	9,600	0	6,400	10,000
5802	Bond Principal	407,396	421,666	442,084	366,667	280,000
5812	Bond Interest	584,409	569,600	533,417	481,622	548,320
	<b>Total Expenses</b>	<b>991,805</b>	<b>1,000,866</b>	<b>975,501</b>	<b>854,689</b>	<b>838,320</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>161,159</b>	<b>270,078</b>	<b>269,577</b>	<b>268,389</b>	<b>80,069</b>

**2020 BUDGET DETAIL****FUND: WATER CUSTOMER DEPOSIT**

The Water Customer Deposit Fund is used to account for the City residents' water deposits. After 24 months of timely payments, the deposit is first applied to their account; the remainder refunded to the customer.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>208,183</b>	<b>216,141</b>	<b>227,199</b>	<b>227,199</b>	<b>228,318</b>
545- 4690	Water Customer Deposits	22,051	15,758	32,000	6,223	32,000
545-5451- 5601	Deposit Refunds	14,093	4,700	32,000	5,104	32,000
	<b>Total Expenditures</b>	<b>14,093</b>	<b>4,700</b>	<b>32,000</b>	<b>5,104</b>	<b>32,000</b>
	Carryover Encumbrances					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>216,141</b>	<b>227,199</b>	<b>227,199</b>	<b>228,318</b>	<b>228,318</b>

**2020 BUDGET DETAIL**
**FUND: GARAGE ROTARY**
**DEPARTMENT: PUBLIC WORKS**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
<b>Fund Balance - January 1st</b>		<b>273,428</b>	<b>340,628</b>	<b>385,951</b>	<b>385,951</b>	<b>440,668</b>		
601 4710	Sale of Assets	0	1,333	0	0	0	0.0%	0.0%
4910	Transfer in Court	1,304	2,052	2,200	2,200	3,200	45.5%	45.5%
4910	Transfer in Police	60,710	48,695	55,500	55,500	70,300	26.7%	26.7%
4910	Transfer in Fire	83,914	82,554	87,200	87,200	110,800	27.1%	27.1%
4910	Transfer in Planning	7,249	7,849	10,800	10,800	11,700	8.3%	8.3%
4910	Transfer in Engineering	4,191	8,483	14,200	14,200	16,200	14.1%	14.1%
4910	Transfer in SMR Administration	2,731	2,614	2,800	2,800	2,000	-28.6%	-28.6%
4910	Transfer in SMR Streets	155,579	142,177	146,400	146,400	159,600	9.0%	9.0%
4910	Transfer in SMR Traffic	11,369	12,592	16,400	16,400	17,000	3.7%	3.7%
4910	Transfer in Storm Sewer	3,046	3,488	2,600	2,600	2,800	7.7%	7.7%
4910	Transfer in Parks	59,621	57,474	57,100	57,100	61,800	8.2%	8.2%
4910	Transfer in Golf Course	3,909	6,808	8,600	8,600	10,900	26.7%	26.7%
4910	Transfer in Airport	12,500	17,670	17,900	17,900	19,200	7.3%	7.3%
4910	Transfer in Water Treatment	3,096	3,000	3,100	3,100	5,500	77.4%	77.4%
4910	Transfer in Water Distribution	38,074	34,527	34,800	34,800	34,500	-0.9%	-0.9%
4910	Transfer in Sewer Treatment	15,821	16,119	13,900	13,900	11,300	-18.7%	-18.7%
4910	Transfer in Sewer Collection	23,265	20,912	20,100	20,100	22,500	11.9%	11.9%
4910	Transfer in Refuse	95,809	113,849	146,600	146,600	164,200	12.0%	12.0%
4910	Transfer in Recycling	55,433	62,440	68,000	68,000	76,300	12.2%	12.2%
4910	Transfer in IT	916	948	900	900	500	-44.4%	-44.4%
4910	Transfer in Building Maintenance	3,014	1,994	3,600	3,600	4,000	11.1%	11.1%
4910	Transfer in Cemetery	3,889	6,247	5,900	5,900	6,700	13.6%	13.6%
<b>Total Revenue</b>		<b>645,440</b>	<b>653,825</b>	<b>718,600</b>	<b>718,600</b>	<b>811,000</b>	<b>12.9%</b>	<b>12.9%</b>
<b>Total Expenditures</b>		<b>578,240</b>	<b>608,502</b>	<b>707,989</b>	<b>599,556</b>	<b>844,970</b>	<b>19.3%</b>	<b>40.9%</b>
<i>Carryover PO's</i>					64,327			
<b>Fund Balance - December 31st</b>		<b>340,628</b>	<b>385,951</b>	<b>396,562</b>	<b>440,668</b>	<b>406,698</b>		

**2020 BUDGET DETAIL**
**FUND: GARAGE ROTARY**  
**DEPARTMENT: PUBLIC WORKS**

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
601-6010- 5100	Wages	220,028	232,628	241,595	209,663	276,119	14.3%	31.7%
5101	PERS	30,319	31,667	33,086	27,083	37,214	12.5%	37.4%
5103	Medicare	3,024	3,205	3,503	2,891	4,004	14.3%	38.5%
5104	Workers Compensation	5,729	3,537	4,832	4,832	5,522	14.3%	14.3%
5111	Health Insurance	55,010	59,484	61,263	61,263	67,431	10.1%	10.1%
5112	Life Insurance	557	480	480	480	480	0.0%	0.0%
5140	Uniform	1,420	1,447	1,750	1,317	1,750	0.0%	32.9%
5211	Electric	13,202	13,873	16,250	12,172	16,000	-1.5%	31.4%
5212	Heat	2,701	4,606	6,000	4,444	6,000	0.0%	35.0%
5230	Professional Services	1,548	2,843	14,000	10,617	57,000	307.1%	436.9%
5260	Travel/Training	160	49	12,000	70	13,000	8.3%	18471.4%
5262	Licensing Fees	0	45	100	0	100	0.0%	0.0%
5270	Maintenance of Equipment	750	0	750	39	750	0.0%	1801.6%
5271	Maint of Facility	0	0	3,500	1,440	2,500	-28.6%	73.6%
5330	Operating Supply	17,772	11,069	20,500	12,022	20,000	-2.4%	66.4%
5332	Clothing	1,199	1,374	2,000	1,288	2,000	0.0%	55.3%
5334	Outside Repair	19,178	23,628	40,000	30,695	60,000	50.0%	95.5%
5345	Fuel Supply	1,066	1,423	1,880	1,022	1,850	-1.6%	81.0%
5370	Repair Materials	199,643	214,421	215,000	194,580	240,000	11.6%	23.3%
5390	Small Equipment	4,934	2,723	6,000	2,089	6,750	12.5%	223.1%
5500	New Equip / Cap Outlay	0	0	23,500	21,547	26,500	12.8%	23.0%
	<b>TOTAL GARAGE ROTARY</b>	<b>578,240</b>	<b>608,502</b>	<b>707,989</b>	<b>599,556</b>	<b>844,970</b>	<b>19.3%</b>	<b>40.9%</b>

**LINE ITEM DETAIL**  
**GARAGE ROTARY FUND**  
**GARAGE**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$276,119	Mechanics wages increase per wage analysis
Professional Services	5230	\$57,000	Towing bills \$2,000; Insurance deductibles \$5,000; Versatrans Fleet Maintenance Software \$50,000
Outside Repair	5334	\$60,000	Overhaul engine for large truck \$15,000; Other outside repair(springs,tires,diagnostic,etc.) \$40,000; Fire Apparatus Contract Repairs \$5,000
Small Equipment	5390	\$6,750	Scanner Updates \$3,000; Overhead electric reels \$1,600; Torch Cart \$650; Shop Tools \$1,500



