

City of
Delaware

2016

Programmatic
Budget

CITY OF DELAWARE
2016 BUDGET

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November 13, 2015

Dear Mayor and City Council Members:

Pursuant to Section 76 of the City's charter, I respectfully submit the proposed 2016 operating budget for your consideration. Review and adoption of the annual budget is one of City Council's most important responsibilities as a legislative body. With this in mind, the budget's first reading and first public hearing will be Monday, November 23. A second reading and second public hearing is scheduled for December 14 with adoption scheduled for December 21. Additional sessions on December, 1, 3, 10 and 16 will give Council and staff an opportunity to review the budget in greater detail.

This is the second year that the budget is presented as an outcome-based, service-level document. The primary objective of this approach is to focus decision makers on outcomes and levels of service, as opposed to line-item expenditures. It is still a work in progress, though, and Council will see that as it reviews the budget in detail.

INTRODUCTION

It pleases me to report that, along with being able present to Council a balanced budget, revenue growth in 2016 is projected to be enough to support modest increases in certain areas. This allows us to enhance some of the basic services our residents have come to expect, as well as assist in establishing priorities for projects and funding based on findings from our 2015 Community Attitudes Survey. Residents, responding to a variety of survey topics, told us what they like most about living in Delaware and what we should consider to be top priorities. Overall, impressions of Delaware among residents are positive. Indeed, nine out of 10 consider the city better than average or exceptional as a place to live and residents think City officials are doing a good job. Most also agree that the City enjoys a positive trajectory. To keep it on that path, my 2016 budget proposes to:

- Add one full time police officer to better address an increasing workload while continuing to implement problem-solving initiatives.
- Improve neighborhood quality of life by increasing funding to demolish blighted properties.
- Ensure that one of our greatest assets, our recently updated parks and parkland system, meets and exceeds residential recreation expectations by hiring a Parks and Natural Resources Director.
- Target marketing dollars for economic development to promote Delaware as a location for business, life and success.
- Improve our ability to source, recruit and onboard personnel while expanding contributions to overall organizational development through the addition of a part-time Human Resource Coordinator.

While the budget is balanced, getting there was not easy. General fund budget requests exceeded revenues by \$1.3 million, which presented a challenge, as all of the requests had merit and would have improved an existing level of service or program. Unfortunately, the City's general fund income growth only allowed for a modest expansion of service in certain key areas, and this resulted in not being able to fund all the requests.

As the below chart shows, the 2016 budget includes revenue estimates of \$19,478,000 and expenditures of \$19,456,219. Expenditures are projected to increase \$1,068,978, or 5.8 percent, over

2015 budgeted operations and the fund balance is estimated to be \$3,319,254, or 17.06 percent of expenditures. This meets Council’s fund balance target of 17 percent.

Summary	2012 Actual	2013 Actual	2014 Actual	2015 Estimated	2016 Proposed
Total Revenue	\$16,881,464	\$17,466,466	\$19,222,656	\$18,500,947	\$19,478,000
Total Expenditures	\$16,093,938	\$17,071,228	\$20,953,906	\$18,298,064	\$19,457,119
Year End Fund Balance	\$4,630,602	\$5,025,840	\$3,294,590	\$3,297,473	\$3,318,354
% Reserve of Total Exp.	28.7%	29.4%	15.72%	18.02	17.05%

In the following narrative, I briefly summarize key initiatives proposed for 2016, and some of the economic factors that went into developing this budget.

REVENUE

The overall general fund revenue increase in 2016 is projected at 5.9 percent over the 2015 budget. The principal driver in this increase is the city’s income tax, which is projected to increase 5.6 percent over projected 2015 receipts

Other notable increases, which can be found on the General Fund summary, are property taxes, which are projected to increase 5.3 percent over the 2015 estimate, due largely to the strong residential real estate market. The local government fund is expected to increase 4.5 percent in 2016. While the City’s revenue for this fund was cut in half in 2009, the formula was not changed; therefore the City’s new base amount will continue to increase. Finally, revenue from the City’s court diversion program, coupled with an increase in the City’s traffic and parking fines, is proposed to increase 11 percent in 2016, to \$150,000.

ECONOMIC DEVELOPMENT

Economic development drives our quality of life. Of the potential community initiatives tested in our survey, economic development dominated. Eight of 10 respondents said our top initiatives should be attracting new businesses and helping existing businesses grow, or making downtown Delaware more vibrant. To accomplish that in 2016, the Economic Development Department will focus on four areas – marketing, site and building preparedness, entrepreneurship, and business retention and expansion. The new, stand-alone economic development website (www.delawaremeansbusiness.com) is already generating twice the traffic in one month than we saw for an entire year via the old City web configuration. Another component is Web marketing. The department started its first Google Adwords Campaign in October 2015 and already has seen 370,946 impressions in the U.S. and Canada that resulted in 1,520 clicks to the department website. The budget will allow the department to continue to adjust and explore Web marketing campaigns utilizing a small marketing budget in 2016.

The most impactful project – Sawmill Parkway – will be completed in 2016, allowing the City to develop nearly 1,600 acres. Creative funding models are being explored to continue needed infrastructure and make this acreage pad-ready. One of our 2015 success stories is Innovation Park, a great example of a successful public-private partnership that allowed the city and the developer to invest in making 46

acres pad ready. This permitted one of Delaware's fastest-growing technology and manufacturing companies to stay and grow, while providing 20 additional acres of pad ready land for additional employers.

Progress on the Economic Development and Entrepreneur Center will continue in 2016. This co-working space would provide services, resources, education and training to entrepreneurs of all types. It also would house our economic development staff and potentially other partnering organizations. This grow-your-own trend in economic development complements traditional strategies.

The City in 2015 added more than 112 new jobs and retained nearly 100, with a combined \$8,680,000 payroll. New jobs continue to slant toward higher paying (\$77,500 per-year average) management, engineering, business services, and more technical production jobs.

Downtown Delaware is healthy, with a first-floor occupancy rate of more than 94 percent and second- and third-floor renovations taking place in many buildings. This year was a busy year for downtown property sales, indicating another round of new investment in the historic downtown.

COMMUNITY DEVELOPMENT

The City has had a robust year of residential permitting, particularly single-family units. Additionally, for the first time since 2008, the City annexed ground for a planned subdivision; Glenross North will be 100 acres and include about 200 single-family homes.

New residential permits currently stand at 152, including 144 single-family detached units. Based on permits currently under review we would anticipate finishing the year with about 170 total residential permits being issued. This is lower than the last several years due to the fact that non-single family units were permitted in 2014 and constructed during 2015 with only a few new such units being permitted this year.

Single-family detached units are on track to finish the year as the second-highest total since 2005. This has included re-starting the long dormant Old Colony subdivision on the east side and the start of the Belmont Place subdivision in the southeast. Both developments have seen very strong starts in terms of price points as well as initial unit sales.

As mentioned earlier, we will step up our efforts in addressing blighted properties in 2016. These properties negatively impact homeowners and neighborhoods by reducing property values and draining local government resources. My budget includes \$20,000 in additional funding for blighted property demolition. This effort will be enhanced through the use of the City's revolving loan fund program.

Through October, total new commercial permits stand at 176. This is down slightly from past record years, but we still are on track to finish the year with more than 200 – the fourth consecutive year exceeding the 200-permit mark. Commercial development seems overdue for a downturn; however, our local market remains underserved, in particular on the west and south side. Additionally, pre-development inquiries suggest that 2016 may see plan initiation in some of these commercial areas. The Downtown Façade Grant program continues to be a win-win for all involved. Buildings are being significantly improved, leaving an improved building stock in our historic downtown. Since 2012, the program has provided 16 completed grants with six now in progress. By providing about \$300,000 in grants, we have leveraged total investment in our downtown of about \$674,000.

Not included in the 2016 budget is a Comprehensive Plan appropriation but I can report that work has begun. Staff is updating zoning and housing maps and soon will focus on transportation and sewer plans. The projected timeline is that 2016 and 2017 will be used for these tasks, and to audit the current comp plan's goals and objectives vs. what has been completed, as well as for community engagement. Writing the actual document would begin in 2018, with adoption projected for 2020. More than likely, a consultant will be necessary to assist this effort, and this will need to be reflected in a future budget, probably in 2017.

PARKS AND NATURAL RESOURCES

I am recommending the hiring of a Parks and Natural Resources Director, and this budget reflects that. This position was identified as a priority in the 2012 Novak Report and would focus on Delaware's growing public resources, including 370 acres of parkland, 24 parks and playground facilities, 20 miles of bike trails, an urban forest of more than 17,000 trees, a 72-acre cemetery and a 50-acre, 9-hole golf course. The need for the position has become increasingly more important as the city completes its multi-million dollar park-levy improvement projects. This position also would be responsible for park programming, sustainability, establishing partnerships with other parks agencies, seeking grants and updating our parks master plan. These responsibilities were previously handled by the Parks and Recreation Director, a position eliminated in 2012 when we contracted with the YMCA for recreation services. (The position of Parks and Recreation Director was last filled by Darren Hurley, who resigned in 2010.) Our YMCA partnership has worked well in the area of recreation services – as it was intended. However, what is obvious now – but not so obvious then – is that the loss of the position would result in the City losing staff capacity for the myriad park responsibilities identified above. While the City has done a good job of maintaining its park assets, we lack the strategic leadership and direction needed at the higher management level. As the Novak Report said, "Parks and parkland are valued assets ... and with the City's anticipated growth, focused attention on park planning and strategic management is required. The City would be well served to (have a) Parks Director position to take this on."

WATER RATES

Increasing water rates will be necessary to help offset the additional cost of operating the new water plant. Producing higher-quality water, per Ohio EPA standards, has increased treatment cost, mainly electrical. Prior to the new plant going online, the monthly electrical demand was approximately 184,000 Kh, for a monthly cost to the City of \$14,565; the new plant's monthly demand of 342,000 Kh costs us \$36,515 per month. Consequently, this has caused expenditures to exceed revenues. Without a rate increase or expenditure reduction, or a combination of the two, the budget gap would be approximately \$659,000 in 2016. The water fund's healthy reserve will allow us to mitigate the effect of this imbalance, but not for long. Therefore, Council will need to consider a rate increase beginning in 2016. The amount of the increase and over what period time will need to be discussed during the budget process.

TRANSPORTATION

The Community Attitudes survey confirmed that managing local traffic is a major concern for residents: Half are dissatisfied with the amount of traffic congestion, and one in four is dissatisfied with the condition of Delaware's streets and roads. The ripple effect of this transportation issue impacts nearly every facet of our quality of life; most importantly, economic and community development.

More funding is required to improve our ability to address routine maintenance, including pavement condition and resurfacing, traffic signal and street light maintenance, and signage, striping and guardrail repairs.

In addition, rising traffic volumes associated with the continued strong growth of the Central Ohio Region have resulted in notable increases in traffic delay and congestion along many principal routes through Delaware. Improvements to the highway network have been identified and continue to be evaluated in order to identify those that, if constructed, would provide immediate value in reducing congestion and delay.

Project initiatives can be divided into two groups: 1) Network improvements including signal system upgrades, intersection modifications and roadway widenings, and 2) Network expansion projects including construction of new road links like Valleyside Drive, Glenn Road, Merrick Parkway and Vernon Avenue. Some projects are well defined and could be constructed in coordination with, or entirely by development activity. Other projects, such as the Point, require significant funding assistance available through the Federal Highway Program, and this will be pursued beginning in 2016.

In all cases, City investment is required to advance these project initiatives and likely only possible through an increase in available revenue dedicated toward highway improvements. That being the case, I propose in 2016 that we explore more fully a .15-percent income tax increase to fund citywide street and road improvements.

DOWNTOWN PARKING

Downtown parking was also identified as a concern in Community Survey. This budget includes funding for a parking assessment study. The study will provide an analysis of the downtown parking supply and demand, market analysis, pricing and rate studies, ADA compliance, stall layout and striping and parking policies evaluation. It will be vital to the success of the assessment that we include the stakeholders, specifically the downtown merchants and property owners.

SUMMARY

As presented, this budget provides the highest level of service to the community within existing financial resources, and in a few areas, enhances current service levels. We continue a conservative budgeting approach to help ensure long-term financial sustainability, a cornerstone of Delaware's financial management objective. Budget development requires a great amount of staff time and effort, and has to be completed within a defined timeline. I sincerely appreciate the contribution made by all department directors. Special thanks are extended to Finance Director Dean Stelzer, Accountant Rob Alger and Executive Assistant Michele Kohler. Finally, I thank the City Council for its continued support in making Delaware a financially stable and well-balanced community.

