City of Delaware

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POPULAR ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED DECEMBER 31, 2024



A LETTER FROM THE FINANCE DIRECTOR

DEAR CITIZENS OF THE CITY OF DELAWARE:

I'm pleased to share with you the City of Delaware's Popular Annual Financial Report (PAFR) for the year ending December 31, 2024. This report was prepared by our Finance Department with one goal in mind: to give you a clear, easy-to-understand overview of how your local government manages public funds.

The financial data in this report comes from our full Annual Comprehensive Financial Report — a much more detailed document that includes over 270 pages of financial statements, notes, and statistics. That report is prepared according to Generally Accepted Accounting Principles (GAAP) and is reviewed by an independent auditor. I'm proud to report that in 2024, the City once again received an unmodified (or "clean") opinion, meaning the audit found no major issues. You can read the full report anytime at www.delawareohio.net.

While the full report is technical, the PAFR is designed with you in mind. It highlights key financial information in a more accessible format and helps explain how public dollars are used to support services like public safety, parks, streets, and more. In 2023, this report received the Outstanding Achievement Award from the Government Finance Officers Association, and we're proud to continue that commitment to transparency.

Thank you for taking the time to learn more about your City's finances. If you have questions or ideas about how we can make this report even better, I'd like to hear from you. You can reach me at ralger@delawareohio.net.

Sincerely,



Rob Alger
Finance Director





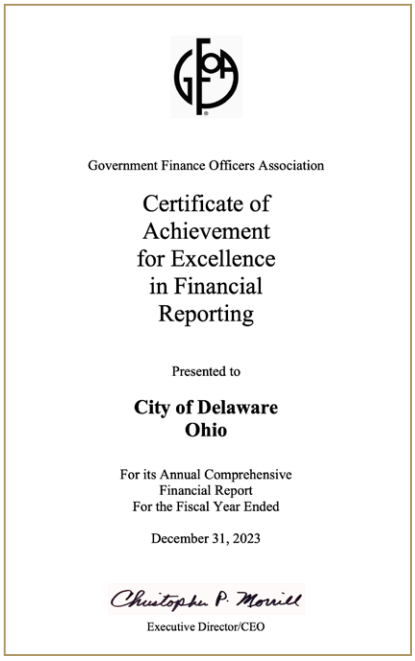
ELECTED AND CITY OFFICIALS

As of December 31, 2024

Back row: Linsey Griffith, Kevin Rider, Cory Hoffman, Adam Haynes
Front row: Kent Shafer, Carolyn Kay Riggle, Catlin Frazier

AWARDS

The City received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for 2023. The City has applied for the same award for 2024.



Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Delaware Ohio

For its Annual Comprehensive Financial Report For the Fiscal Year Ended

December 31, 2023

Christopher P. Morrill

Executive Director/CEO

In 2023, the City won the GFOA Triple Crown Award. This award recognizes governments that have received GFOA's Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award, and the Distinguished Budget Presentation Award.

CONTACTING THE CITY

City of Delaware
1 South Sandusky St.
Delaware, OH 43015
P: 740.203.1000

Office Hours:
M-F, 8am–5pm

Website
www.delawareohio.net

CITY GOVERNMENT



- Citizens of the City of Delaware
  - Municipal Court Judges
  - Clerk of Court
  - Clerk of Council
  - City Council
    - Boards & Commissions
    - City Manager
      - Police
      - Information Technology
      - Legal
      - Fire/EMS
      - Economic Development
      - Planning & Comm. Development
      - Mgmt, Budget & Procurement
      - Public Utilities
        - Water Treatment
        - Wastewater Treatment
        - Water Distribution
        - Wastewater Collection
        - Stormwater
      - Parks & Natural Resources
        - Golf Course
        - Cemetery
        - Building Maintenance
      - City Manager Office
        - Administrative Services
        - Community Affairs
      - Finance
        - Accounting
        - Income Tax
        - Utility Billing
      - Public Works
        - Streets
        - Engineering
        - Traffic
        - Refuse/ Recycling
        - Fleet Maintenance
        - Airport

BOARDS & COMMISSIONS

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

LEGEND

- T Elected Position
- T Department (Appointed Director)
- T Division

WHERE DOES THE MONEY COME FROM?