**2020 BUDGET DETAIL**

**FUND:** IT ROTARY FUND  
**DEPARTMENT:** INFORMATION TECHNOLOGY

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
<b>Fund Balance - January 1st</b>		<b>561,104</b>	<b>724,386</b>	<b>864,190</b>	<b>864,190</b>	<b>582,885</b>		
602- 4910	Transfer in City Manager	47,593	48,783	48,783	48,783	68,296	40.0%	40.0%
4910	Transfer in Administrative Services	14,699	15,066	15,066	15,066	21,092	40.0%	40.0%
4910	Transfer in Economic Development	8,671	8,888	8,888	8,888	12,443	40.0%	40.0%
4910	Transfer in Legal	29,288	30,020	30,020	30,020	42,028	40.0%	40.0%
4910	Transfer in Finance	131,935	135,233	135,233	135,233	189,326	40.0%	40.0%
4910	Transfer in Police	292,657	299,972	299,972	299,972	419,961	40.0%	40.0%
4910	Transfer in Fire	182,956	187,530	187,530	187,530	262,542	40.0%	40.0%
4910	Transfer in Planning	65,566	67,205	67,205	67,205	94,087	40.0%	40.0%
4910	Transfer in Engineering	57,742	56,375	56,375	56,375	78,925	40.0%	40.0%
4910	Transfer in SMR Administration	81,184	83,214	83,214	83,214	116,500	40.0%	40.0%
4910	Transfer in Parks	3,662	3,662	3,662	3,662	5,127	40.0%	40.0%
4910	Transfer in Cemetery	3,332	3,415	3,415	3,415	4,781	40.0%	40.0%
4910	Transfer in Golf Course	3,660	3,500	3,500	3,500	4,900	40.0%	40.0%
4910	Transfer in Airport	3,662	3,754	3,754	3,754	5,256	40.0%	40.0%
4910	Transfer in Water Administration	74,115	75,968	75,968	75,968	106,355	40.0%	40.0%
4910	Transfer in Sewer Treatment	48,468	49,680	49,680	49,680	69,552	40.0%	40.0%
4910	Transfer in Refuse	3,660	3,752	3,752	3,752	5,253	40.0%	40.0%
<b>Total Revenue</b>		<b>1,052,850</b>	<b>1,076,017</b>	<b>1,076,017</b>	<b>1,076,017</b>	<b>1,506,424</b>	<b>40.0%</b>	<b>40.0%</b>
	Staff Support	408,310	324,707	541,365	518,697	573,516	5.9%	10.6%
	System Support	356,921	497,778	703,207	642,621	943,247	34.1%	46.8%
	GIS Operations	124,337	113,728	139,594	123,722	223,570	60.2%	80.7%
<b>Total Expenditures</b>		<b>889,568</b>	<b>936,213</b>	<b>1,384,166</b>	<b>1,285,039</b>	<b>1,740,333</b>	<b>25.7%</b>	<b>35.4%</b>
<i>Carryover PO's</i>					72,283			
<b>Fund Balance - December 31st</b>		<b>724,386</b>	<b>864,190</b>	<b>556,041</b>	<b>582,885</b>	<b>348,975</b>		

**2020 BUDGET DETAIL**
**FUND: IT ROTARY**
**PARTMENT: INFORMATION TECHNOLOGY**

Account #	Description	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Δ Prior Budget	% Δ Prior Actual
<b>Technology Operations</b>								
<b>Staff Support</b>								
602-6021- 5100	Wages	308,384	200,054	377,473	378,770	386,472	2.4%	2.0%
5101	PERS	38,898	26,427	52,846	45,626	54,106	2.4%	18.6%
5103	Medicare	4,400	2,854	5,473	5,321	5,604	2.4%	5.3%
5104	Workers Compensation	8,184	5,208	7,549	7,549	7,729	2.4%	2.4%
5111	Health Insurance	32,998	63,311	64,638	64,638	87,381	35.2%	35.2%
5112	Life Insurance	718	619	619	619	619	0.0%	0.0%
5140	Uniform	163	238	150	150	150	0.0%	0.0%
5215	Cellular Telephone	1,739	1,297	3,147	1,348	2,000	-36.4%	48.3%
5220	Postage	112	116	153	12	150	-2.0%	1160.5%
5223	Data Connectivity	482	482	512	1,449	700	36.7%	-51.7%
5230	Professional Services	810	0	2,623	1,600	2,500	-4.7%	56.3%
5260	Travel/Training	279	1,750	6,167	3,561	6,200	0.5%	74.1%
5261	Membership and Dues	230	115	2,050	200	2,050	0.0%	925.0%
5270	Maintenance of Equipment	12	0	205	0	205	0.0%	0.0%
5305	Publications	0	0	100	0	100	0.0%	0.0%
5310	Office Supply	451	834	3,823	3,873	3,800	-0.6%	-1.9%
5320	Computer Supply	802	74	1,025	0	1,000	-2.4%	0.0%
5370	Repair Materials	20	3	512	0	500	-2.3%	0.0%
5390	Small Equipment	1,779	402	2,050	311	2,000	-2.4%	543.9%
5500	New Equip / Cap Outlay	4,058	9,033	5,125	3,670	5,125	0.0%	39.6%
5510	Software/Licenses	3,791	11,890	5,125	0	5,125	0.0%	0.0%
<b>TOTAL STAFF SUPPORT</b>		<b>408,310</b>	<b>324,707</b>	<b>541,365</b>	<b>518,697</b>	<b>573,516</b>	<b>5.9%</b>	<b>10.6%</b>
<b>System Support</b>								
602-6022- 5210	Telephone Connectivity	26,443	26,054	32,491	19,274	32,491	0.0%	68.6%
5223	Internet Connectivity	24,186	23,979	31,987	20,677	31,987	0.0%	54.7%
5230	Professional Services	21,649	24,520	53,844	59,339	53,844	0.0%	-9.3%
5231	Network Support	7,603	14,081	20,500	13,005	25,000	22.0%	92.2%
5234	Software Support	197,036	298,179	366,133	346,934	410,000	12.0%	18.2%
5237	Hardware Support	15,431	19,755	34,073	19,204	34,000	-0.2%	77.0%
5271	Maintenance of Equipment	2,040	5,644	8,150	6,561	8,150	0.0%	24.2%
5272	Garage Rotary	916	948	667	900	900	34.9%	0.0%
5279	Copier Maintenance	28,876	31,415	36,151	29,293	42,108	16.5%	43.7%
5345	Fuel Supply	366	289	541	319	541	0.0%	69.8%
5390	Small Equipment	192	810	1,025	1,255	1,025	0.0%	-18.3%
5500	New Equip / Cap Outlay	7,602	12,989	38,418	28,302	220,165	473.1%	677.9%
5510	New Software	24,581	39,115	79,227	97,559	83,036	4.8%	-14.9%
<b>TOTAL SYSTEM SUPPORT</b>		<b>356,921</b>	<b>497,778</b>	<b>703,207</b>	<b>642,621</b>	<b>943,247</b>	<b>34.1%</b>	<b>46.8%</b>
<b>GIS Operations</b>								
602-6023- 5100	Wages	52,698	64,091	67,423	67,380	119,939	77.9%	78.0%
5101	PERS	7,607	8,613	9,439	9,391	16,792	77.9%	78.8%
5103	Medicare	764	929	978	919	1,739	77.8%	89.2%
5104	Workers Compensation	1,548	912	1,348	1,348	2,399	78.0%	78.0%
5111	Health Insurance	16,275	1,200	1,200	1,200	21,150	1662.5%	1662.5%
5112	Life Insurance	174	150	150	150	270	80.0%	80.0%
5230	Professional Services	0	0	1,324	0	1,324	0.0%	0.0%
5234	Software Support	35,000	35,000	37,000	35,000	37,000	0.0%	5.7%
5260	Travel/Training	3,782	434	5,263	1,900	5,263	0.0%	177.0%
5270	Maintenance of Equipment	0	0	512	0	512	0.0%	0.0%
5310	Office Supply	508	0	1,000	79	1,000	0.0%	1165.8%
5500	New Equip / Cap Outlay	5,981	2,399	4,182	1,188	6,182	47.8%	420.5%
5510	New Software/Licenses	0	0	9,775	5,167	10,000	2.3%	0.0%
<b>TOTAL GIS</b>		<b>124,337</b>	<b>113,728</b>	<b>139,594</b>	<b>123,722</b>	<b>223,570</b>	<b>60.2%</b>	<b>80.7%</b>
<b>TOTAL INFORMATION TECH.</b>		<b>889,568</b>	<b>936,213</b>	<b>1,384,166</b>	<b>1,285,039</b>	<b>1,740,333</b>	<b>25.7%</b>	<b>35.4%</b>

**LINE ITEM DETAIL  
IT ROTARY FUND  
INFORMATION TECHNOLOGY DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
<b><u>Staff Support</u></b>			
Wages	5100	\$386,472	Change Desktop Technician to Help Desk Support Technician; Create Technical Support Specialist Position, Create GIS Analyst Position
Travel/Training	5260	\$6,200	Lynda.com; Extreme Switch Training
New Equip / Cap Outlay	5500	\$5,125	Purchase testing equipment and new equipment
Software/Licenses	5510	\$5,125	Purchase new development software
<b><u>System Support</u></b>			
Telephone Connectivity	5210	\$32,491	Includes monthly phone access charges for telephones and voice lines for all City departments.
Internet Connectivity	5223	\$31,987	Includes internet connectivity charges for all City buildings, and police cruisers. Increased \$10,000 for new devices
Professional Services	5230	\$53,844	Website Hosting - \$2,495; External Consulting Services, Switch and Network configuration; Firewall update and implementation; Phase II Office 365
Software Support	5234	\$410,000	Includes software support for the system servers and other departmental application software.
Hardware Support	5237	\$34,000	Includes hardware support for the system computers and peripherals.
Copier Maintenance	5279	\$42,108	Maintenance costs for all City copiers and City Printers
New Equip/Cap Outlay	5500	\$220,165	Purchase PCs, copiers, scanners, firewalls, switches, data storage, telephone hardware, servers, wireless access points, iPads, radios, and cameras.
Software/Licenses	5510	\$83,036	Active Directory, Server Data Center, Veeam Backup, Security Software, Office365, Adobe
<b><u>GIS Operations</u></b>			
Software Support	5234	\$37,000	ESRI license renewal \$35,000
Travel/Training	5260	\$5,263	Cityworks conference expenses \$2,000
New Software/Licenses	5510	\$10,000	Geofencing Module and additional APIs