Yours Sincerely,



R. Thomas Homan
City Manager

SUMMARY OF PERSONNEL

	2012		2013		2014		2015		2016	
	FT	PT								
City Council	0	8	0	8	0	8	0	8	0	8
City Manager	4	0	4	0	5	0	5	0	4	0
Administrative Services	3	0	3	0	2	0	2	0	2	1
Economic Development	1	0	1	0	1	0	2	0	2	0
Legal Affairs/Prosecutor	6	0	6	0	6	0	7	1	7	1
Finance	12	3	12	3	12	2	12	3	12	3
Police	59	3	59	3	59	3	59	3	60	3
Planning	8	0	9	0	9	0	9	1	9	1
Engineering	8	0	8	0	7	0	7	0	7	0
Buildings/Grounds	1	1	1	1	1	1	1	1	1	1
Public Works Administration	6	0	6	0	6	0	6	0	6	0
Public Works Streets	8	0	8	0	8	0	8	0	8	0
Public Works Traffic	4	0	4	0	4	0	4	0	4	0
Cemetery	0	0	2	1	2	1	2	1	2	1
Parks and Natural Resources	6	0	7	0	7	0	7	1	8	1
Storm Sewer	2	0	2	0	3	0	3	0	3	0
Fire EMS	56	1.5	61	1.5	61	1.5	61	17.1	61	19.23
Airport	2	1	2	1	2	1	2	1	2	1
Golf Course	1	1	1	1	1	1	1	0	1	0
Water Administration	2.5	0	3	0	3	0	3	0	3	0
Water Treatment Plant	7	0	7	0	7	0	8	0	8	0
Water Distribution	8	0	7	0	7	0	7	0	7	0
Wastewater Administration	1.5	0	2	0	2	0	2	0	2	0
Wastewater Treatment	10	0	10	0	9	0	9	0	9	0
Wastewater Collection	4	0	4	0	4	0	4	0	4	0
Refuse	8	0	8	0	8	0	8	0	8	0
Recycling	5	0	5	0	6	0	6	0	6	0
Garage	4	0	4	0	4	0	4	0	4	0
Information Technology	4	1	5	0	5	0	5	0	5	0
Municipal Court	33	3.1	33	3.1	30	4	29	5.7	29	6.3
Total	274	22.6	284	22.6	281	22.5	283	42.8	284	46.53

** Does not include seasonal employees

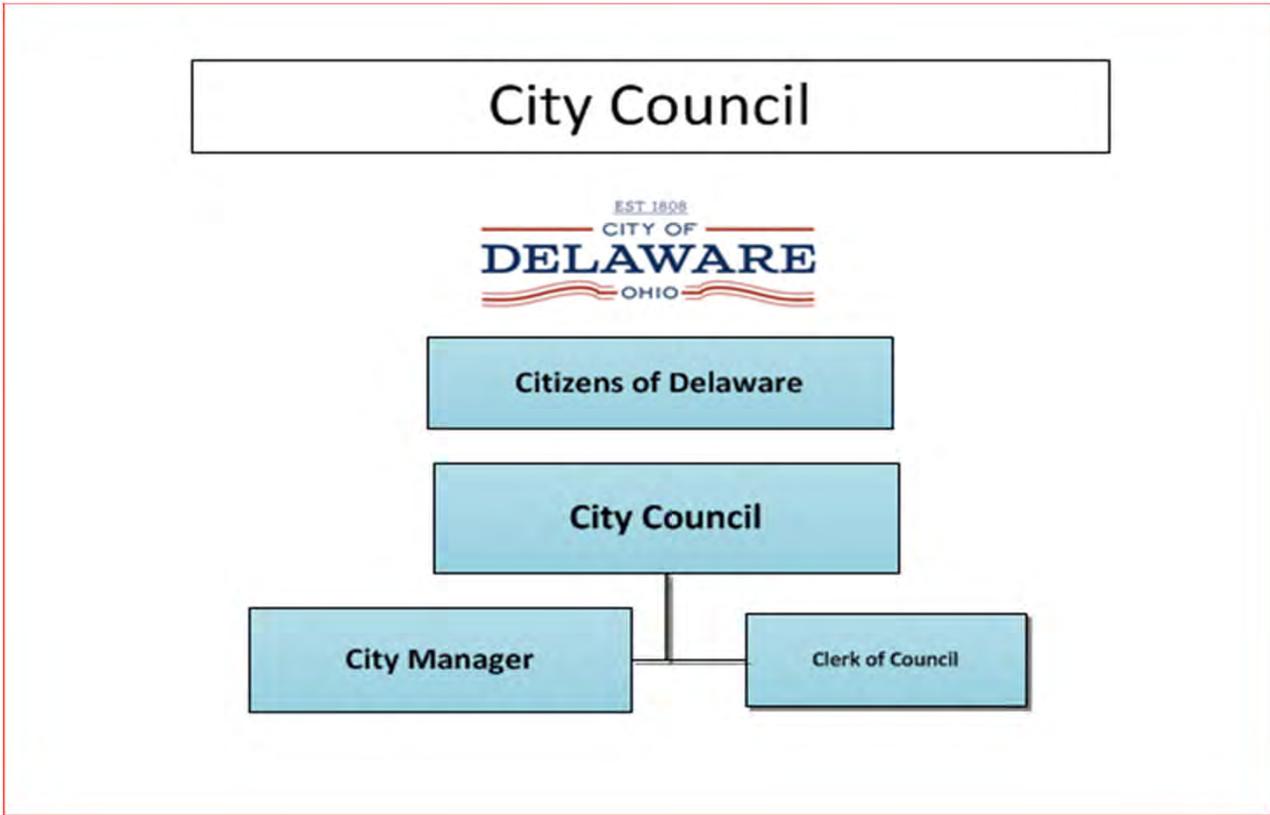
Increase
 Decrease

**2016 BUDGET
GENERAL FUND SUMMARY**

	2013 Actual	2014 Actual	2015 Budget	2015 Projection	2016 Budget	% Δ Prior Budget	% Δ Prior Actual
REVENUES							
PROPERTY TAX	1,346,245	1,350,067	1,360,000	1,401,021	1,475,000	8.5%	5.3%
CITY INCOME TAX - 1%	11,158,354	11,671,156	12,126,900	12,353,608	13,050,000	7.6%	5.6%
HOTEL/MOTEL TAX	65,467	0	0	0	0	0.0%	0.0%
Membership and Dues	378,815	82,783	0	4,962	0	0.0%	0.0%
LOCAL GOVERNMENT FUND	597,067	615,800	635,739	665,000	695,000	9.3%	4.5%
GRANT REIMBURSEMENTS	90,496	62,878	75,000	71,000	75,000	0.0%	5.6%
FINES & FORFEITURES	76,802	91,930	110,000	135,000	150,000	36.4%	11.1%
ENGINEERING FEES	364,942	582,179	500,000	487,500	500,000	0.0%	2.6%
PROSECUTOR CONTRACTS	190,175	227,950	240,000	227,500	232,000	-3.3%	2.0%
PARKING METERS	29,064	30,173	32,000	33,250	34,000	6.3%	2.3%
LIQUOR PERMITS	42,999	40,434	44,000	41,000	42,000	-4.5%	2.4%
LICENSE AND PERMITS	460,914	534,237	580,000	532,000	540,000	-6.9%	1.5%
CABLE FRANCHISE FEE	381,786	357,185	370,000	347,000	350,000	-5.4%	0.9%
INVESTMENT INCOME	77,348	156,334	150,000	74,500	150,000	0.0%	101.3%
MISCELLANEOUS	262,095	114,040	150,000	105,850	150,000	0.0%	41.7%
REIMBURSEMENTS	180,186	50,122	125,000	130,000	125,000	0.0%	-3.8%
TRANSFER PROJECT ENGINEERING	44,832	34,870	25,000	25,000	25,000	0.0%	0.0%
TRANSFER GRANT ADMIN	10,367	36,918	40,000	36,000	40,000	0.0%	11.1%
TRANSFERS	1,708,512	3,183,600	1,830,756	1,830,756	1,845,000	0.8%	0.8%
TOTAL REVENUE	17,466,466	19,222,656	18,394,395	18,500,947	19,478,000	5.9%	5.3%
EXPENDITURES							
CITY COUNCIL	67,347	84,143	99,570	103,420	98,471	-1.1%	-4.8%
CITY MANAGER	610,949	704,915	742,374	737,774	707,860	-4.6%	-4.1%
ADMINISTRATIVE SERVICES	347,658	208,135	230,666	226,566	274,887	19.2%	21.3%
ECONOMIC DEVELOPMENT	192,597	246,785	311,709	284,638	332,981	6.8%	17.0%
LEGAL AFFAIRS/PROSECUTOR	594,494	598,832	671,040	660,533	767,457	14.4%	16.2%
FINANCE	1,215,986	1,265,913	1,347,367	1,311,495	1,434,113	6.4%	9.3%
INCOME TAX REFUNDS	313,565	322,565	300,000	350,000	350,000	16.7%	0.0%
GENERAL ADMINISTRATION	2,764,342	2,970,383	2,735,241	2,751,941	3,074,685	12.4%	11.7%
CIP TRANSFER	1,800,000	3,552,468	1,625,000	1,770,000	1,700,000	4.6%	-4.0%
RESERVE TRANSFERS	0	1,478,323	0	0	0	0.0%	0.0%
RISK MANAGEMENT	162,509	160,220	189,050	255,578	219,900	16.3%	-14.0%
POLICE	6,715,043	7,009,148	7,566,983	7,205,722	7,720,293	2.0%	7.1%
PLANNING	850,409	878,655	997,198	949,691	1,079,729	8.3%	13.7%
ENGINEERING	1,135,588	1,161,772	1,235,666	1,321,964	1,286,642	4.1%	-2.7%
BUILDING MAINTENANCE	300,741	311,649	335,377	368,742	410,101	22.3%	11.2%
TOTAL EXPENDITURES	17,071,228	20,953,906	18,387,241	18,298,064	19,457,119	5.8%	6.3%
FUND BALANCE - JANUARY 1ST	4,630,602	5,025,840	3,294,590	3,294,590	3,297,473		
GENERAL FUND REVENUES	17,466,466	19,222,656	18,394,395	18,500,947	19,478,000		
GENERAL FUND EXPENDITURES	17,071,228	20,953,906	18,387,241	18,298,064	19,457,119		
CARRYOVER ENCUMBRANCES(est.)				200,000			
FUND BALANCE - DECEMBER 31ST	5,025,840	3,294,590	3,301,744	3,297,473	3,318,354		
Fund Balance as % of Expenditures				18.02%	17.05%		

CITY COUNCIL
2016 BUDGET

Organizational Chart



Department Mission

The seven members of City Council are City's the 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.

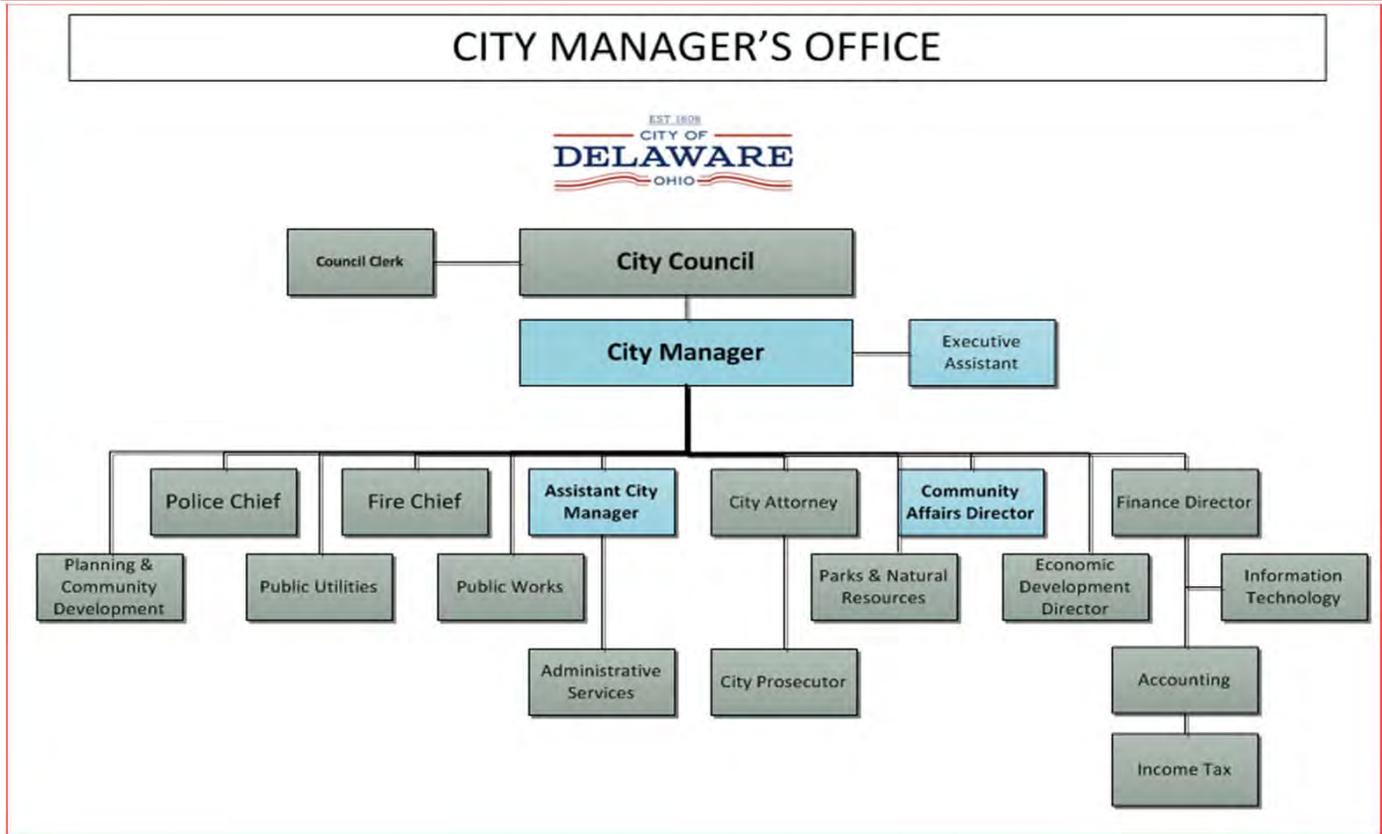
Authorized Personnel	2013	2014	2015	2016
Mayor	1	1	1	1
Vice Mayor	1	1	1	1
Council Person	5	5	5	5
Clerk of Council	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8	8

CITY COUNCIL
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 70,696	\$ 71,744	\$ 71,166	\$ 80,495
Charges & Services	12,997	26,776	24,674	16,926
Materials & Supplies	450	200	0	200
Capital Outlay	0	850	0	850
Total	\$ 84,143	\$ 99,570	\$ 95,840	\$ 98,471

CITY MANAGER
2016 BUDGET

Organizational Chart



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 polices 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 vertical construction 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.

2016 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.

CITY MANAGER
2016 BUDGET

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 given current staffing and funding.

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 given current staffing and funding.

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 make adjustments to 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 given current staffing and funding.

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: Exceeds expectations given current staffing and funding.

Construction Project Management – Co-manage all vertical construction projects for the City of Delaware from the point of development through completion.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Executive Assistant	1	1	1	1
Public Services Director	0	1	1	0
Community Affairs Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	5	5	4

Budget Summary

The City Manager's Staff will continue to provide the services that have been provided in the past while working diligently to maintain and improve service levels.

CITY MANAGER
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
None provided				

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 658,264	\$ 683,724	\$ 674,539	\$ 602,519
Charges & Services	45,163	57,550	44,272	78,985
Materials & Supplies	1,488	1,100	1,205	1,400
Capital Outlay	0	0	0	0
Total	\$ 704,915	\$ 742,374	\$ 720,016	\$ 682,904

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 543,819	\$ 555,321	\$ 539,935	\$ 506,171
Risk Management	10,472	12,546	12,136	12,090
Purchasing & Contract Admin	8,947	8,958	8,783	10,511
Construction Project Mgmt.	35,459	48,596	44,893	37,881
Community Affairs	106,218	116,953	114,269	116,251
Total	\$ 704,915	\$ 742,374	\$ 720,016	\$ 682,904

Organizational Chart



Department Mission

Provide a variety of services to City employees, their families and citizens. Although the department encompasses a vast range of services, the common mission is to enhance City operations while maintaining compliance to local, state, and federal laws. All members of the Department operate from a customer-oriented and service-based perspective, delivered with quality, excellence, 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 in an effort 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.

2016 Strategic Goals

- Goal #1 - Provide professional development training to City staff using internal and external resources.
- Goal #2 - Implement wellness program incorporating a third-party administrator, wellness portal, and incentives for healthy living.
- Goal #3 - Develop new strategies with outside partners to deliver a more efficient FMLA program.