Primary sources of revenue come from income tax, property tax, and charges for services.

Municipal Income Tax

Income Tax represents the largest source of revenue for the City. The City's income tax rate is 1.85%. 1.0% is for general operations, 0.7% is for Fire/EMS, and 0.15% is for parks and recreation. In 2021, Council allocated a portion of the general operations income tax to support capital expenditures (including debt payments). This portion can be adjusted each year based on the needs of the City.

Income tax collections are comprised of three sources: taxes withheld from employees working in the City, taxes from individual residents, and taxes on the net-profits of businesses doing business within the City. Employer withholding payments have made up over 65% of the income tax revenue collected over the past 4 years.

Income Tax Rates

The chart below shows how Delaware compares to other neighboring communities in their income tax rate.

City of Columbus	2.50%
City of Worthington	2.50%
City of Gahanna	2.50%
City of Dublin	2.00%
City of Westerville	2.00%
City of Delaware	**1.85%**
City of Newark	1.75%
City of Marysville	1.50%
City of Pataskala	1.00%

Source of Income Tax Revenue (Last Four Years)

	WITHHOLDING	%	RESIDENTIAL	%	BUSINESS	%	TOTAL
'24	$30,990,280	74.84%	$7,366,424	17.79%	$3,053,940	7.37%	$41,410,644
'23	$28,152,280	68.26%	$9,147,498	22.18%	$3,945,463	9.57%	$41,244,241
'22	$25,541,000	71.55%	$6,788,000	19.02%	$3,369,000	9.44%	$35,698,000
'21	$22,160,000	66.38%	$8,001,000	23.97%	$3,222,000	9.65%	$33,383,000

Years prior to 2023 are rounded to the nearest thousand

GLOSSARY OF TERMS

Capital Expenditures
Money the City spends to buy or improve long-lasting things like buildings, vehicles, land, or equipment. This includes major repairs or upgrades that extend the life of an asset.

Expenditure
The actual money the City spends. Spending is grouped into categories like employee pay and benefits, supplies, services, equipment, debt payments, and other transfers of funds.

Expense
Same as expenditures, but this term is used when talking about services that operate more like a business, such as utilities or internal service departments.

Fund
A way the City keeps track of money set aside for specific purposes. Each fund has its own budget and records for income and spending.

General Fund
The City's main checking account. It pays for most day-to-day services like police, fire, parks, and administration. It's mainly supported by taxes and fees.

GAAP (Generally Accepted Accounting Principles)
The standard rules used by accountants to make sure financial reports are clear, consistent, and accurate. These rules apply to both businesses and government agencies.

Government-Wide Financial Statements
A big-picture view of the City's finances, combining all departments and services. These statements show the value of what the City owns and owes, as well as its overall income and expenses.

Modified Accrual
The method the City uses to track money for most of its funds. It records income when it's expected soon and expenses when the bill comes due—except for long-term interest, which is recorded when it's paid.

Operational Expenditures
Everyday costs to keep departments running—such as employee salaries, supplies, and services—not including big purchases like vehicles or buildings.

Special Revenue Fund
A fund used when money must be spent for a specific purpose, like road repairs or park improvements, often because of legal or grant requirements.

Taxes
Money the City collects from residents and businesses to pay for public services that benefit the whole community. This does not include fees for services that benefit a specific person or property, like special assessments.

WHERE DOES THE MONEY COME FROM?