**2020 BUDGET DETAIL****FUND: SELF INSURANCE TRUST FUND**

The Self Insurance Trust Fund is used to account for employee health insurance claims. The City self funds the health insurance program paying claims for medical, dental, and prescription coverage. Stop loss insurance is provided for individual claims that exceed \$85,000.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,216,318</b>	<b>1,918,596</b>	<b>1,508,194</b>	<b>1,508,194</b>	<b>522,535</b>
610- 4810	Reimbursements	814,682	823,391	500,000	497,664	500,000
4930	Premiums	3,885,723	4,420,557	4,718,476	4,841,473	5,542,331
4931	Employee Payments	856,770	876,015	948,000	972,908	1,019,200
4932	Employee Vision Care Payments	15,368	17,553	19,500	22,857	21,500
	<b>Total Revenue</b>	<b>5,572,543</b>	<b>6,137,516</b>	<b>6,185,976</b>	<b>6,334,901</b>	<b>7,083,031</b>
610-6101- 5230	Program Administration	94,459	94,248	99,500	98,317	100,000
5231	Preferred Provider Fees	44,296	36,779	40,000	37,835	40,000
5232	Broker Fees	1,800	0	0	0	0
5233	Other Service Fee	0	5,853	6,500	6,467	7,000
5240	Preventative Care	31,169	34,021	55,000	29,429	25,000
5280	Life/ADD Insurance	27,906	11,231	27,000	25,535	27,000
5281	Stop Loss Insurance	731,081	737,761	795,000	850,297	1,000,000
5282	Vision Insurance Premiums	15,139	33,668	28,500	27,057	30,000
5285	Medical Claims	3,848,658	4,366,686	4,250,000	4,800,664	4,650,000
5286	Dental Claims	253,291	253,948	285,000	261,328	285,000
5287	Prescription	793,502	943,463	850,000	1,155,100	1,200,000
5610	Opt Out Payments	27,240	27,440	30,500	25,640	30,000
5700	Federal ACA Excise Tax	1,724	2,820	5,000	2,891	5,000
	<b>Total Expenditures</b>	<b>5,870,265</b>	<b>6,547,918</b>	<b>6,472,000</b>	<b>7,320,560</b>	<b>7,399,000</b>
	<i>Carryover PO's</i>				8,931	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,918,596</b>	<b>1,508,194</b>	<b>1,222,170</b>	<b>522,535</b>	<b>206,566</b>

**2020 BUDGET DETAIL****FUND: WORKERS COMPENSATION RESERVE FUND**

The Workers Compensation Reserve Fund is used to account for workers compensation payments and to provide reserve funding for future claims. The City is covered under the Bureau's retrospective rating program which allows the City to self-fund a portion of its liability.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,973,888</b>	<b>2,352,622</b>	<b>2,628,786</b>	<b>2,628,786</b>	<b>2,625,578</b>
620- 4810	Reimbursements	171,237	191,859	0	279,535	0
4930	Premiums	569,714	356,579	244,608	122,534	0
	<b>Total Revenue</b>	<b>740,951</b>	<b>548,438</b>	<b>244,608</b>	<b>402,069</b>	<b>0</b>
620-6210- 5230	Program Administration	9,642	8,000	10,000	8,000	10,000
5231	Professional Services	11,307	7,668	15,000	12,525	15,000
5280	BWC Premiums	193,642	172,904	250,000	175,358	250,000
5285	Workers Comp Claims	136,792	80,168	275,000	208,194	275,000
5500	Worker Safety Equipment	10,834	3,534	10,000	0	10,000
	<b>Total Expenditures</b>	<b>362,217</b>	<b>272,274</b>	<b>560,000</b>	<b>404,077</b>	<b>560,000</b>
	<i>Carryover PO's</i>				1,200	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,352,622</b>	<b>2,628,786</b>	<b>2,313,394</b>	<b>2,625,578</b>	<b>2,065,578</b>

**2020 BUDGET DETAIL**
**FUND: GENERAL BOND RETIREMENT**

The General Bond Retirement Fund is used to service the City's general debt obligations not assessed against individual land owners.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>72,366</b>	<b>331,642</b>	<b>336,521</b>	<b>336,521</b>	<b>620,166</b>
300- 4010	Note Sale	450,000	450,000	400,000	0	0
4011	Note Sale - Premium	2,956	5,440	0	0	0
4020	Bond Sale	771,735	0	0	0	0
4021	Bond Sale - Premium Airport	78,000	0	0	0	0
4021	Bond Sale - Premium Fire	333,337	0	0	0	0
4021	Bond Sale - Premium 2019	0	0	0	323,883	0
4740	Investment Income	5,503	6,294	0	11,476	0
4910	Transfer Police Impact Fee Justice Center	60,227	60,099	59,565	59,565	58,891
4910	Transfer Municipal Impact Fee	131,998	131,816	131,660	131,660	130,160
4910	Transfer T-Hangar Fund	53,151	67,897	69,063	69,063	68,179
4910	Transfer CIP 2002 G.O. Bonds	313,907	315,237	313,658	313,658	299,529
4910	Transfer CIP Sidewalk Improvements	4,487	6,044	58,023	463,462	0
4910	Transfer Fire/EMS Fund	589,951	629,883	602,261	602,261	510,541
4910	Transfer Fire Impact Fee Station 303	100,000	100,000	100,000	100,000	100,000
4910	Transfer Park Levy Fund 2015 GO Debt	200,630	203,230	200,730	200,730	203,230
4910	Transfer CIP 2019 Buildings/Software	0	0	0	0	385,000
	<b>Total Revenue</b>	<b>3,095,882</b>	<b>1,975,940</b>	<b>1,934,960</b>	<b>2,275,758</b>	<b>1,755,530</b>
300-3000- 5230	Professional Services	82,521	3,991	100,000	50,300	100,000
5801	Bond Principal- Streetscape/Houk Rd.	282,574	286,730	290,885	290,885	282,574
5801	Bond Principal - T-hangars	868,328	42,259	44,272	44,272	44,272
5801	Bond Principal - Fire Station 302/303	182,426	183,270	189,115	189,115	187,426
5801	Bond Principal - EMS Vehicles	80,000	80,000	80,000	80,000	85,000
5801	Bond Principal - Justice Center/PW Gar.	135,000	140,000	145,000	145,000	145,000
5801	Bond Principal - 2015 Rec Improve. GO	120,000	125,000	125,000	125,000	130,000
5801	Bond Principal - Fire Station 304	285,000	285,000	265,000	265,000	180,000
5801	Bond Principal - 2019 Bldg/Software	0	0	0	0	385,000
5802	Note Principal Sidewalks	450,000	450,000	450,000	450,000	0
5811	Bond Interest - Streetscape/Houk Rd.	31,333	28,507	22,773	22,772	16,955
5811	Bond Interest - T-hangars	34,558	25,638	24,793	24,792	23,907
5811	Bond Interest - Fire Station 302/303	62,886	57,311	51,147	51,147	48,015
5811	Bond Interest - EMS Vehicles	13,950	12,350	10,750	10,750	9,150
5811	Bond Interest - Justice Center/PW Gar.	57,225	51,825	46,226	46,225	44,050
5811	Bond Interest - 2015 Rec Improve. GO	80,630	78,230	75,730	75,730	73,230
5811	Bond Interest - Fire Station 304	65,688	111,950	106,250	106,250	100,950
5811	Bond Interest - 2019 Bldg/Software	0	0	0	0	159,803
5812	Note Interest - Sidewalks	4,487	9,000	8,023	13,462	0
	<b>Total Expenditures</b>	<b>2,836,606</b>	<b>1,971,061</b>	<b>2,034,964</b>	<b>1,990,700</b>	<b>2,015,332</b>
	<i>Carryover PO's</i>				1,412	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>331,642</b>	<b>336,521</b>	<b>236,517</b>	<b>620,166</b>	<b>360,365</b>