ADMINISTRATIVE SERVICES
2016 BUDGET

Department Services/Activities/Divisions
Current Level of Service Grade

Administration - Provides overall management of operations and staffing, as well as provides employees and supervisors information and support to perform their operations.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Recruiting - On-boarding and compliance – Develops and refines job descriptions for all city positions, coordinates recruitment and exam plans, interviews top candidates, performs all background investigations and reference checks, coordinates all post offer testing and ceremonial and internal administrative processes as necessary. Maintains and is responsible for employee records maintenance to include reclassifications, contract changes, insurance status changes and personnel file maintenance. Develops and conducts employee orientation programs and professional development training. Monitors and researches changes in employment law and is responsible for the completion of a number of annual state and federal compliance reports. Reports to the Civil Service Commission on a regular basis to ensure compliance of local and state Civil Service laws.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Family Medical Leave and Workers Compensation Administration – Monitors all aspects of the various laws, union contract implications and impacts on employee and department operations while working closely medical providers for various diagnoses and prognoses.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Training and Development – Research, develop, coordinate and deliver monthly training sessions for management staff on topics relative to staff development.

Current Level of Service Grade: Below expectations given current staffing and funding.

Labor Relations and Negotiations – Provides contract interpretations relative to day-to-day operations; provides assistance to department administrators in matters of discipline, and tracking discipline to ensure consistency in application and provide recommendations for discipline disposition. Assists with performance improvement plans and provides administrative support in grievance hearings. Research and support for labor contract negotiations.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Director of DAS	1	0	0	0
Human Resource Manager	1	1	1	1
Administrative Service Specialist	1	1	1	1
Recruiting Specialist PPT	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.7</u>
Total	3	2	2	2.7

Budget Summary

The DAS staff will continue to provide the services that have been provided in the past while working diligently to maintain and improve service levels. The City of Delaware’s employees are our greatest asset. It falls on DAS staff to ensure that the City recruits, retains and develops the best staff possible. The addition of the Human Resources Coordinator will improve our ability to actively source, recruit, and onboard personnel while expanding contributions to overall organizational development.

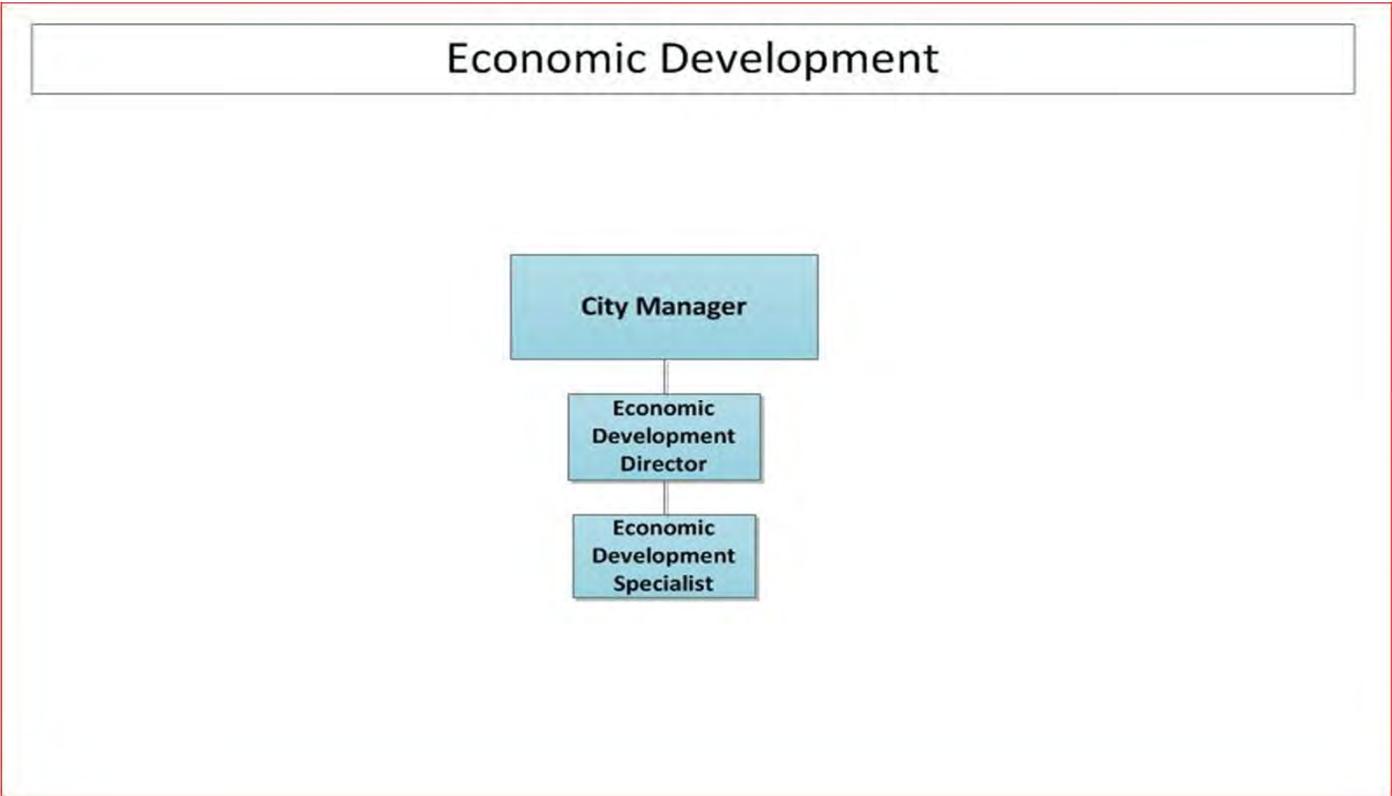
ADMINISTRATIVE SERVICES
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Positions Advertised	25	24	30	37
Hired [FT/PPT]	29	30	33	41
Hired [seasonal]	47	47	41	45
Separations	11	27	21	21
FMLA	35	27	26	28
BWC	85	70	81	83

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 165,230	\$ 176,468	\$ 172,316	\$ 211,263
Charges & Services	42,089	52,698	45,602	61,376
Materials & Supplies	816	1,500	1,341	1,500
Capital Outlay	0	0	0	0
Total	\$ 208,135	\$ 230,666	\$ 219,259	\$ 274,139

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Recruiting	\$ 149,370	\$ 161,466	\$ 156,259	\$ 194,402
FMLA/WC	35,293	43,828	38,447	49,128
Training	8,535	9,226	8,928	12,466
Labor Relations	14,937	16,146	15,625	18,143
Total	\$ 208,135	\$ 230,666	\$ 219,259	\$ 274,139

Organizational Chart



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.

2016 Strategic Goals

- Goal #1 -* Marketing - Over the next five years, increase leads for all target industries by 10% over the previous year. YEAR 1 Results: 126 to 187 (48.4%).
- Goal #2 -* Marketing - Over the next five years increase leads for all entrepreneurs/new business start-ups by 10% over the previous year. YEAR 1 Results: We increased small business development projects from 84 to 88 (4.8%). This number will grow once we have the Entrepreneur Center up and running and have more target-audience specific marketing for these programs.
- Goal #3 -* Infrastructure and Site Preparedness - Over the next five years work with various City departments and regional groups to develop cost effective infrastructure that will lead to high ROI business investment. YEAR 1 Results: Sawmill Parkway Extension, Innovation Court (with Water & Sewer), JEGs Blvd. planning, Water & Sewer Master Plan, Olentangy Watershed Drainage Study for lands south of airport
- Goal #4 -* Infrastructure and Site Preparedness -Over the next five years have a majority of greenfield sites ready for development. YEAR 1 Results: Sawmill Parkway is the starting point for accessing 1,600 acres of current greenfield. Innovation Court opened access to 20 acres of pad ready sites. The Olentangy Watershed Drainage study will allow us to work toward site preparedness for 750 acres.

ECONOMIC DEVELOPMENT

2016 BUDGET

- Goal #5* - Infrastructure and Site Preparedness - Over the next two years, address the lack of available buildings that cost us leads. YEAR 1 Results: The expansion of EMS in 2015 has allowed us to market two 13-17,000 sq. ft. buildings. We continue to build relationships with developers for potential spec buildings.
- Goal #6* - Infrastructure and Site Preparedness - In five years, address, correct and/or change perceptions of other identified infrastructure or site readiness weaknesses. YEAR 1 Results: Our marketing and communication efforts have allowed developers, real estate professionals and bankers to be aware of new site-specific assets. We have presented to or spoken with over 60 of these professionals in 2015.
- Goal #7* - Workforce Development and Cultivation 1 - Fulfill the needs of current employers for recruiting high-quality and trained employees. YEAR 1 Results: In 2015, we have utilized social media to help employers fill positions. We also have built relationships between employers and DACC, Tolles' RAMTEC facility and CSCC.
- Goal #8* - Workforce Development and Cultivation 2 - Be prepared for the needs of future employers for recruiting high-quality and trained employees. YEAR 1 Results: A downtown with a 94% occupancy rate including dining and retail combined with a diverse and available housing stock and other community amenities allows us to continue to grow our labor force.
- Goal #9* - Incentives and Processes 1 - Expedite process for negotiating and obtaining incentives. YEAR 1 Results: A draft of the City of Delaware Economic Incentive Policy was released in early 2015. We are already following some of its components.
- Goal #10* - Incentives and Processes 2 - Have easy-to-understand city development processes. YEAR 1 Results: The new ED website provides process information and links to forms. We also are working on designing development guides (along with guides to all of our programming).
- Goal #11* - Business Retention and Expansion 1 - Build a sense of partnership and loyalty between the City and current employers of all sizes that will lead to companies staying and expanding in our community. YEAR 1 Results: Our BRE program has increased company visits from 50 to 62 (24%). We also are working on hosting an industry day to highlight issues that impact businesses in our industrial park.
- Goal #12* - Business Retention and Expansion 2 - Allow existing businesses to promote the City of Delaware as a great place to do business. YEAR 1 Results: Todd Sill of Innopak introduced us to the owner of Capital Millworks who was possibly looking to relocate earlier this year. Many of our leads and projects have also come from relationship marketing and asset education with banks and real estate professionals in the region.
- Goal #13* - Economic Gardening, Downtown Delaware & Infill - Develop the perception of the City of Delaware as the top supportive community for entrepreneurs and small businesses in Central Ohio. YEAR 1 Results: 94% occupancy downtown from 88%; the Delaware Shopping Center will be full with the completion of Pat Catans; Glennwood Commons is at 90% occupancy in their existing buildings; Other shopping centers are averaging 75% occupancy (70% is profitable); the Entrepreneurship Center will allow us to continue to build businesses that fill in retail and office spaces across the community.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

ECONOMIC DEVELOPMENT
2016 BUDGET

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Economic Gardening, Downtown Delaware and Infill - 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

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

ECONOMIC DEVELOPMENT
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Economic Development Coordinator	1	1	1	1
Economic Development Specialist	0	0	1	1
Intern	<u>0.63</u>	<u>0.50</u>	<u>0</u>	<u>0</u>
Total	1.63	1.50	2	2

Budget Summary

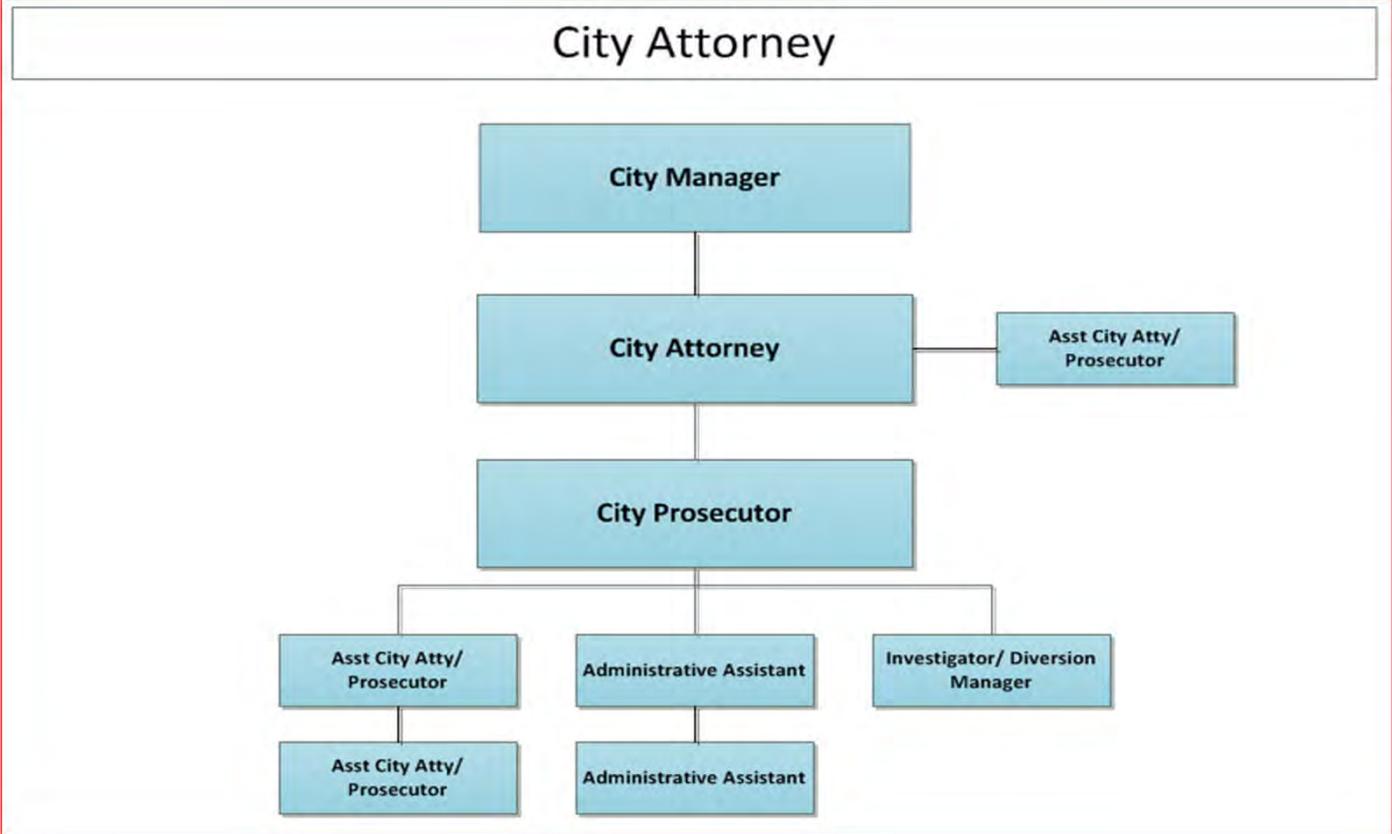
The proposed budget is flat with the exception of a \$1,738 increase in our annual MODE/Columbus2020 dues/service payment and a slight increase in "travel/training" due to an addition error last year which equaled \$1,240. The MODE/Columbus2020 dues/service payments increase was a planned increase on a multi-year schedule by those organizations. This is the amount we pay annually to be part of the regional economic development network and receive leads from the region and the state as well as project management assistance. The "capital outlay" was reduced to \$0 due to software subscriptions and computers being purchased last year for the new websites being added to the IT Rotary in 2016 (software subscriptions only).