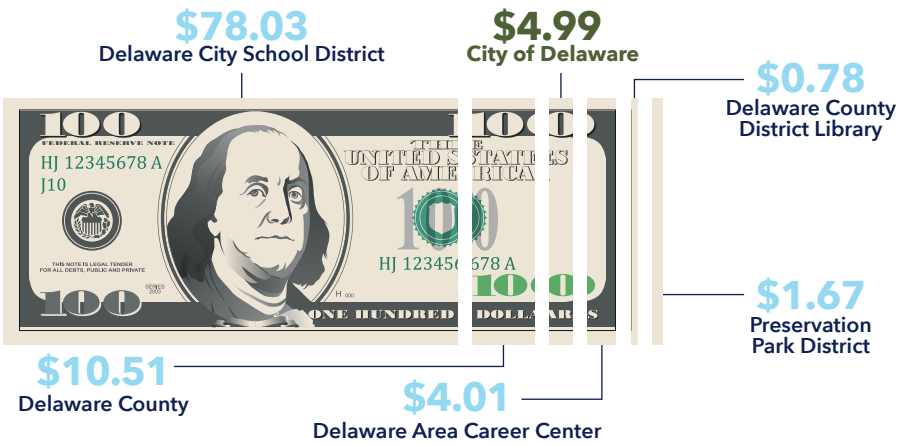
Property Tax – Where It Goes

Only a small portion of your property tax supports City operations. The City receives between $4.99 and $7.36 of every $100 of property tax paid. The Delaware City School District, Delaware Area Career Center, Delaware County, Delaware County District Library, and the Preservation Parks District received a portion of the property tax revenue.

Understanding Property Tax

Property tax is based on the amount charged per $1,000 worth of taxable property value, also known as 'millage.' The County Auditor's office handles the administration of property taxes in the state of Ohio, by collecting and distributing the taxes paid to the appropriate jurisdiction.

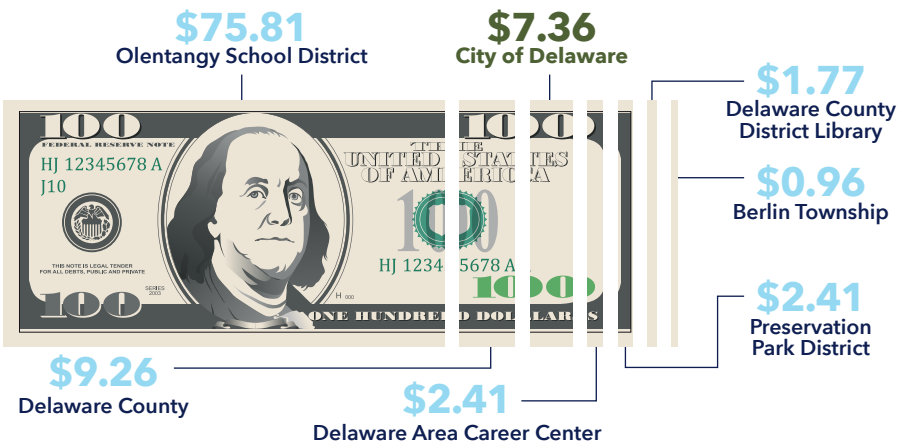
How $100 of Property Tax is Allocated in Delaware City School District



The Annual Tax Impact of a $200,000 Home in Delaware

Delaware City School District	$2,584.03
Delaware County	$348.01
Delaware Area Career Center	$132.85
City of Delaware	$165.39
Delaware County District Library	$25.87
Preservation Park District	$55.30
TOTAL	**$3,311.44**

How $100 of Property Tax is Allocated in Olentangy School District



The Annual Tax Impact of a $200,000 Home in Olentangy

Olentangy Local School District	$4,255.44
Delaware County	$520.00
Delaware Area Career Center	$54.07
City of Delaware	$135.55
Berlin Township	$413.41
Delaware County District Library	$135.55
Preservation Park District	$99.24
TOTAL	**$5,613.27**

WHAT ARE THE CITY'S FUNDS USED FOR?

Government Wide Financial Statement Expenses

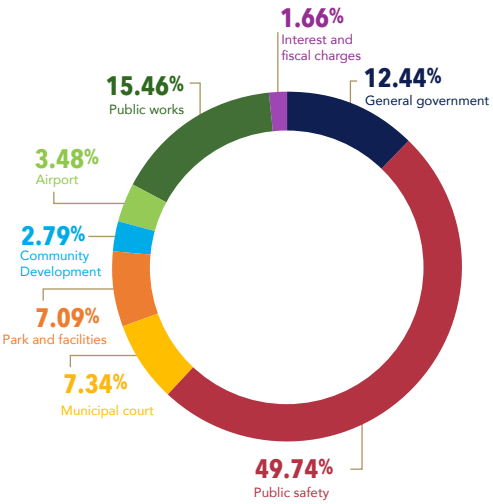
The majority of City of Delaware public funding – approximately 50 percent - goes toward public safety expenses related to the City's Police and Fire Department.