**2020 BUDGET DETAIL****FUND: PARK IMPROVEMENT BOND FUND**

The Park Improvement Bond Fund is used to accumulate the resources necessary to remit annual debt service payments on the \$20,000,000 Recreation Income Tax Revenue Bonds issued to finance construction of the recreation facility on Houk Road, and other park improvements.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>107,796</b>	<b>109,778</b>	<b>111,273</b>	<b>111,273</b>	<b>111,104</b>
301- 4740	Investment Income	6,338	8,517	4,300	11,323	4,000
4910	Transfer In from Recreation Tax Fund	1,288,545	1,298,329	1,321,302	1,308,910	1,331,202
	<b>Total Revenue</b>	<b>1,294,883</b>	<b>1,306,846</b>	<b>1,325,602</b>	<b>1,320,233</b>	<b>1,335,202</b>
301-3010- 5801	Bond Principal	540,000	570,000	605,000	605,000	640,000
5811	Bond Interest	752,901	735,351	715,402	715,401	691,202
	<b>Total Expenditures</b>	<b>1,292,901</b>	<b>1,305,351</b>	<b>1,320,402</b>	<b>1,320,401</b>	<b>1,331,202</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>109,778</b>	<b>111,273</b>	<b>116,473</b>	<b>111,104</b>	<b>115,104</b>



**2020 BUDGET DETAIL****FUND: SE HIGHLAND SEWER BOND FUND**

The SE Highland Sewer Bond Fund is used to accumulate the resources necessary to remit annual debt service payments on the \$15,000,000 Sewer Income Tax Revenue Bonds issued to finance construction of the SE Highland Sewer.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>83,023</b>	<b>83,896</b>	<b>83,995</b>	<b>83,995</b>	<b>0</b>
302- 4740	Investment Income	4,840	6,441	3,300	64,324	0
4910	Transfer In Sewer Funds	991,804	991,267	997,525	848,289	0
	<b>Total Revenue</b>	<b>996,644</b>	<b>997,708</b>	<b>1,000,825</b>	<b>912,613</b>	<b>0</b>
302-3020- 5801	Bond Principal	405,000	420,000	440,000	440,000	0
5811	Bond Interest	590,771	577,609	556,609	556,609	0
	<b>Total Expenditures</b>	<b>995,771</b>	<b>997,609</b>	<b>996,609</b>	<b>996,608</b>	<b>0</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>83,896</b>	<b>83,995</b>	<b>88,211</b>	<b>0</b>	<b>0</b>

**2020 BUDGET DETAIL****FUND: CAPITAL IMPROVEMENTS**

The Capital Improvement Fund is used to account for the majority of capital projects, as they relate to the City, including major road construction, building improvements, park improvements, and City beautification.

<i>Capital Improvement Fund</i>		<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2019</i>	<i>2020</i>
<i>Account #</i>	<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,408,849</b>	<b>1,333,336</b>	<b>2,037,626</b>	<b>2,037,626</b>	<b>(205,637)</b>
410- 4020	Bond Sale	0	0	1,800,000	4,000,000	0
4160	JEDD Receipts	72,657	0	0	0	0
4269	OPWC	0	406,083	497,250	363,633	992,000
4270	MORPC Trans Funding	65	0	727,618	0	0
4271	Federal Earmark Grant	76,850	277,331	2,551,000	1,530,557	2,484,186
4272	ODOT Reimbursement SR315/US23	432	0	0	0	0
4273	ODOT Safety Funds	0	0	0	90,815	315,000
4276	ODOT Microsurfacing	0	267,972	53,182	50,720	0
4811	Sidewalk Assessments - Auditor	60,072	57,225	50,910	59,050	40,000
4812	Sidewalk Assessments - Direct Pay	86,753	8,294	5,000	244	0
4813	County Reimb - OPWC	0	0	175,000	90,282	260,000
4820	Reimbursements	0	0	0	20,397	0
4850	Advance from General Fund		1,236,286	(1,236,286)	(1,236,286)	0
4910	Transfer from General Fund	2,039,700	2,237,500	2,065,055	2,365,055	1,850,000
	<b>Total Revenue</b>	<b>2,336,529</b>	<b>4,490,691</b>	<b>6,688,729</b>	<b>7,334,469</b>	<b>5,941,186</b>
410-4100- 5705	Transfer Bond Fund - 2002 G. O Debt	313,907	315,237	313,658	313,658	299,529
5712	Transfer Bond Fund - 2019 Bldg/Software	0	0	0	0	385,000
5802	Note Principal/Interest	4,487	6,044	58,023	463,462	0

Capital Improvement Fund		2017	2018	2019	2019	2020
Account #	Description	Actual	Actual	Budget	Actual	Budget
4103- 5530	Street Resurfacing	0	80,272	5,000	4,821	0
5536	US 23/Penn Interchange Improvements	3,916	0	0	4,522	0
5539	US 23/ Hull Dr. Safety Improvements	0	0	0	0	350,000
5540	US/23 Micro-surfacing Project	0	268,751	0	50,720	0
5552	OPWC London Road	441,339	0	0	0	0
5553	OPWC Heffner St/Winter St	0	319,332	0	45,193	0
5554	OPWC Houk B+D, Union St.	0	0	617,250	30,225	0
5555	OPWC Belle Ave/US 36	0	0	0	0	645,000
4104- 5540	SE Arterial Alternative	265,746	299,318	0	8,110	0
5541	US 36/E. William St. Corridor	0	0	3,650,000	1,600,027	100,000
4107- 5505	Point Intersection	0	369,999	200,000	200,000	200,000
5509	East Side Circulation Study	24,310	9,621	0	5,882	0
5732	Transfer to FAA Grant Funds - City Share	0	0	33,000	0	0
5740	Curtis St. Turn Lane	0	0	27,000	0	27,000
5740	DiGenova Way Extension	0	0	0	24,370	0
5531	Bridge Improvements	1,991	78,906	0	1,486	0
5532	CSX @ Central Overheight Detection	1,206	90,815	0	0	0
4109- 5530	Sidewalk/ADA Improvements	34,960	12,104	25,000	37,889	355,000
5531	Sidewalk Repair Program - City	222,696	55,612	10,000	10,248	0
5532	Sidewalk Repair Program - Citizens	117,547	0	20,000	0	0
4111- 5501	Traffic Signal System Upgrades	0	89,486	0	142,570	100,000
5502	Signal Improvement Phase I	0	0	25,000	10,097	100,000
5503	Traffic Calming Improvements	0	0	0	0	19,000
4112- 5500	Equipment Acquisition	510,000	300,000	500,000	500,000	833,016
5511	Downtown Arch	0	0	0	0	25,000
4113- 5530	Parks Master Plan	0	0	0	0	80,000
5531	Playground Equipment	0	0	0	0	260,000
4113- 5532	Other Park Development	40,000	65,001	55,000	69,636	35,000
4116- 5539	Network Improvements	122,336	47,636	10,800	0	0
5540	PC Replacement	14,327	29,889	30,000	30,001	0
5541	Fiber Installation	9,996	0	0	25,600	50,000
5542	Software Systems	0	7,074	1,250,000	329,756	622,849
5543	Copier Replacement	32,884	5,167	20,000	3,563	0
4118- 5520	Building Renovations/Maintenance	7,898	0	279,000	67,030	740,385
5522	Public Works Building	179,070	12,980	0	0	35,000
5524	Carpet Replacement	0	11,400	35,000	0	25,000
5525	Justice Center Painting	0	0	0	0	25,000
5526	Parking Lot Improvement E. William St.	0	0	328,600	0	0
5527	Emergency Backup Generators	0	0	0	0	61,000
5528	Annex Improvements	0	1,122,585	0	556,753	0
5530	Parks Maint. Bldg. E. William St. site	46,300	159,302	0	0	0
5531	HVAC Maintenance	17,126	29,870	175,000	146,083	25,000
5533	EV Charging Station	0	0	0	24,168	0
4119- 5503	Unanticipated Projects	0	0	0	0	100,000
<b>Total Expenditures</b>		<b>2,412,042</b>	<b>3,786,401</b>	<b>7,667,331</b>	<b>4,705,871</b>	<b>5,497,779</b>
Carryover PO's					4,871,861	
<b>Fund Balance - December 31<sup>st</sup></b>		<b>1,333,336</b>	<b>2,037,626</b>	<b>1,059,024</b>	<b>(205,637)</b>	<b>237,770</b>

**2020 BUDGET DETAIL**
**FUND: POINT PROJECT CAPITAL FUND**

The Point Project Capital Fund is used to account for the capital improvements related to removing and replacing the railroad bridge on East William Street including associated grant activity.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>565,337</b>	<b>565,337</b>	<b>(1,282,034)</b>
415- 4275	ODOT Safety Grant (90/100)	0	299,071	2,920,916	360,069	3,000,000
4278	TRAC Grant (75/25)	0	0	0	0	1,500,000
4810	Berkshire JEDD Tax Receipts	0	183,103	85,000	142,141	136,010
4820	Outlet Center NCA (1.5 mills)	0	131,712	55,597	19,540	55,597
4910	City Funds	0	350,000	200,000	200,000	200,000
	<b>Total Revenue</b>	<b>0</b>	<b>963,886</b>	<b>3,261,513</b>	<b>721,749</b>	<b>4,891,607</b>
415-4150- 5230	Professional Services	0	398,549	2,333,333	334,029	600,000
5532	Right of Way Acquisition	0	0	0	0	2,000,000
5560	Railroad Force Account	0	0	0	19,366	25,000
	<b>Total Expenditures</b>	<b>0</b>	<b>398,549</b>	<b>2,333,333</b>	<b>353,395</b>	<b>2,625,000</b>
	<i>Carryover PO's</i>				2,215,725	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>565,337</b>	<b>1,493,517</b>	<b>(1,282,034)</b>	<b>984,573</b>