Metrics	2013	2014	2015	2016 Est
None provided				

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 118,720	\$ 149,752	\$ 142,021	\$ 179,823
Charges & Services	25,751	41,757	29,116	45,691
Materials & Supplies	187	5,200	1,529	200
Capital Outlay	499	0	0	0
Income Tax Sharing	<u>101,628</u>	<u>115,000</u>	<u>94,530</u>	<u>110,000</u>
Total	\$ 246,785	\$ 311,709	\$ 267,196	\$ 335,714

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 5,615	\$ 28,843	\$ 27,076	\$ 30,316
Marketing	35,381	39,936	38,267	51,278
Infrastructure/Sites	20,847	22,533	20,652	21,134
Workforce Development	22,082	23,527	19,713	27,896
Retention & Expansion	30,616	41,884	37,549	47,548
Economic Gardening	30,616	39,986	35,202	47,543
Incentive Programs	<u>101,628</u>	<u>115,000</u>	<u>88,737</u>	<u>110,000</u>
Total	\$ 246,785	\$ 311,709	\$ 267,196	\$ 335,714

Organizational Chart



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 is expanding 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), an assistant city attorney/tax prosecutor, two administrative assistants, and a part-time investigator/diversion manager.

2016 Strategic Goals

- Goal #1 - Ensure that both the 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 - Improve service to internal clients with non-time sensitive needs through expanded use of legal department

Department Services/Activities/Divisions
Current Level of Service Grade

Administration - Provides overall management of the Legal Department's operations, staffing, billing, and budget.
Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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. Diversion/Investigator position was added mid-way through 2014 and is anticipated to increase successful prosecutions.
Current Level of Service Grade: Meets expectations given current staffing and funding.

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.
Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.
Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Labor - Provides support to other departments in areas related to the workforce, including negotiating labor contracts, grievances, and labor contract interpretation.
Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Construction/Development - Supports development/construction projects by negotiating, drafting, and reviewing annexations, easements, and contracts.
Current Level of Service Grade: Meets expectations given current staffing and funding.

Municipal Income Tax Prosecution: Assists in collection of municipal income tax through prosecution.
Current Level of Service Grade: New Function. Initial success will be measured by revenue collected.

Authorized Personnel	2013	2014	2015	2016
City Attorney	1	1	1	1
Chief Prosecutor	1	1	1	1
Assistant Prosecutor/City Attorney	2	2	2	3
Clerical	2	2	2	2
Diversion Mgr. / Investigator - <i>Part-time</i>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	6	7	7	8

LEGAL
2016 BUDGET

Budget Summary

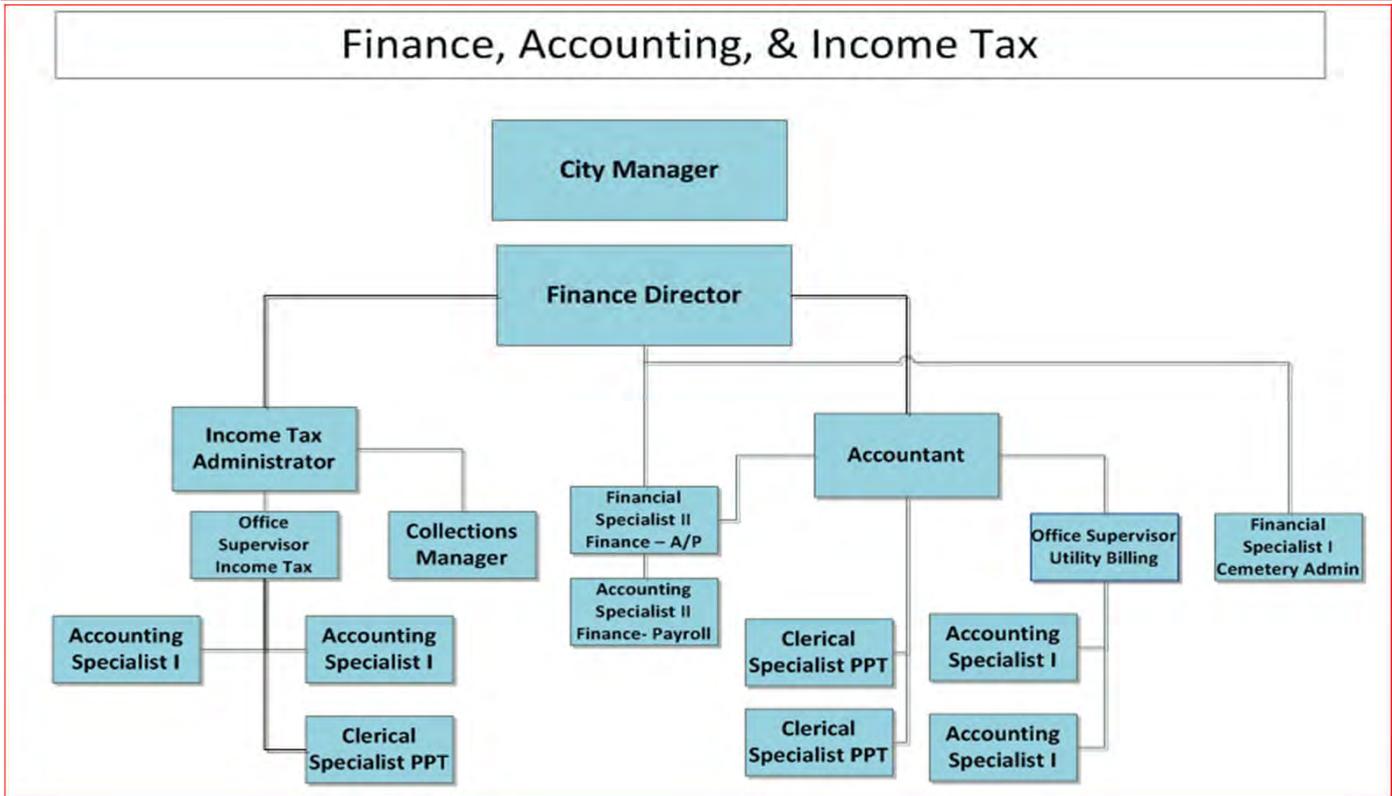
The Legal Department's increases are based on one change for 2016 - the mid-2015 addition of a new position tasked with prosecuting municipal income tax cases. This additional staff member requires a corresponding increase in some other line items (membership and dues, training, office supplies). While the funding for this position is included in the department budget, it is funded by the delinquent taxes it will help collect. Given the results of the 2014-15 pilot program, staff is confident the collections will entirely pay for the position in 2016. Looking forward, it is possible that as awareness of our enforcement efforts increases, there will be fewer cases to prosecute, in which case the position would function more as a deterrent. As an additional way to offset increases, the department raised its prosecutorial services contracts by \$15 per contested case for non-county jurisdictions. Based on current case levels, this is anticipated to increase our fees for service by over \$3,500.

Metrics	2013	2014	2015	2016 Est
Prosecutor Services Fees	\$227,950	\$ 240,000	\$ 240,000	\$ 243,000
Income Tax Collections Through				100,000
Diversion Fees			50,000	50,000

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 567,822	\$ 623,464	\$ 605,130	\$ 717,445
Charges & Services	24,899	40,776	32,708	45,502
Materials & Supplies	4,955	6,000	5,562	9,255
Capital Outlay	1,156	800	1,153	1,000
Total	\$ 598,832	\$ 671,040	\$ 644,553	\$ 773,202

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 13,000	\$ 14,000	\$ 13,661	\$ 18,288
Prosecutor's Office	415,832	472,100	458,630	560,600
Diversion	35,000	39,940	38,970	46,864
Civil Legal Support	85,000	90,000	84,502	78,869
Labor	22,000	25,000	24,395	28,575
Construction/Development	28,000	30,000	24,395	40,006
Total	\$ 598,832	\$ 671,040	\$ 644,553	\$ 773,202

Organizational Chart



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.

Department Description

There are four divisions within the Finance Department:

Finance/Accounting - services include citywide payroll, accounts payable, financial statement preparation, investments, budget administration, and cemetery management.

Income Tax - services include enforcement of the City's income tax code and collection and accounting for all income taxes paid.

Utility Billing - services include generating and mailing monthly utility bills and collecting and accounting for all utility bill payments.

IT Administration - management of the City's centralized technology services. Budget amounts are included in the IT Department budget.

FINANCE DEPARTMENT

2016 BUDGET

2016 Strategic Goals

- Goal #1* - Increase efficiency in the utility billing operation by implementing an automated meter reading system and promoting the utilization of electronic payment options for citizens.
- Goal #2* - 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.
- Goal #3* - 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.
- Goal #4* - Improve efficiency and effectiveness of income tax compliance efforts by more fully utilizing prosecution efforts for delinquent accounts and filing non-compliance.
- Goal #5* - 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.
- Goal #6* - 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.
- Goal #7* - Continue improvement of the City's CIP and annual budget process and documentation through acquisition or internal development of budgetary software.
- Goal #8* - Work with the City Attorney to propose the establishment of a Cemetery Citizens Committee to assist in revising and possibly codifying cemetery rules and regulations and to assist in establishing a master plan for the cemetery.

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 some 350 employees and the corresponding reporting requirements, accounts payable, general accounts receivable, 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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

FINANCE DEPARTMENT
2016 BUDGET

Utility Billing – The Utility Billing division is responsible for the billing and collecting of approximately 13,000 residential and business accounts every month. The City reads residential meters bi-monthly and businesses monthly. Customers who do not pay by the end of the month are assessed a 5% penalty. Customers remaining delinquent by the 15th of the next month are subject to disconnection until the past due is paid in full. Customers with past due balances who vacate the City are sent to a collection agency.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
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	0.35	0.35	0.35
Office Supervisor	1	2	2	2
Collections Manager	1	1	1	1
Accounting Specialist II	2	1	1	1
Accounting Specialist I	4	4	4	4
Clerical Specialist - <i>Part-time</i>	3	2	2	3
Intern - <i>Seasonal</i>	<u>0</u>	<u>0</u>	<u>0.25</u>	<u>0.25</u>
Total	13.5	13.35	13.6	14.1

Budget Summary

The Finance Department's budget for 2016 reflects inflationary increases in most expenditure accounts. Capital funds have been allocated in the CIP to upgrade and acquire software in our payroll function and to establish a cemetery management database. Personal Services are increasing 5.85% due to the addition late in 2015 of a permanent part-time position to assist with collection of the JEDD income tax. Charges and Services are increasing 10% due primarily to increased IT costs allocated to the Finance Department and to increased postage costs from stepped up income tax failure to file efforts.

FINANCE DEPARTMENT
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Accounting				
Checks & Memo Expenses [#]	7,548	7,673	7,765	7,900
Vouchers Processed	19,589	20,074	20,718	21,000
Utility Billing				
New/Changed Customers		2,551	2,482	2,600
Customers paying by ACH		1,272	1,340	1,400
Monthly bills mailed		13,458	13,501	13,600
Disconnects for non-payment	2,983	2,478	2,795	3,000
Income Tax				
# of Delinquent Accts		3,308	3,310	1,000
Outstanding Tax Delinquency		\$ 3,074,419	\$ 2,941,726	\$ 1,500,000
Active Court Cases Filed	20	131	327	500
E-filed Returns	804	905	1,039	1,200
Active Business Accounts	3,030	3,338	3,613	3,700
Active Individual Accounts	19,337	19,467	19,121	19,500
Active Withholding Accounts	2,080	2,347	2,545	2,650
Nonfilers	2,432	3,351	2,700	2,500
Filers	14,332	13,988	14,250	14,500

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 1,035,703	\$ 1,095,423	\$ 1,062,113	\$ 1,156,941
Charges & Services	209,350	225,844	226,258	248,449
Materials & Supplies	18,227	22,600	16,259	22,650
Capital Outlay	2,633	3,500	4,770	3,500
Total Operations	\$ 1,265,913	\$ 1,347,367	\$ 1,309,400	\$ 1,431,540
Income Tax Refunds	322,565	300,000	354,561	350,000
Total Department	\$ 1,588,478	\$ 1,647,367	\$ 1,663,961	\$ 1,781,540

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Finance/Accounting	\$ 422,826	\$ 450,032	\$ 462,065	\$ 534,551
Income Tax	454,617	483,869	433,869	495,544
Income Tax Refunds	322,565	300,000	354,561	350,000
Utility Billing	388,470	413,466	413,466	401,445
Total	\$ 1,588,478	\$ 1,647,367	\$ 1,663,961	\$ 1,781,540

GENERAL ADMINISTRATION/FINANCE

2016 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.