Fire Department responses total more than 7,300 annually, and all personnel work and train daily to protect our community from four strategically based fire stations. Personnel totaled over 16,000 hours of training in multiple disciplines including fire suppression, officer development, emergency medical services, hazardous materials, and technical rescue. A fifth fire station is planned to open in 2026. The department is staffed with 57 firefighters, 12 lieutenants, six captains, two assistant chiefs and one fire chief. The department has earned international accredited agency status through a self-assessment and accreditation program. Delaware is one of only 326 departments worldwide to be accredited.

The Police Department provides complete law enforcement service to approximately 45,000 residents in a diverse jurisdiction covering 20 square miles. With a "safe city" focus, the police department operates with a community policing philosophy and works collaboratively with community stakeholders to eliminate underlying causes of crime. The department is staffed with four administrative officers, eight first-line supervisors, forty-eight police officers, ten professional staff members, and two part-time parking control officers.

The General Government category includes a broad range of expenses related to the operation of the City. These expenses include for the Municipal Court, City Manager's Office, Administrative Services, Airport, Finance, Planning and Community Development and Building and Facility Maintenance.

Total Expenses 2024



Total Expenses By Department/Function

	'24	'23	'22
General government	$8,150,971	$9,146,725	$7,106,499
Public safety	$32,593,449	$31,327,823	$25,661,597
Municipal court	$4,810,670	$4,662,288	$3,528,919
Park and facilities	$4,646,737	$5,219,256	$3,565,204
Community development	$1,827,777	$1,020,490	$1,035,432
Airport	$2,281,537	$2,889,863	$1,426,031
Public works	$10,128,948	$7,863,823	$6,372,973
Interest and fiscal charges	$1,088,900	$1,189,748	$862,065
TOTAL	**$65,528,989**	**$63,320,016**	**$49,558,720**
Change from Prior Year	(3.49%)	(27.77%)	(20.2%)





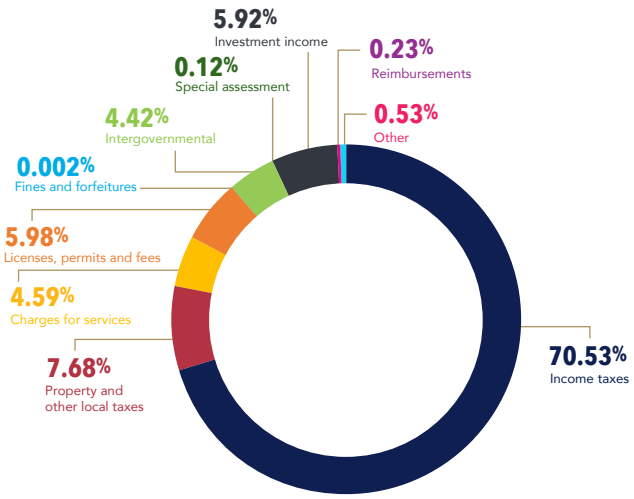
GENERAL FUND ANALYSIS

The General Fund is the City's primary operating fund. It accounts for the majority of the financial activity of the City, including all departments within the cost centers listed in the expense chart below. The Annual Comprehensive Financial Report reports the General Fund using a modified accrual basis of accounting. However, in order to break the numbers down to a more usable format, we have presented this information on a cash basis, which represents actual cash coming in and going out during 2024.

General Fund Revenue By Source – 3 Year Comparison

About 70% of the City's General Fund revenue is derived from income tax (70.53%) A total of 5.98% of City Revenue resulted from a variety of licenses, permits, and fees including building permits, engineering fees, and cable franchise fees. Intergovernmental revenue was primarily from homestead and rollback reimbursements from the State of Ohio and local government fund distributions.