**2020 BUDGET DETAIL****FUND: FAA AIRPORT GRANT**

The FAA Airport Grant Fund is used to account for the City's relocation of the runways and renovations at the Municipal Airport.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>(374,800)</b>	<b>0</b>	<b>48,413</b>	<b>48,413</b>	<b>0</b>
430- 4233	State Funds	0	14,808	0	0	0
4240	Federal Funds	560,496	94,615	0	0	0
4810	Reimbursements	68,953	0	0	0	0
4850	General Fund Advance	61,010	(61,010)	0	0	0
4910	City Funds	0	0	0	0	0
	<b>Total Revenue</b>	<b>690,459</b>	<b>48,413</b>	<b>0</b>	<b>0</b>	<b>0</b>
430-4315- 5504	Construction Consulting Services	19,485	0	0	0	0
430-4318- 5701	Transfer to FAA Airport AIP Grant Fund	0	0	0	48,413	0
430-4318- 5702	Taxiway A Design/Construction	296,174	0	0	0	0
	<b>Total Expenditures</b>	<b>315,659</b>	<b>0</b>	<b>0</b>	<b>48,413</b>	<b>0</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>48,413</b>	<b>48,413</b>	<b>0</b>	<b>0</b>

**2020 BUDGET DETAIL**
**FUND: FAA AIRPORT AIP GRANT FUND**

The FAA Airport AIP Grant Fund accounts for funds allocated to general aviation airports by the FAA for use with approved airport improvements. The City must provide a 10% match for these grant funds.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>(406,370)</b>	<b>0</b>	<b>47,948</b>	<b>47,948</b>	<b>15,001</b>
431- 4233	ODOT State Funds	412,091	8,606	300,000	0	349,400
4240	Federal Funds	182,330	64,377	0	0	0
4850	City Gen Fund Advance	20,865	(20,865)	0	0	0
4910	City Transfer	0	0	33,000	48,413	0
	<b>Total Revenue</b>	<b>615,286</b>	<b>52,118</b>	<b>333,000</b>	<b>48,413</b>	<b>349,400</b>
431-4315- 5535	Taxiway A Design/Construction	208,916	4,170	0	0	0
431-4330- 5531	T Hanger Pavement Area Resurfacing	0	0	333,000	11,679	251,640
5540	Apron B Rehabilitation	0	0	0	0	52,000
	<b>Total Expenditures</b>	<b>208,916</b>	<b>4,170</b>	<b>333,000</b>	<b>11,679</b>	<b>303,640</b>
	<i>Carryover PO's</i>				69,681	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>47,948</b>	<b>47,948</b>	<b>15,001</b>	<b>60,761</b>

**2020 BUDGET DETAIL****FUND: EQUIPMENT REPLACEMENT**

The Equipment Replacement Fund is used to account for the City's replacement of major equipment, mainly for the Public Works, Parks, Police and Fire Departments and the airport.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>199,822</b>	<b>141,957</b>	<b>158,550</b>	<b>158,550</b>	<b>51,233</b>
440- 4910	Transfer from CIP	510,000	300,000	500,000	500,000	833,016
	<b>Total Revenue</b>	<b>510,000</b>	<b>300,000</b>	<b>500,000</b>	<b>500,000</b>	<b>833,016</b>
440-4410- 5500	SMR Equipment Acquisition	320,001	88,994	300,000	169,999	291,100
5510	Parks Equipment Acquisition	94,918	57,368	142,023	125,397	184,273
5520	Police Equipment Acquisition	152,946	137,045	174,000	124,485	392,955
5540	Airport Equipment	0	0	16,000	13,885	0
5560	Cemetery	0	0	14,300	7,274	0
	<b>Total Expenditures</b>	<b>567,865</b>	<b>283,407</b>	<b>646,323</b>	<b>441,040</b>	<b>868,328</b>
	<i>Carryover PO's</i>				166,277	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>141,957</b>	<b>158,550</b>	<b>12,227</b>	<b>51,233</b>	<b>15,921</b>



**2020 BUDGET DETAIL****FUND: PARK IMPACT FEES IMPROVEMENT**

The Park Impact Fees Improvement Fund is used to improve the level of service at the City's public parks brought on by new development and increased housing. Residential development pays an impact fee of \$1,226 per new house.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,082,919</b>	<b>1,120,156</b>	<b>1,455,146</b>	<b>1,455,146</b>	<b>2,037,279</b>
491- 4250	Grant Income	0	0	25,000	21,752	0
4630	Park Impact Fees	289,302	634,952	300,000	683,871	350,000
4720	Donations -	0	0	0	0	0
4740	Investment Income	11,724	25,777	15,000	39,544	25,000
	<b>Total Revenue</b>	<b>301,026</b>	<b>660,729</b>	<b>340,000</b>	<b>745,167</b>	<b>375,000</b>
491-4910- 5230	Professional Services	24,993	1,080	0	0	0
5545	Trail Imp. SR 37 West Westfield-Trotters	90,798	302,881	0	0	0
5546	Ross St. Parkland Expansion	0	0	175,000	0	75,000
5547	Trail Imp. SR 37 West Buehlers-Lexington	147,998	18,100	0	0	0
5549	Trail Imp. SR 37, Lexington-Houk	0	0	25,000	66,993	0
5550	Cheshire Trail Improvement	0	0	50,000	46,003	0
5551	Central Avenue Pedestrian Corridor	0	0	0	0	490,000
5552	South Community Park Land Acquisition	0	0	0	0	18,000
5601	Refunds	0	3,678	0	19,628	0
	<b>Total Expenditures</b>	<b>263,789</b>	<b>325,739</b>	<b>250,000</b>	<b>132,624</b>	<b>583,000</b>
	<i>Carryover PO's</i>				30,410	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,120,156</b>	<b>1,455,146</b>	<b>1,545,146</b>	<b>2,037,279</b>	<b>1,829,279</b>

**2020 BUDGET DETAIL****FUND: POLICE IMPACT FEE IMPROVEMENT**

The Police Impact Fees Improvement Fund is used to improve the level of service from the City's Police force brought on by new development and increased housing. Residential development pays an impact fee of \$162 per new house.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>334,055</b>	<b>311,853</b>	<b>354,038</b>	<b>354,038</b>	<b>429,785</b>
492- 4630	Police Impact Fees	41,969	96,411	70,000	130,952	75,000
4740	Investment Income	3,457	6,717	5,000	9,344	5,000
	<b>Total Revenue</b>	<b>45,426</b>	<b>103,128</b>	<b>75,000</b>	<b>140,296</b>	<b>80,000</b>
492-4920- 5230	Professional Services	7,401	358	0	0	0
492-4921- 5601	Refunds	0	486	0	4,984	0
492-4920- 5706	Transfer Bond Fund - Justice Center Debt	60,227	60,099	59,565	59,565	58,891
	<b>Total Expenditures</b>	<b>67,628</b>	<b>60,943</b>	<b>59,565</b>	<b>64,549</b>	<b>58,891</b>
	<i>Carryover PO's</i>				165	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>311,853</b>	<b>354,038</b>	<b>369,473</b>	<b>429,785</b>	<b>450,894</b>

**2020 BUDGET DETAIL****FUND: FIRE IMPACT FEE IMPROVEMENT**

The Fire Impact Fees Improvement Fund is used to improve the level of service from the City's Fire Department brought on by new development and increased housing. Residential development pays an impact fee of \$314 per new house.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>330,732</b>	<b>305,460</b>	<b>397,705</b>	<b>397,705</b>	<b>544,325</b>
493- 4020	Note Issue					
4630	Fire Impact Fees	78,585	187,048	100,000	244,099	125,000
4740	Investment Income	3,564	6,500	4,250	10,609	5,000
	<b>Total Revenue</b>	<b>82,149</b>	<b>193,548</b>	<b>104,250</b>	<b>254,708</b>	<b>130,000</b>
493-4930- 5230	Professional Services	7,421	360	0	0	0
5601	Refund	0	943	0	7,919	0
5705	Transfer Bond Retirement Fund	100,000	100,000	100,000	100,000	100,000
	<b>Total Expenditures</b>	<b>107,421</b>	<b>101,303</b>	<b>100,000</b>	<b>107,919</b>	<b>100,000</b>
	<i>Carryover PO's</i>				169	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>305,460</b>	<b>397,705</b>	<b>401,955</b>	<b>544,325</b>	<b>574,325</b>