Expenditure by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Contractual Services	218,661	226,261	187,395	229,461
Street Lighting	265,482	276,000	263,738	272,000
Reimbursements	61,818	73,000	67,284	73,000
Capital Outlay	12,630	2,500	5,728	6,000
Advances to Other Funds	0	0	72,470	0
Transfer to CIP	3,552,468	1,625,000	2,217,452	1,700,000
Transfer to Parks/Recreation	875,000	997,151	997,151	1,122,500
Transfer To Street Maint.	1,441,792	1,058,264	1,133,264	1,255,834
Transfer to Airport	10,000	18,890	18,890	18,890
Transfer To Cemetery Fund	40,000	38,175	38,175	40,000
Transfer to Tree Fund	45,000	45,000	45,000	45,000
Transfer to Development Res.	605,000	0	0	0
Transfer To GF Reserve	873,323	0	0	0
TOTAL	\$ 8,001,174	\$ 4,360,241	\$ 5,046,547	\$ 4,762,685

RISK MANAGEMENT

2016 Budget

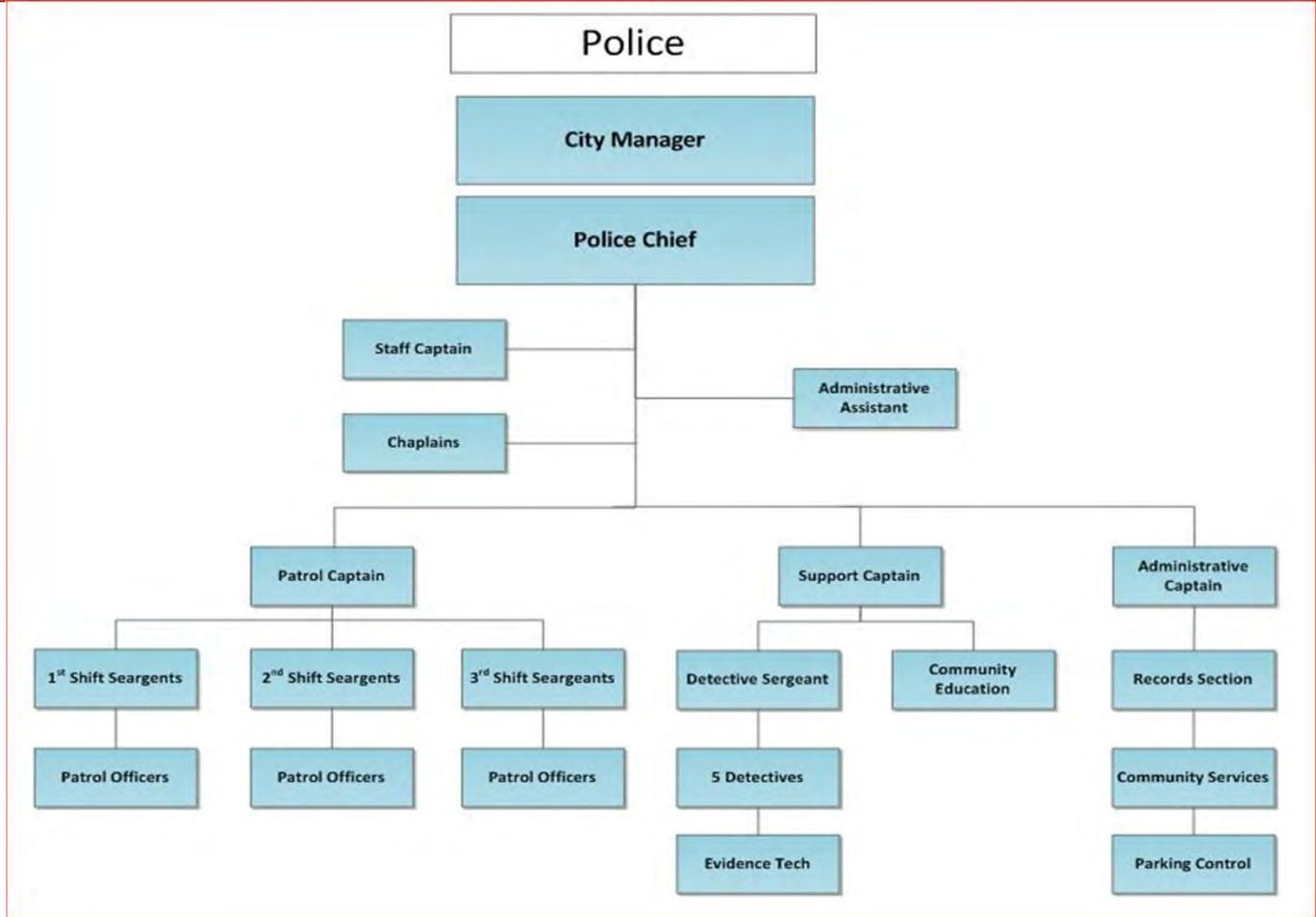
Department Description

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.

Expenditure by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Contractual Services	146,317	164,050	234,430	194,900
Judgments/Deductible	13,903	25,000	19,699	25,000
Material and Supplies	0	0	0	0
Capital Outlay	0	0	0	0
TOTAL	\$ 160,220	\$ 189,050	\$ 254,129	\$ 219,900

POLICE DEPARTMENT
2016 BUDGET

Organizational Chart



Department Mission

Endeavor to maintain order, fairly enforce laws, 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 20,000 service calls, 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.

POLICE DEPARTMENT
2016 BUDGET

2016 Strategic Goals

- Goal #1* - Continued use of data to direct services to reduce high volume crimes. Strategic response to observable or predicted crime trends with a focus on reduction in property crimes.
- Goal #2* - Implementation of data driven responses to traffic safety. Strategic responses to observable or predictable crash or traffic issues with a goal of maintenance or improvement in crashes and injuries.
- Goal #3* - Community outreach to include workplace safety training and police – youth activities.
- Goal #4* - Recruitment and selection of officers to achieve a fully staffed department.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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, martial arts camp, open gym, and workplace violence training.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 will be increasing training requirements due to recent reports by the Governor and Attorney General of Ohio, as well as the Presidents Commission on Law Enforcement and Community Relations.

Current Level of Service Grade: Meets expectations given current staffing and funding.

POLICE DEPARTMENT
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Police Chief	1	1	1	1
Captain	4	4	4	4
Sergeant	7	7	7	7
Officer	40	40	40	41
Records Clerk	2	2	2	2
Senior Records Clerk	1	1	1	1
Police Assistant	1	1	1	1
Community Service Officer	1	1	1	1
Property Technician	1	1	1	1
Secretary	1	1	1	1
Parking Control Officer - <i>Part-time</i>	2	2	2	2
Records Clerk - <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	62	62	62	63

Budget Summary

The 2016 Police budget maintains the status quo, with the exception of a proposal for an increase in the staffing level (patrol) and the related personnel costs. The Police Department has been authorized at 52 sworn officers since 2007. During the past few years, the reality is that we are always in the process of replacing officers lost to retirement or transfer. Typical attrition, plus an increased workload over the past few years necessitates an increase in manpower. There is also one minor proposed project, increasing the capacity of our secure evidence room.

Metrics	2013	2014	2015	2016 Est
Petty Theft	530	446	530	
Felony Theft	157	170	202	
Burglary	120	103	110	
Aggravated Burglary	6	5	-	
Breaking & Entering	48	51	62	
Robbery	8	14	8	

POLICE DEPARTMENT
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 6,498,308	\$ 6,908,585	\$ 6,574,887	\$ 7,051,841
Charges & Services	331,168	382,548	370,956	443,052
Materials & Supplies	163,910	188,150	127,680	178,185
Capital Outlay	15,762	87,700	85,915	35,600
Total	\$ 7,009,148	\$ 7,566,983	\$ 7,159,438	\$ 7,708,678

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Patrol	\$ 4,766,221	\$ 5,149,118	\$ 4,868,418	\$ 5,241,901
Investigations	700,915	757,223	715,944	770,868
Community Education	350,457	378,612	357,972	385,434
Support	420,549	454,334	429,566	462,521
Administration	771,006	827,696	787,538	847,954
Total	\$ 7,009,148	\$ 7,566,983	\$ 7,159,438	\$ 7,708,678

Organizational Chart



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 that require planning expertise.

PLANNING & COMMUNITY DEVELOPMENT

2016 BUDGET

Department Description

The department provides services in four primary areas - Development, Code Enforcement, Grants, and Planning. The department is composed of two informal divisions that work as a team on many issues but also perform different technical functions. The Planning and Zoning Division is composed of two individuals with the assistance of the Director. Two of the three are certified by the American Institute of Certified Planners. Staff provide current and long-range planning services for the City. Current planning activities generally 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 projects 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, code enforcement, and floodplain regulations and is composed of 6.5 primary staff. The Building Division focuses on construction related activities, inspections, and 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 and renovations to existing facilities through the building codes adopted by the State and the adopted International Property Maintenance Code. Code Enforcement is an ongoing process which responds to concerns brought to the City's attention by its citizens concerning property maintenance, tall weeds and grass, trash and debris, as well as zoning violations.

2016 Strategic Goals

- Goal #1* - Continue to deliver quality development services fulfilling the Strategic Plan Goals of GC1, SC1, and EF1, as well as Article XXI of the City Charter, and the Comprehensive Plan to the community of 38,000 through issuance of thousands of permits, conducting thousands of inspections, administering numerous predevelopment cases, and conducting all plan reviews.
- Goal #2* - Continue to 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 while removing several blighted and condemned properties fulfilling the Strategic Plan Goals of GC1, GC1.4, and SC1.
- Goal #3* - Continue to deliver quality grant services fulfilling the Strategic Plan goals of GC1 and GC4.1 and including Community Development Block Grants, Downtown Façade Grants, Veterans Plaza grant, providing Fair Housing Services, and augmenting our internal City grant identification and writing capabilities through
- Goal #4* - Continue to provide acceptable Planning activity levels of service, including completion of the Citywide Wayfinding Plan Phase 2 portion with deferred implementation due to budget constraints (Strategic Plan GC1.2 and the Comprehensive Plan), continue data gathering and analysis for the anticipated future Comprehensive Pan update (Strategic Plan GC1.3 and the Comprehensive Plan), and augment the Public Services Group update to the 2010 Bikeway Plan and the Sewer Master Plan (Strategic Plan GC4.1).

PLANNING & COMMUNITY DEVELOPMENT

2016 BUDGET

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. There are eight primary staff engaged in this activity. In any given year staff perform 5000+ inspections, issue 2000+ permits, and conduct many complicated development cases through the review process. Staff is highly trained 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 a higher and more responsive service level.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 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 through the enforcement process. There is one full-time code enforcement officer for the city of 38,000 with the Chief Building Official providing assistance in more complicated cases. Primary areas of enforcement emphasis are trash and debris, tall grass and weeds, and general property maintenance. In a typical year, the City will initiate 500-600 new cases and conduct over 1,200 inspections. Many cases require citations to be issued and multiple inspections and follow up to occur. The City has a good compliance percentage upon first notice of 80-90% demonstrating the effectiveness of the activity. With the addition of a part time officer in September of 2015, it is anticipated that the Department will deliver in 2016 routine patrols of every neighborhood, increased and regular landscaping and sign enforcement, increased property maintenance enforcement, and potentially special sweeps or projects. Additionally, the 2016 budget will allow for demolition of several blighted and condemned properties as well.

Current Level of Service Grade: Meets expectations given current staffing and funding.

PLANNING & COMMUNITY DEVELOPMENT

2016 BUDGET

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 time periods. There is one staff member focused on these activities who also performs Development planning activities as well and is assisted by the Director. This activity has resulted in about two dozen blighted properties being razed in the last 5 years, many new housing units being constructed, roads being repaved, Veterans Plaza grant administration, major new projects such as the Delaware Place Senior Housing Project, parks being upgraded, bike paths being constructed such as a portion of the Houk Rd Trail in 2014, and fair housing initiatives being implemented. From 2013-2015 this activity has included the Downtown Facade Grant program which has stimulated close to \$700,000 of total investment in our historic downtown with over half of that amount being paid for by the private sector spread among 16 completed projects with 6 in progress.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Planning – Short- and long-range planning services are provided by certified personnel to ensure that the community develops in accordance with long term goals and visions adopted as part of planning efforts such as the Comprehensive Plan, Strategic Plan, and other planning documents. Revisions to specific regulations, codes, and policies in support of implementing the goals and objectives of the city’s plans are an important element of the planning activity as well. The City administers a national award winning Comprehensive Plan as well as many other strategic and focused plans and policies. This planning effort is translated through the organization through the other activities of the Department as well as coordinated with other City programs and activities in allied departments. There are two primary staff working on this activity with assistance from the Director. One of the Staff is heavily engaged in the Grant activity and one of the Staff is heavily engaged in the Development activity leaving only a small portion of time available for this important Planning activity. This activity has resulted in several major plans and projects being completed including the National Award winning Comprehensive Plan, the Downtown Parking Plan, the city re-branding, the Wayfinding Plan, and strategic planning projects. Additional resource allocation could result in the ability to complete more planning initiatives and complete them in a faster timeframe than current resources allow. Staff will continue to prepare background and precursor information in support of a future anticipated update to our Comprehensive Plan. All staff engaged in this activity also are engaged in the primary Development activity of the Department as well.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
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	1
Building/Code Enf. Officer II	2	2	2	2
Building/Code Enf. Officer I	1	1	1	1
Code Enforcement Officer I	1	1	1	1
Administrative Assistant	1	1	1	1
Code Enforcement Officer - <i>Part-time</i>	0	0	1	1
Intern - Seasonal	<u>0.25</u>	<u>0.25</u>	<u>0.72</u>	<u>0.72</u>
Total	9.25	9.25	10.72	10.72

PLANNING & COMMUNITY DEVELOPMENT
2016 BUDGET

Budget Summary

To maintain current service levels and personnel it is anticipated that the 2016 annual budget will increase slightly due to maintaining the same full-time staffing as well as additional code enforcement efforts. Aside from that, this budget maintains 2015 levels. The addition of the PPT Code Enforcement Officer in September should allow for a greater service level in 2016 in this activity as described above. The additional funds allocated to code enforcement will allow for the removal of several blighted and condemned properties.

Metrics	2013	2014	2015	2016 Est
None provided				

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 789,779	\$ 877,035	\$ 830,348	\$ 926,394
Charges & Services	80,593	108,988	73,929	93,869
Materials & Supplies	8,282	11,175	7,084	11,000
Refunds	0	0	32,896	45,000
Capital Outlay	0	0	0	0
Total	\$ 878,654	\$ 997,198	\$ 944,257	\$ 1,076,263

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Development	\$ 615,057	\$ 698,039	\$ 660,979	\$ 753,385
Code Enforcement	131,798	149,580	141,639	161,439
Grants	87,866	99,719	94,426	107,626
Planning	43,933	49,860	47,213	53,813
Total	\$ 878,654	\$ 997,198	\$ 944,257	\$ 1,076,263

% Change is between 2015 Budgeted and 2016 Proposed

ENGINEERING SERVICES
2016 BUDGET

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. Provides expertise, oversight and recommendations regarding the Pavement Maintenance Program. Prepares applications for grant funds, procures professional engineering, surveying, and environmental science consultants. Oversees traffic maintenance and management activity.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Land Development: Land Development activities are managed by a Project Engineer with assistance from the Engineering Technician and the Construction Manager. Contract services are heavily relied upon for both plan review and construction inspection services to meet the current workload. Land development tasks include the review of roadway plans, utility plans, calculations, stormwater 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. Performs preliminary and final sub-division lot inspections for new builds.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Capital Projects: Capital improvement project activities are managed by a Project Engineer with assistance from the Project Manager and Engineering Technician. Manages the capital project process including planning, design, contract administration and construction. Manages all aspects of the department's annual resurfacing, bridge inspection, pavement management and Safe Walks programs. Prepares design plans and performs calculations in-house for select city's CIP projects when capacity to do so is available.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Right-of-Way Management: Activities within the public right-of-way are currently managed by various staffing of the division with the Project Manager supporting permit review and processing, while the Engineering technician and Construction Manager perform field inspection when available. 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 inspector position was eliminated in 2010.

Current Level of Service Grade: Below expectations given current staffing and funding.