General Fund Revenues 2024

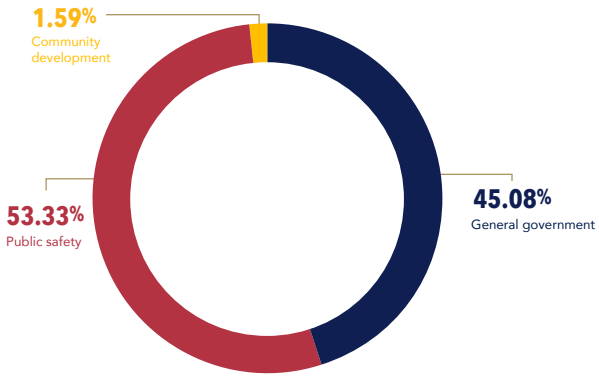


	'24	'23	'22
Income taxes	$24,329,569	$22,289,388	$20,410,136
Property and other local taxes	$2,649,412	$1,958,581	$1,891,842
Charges for services	$1,583,472	$1,917,887	$1,958,029
Licenses, permits and fees	$2,062,477	$2,155,613	$1,882,472
Fines and forfeitures	$720	$80,306	$67,184
Intergovernmental	$1,524,735	$1,371,698	$1,319,818
Special assessments	$40,911	$19,796	$45,332
Investment income	$2,041,447	$3,047,506	$255,451
Reimbursements	$78,625	$157,908	$212,487
Other	$182,837	$152,054	$61,819
TOTAL	**$34,494,205**	**$33,150,737**	**$28,104,570**
Change from Prior Year	4.05%	17.96%	16.02%

General Fund Expenditure By Function – 3 Year Comparison

The General fund is the main operating fund of the City and pays a significant amount of the personnel costs of City employees, as well as the day-to-day operating expenditures. Public safety is the largest category of expenditures, which includes the City's Police Department. The City accounts for Fire/EMS expenditures in a separate special revenue fund, because there is a voted income tax to support these costs. The General Government is the other significant expenditure category. These expenses include: City Council, the City Manager's Office, Administrative Services, Finance, Planning and Community Development and Municipal Building and Facility Maintenance.

General Fund Expenditure 2024



	'24	'23	'22
General government	$9,728,011	$9,221,834	$8,612,515
Public safety	$11,506,957	$11,244,531	$11,280,999
Community development	$342,986	$559,267	$530,555
TOTAL	**$21,577,954**	**$21,025,632**	**$20,424,069**
Change from Prior Year	2.63%	2.95%	17.87%

Budgetary Basis

A LOOK AT THE CITY'S DEBT

The City's main outstanding debt is made up of Bonds, Loans, and Bond-Anticipation Notes. There have been no new bonds or loans since 2021. The current notes were originally issued in 2022, being added to, paid down, and combined over the past 2 years.

These notes funded the City's portion of the "Point Project" currently underway, Fire Station 305 land and building purchase, and the Sawmill Parkway extension further into the City.

For 2025, some of the principal will be paid down, along with a new issue of $15.5m to fund the renovation/expansion of the building purchased for Fire Station 305.

	PRINCIPAL OUTSTANDING 12/31/24
General Obligation (GO) & Income Tax (IT) Bonds	$27,955,000
Ohio Water Development Authority Loans	$27,169,795
Past Service Pension Obligation	$0
Total Bonds, Loans, & Pensions Outstanding	$55,124,795

SUSTAINABLE GROWTH THAT IS FAIR AND BENEFICIAL TO ALL RESIDENTS

Central Ohio is a hub for economic development and population expansion. The State of Ohio's population projections for 2050 affirm that Delaware County is set to experience the most significant growth in the state. While growth brings vitality and opportunity, it also demands careful planning.

HOW THE CITY VIEWS GROWTH

Delaware's history is one of consistent, planned growth. Leaders recognize that while residents cherish the character and community feel of Delaware, the city's evolving landscape requires balancing preservation with progress. The focus is on maintaining quality of life while accommodating new residents, businesses, and infrastructure.