**2020 BUDGET DETAIL****FUND: MUNICIPAL IMPACT FEE IMPROVEMENT**

The Municipal Impact Fees Improvement Fund is used to expand the capacity of the City's municipal facilities. Residential development pays an impact fee of \$366 per new house.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>535,121</b>	<b>556,779</b>	<b>361,999</b>	<b>361,999</b>	<b>437,115</b>
494- 4630	Municipal Impact Fees	90,332	211,657	110,000	283,718	150,000
4740	Investment Income	5,745	9,241	4,000	9,146	7,500
4910	Transfer In Sewer Cap - Cherry St. Fac.	65,000	65,000	65,000	65,000	65,000
	<b>Total Revenue</b>	<b>161,077</b>	<b>285,898</b>	<b>179,000</b>	<b>357,863</b>	<b>222,500</b>
494-4940- 5230	Professional Services	7,421	360	0	0	0
5504	Land Acquisition - Public Works	0	0	180,000	0	180,000
5510	Annex Building Improvements	0	347,404	0	141,664	0
5601	Refund	0	1,098	0	2,196	3,000
5706	Transfer Bond Fund - Annex	0	0	35,000	0	35,000
5706	Transfer Bond Fund - PW/Justice Bldgs	131,998	131,816	131,660	131,660	130,160
	<b>Total Expenditures</b>	<b>139,419</b>	<b>480,678</b>	<b>346,660</b>	<b>275,520</b>	<b>348,160</b>
	<i>Carryover PO's</i>				7,227	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>556,779</b>	<b>361,999</b>	<b>194,339</b>	<b>437,115</b>	<b>311,455</b>

**2020 BUDGET DETAIL**
**FUND: GLENN ROAD SOUTH CONSTRUCTION FUND**

The Glenn Road South Construction Fund accounts for costs incurred with the construction of Glenn Road from the northern point of the Glenn Ross development south 8,700 feet to the intersection with US Route 23.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>3,086,736</b>	<b>2,870,049</b>	<b>2,749,561</b>	<b>2,749,561</b>	<b>923,167</b>
496- 4010	Note Proceeds	10,565,000	9,815,000	8,965,000	0	0
4011	Note Premium	69,412	118,663	0	0	0
4020	Bond Proceeds	0	0	0	7,150,000	0
4021	Bond Premium	0	0	0	389,825	0
4115	Community Authority Fees	439,746	607,335	750,000	735,442	860,000
4262	County Intersection Funds	0	0	50,000	0	0
4263	DACC Intersection Funds	0	0	52,500	0	0
4650	Transportation Impact Fees	105,423	140,156	100,000	123,306	100,000
4660	Developer Payments	0	0	0	172,834	0
4710	Land Sale	0	0	583,471	583,471	0
	<b>Total Revenue</b>	<b>11,179,581</b>	<b>10,681,154</b>	<b>10,500,971</b>	<b>9,154,879</b>	<b>960,000</b>
496-4960- 5230	Professional Services	24,147	22,342	25,000	116,321	25,000
5551	Construction Glenn Road Phase 1B	0	0	0	138,592	0
5601	Transportation Fee Refunds	45,282	3,000	5,000	8,000	10,000
5801	Note Principal	11,215,000	10,565,000	9,815,000	9,815,000	0
5802	Bond Principal	0	0	0	440,000	430,000
5811	Note Interest	111,839	211,300	293,632	293,632	0
5812	Bond Interest	0	0	0	166,299	236,050
	<b>Total Expenditures</b>	<b>11,396,268</b>	<b>10,801,642</b>	<b>10,138,632</b>	<b>10,977,844</b>	<b>701,050</b>
	<i>Carryover PO's</i>				3,429	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,870,049</b>	<b>2,749,561</b>	<b>3,111,900</b>	<b>923,167</b>	<b>1,182,117</b>

**2020 BUDGET DETAIL****FUND: GLENN ROAD NORTH CONSTRUCTION FUND**

The Glenn Road North Construction Fund accounts for costs incurred with the construction of Glenn Road from Curve Road 5,500 feet north to US Route 36/37

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>400,000</b>	<b>384,602</b>	<b>362,801</b>	<b>362,801</b>	<b>327,241</b>
498- 4115	Comm Auth Charges	93,025	95,173	95,000	93,635	95,000
	<b>Total Revenue</b>	<b>93,025</b>	<b>95,173</b>	<b>95,000</b>	<b>93,635</b>	<b>95,000</b>
498-4980- 5230	Professional Services	3,028	2,079	10,000	2,220	10,000
5802	Bond Principal	25,000	35,000	45,000	45,000	60,000
5812	Bond Interest	80,395	79,895	79,195	79,195	78,295
	<b>Total Expenditures</b>	<b>108,423</b>	<b>116,974</b>	<b>134,195</b>	<b>126,415</b>	<b>148,295</b>
	<i>Carryover PO's</i>				2,780	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>384,602</b>	<b>362,801</b>	<b>323,606</b>	<b>327,241</b>	<b>273,946</b>

**2020 BUDGET DETAIL****FUND: FIRE DONATION FUND**

The Fire Donation Fund is used to account for donations received by the City's Fire Department. The donations are used, in part, to purchase equipment for the Fire Department.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>5,765</b>	<b>6,345</b>	<b>6,345</b>	<b>6,345</b>	<b>1,083</b>
701- 4720	Donations	580	0	0	200	0
	<b>Total Revenue</b>	<b>580</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
701-7010- 5390	Small Equipment	0	0	6,000	5,462	1,000
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>5,462</b>	<b>1,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>6,345</b>	<b>6,345</b>	<b>345</b>	<b>1,083</b>	<b>83</b>



**2020 BUDGET DETAIL**
**FUND: PARKS DONATION FUND**

The Parks Donation Fund is used to account for donations received by the City to help beautify and decorate the City's parks.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>25,000</b>	<b>6,810</b>	<b>16,410</b>	<b>16,410</b>	<b>599</b>
702- 4720	Donations Miscellaneous	0	12,000	0	139,598	6,495
4723	Cemetery Tree Donation	0	0	0	0	0
	<b>Total Revenue</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>139,598</b>	<b>6,495</b>
702-7020- 5271	Maintenance	0	0	0	0	0
5500	Capital Outlay	0	2,400	0	9,600	0
5506	Tree Purchase Cemetery	18,190	0	6,315	0	6,315
5507	Hayes Statue	0	0	0	133,194	0
5601	Refund	0	0	0	0	0
5710	Transfer to Tree Fund	0	0	0	0	0
	<b>Total Expenditures</b>	<b>18,190</b>	<b>2,400</b>	<b>6,315</b>	<b>142,794</b>	<b>6,315</b>
	<i>Carryover PO's</i>				12,615	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>6,810</b>	<b>16,410</b>	<b>10,095</b>	<b>599</b>	<b>779</b>

**2020 BUDGET DETAIL****FUND: POLICE DONATION FUND**

The Police Donation Fund is used to account for donations given to the City Police Department. The donations are used to purchase new equipment.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>7,809</b>	<b>7,796</b>	<b>7,809</b>	<b>7,809</b>	<b>8,837</b>
703- 4720	Donations	1,540	0	500	2,200	1,000
4721	K-9 Donations	0	775	0	1,510	0
	<b>Total Revenue</b>	<b>1,540</b>	<b>775</b>	<b>500</b>	<b>3,710</b>	<b>1,000</b>
703-7030- 5330	Supplies	53	559	2,000	182	9,336
5500	Capital Outlay / New Equipment	1,500	203	6,000	500	0
	<b>Total Expenditures</b>	<b>1,553</b>	<b>762</b>	<b>8,000</b>	<b>682</b>	<b>9,336</b>
	<i>Carryover PO's</i>				2,000	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>7,796</b>	<b>7,809</b>	<b>309</b>	<b>8,837</b>	<b>501</b>

**2020 BUDGET DETAIL****FUND: MAYOR'S DONATION FUND**

The Mayor's Donation Fund is used to account, in part, for donations received for marriage ceremonies performed by the Mayor. Funds are used in support of City activities.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,958</b>	<b>1,657</b>	<b>1,202</b>	<b>1,202</b>	<b>899</b>
704- 4720	Donations	2,040	1,715	2,000	1,200	1,250
	<b>Total Revenue</b>	<b>2,040</b>	<b>1,715</b>	<b>2,000</b>	<b>1,200</b>	<b>1,250</b>
704-7040- 5230	Professional Services	2,341	2,170	2,800	1,504	2,000
	<b>Total Expenditures</b>	<b>2,341</b>	<b>2,170</b>	<b>2,800</b>	<b>1,504</b>	<b>2,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,657</b>	<b>1,202</b>	<b>402</b>	<b>899</b>	<b>149</b>