ENGINEERING SERVICES
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
City Engineer	1	0	0	0
Deputy City Engineer	0	1	1	1
Assistant City Engineer	2	0	0	0
Project Engineer III	0	1	1	1
Project Engineer II	0	1	1	2
Project Engineer I	2	1	1	0
Project Manager II	1	1	1	1
Engineering Technician	1	1	1	1
Construction Inspection Manager	1	1	1	1
Intern - <i>Seasonal</i>	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>
Total	8.31	7.31	7.31	7.31

Budget Summary

The Engineering Division continues to provide high-quality project support in all assigned areas. Current staffing assigned to capital project work remains capable of managing a moderate level of ongoing project initiatives. Under the current level of activity, the capacity to perform in-house plan development is minimal as the majority of staff time is involved in project development and construction activities. Land development activity remains strong and is supported by the Project Engineer and consultant plan reviewer, with intermittent delays in completing reviews being experienced. These delays remain tolerable by the development community for the time being. Management of right-of-way activities has become problematic as staff availability is limited. Increased efforts between the Engineering Division and Planning Department staff have become necessary to minimize potential for delay in permit processing, while application processing and approval times become greater. Most notable though is the lack of staff availability to perform on-site construction activity inspection, a task previously determined by the city as a critical in order to protect and preserve city infrastructure. Recognizing the risk for costly and unmonitored damage to city streets, utilities and appurtenances, two proposals to improve inspection coverage were submitted with the budget. The first requests the hiring of a second Engineering Technician to provide right-of-way management responsibilities and greater assistance to other divisions in field work. An alternative proposal increases funding for expanded professional services in performing construction inspection. The right-of-way permit fees were established to provide the funding to support permit processing and inspection, and continue to be collected. Neither proposal are included in the proposed budget.

Metrics	2013	2014	2015	2016 Est
Engineering Plans Approved	36	43	31	30
Capital Project Initiatives	15	17	22	21
Right of Way Permits	276	285	314	325
Residential Lot Inspections	610	535	505	500
New Roadway Added [miles]	0.87	1.67	1.65	1.50
Contract Plan Review	\$ 11,685	\$ 98,777	\$ 185,000	\$ 150,000
Contract Inspection	\$ 216,113	\$ 316,528	\$ 345,000	\$ 325,000

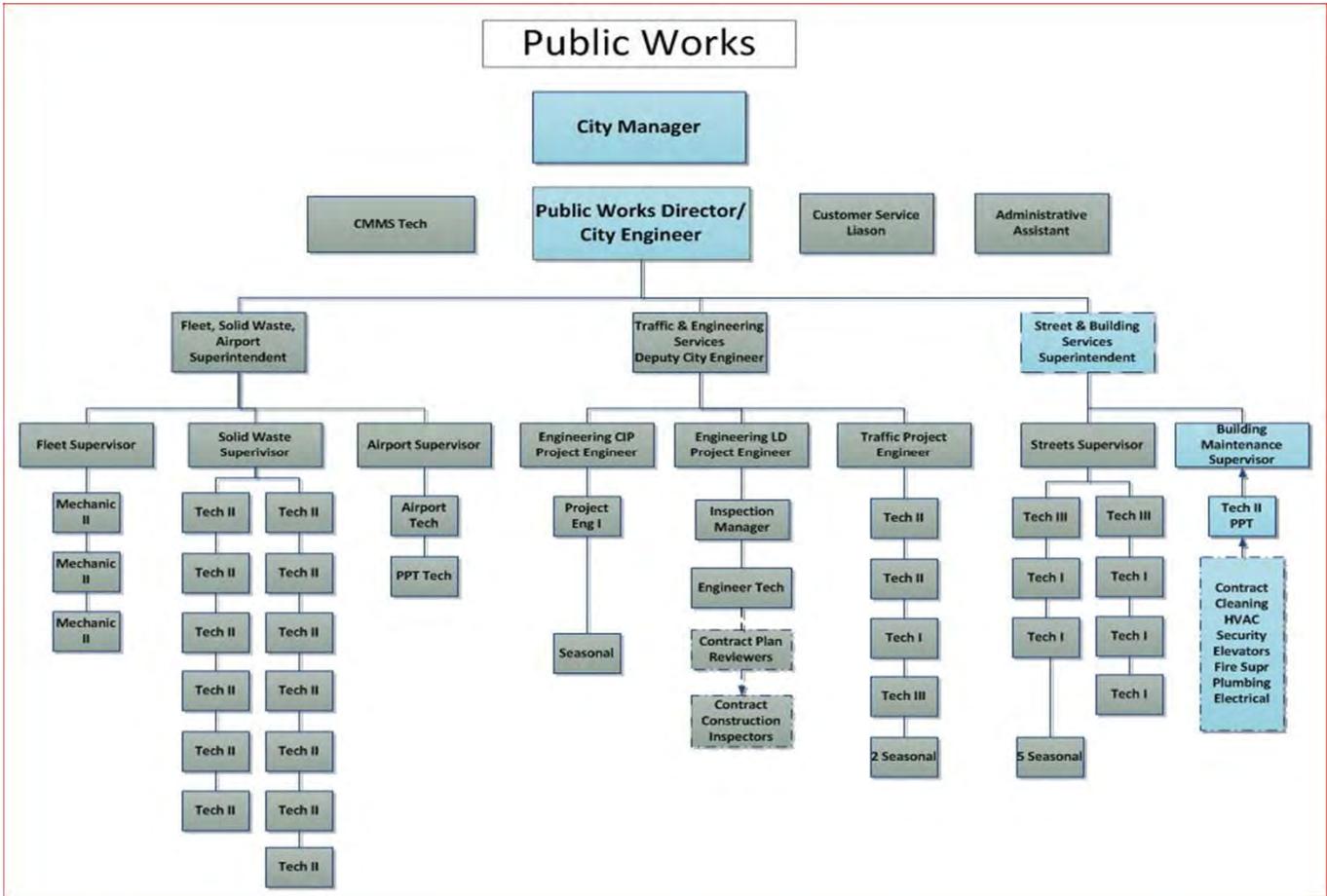
ENGINEERING SERVICES
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 694,178	\$ 712,223	\$ 699,358	\$ 740,605
Charges & Services	453,876	510,943	612,131	516,598
Materials & Supplies	8,718	12,500	7,054	11,500
Capital Outlay	5,000	0	0	14,750
Total	\$ 1,161,772	\$ 1,235,666	\$ 1,318,543	\$ 1,283,453

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 116,429	\$ 123,834	\$ 132,118	\$ 128,623
Traffic Management	132,343	140,761	150,182	146,205
Land Development	586,792	624,115	665,996	648,251
Capital Projects	326,208	346,956	370,247	360,374
Total	\$ 1,161,772	\$ 1,235,666	\$ 1,318,543	\$ 1,283,453

PUBLIC WORKS BUILDING MAINTENANCE
2016 BUDGET

Organizational Chart



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. Responsibilities include ensuring all preventative and routine maintenance is completed as required. Staff also addresses all custodial services for these facilities as well as daily staff service requests.

2016 Strategic Goals

- Goal #1 - Effectively deliver the services that Delaware citizens need, want and are willing to support.
- Goal #2 - Evaluate further necessary organizational structure and facility improvements.

PUBLIC WORKS BUILDING MAINTENANCE

2016 BUDGET

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Below expectations given current staffing and funding.

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.

Current Level of Service Grade: Below expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Facility Maintenance Supervisor	1	1	1	1
Facility Maintenance Tech II - <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2	2

Budget Summary

The 2016 budget reflects the estimated cost for providing preventative and routine maintenance services. An increase in the amount of funds dedicated for Maintenance of Facilities is proposed to account for unplanned major plumbing, electrical or building repairs that will be experienced through the year. In 2015, over \$67,000 in unanticipated expenses occurred which required a supplemental appropriation at the end of the third quarter. Having funding in place for this work will aid in the efficient management and advancement of critical repair activities. The time involved in managing all activities associated with the maintenance and repair of the mechanical systems within the five facilities managed by the Division often exceeds capacity. The Street Division continues to supplement Building Maintenance staff in order to keep up with daily CSR work. A request to reclassify the current permanent part-time maintenance technician position to full-time status was proposed but not approved in the 2016 budget. This change could provide improved staff capacity to more fully manage the daily duties and expectations assigned to building maintenance, as well as needed redundancy in evening and weekend coverage, and during times when the full time supervisor is on leave. The goal of completing full building and system assessments has not been met as daily CSR and contractor oversight requires the majority of staff time and attention. Building Maintenance Division staff will oversee the second phase of HVAC repairs and upgrades at City Hall, planned for 2016. It is noted that the costs included in the building maintenance budget are not representative of the total cost of maintaining the facilities assigned to the division. The costs associated with maintaining the Public Works facilities are included in the Public Works Administration budget.

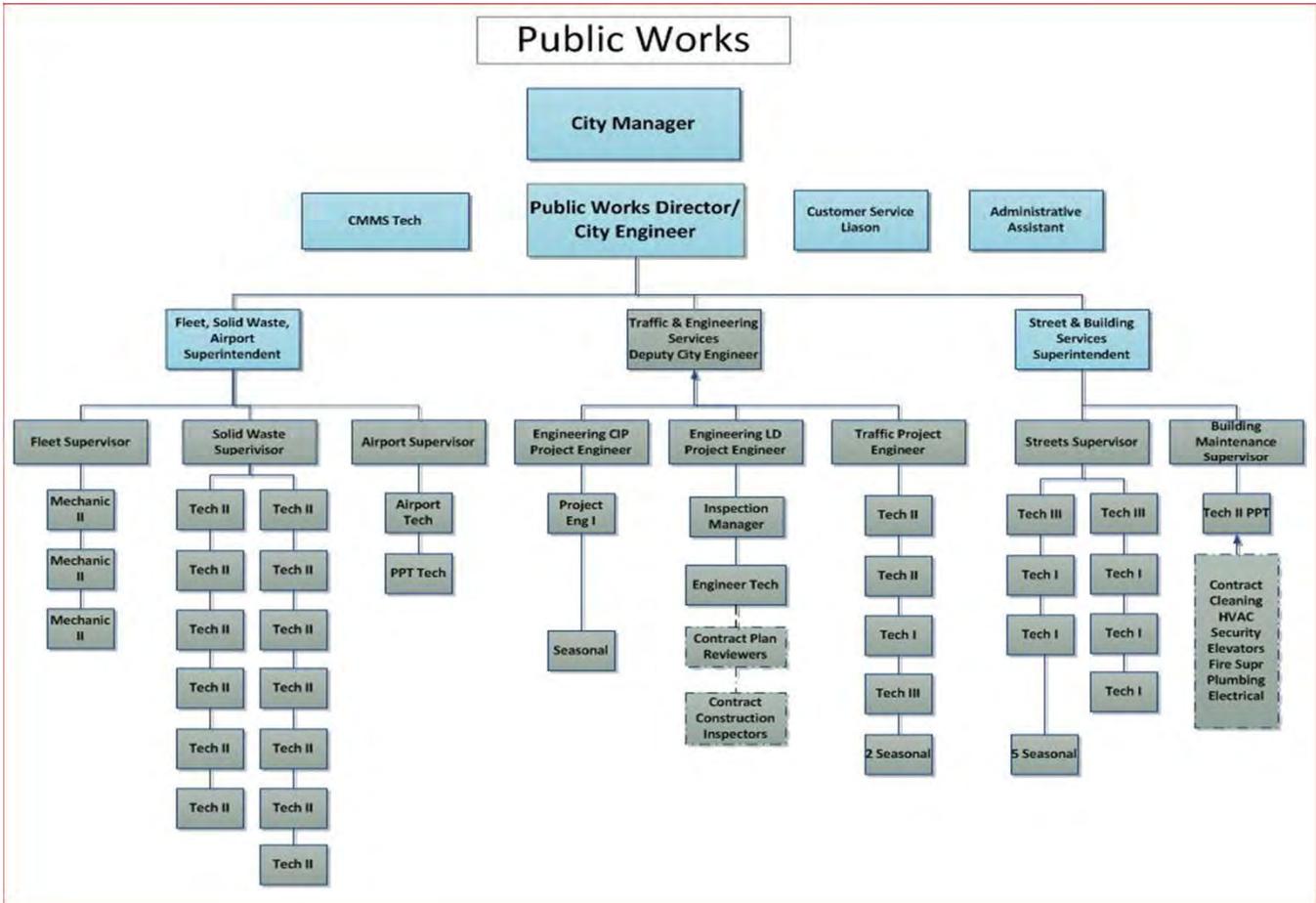
PUBLIC WORKS BUILDING MAINTENANCE
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
CSR's Addressed	311	291	288	300

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 63,641	\$ 86,391	\$ 92,743	\$ 145,701
Charges & Services	226,417	230,626	291,130	268,707
Materials & Supplies	21,591	18,360	21,441	18,950
Capital Outlay	0	0	0	20,200
Total	\$ 311,649	\$ 335,377	\$ 405,314	\$ 453,558

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative Support	\$ 169,161	\$ 208,149	\$ 238,900	\$ 136,975
Maintenance & Service	49,333	53,020	81,243	96,516
Repairs & parts	9,024	14,242	16,346	120,051
Custodial Services	84,131	59,966	68,825	100,016
Total	\$ 311,649	\$ 335,377	\$ 405,314	\$ 453,558

Organizational Chart



Department Mission

Provide cost effective, efficient, and accurate service for the development, construction, and maintenance of public infrastructure throughout the community 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.

2016 Strategic Goals

- Goal #1 - Effectively deliver the services that Delaware citizens need, want and are willing to support.
- Goal #2 - Evaluate further necessary organizational structure and facility improvements

PUBLIC WORKS ADMINISTRATION
2016 BUDGET

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 full-time Administrative Assistant and Customer Service Liaison support the needs of eight divisions within the Public Works department through daily office management tasking, invoice and billing records, personnel records, activity reporting, and record management and reproduction.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Divisional Support - The Public Works Director and two superintendents, provide daily management over the eight 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. The CMMS Analyst supports all divisions in the management, review and reporting of data developed during the performance of the activities within the operation. The analyst develops exhibits and coordinates information that directly interface with the City's GIS platform.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Public Works Director/City Engineer	0	1	1	1
Public Works Director	1	0	0	0
Superintendent	2	2	2	2
Administrative Assistant	1	1	1	1
CSR Technician II	1	0	0	0
CMMS Analyst	0	1	1	1
Customer Service Liaison	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	6	6	6	6

Budget Summary

The Public Works Administrative Division funds the six administrative and support staff positions in the department. Building maintenance activities for the Public Works facility are also supported through the administrative budget. The 2016 budget included a request to support increased technical training in GIS applications for the CMMS Analyst. The training is necessary and prerequisite to expand the use of GIS and City Works applications in the support of public works operations, functions and data management. system. It is anticipated that successful implementation of GIS, City Works and related software programming will introduce significant efficiencies, and improved accuracy and accountability in the management of data and records. Such efficiencies should be realized in particular by the administrative support staff by yielding additional time to manage other daily responsibilities.