PROACTIVE PLANNING

The City has developed comprehensive plans to guide land use, transportation, and infrastructure development. These plans anticipate the needs of future residents while safeguarding the character of existing neighborhoods. Through zoning and land use policies, the City works to preserve natural areas and green spaces, ensuring they remain a core part of the community identity even as development occurs.

REQUIRING DEVELOPMENT TO PAY ITS WAY

The City requires new developments to fund their infrastructure — roads, utilities, and stormwater systems. Developers also pay impact fees to offset the cost of increased demand for public services such as police, fire, and parks. This ensures growth is not subsidized by existing residents.

THE REALITY OF GROWTH

While some may wish to "freeze" Delaware as it is, the City must operate within legal and economic realities. Delaware's leaders focus on making sure growth happens in a way that is sustainable, fair, and beneficial to all residents.





QUICK FACTS

Census Bureau 2023

46,521
Population estimates

1,898
Veterans

62%
Owner occupied housing units

96.6%
Households with a computer

95.1%
High school graduate or higher

45.6%
Bachelor's degree or higher

$92,928
Median household income

$42,305
Per capita income

TOP 2024 EMPLOYERS

Ranked by Percent of Total Withholding Taxes Paid

Delaware County	$1,317,067
Kroger Co	$1,028,956
Delaware City Schools	$849,731
OhioHealth Corp	$752,997
Vertiv Corporation	$700,527
JP Morgan Chase Bank National	$626,661
Honda of America Mfg Inc	$620,424
State of Ohio DAS	$617,177
OhioHealth Physician Group	$606,758
PPG Industries Ohio Inc	$564,223

THERE IS ALWAYS SO MUCH TO DO IN DELAWARE.

First Fridays

First Friday celebrations are held downtown on the first Friday of every month. Each month offers a different themed event, free activities and businesses stay open late. More information is at mainstreetdelaware.com.

The Little Brown Jug

The September horse race is the premier event for 3-year-old pacing horses and provides a fascinating chapter in the more-than-a-century-old history of harness racing. This race is an exciting finish to the week-long Delaware County Fair. delawarecountyfair.com.

Downtown Farmers Markets

The Farmers Markets offer an enticing array of seasonal fresh produce, baked goods, flowers and plants and craft items on Saturday mornings from May to October. mainstreetdelaware.com.

Delaware Arts Festival

More than 170 exhibitor booths burst with the creativity of local and regional artists and craftspeople over two days each May. Food trucks and musical entertainment round out the 50-year-old arts and crafts showcase. delawareartsfestival.thecloudbizapp.com

Annual Performance Charity Car Show

The event features some of the best collector vehicles in the region. Happening each October, more than 500 vintage to late model vehicles fill downtown, providing a fun day for the community and car enthusiasts alike. performancecharitycarshow.com

Delaware County Beer & Wine Festival

This annual festival is held at Boardman Arts Park in downtown Delaware. The festival includes live music, art vendors, a silent auction and lots of beer and wine. boardmanartspark.org







CITY OF DELAWARE
1 South Sandusky St. | Delaware, OH 43015



COMMUNITY PROFILE

The City of Delaware, with a population of approximately 46,000 is a full-service municipality that serves as the county seat for Delaware County, Ohio. The City is located 24 miles north along US Route 23 from Ohio's capital city, Columbus Ohio. The City encompasses about 20 square miles and was founded in 1808 by Moses Byxbe on the west bank of the Olentangy River. The village was named after the Delaware Native American tribe who shared the territory between Columbus and Lake Erie with other tribes.

Delaware was incorporated in 1816, and adopted a city charter in 1951 establishing a Council/Manager form of government whereby the City Manager is the chief executive and administrative officer of the City and is charged with the responsibility for the administration of all municipal affairs as empowered by the charter. The City is an independent political subdivision of the State of Ohio and operates subject to the provisions of the Ohio Constitution, various sections of the Ohio Revised Code, and the City's charter.