**2020 BUDGET DETAIL****FUND: PROJECT TRUST FUND**

The Project Trust Fund is used to account for money received from developers as their contribution to infrastructure projects necessitated in part by their development. Moneys collected will be utilized on future improvements as identified.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>560,120</b>	<b>546,221</b>	<b>693,554</b>	<b>693,554</b>	<b>1,123,646</b>
705- 4115	Curtis Farms Infrastructure Fees	8,339	7,773	7,500	9,827	10,000
4120	Ravines at Olentangy	0	0	0	142,000	30,000
4125	Ohio Health	0	0	0	195,000	65,000
4490	Developers Fees	0	139,560	0	93,265	0
	<b>Total Revenue</b>	<b>8,339</b>	<b>147,333</b>	<b>7,500</b>	<b>440,092</b>	<b>105,000</b>
705-7050- 5230	Professional Services	0	0	2,000	0	0
5507	Stratford Pedestrian Bridge	9,209	0	0	0	0
5508	Howald/Springfield Trail	13,029	0	0	0	0
5509	Hills Miller Sidewalk	0	0	45,000	4,120	100,000
5510	Curtis St. Turn Lane	0	0	0	0	40,000
5511	Houk Rd. Pedestrian Crossing		0	0	0	105,000
	<b>Total Expenditures</b>	<b>22,238</b>	<b>0</b>	<b>47,000</b>	<b>4,120</b> 5,880	<b>245,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>546,221</b>	<b>693,554</b>	<b>654,054</b>	<b>1,123,646</b>	<b>983,646</b>

**2020 BUDGET DETAIL****FUND: UNCLAIMED FUNDS TRUST FUND**

The Unclaimed Fund Trust Fund is required by the Ohio Revised Code to account for various check payments made by the City and Municipal Court that remain uncashed or unclaimed. The funds are held for five years and then can be deposited/transferred to the General Fund.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
<b>CITY FUND</b>						
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>13,166</b>	<b>15,394</b>	<b>16,493</b>	<b>16,493</b>	<b>18,620</b>
707- 4391	UFTF Unclaimed Funds	4,730	7,480	5,000	6,410	5,000
	<b>Total Revenue</b>	<b>4,730</b>	<b>7,480</b>	<b>5,000</b>	<b>6,410</b>	<b>5,000</b>
707-0707- 5600	Unclaimed Funds Payment	128	0	0	0	0
5701	Transfer to General Fund	2,374	6,381	8,000	4,283	8,000
	<b>Total Expenditures</b>	<b>2,502</b>	<b>6,381</b>	<b>8,000</b>	<b>4,283</b>	<b>8,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>15,394</b>	<b>16,493</b>	<b>13,493</b>	<b>18,620</b>	<b>15,620</b>
<b>MUNICIPAL COURT FUND</b>						
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>54,953</b>	<b>57,425</b>	<b>68,877</b>	<b>68,877</b>	<b>86,376</b>
708- 4391	UFTF Unclaimed Funds	2,722	11,452	5,000	18,467	5,000
	<b>Total Revenue</b>	<b>2,722</b>	<b>11,452</b>	<b>5,000</b>	<b>18,467</b>	<b>5,000</b>
708-0708- 5601	Unclaimed Funds Payment	250	0	2,500	968	7,500
5701	Transfer to General Fund	0	0	0	0	0
	<b>Total Expenditures</b>	<b>250</b>	<b>0</b>	<b>2,500</b>	<b>968</b>	<b>7,500</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>57,425</b>	<b>68,877</b>	<b>71,377</b>	<b>86,376</b>	<b>83,876</b>

**2020 BUDGET DETAIL****FUND: DEVELOPMENT RESERVE FUND**

The Development Reserve Fund is a reserve fund to be used for future debt service obligations related to infrastructure constructed by the City in response to current and future development. In addition the funds are available for support of future economic development opportunities.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>807,886</b>	<b>924,886</b>	<b>964,886</b>	<b>964,886</b>	<b>1,008,886</b>
709- 4910	Transfer from General Fund	150,000	50,000	50,000	50,000	50,000
709-0709- 5230	Professional Services	33,000	10,000	0	6,000	10,000
	<b>Total Expenditures</b>	<b>33,000</b>	<b>10,000</b>	<b>0</b>	<b>6,000</b>	<b>10,000</b>
	<i>Carryover PO's</i>					
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>924,886</b>	<b>964,886</b>	<b>1,014,886</b>	<b>1,008,886</b>	<b>1,048,886</b>

**2020 BUDGET DETAIL****FUND: GENERAL RESERVE FUND**

The General Reserve Fund represents contingency funds equal to 5% of annual General Fund revenues. The fund shall be used to stabilize the City's General Fund against cyclical changes in revenues and expenditures. The fund balance will not be appropriated to provide for ongoing general operations of the City.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,012,323</b>	<b>1,047,056</b>	<b>1,163,864</b>	<b>1,163,864</b>	<b>1,188,864</b>
710- 4910	Transfer from General Fund	34,733	116,808	25,000	25,000	25,000
	Transfer from General CIP	0	0	0	0	0
	<b>Total Revenue</b>	<b>34,733</b>	<b>116,808</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
710-0710- 5710	Transfer to General Fund	0	0	0	0	0
5711	Transfer to CIP	0	0	59,285	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>59,285</b>	<b>0</b>	<b>0</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,047,056</b>	<b>1,163,864</b>	<b>1,129,579</b>	<b>1,188,864</b>	<b>1,213,864</b>



**2020 BUDGET DETAIL****FUND: CEMETERY PERPETUAL CARE FUND**

The Cemetery Perpetual Care Fund is a Trust Fund accounting for money donated for the purpose of ongoing gravesite decorations at Oak Grove Cemetery. Investment earnings on funds provided by individuals are utilized for perpetual care of the identified gravesites.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>36,063</b>	<b>34,982</b>	<b>34,191</b>	<b>34,191</b>	<b>33,840</b>
750- 4100	Special Care Contributions	0	0	0	0	0
4740	Investment Income	367	657	750	772	650
4910	Transfer from Cemetery Fund	0	0	0	0	0
	<b>Total Revenue</b>	<b>367</b>	<b>657</b>	<b>750</b>	<b>772</b>	<b>650</b>
750-0750- 5331	Easter Arrangements	280	280	400	280	400
5332	Memorial Day Arrangements	599	556	675	410	675
5333	Christmas Arrangements	569	612	675	432	675
5335	Other Event Arrangements	0	0	250	0	250
	<b>Total Expenditures</b>	<b>1,448</b>	<b>1,448</b>	<b>2,000</b>	<b>1,122</b>	<b>2,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>34,982</b>	<b>34,191</b>	<b>32,941</b>	<b>33,840</b>	<b>32,490</b>

**2020 BUDGET DETAIL****FUND: JEDD INCOME TAX FUND**

The JEDD Income Tax Fund is an agency fund utilized to account for the Berkshire Joint Economic Development District tax collected by the City under an agreement with the JEDD Board. The tax rate is the same as the City's income tax rate and is disbursed as follows: 4% to the City of Delaware for fiscal services, 1% to the JEDD Board for administrative purposes, 60% of the remaining funds to Berkshire Township, and 40% of the remaining funds to the City of Delaware.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>32,427</b>	<b>203,703</b>	<b>57,099</b>	<b>57,099</b>	<b>84,717</b>
711- 4120	JEDD Income Tax Collections	363,034	339,489	500,000	402,798	525,000
	<b>Total Revenue</b>	<b>363,034</b>	<b>339,489</b>	<b>500,000</b>	<b>402,798</b>	<b>525,000</b>
711-7110 5295	Collection Fees	0	12	0	0	0
5600	JEDD Refunds	555	4,230	5,000	9,205	10,000
5601	JEDD Board Fees (1%)	1,912	4,819	5,000	3,660	50,000
5602	City General Fund (4%)	7,648	19,274	20,000	14,639	20,000
5605	Berkshire Township Distribution	108,986	274,655	285,000	208,605	285,000
5606	City of Delaware Distribution	72,657	183,103	190,000	139,070	190,000
	<b>Total Expenditures</b>	<b>191,758</b>	<b>486,093</b>	<b>505,000</b>	<b>375,179</b>	<b>555,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>203,703</b>	<b>57,099</b>	<b>52,099</b>	<b>84,717</b>	<b>54,717</b>

**2020 BUDGET DETAIL****FUND: HIGHWAY PATROL FUND**

The Highway Patrol Fund is used to account for one-half of the fine money received in Municipal Court from the Highway Patrol citations. The money is remitted to the Delaware County Law Library in its entirety for use at their discretion.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>252</b>	<b>0</b>	<b>9,699</b>	<b>9,699</b>	<b>4,867</b>
801- 4350	Fines & Forfeitures	68,684	59,355	75,000	61,308	75,000
801-8010- 5230	Professional Services	68,936	49,656	75,000	66,141	75,000
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>9,699</b>	<b>9,699</b>	<b>4,867</b>	<b>4,867</b>

**2020 BUDGET DETAIL****FUND: STATE BUILDING PERMIT FEE FUND**

The State Building Permit Fee Fund is used to account for the allocation of permit fees collected by the City that is due to the State.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>474</b>	<b>371</b>	<b>466</b>	<b>466</b>	<b>1,297</b>
803- 4520	3% State Building Permit Fee	2,605	5,403	8,000	8,813	10,000
4521	1% State Plumbing Fee	4,164	6,217	7,000	6,859	8,000
	<b>Total Revenue</b>	<b>6,769</b>	<b>11,620</b>	<b>15,000</b>	<b>15,672</b>	<b>18,000</b>
803-8030- 5230	State Building Permit - 3%	2,728	5,396	8,000	8,366	10,000
5231	State Plumbing Permit - 1%	4,144	6,129	7,000	6,475	8,000
	<b>Total Expenditures</b>	<b>6,872</b>	<b>11,525</b>	<b>15,000</b>	<b>14,841</b>	<b>18,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>371</b>	<b>466</b>	<b>466</b>	<b>1,297</b>	<b>1,297</b>

**2020 BUDGET DETAIL****FUND: PERFORMANCE BOND FUND**

This Fund accounts for performance bonds/cash deposited with the City pending completion of repairs or public improvements. Deposits are made with the City and are returned when the work is performed satisfactorily.