PUBLIC WORKS ADMINISTRATION
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Calls Received	8,736	10,481	7,786	9,000
CSR's Issued	4,820	5,130	5,274	5,300
Assisting Others [hours]	1,943	2,269	2,011	2,100

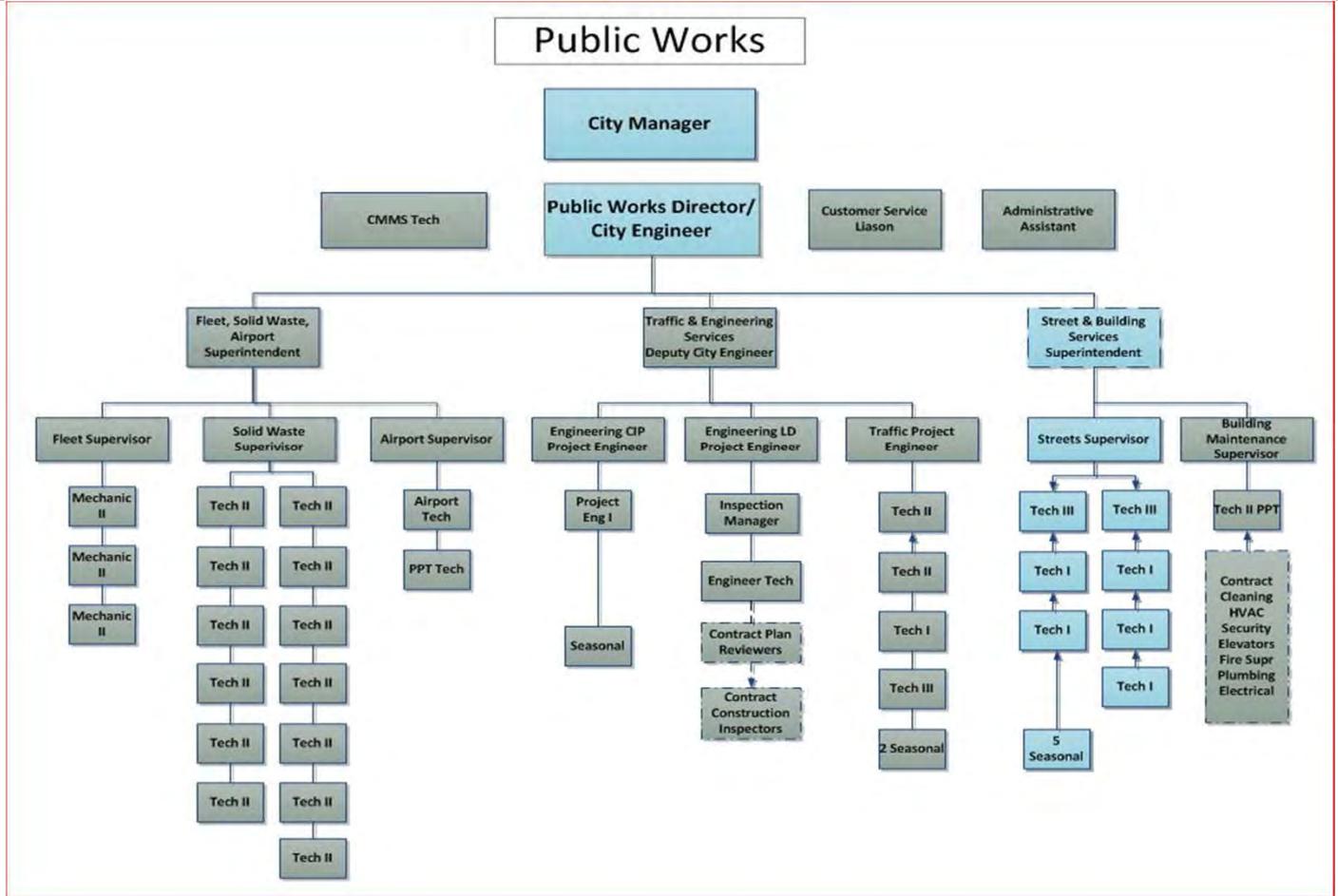
Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 699,327	\$ 615,298	\$ 630,175	\$ 654,759
Charges & Services	105,301	149,582	120,814	160,163
Materials & Supplies	6,019	13,850	12,819	12,250
Capital Outlay	0	0	0	3,500
Total	\$ 810,647	\$ 778,730	\$ 763,808	\$ 830,672

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative Support	\$ 525,987	\$ 460,133	\$ 473,561	\$ 515,017
Divisional Management	284,660	318,597	290,247	315,655
Total	\$ 810,647	\$ 778,730	\$ 763,808	\$ 830,672

Revenues, Transfers, and Fund Balance	2014 Actual	2015 Budget	2015 Actual	2016 Budget
License Fees	\$ 215,593	\$ 218,000	\$ 228,533	\$ 235,000
Gasoline Tax	1,019,696	1,015,000	1,057,764	1,065,000
Miscellaneous	11,077	1,250	43,309	9,500
Transfer In	1,581,587	1,198,059	1,273,059	1,395,629
Total Revenues	\$ 2,827,953	\$ 2,432,309	\$ 2,602,665	\$ 2,705,129
Fund Balance	252,129	125,501	163,787	83,750

PUBLIC WORKS STREETS
2016 BUDGET

Organizational Chart



Department Mission

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

Department Description

The City has a substantial overall investment in its street pavement. The City has the following annual programs: (1) Street resurfacing (mill/fill/overlay); (2) Crack fill; (3) Slurry Seals; (5) Base repair and pot hole work; (6) Berm maintenance; (4) ADA ramp improvements; (7) Street sweeping (Spring); (8) Winter snow & ice management

2016 Strategic Goals

- Goal #1 - Provide an efficient transportation system with safe and complete streets.
- Goal #2 - Develop a comprehensive Highway Maintenance Program to address all transportation infrastructure.
- Goal #3 - Effectively deliver the services that citizens need, want and are willing to support.

PUBLIC WORKS STREETS
2016 BUDGET

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. Recent organizational changes have encouraged the supervisor to spend more time in the field overseeing and helping out with ongoing maintenance activities.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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. In 2015, no berm maintenance was performed and pavement patching and base repairs were lower than anticipated as a result of several other project priorities, including railway crossing work and paving assistance to the Utility Dept.

Current Level of Service Grade: Below expectations given current staffing and funding.

Sidewalk and Bikeway Maintenance - The City manages handicapped ramp and sidewalk replacement projects. Sidewalk in-fill projects are addressed in areas with 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. Bikeway maintenance work includes crack sealing, pavement sealing and resurfacing operations. As with the concrete walk work, the ability to maintain the growing bikeway network has been limited by the availability of funds to purchase materials and to hire contractors to preform various maintenance operations.

Current Level of Service Grade: Below expectations given current staffing and funding.

Parking Lot Maintenance - Maintenance of 31 public parking lots includes crack sealing, pavement sealing, resurfacing and striping operations. The work is managed through the streets department with support by local contractors. Additional funding is necessary to improve the level of maintenance.

Current Level of Service Grade: Below expectations given current staffing and funding.

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 snow plow 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 as 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 2,500 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. It is anticipated the savings in salt cost will pay for outfitting a vehicle with a more efficient unit within two years, depending on the severity of winter. The purchase of replacement spreader units would benefit the City, though are not included in the budget.

Current Level of Service Grade: Meets expectations given current staffing and funding.

PUBLIC WORKS STREETS
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Supervisor	1	1	1	1
Tech III	2	2	2	2
Tech II	0	0	0	0
Tech I	5	5	5	5
Seasonal - FTE	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
Total	9.6	9.6	9.6	9.6

Budget Summary

The 2016 Street Maintenance budget was submitted with requests for increased funding for professional services, operations, sidewalk and bikeway maintenance, and parking lot maintenance, though budget constraints allow for only minor increases. Rising material and contractor costs, in combination with an expanding highway network, make maintaining service levels difficult without accompanying funding increases. Staffing capacity also remains stagnant and in fact is lower than previous years, even as the lane mileage increases annually. 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. It has become necessary to increase the level of contract services in order to meet certain minimal maintenance goals. This is evident when reviewing the amount of base repair and pavement crack sealing that is necessary on an annual basis. Both operations are supported by contract work and/or by the use of substantial number of seasonal employees. The budget also includes funding to maintain 31 City parking lots and a growing pedestrian path and bikeway network. In several areas, bikeways are in need of repair to restore them to a safe condition. Delay in pavement maintenance typically results in increased unit repair costs as surface deficiencies left untreated will generally yield more extensive damage. Addressing sidewalk ramp repairs as well as downtown business district brick sidewalk repairs are two areas that have fallen behind minimal goals. The capacity to address these issues must be supported through the use of increased contract labor as well. An additional notable adjustment proposed this year is the transfer of right-of-way mowing responsibility to the Parks & Natural Resources Department. This allows for the consolidation of all right-of-way maintenance duties within a single department.

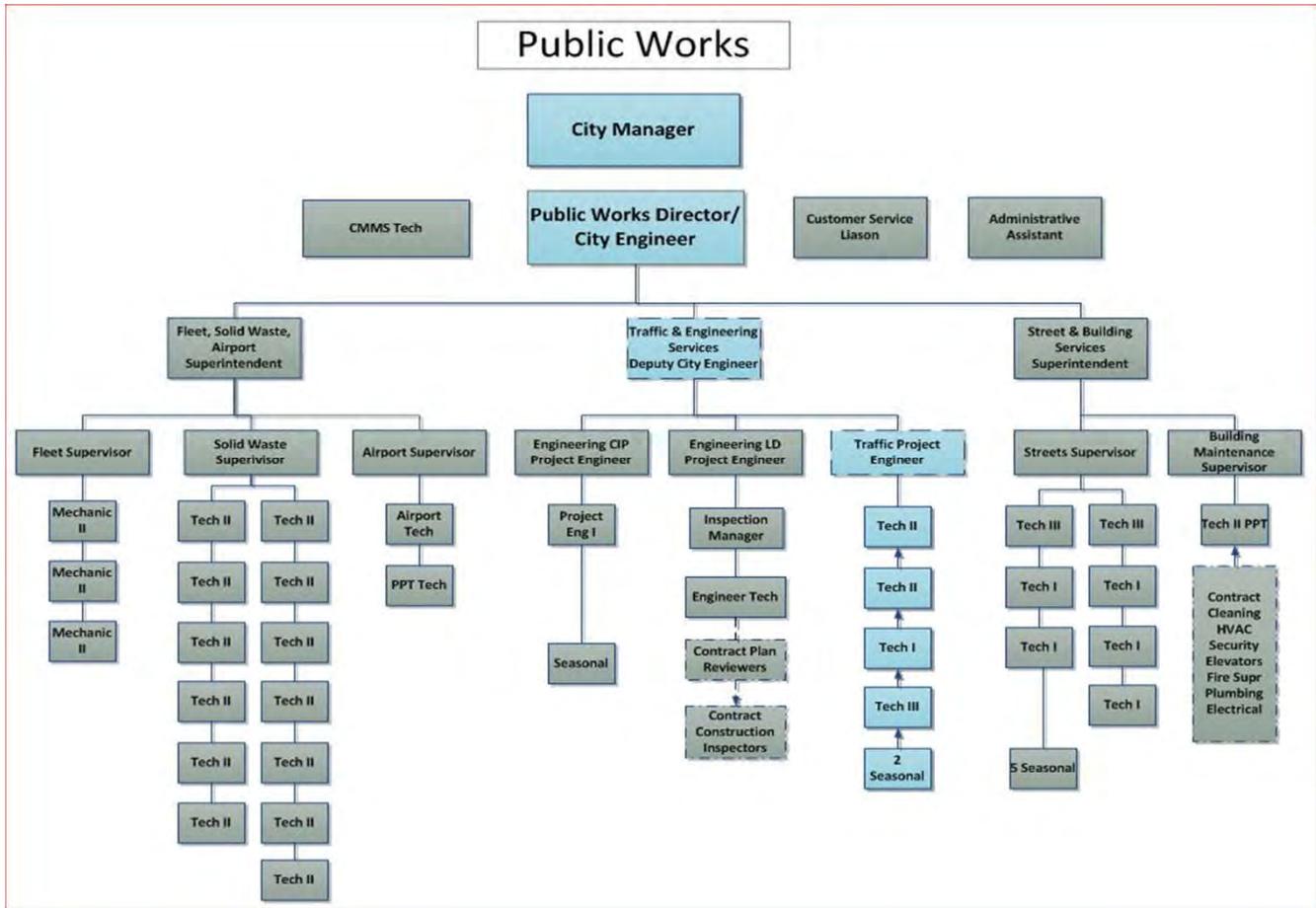
PUBLIC WORKS STREETS
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Tons of Road Salt Utilized	1,493	2,410	2,737	3,000
Crack Seal Applied [lbs]	53,605	54,529	37,070	40,000
Crack Seal Applied [sq.yd]	453,578	447,307	265,203	300,000
Base Repair Completed [sq.ft]	17,600	22,310	57,185	50,000

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 597,483	\$ 604,478	\$ 598,589	\$ 602,272
Charges & Services	143,963	172,636	202,517	176,408
Materials & Supplies	686,717	465,250	621,447	548,600
Capital Outlay/Equipment	37,060	0	4,316	7,500
Total	\$ 1,465,223	\$ 1,242,364	\$ 1,426,869	\$ 1,334,780

Expenditures by Division/Activity	2014 Actual	2015 Budgeted	2015 Actual	2016 Budget
Administrative Support	\$ 121,500	\$ 124,466	\$ 199,762	\$ 115,595
Pavement Maintenance	604,548	561,868	585,016	642,529
Concrete Maintenance	155,918	153,926	228,299	162,209
Snow & Ice Management	583,257	402,104	413,792	414,447
Total	\$ 1,465,223	\$ 1,242,364	\$ 1,426,869	\$ 1,334,780

Organizational Chart



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, emergency situations, 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.

2016 Strategic Goals

- Goal #1 - Provide an efficient transportation system with safe and complete streets.
- Goal #2 - Upgrade and maintain efficient traffic signalization
- Goal #3 - Develop a comprehensive Highway Maintenance Program (HMP) to address all transportation infrastructures.
- Goal #4 - Effectively deliver the services that Delaware Citizens need, want and are willing to support.

ENGINEERING - TRAFFIC

2016 BUDGET

Department Services/Activities/Divisions

Current Level of Service Grade

Administration: Oversight of four full-time and two seasonal employees is provided by the Project Engineer through the Engineering Services Division. The Project Engineer 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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Traffic Signals: Operates and maintains 60 traffic signals, adjusts signal timing as necessary, inspects, monitors and repairs vehicle detection loops and cameras, pedestrian signals, signal heads, pushbuttons, supports, span wire, battery back-up systems, controllers and conflict monitors. Performs most of these changes and upgrades using in-house staff.