<i>Account #</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Actual</i>	<i>2019 Budget</i>	<i>2019 Actual</i>	<i>2020 Budget</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>164,146</b>	<b>185,077</b>	<b>667,238</b>	<b>667,238</b>	<b>567,728</b>
804- 4690	Performance Bonds	20,931	486,309	250,000	359,928	345,000
	<b>Total Revenue</b>	<b>20,931</b>	<b>486,309</b>	<b>250,000</b>	<b>359,928</b>	<b>345,000</b>
804-8040- 5600	Performance Bond Reimbursements	0	4,148	807,301	332,938	900,000
	<b>Total Expenditures</b>	<b>0</b>	<b>4,148</b>	<b>807,301</b>	<b>332,938</b>	<b>900,000</b>
	<i>Carryover PO's</i>				126,500	
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>185,077</b>	<b>667,238</b>	<b>109,937</b>	<b>567,728</b>	<b>12,728</b>

# GLOSSARY

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**Account** – Accounts are sometimes referred to as ‘Line Items’. They are used to track revenues or expenditures from a common source or for a common use. They are unique to a given department, division, or fund, but are often used within various departments, divisions, and funds. Income tax revenues and professional services expenditures are examples of accounts that you would account for all of each in one line item within a department but would have several throughout various departments and funds.

**Administrative charge** - Reimbursements to the General Fund for indirect costs incurred against General Fund budgets.

**Ad valorem tax** - A tax levied on the assessed value of both real and personal property in proportion to the value of the property (also known as "property tax").

**Adopted Budget** - A budget that has been approved by the City Council.

**Allocation** - Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

**Appraised value** - Market dollar value given to real estate, utilities, and personal property; established through notification, hearing and appeals, and certification process.

**Appropriation** - Expenditure authority created by City Council.

**Assessed value** - Appraised value of property adjusted downward by a classification factor, to determine the basis for distributing the tax burden to property owners. (See calculation elsewhere in this document.)

**Attrition** - Estimated savings from temporarily unfilled positions.

**Audit** - A review of the City's accounts by an independent accounting firm to substantiate year-end fund balances, reserves, and cash on hand.

**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 periodic interest at a specified rate. A bond differs from a note in two ways: A bond is issued for a longer period of time than a note and requires greater legal formality. The City sells bonds as a means of borrowing revenue for costly projects. The City repays this debt to its lender over an extended period of time similar to the manner in which a homeowner repays a mortgage.

**Budget** - Financial plan consisting of estimated revenues and expenditures (purposes) for a specified time. The *operating budget* provides for direct services and support functions of the City (e.g., Police, Fire, Public Works, etc.). The *capital budget* (Capital Improvement Program) provides for improvements to the City's infrastructure and facilities, and utilizes long-term financing instruments.

**Budget message** - A general policy discussion of the budget as presented in writing by the budget-making authority to the City Council. The message outlines the budget plan and its main points of interest. The City's budget message is presented as the City Manager's letter in the proposed and adopted budget documents.

**CDBG** - Community Development Block Grant; these grants are federal moneys, typically used for the construction or rehabilitation of housing, and road resurfacing.

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**Capital Improvement Program (CIP)** - A five-year expenditure plan financing new and improved infrastructure needs and facilities.

**Carry-over** - Appropriated funds which remain unspent at the end of a fiscal year, which are allowed to be retained in the budget to which they were appropriated so that they may be expended in the next fiscal year for the purpose designated.

**Debt service** - Principal and interest requirements on outstanding debt.

**Deficit**- An excess of current-year expenditures over current-year resources.

**Department** - an organizational and/or budgetary unit established by the City Council to carry out specified public services and implement policy directives. Administrative Services, Fire, and Public Utilities are examples of City departments.

**Division** - A sub-unit of a department which encompasses a substantial portion of the duties assigned to a department. May consist of several sections, which in turn may consist of activities.

**Encumbrance**- A legal obligation to pay funds, the expenditure of which has not yet occurred.

**Enterprise fund** - Enterprise Funds are established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the enterprise fund is that the full cost of providing goods or services be financed primarily through charges and fees specific to the good or services, and not with general tax revenues.

**Expenditure** - Actual outlay of funds. Expenditures are budgeted by function: personal services (salaries and benefits), materials and supplies, services and charges, capital outlays, refunds, transfers, and debt services.

**Expense** – As expenditures, but used for Enterprise and Internal Service funds.

**Fiscal year** - The twelve-month budget period. The fiscal year for the City of Delaware is the January through December calendar year.

**Full-time equivalent position (FTE)** - A position converted to the decimal equivalent based on 2,080 hours per year. For example, a summer lifeguard working 8 hours per day for four months, or 690 hours, would be equivalent to .3 of a full-time position.

**Fund** - Accounting entity with accounts for recording revenues and expenditures to carry on specific purposes.

**Fund balance** - The total dollars remaining after current expenditures for operations are subtracted from the sum of the beginning fund balance and current revenues.

**General Fund** - The City's principal operating account, which is supported primarily by taxes and fees.

**Governmental funds** - A fund group used to account for operations that rely mostly on current assets and current liabilities. Governmental funds include the General Fund, special revenue funds, debt service funds, and capital improvement funds.



# GLOSSARY

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**Grant** - a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

**Infrastructure** - The physical assets or foundation of the City, including its buildings, streets, and water and sewer systems.

**Interfund Transfer** - payments from one to another which results in the recording of a receipt and an expenditure.

**Internal service fund** - Used for operations that provide services for City departments at cost. Like enterprise funds, internal service funds belong to the "proprietary" group of funds.

**JEDD** - A Joint Economic Development District (JEDD) is an arrangement in Ohio where one or more municipalities and a township agree to work together to develop township land for commercial or industrial purposes. The benefit to the municipality is that they get a portion of the taxes levied in the JEDD without having to annex it. The benefits to the township are that it does not lose prime development land, it can still collect property taxes as well as a portion of the income tax collected, and it normally receives water from the municipality, which it may not otherwise have.

**Line item** - The smallest expenditure detail presented in department budgets. The line item also is referred to as an "object," with numerical "object codes" used to identify expenditures in the accounting system. Within the accounting system, "objects" are further divided into "subobjects."

**Mill** - One dollar tax per \$1,000 of assessed valuation.

**Modified Accrual** - basis of accounting for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due.

**Object Code** - A unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also know as a "line item."

**Operating budget** - A budget which applies to all outlays other than capital improvements. Authorized expenditures for on-going municipal services; a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

**Performance measures** - A means (usually quantitative) of assessing the efficiency and effectiveness of department work programs.

**Personal services** - All costs related to compensating employees, including employee benefit costs such as the City's contribution for retirement, social security, and health and life insurance.

**Proprietary funds** - Accounting entities to account for operations managed much like a business, with one balance sheet for all current expenses and long-term debt obligations, assets and liabilities, and depreciation. *Enterprise funds and internal service funds* are "proprietary" funds.

**Purchase Order** - authorization and incidence of debt for the delivery of specific goods or services.

# GLOSSARY

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**Recommended Budget** - a draft annual budget that has been prepared pursuant to state statute and city ordinance by the City Manager and is presented to the City Council for consideration and approval.

**Reimbursement** - a fee received as payment for the provision of specific municipal services.

**Revenue** - The taxes, user fees and other sources of income that the City collects and receives into its treasury for public use.

**Special assessment** - A compulsory levy made against certain properties to defray part or all of the costs of a specific improvement deemed primarily to benefit the assessed properties.

**Special revenue fund** - An accounting entity used for revenues that are legally destined for a specific purpose.

**Taxes** - Compulsory assessments levied by a government for the purpose of financing services performed for the common benefit of the citizens. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.