Current Level of Service Grade: Below expectations given current staffing and funding

Signage & Striping: Maintains all pavement markings and roadway signage, including on US 23. Manages short- and long-line striping programs. Replacement of all street signage to meet federal retroreflectivity requirements continues to be an area that the City remains behind on due to limited funding and staffing resources to complete replacement work. Increased desire to maintain pavement striping in and around the downtown business district to a higher standard has also reduced funding available for other areas of the community in need of maintenance. The street sign post standard was changed to an unpainted galvanized U-Channel post in the past year in an effort to utilize more sustainable and environmentally friendly materials. The change will result in reduced effort in maintaining and replacing sign posts in the future.

Current Level of Service Grade: Below expectations given current staffing and funding

Street Lighting: Maintains inventory of over 1800 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. Significant interest has developed recently over the idea of replacing existing high pressure sodium lamps with more energy efficient and long lasting LED lamps. Ongoing evaluation is in process 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.

Current Level of Service Grade: Meets expectations given current staffing and funding

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. The majority of repairs and replacement work required as a result of vehicle accidents is performed by contract service. 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.

Current Level of Service Grade: Meets expectations given current staffing and funding

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 emergency situations 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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

ENGINEERING - TRAFFIC

2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Supervisor	1	0	0	0
Tech III	1	1	1	1
Tech II	1	1	1	1
Tech I	1	2	2	2
Seasonal - FTE	<u>0.41</u>	<u>0.46</u>	<u>0.46</u>	<u>0.46</u>
Total	4.41	4.46	4.46	4.46

Budget Summary

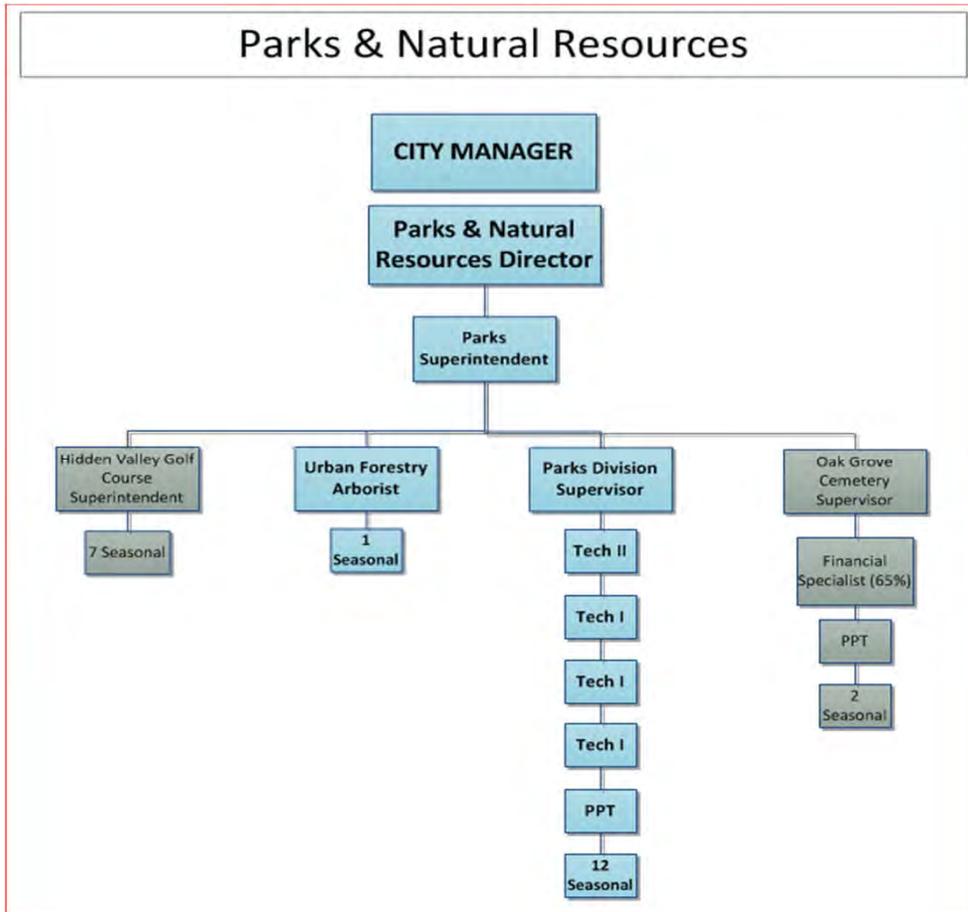
The 2016 Traffic Operations budget reflects minor increases in operation line items to improve the level of service in maintaining highway traffic control infrastructure. Traffic signal maintenance remains the highest priority for the divisions, though is often delayed in order to address weekly CSR's, MOT setups for other department project initiatives, daily utility locate orders, and other tasks. As a result, signal equipment and associated appurtenances are beyond anticipated service life in many locations and in need of more aggressive attention. Increased funding in professional services will allow for the use of contract services in the areas of striping, sign replacement and new guardrail installation, to help free traffic staff to remain on priority issues. Increases in operations would be used to purchase additional replacement components and equipment needed to repair and replace aged traffic signal equipment. Though the Traffic Division has the capability to complete most highway traffic maintenance work with in-house staff, the current four technicians are limited as to how much of each activity can be addressed. Additional staffing or funding to increase contract services would improve the ability to address traffic maintenance work. The budget included a request to purchase safety equipment for working on the high speed zones (US 23, US 42 and US 36). This includes purchasing a sufficient quantity of high visibility cones and signage, and a portable crash attenuator necessary to establish highly visible work zones for the protection of both city crews and the motor vehicle operators.

Metrics	2013	2014	2015 Est	2016 Est
Special Event Hours	498.5	493.3	900.0	900.0
Signal Work Hours	1,136.5	1,663.5	1,845.0	1,900.0
Street Light Work Hours	802.5	862.5	634.0	650.0
Striping Hours	604.0	714.5	704.0	800.0
Sign Work Hours	858.0	1,226.8	1,320.0	1,500.0

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 322,687	\$ 332,583	\$ 297,993	\$ 359,563
Charges & Services	54,814	66,835	72,953	80,360
Materials & Supplies	133,178	120,425	111,411	131,925
Capital Outlay	13,920	18,000	17,974	0
Total	\$ 524,599	\$ 537,843	\$ 500,331	\$ 571,848

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 57,021	\$ 57,899	\$ 53,941	\$ 72,961
Traffic Signals	113,505	124,755	116,227	92,907
Signage & Striping	130,147	142,037	131,582	148,552
Street Lighting	90,484	87,755	81,756	92,907
Main. Of Traffic/Guardrail	133,442	125,397	116,825	164,521
Total	\$ 524,599	\$ 537,843	\$ 500,331	\$ 571,848

Organizational Chart



Department Mission

The Parks and Natural Resources Department will provide a clean and healthy natural environment that supports a prosperous and resilient economy. The Mission is to provide citywide parks, trails and green space that maximize the use and value of Delaware’s land, water, natural habitats and historic resources. 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 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 a relationship with the YMCA to provide for proper function of YMCA recreation programs. 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 \$14M). In addition, Parks/Forestry is responsible for tree removals, plantings, prunnings 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.

PARKS & NATURAL RESOURCES

2016 BUDGET

2016 Strategic Goals

Goal #1 - Strategic Goal 1 - GC3 - Provide effective stewardship of natural resources (parks, open space, Olentangy River, Delaware Run)

Goal #2 - Provide a variety of recreational and cultural opportunities.

Department Services/Activities/Divisions

Current Level of Service Grade

Administration - Provides effective and efficient management of the Parks and Natural Resources 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, contractor's, and the Shade Tree Commission.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Urban Forestry - The Division is responsible for the planting and maintenance of over 15,000 trees with an estimated value of \$14 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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Landscaping - The Division is responsible for the beautification of all landscaping beds in parks, ROW's, City Hall, Engineering, and the Justice Center.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

PARKS & NATURAL RESOURCES
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Director	0	0	0	1
Superintendent	1	1	1	1
Division Supervisor	1	1	1	1
Arborist	0	0	1	1
Tech II	1	1	1	1
Tech I	4	4	3	3
Laborer - <i>Par-time</i>	0	0	1	1
Seasonal - <i>FTE</i>	<u>3.61</u>	<u>3.85</u>	<u>3.85</u>	<u>4.09</u>
Total	10.61	10.85	11.85	13.09

Budget Summary

This budget provides funding for a demanding inventory of 24 parks (4 community, 20 neighborhood) totaling 368 acres, and 20+ 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. Included in the 2016 budget is additional funding for maintenance at Veterans Park, increased landscaping costs, minor small equipment purchases (including push mowers, weed eaters and replacement trailers, and labor costs. Funding in the Urban Forestry Professional Services line item has been increased by \$10,000 to allow for additional contracted pruning and tree planting. This will help keep us in a more-desirable 5-year pruning cycle, while allowing Parks staff to concentrate on duties that are more park-related. Seasonal hour increase in Parks. This is due to the right-of-way mowing responsibility falling back under the department, as well as the addition of Veterans Park Spray and Play, and the Veterans Plaza additions. Staff feels that these two additions will consume around 500 hours each to maintain at a high level.

Metrics	2013	2014	2015	2016 Est
Park Acreage	352	368	368	368
Facilities	16	16	16	19
Multi use trails	12	14	16	20
Finish cut mowing parks and ROW	377	393	393	418
Rough cut ROW	-	-	-	26.80
Community Parks	4	4	4	4
Neighborhood Parks	20	20	20	20

PARKS & NATURAL RESOURCES
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 605,900	\$ 667,989	\$ 636,636	\$ 765,494
Charges & Services	140,846	188,890	168,283	195,374
YMCA Contract	140,250	199,075	196,056	205,000
Materials & Supplies	67,005	89,925	66,751	122,925
Capital Outlay	3,238	30,000	28,861	6,000
Total	\$ 957,239	\$ 1,175,879	\$ 1,096,587	\$ 1,294,793

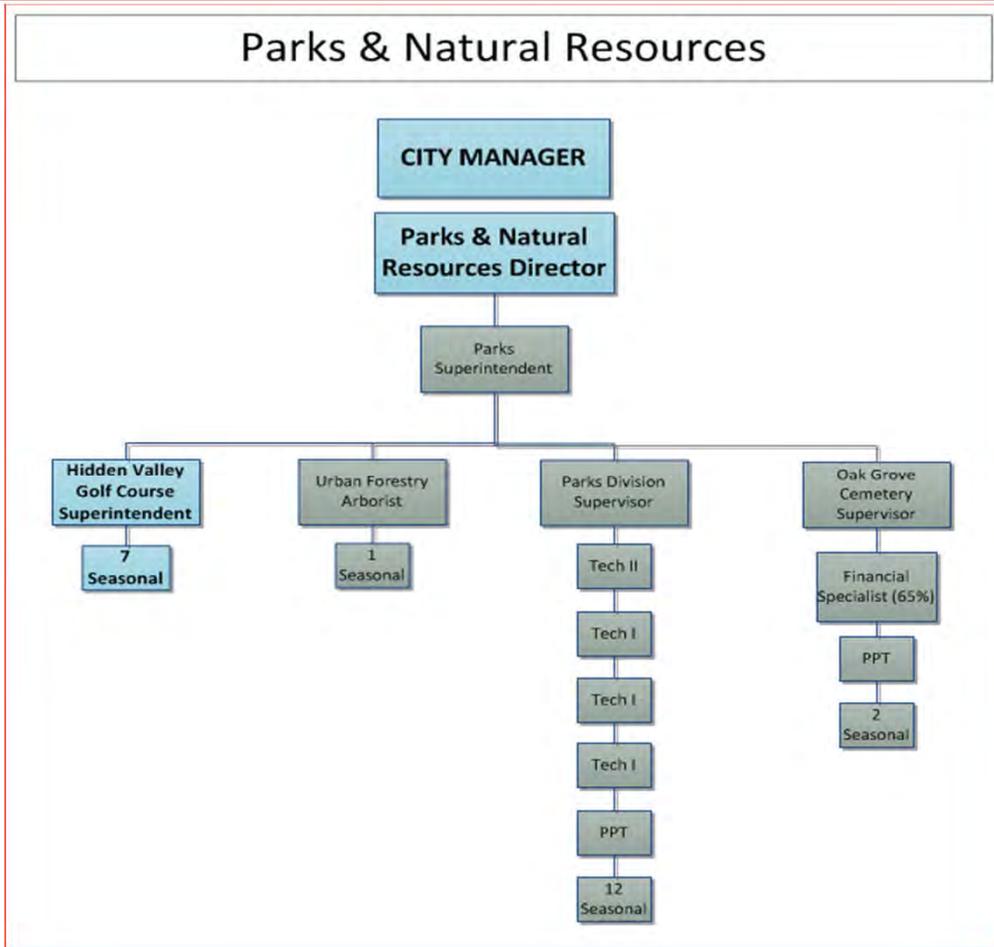
Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 163,398	\$ 193,158	\$ 186,096	\$ 241,240
Mowing	163,398	193,158	179,616	199,830
Parks Main. & Repair	326,796	395,384	357,700	424,640
Urban Forestry	98,039	117,840	107,893	136,101
Landscaping	32,679	38,632	30,518	43,020
Snow & Ice Removal	32,679	38,632	38,708	44,962
Recreational Services	140,250	199,075	196,056	205,000
Total	\$ 957,239	\$ 1,175,879	\$ 1,096,587	\$ 1,294,793

Revenues, Transfers, and Fund Balance	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Shelter Rental	\$ 11,437	\$ 12,000	\$ 11,857	\$ 17,000
Facility Rent	2,000	5,000	2,000	5,000
Street Tree Resident Share	0	5,000	6,665	5,000
Miscellaneous	5,166	0	5,438	7,000
Transfer In; Tree Repl	0	15,000	15,000	50,000
Transfer In; Gen Fund Trees	0	45,000	45,000	45,000
Transfer In; Gen Fund	875,000	997,151	997,151	1,122,500
Total Revenues	\$ 893,603	\$ 1,079,151	\$ 1,083,111	\$ 1,251,500
Fund Balance	\$ 289,556	\$ 192,828	\$ 276,080	\$ 173,235

% Change is between 2015 Budgeted and 2016 Proposed

HIDDEN VALLEY GOLF COURSE
2016 BUDGET

Organizational Chart



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.

2016 Strategic Goals

- Goal #1 - Review current trends in the industry and how similar and competing courses are addressing these trends
- Goal #2 - Work closely with relevant committees, boards, and City administration to improve operations at HVGC.

HIDDEN VALLEY GOLF COURSE
2016 BUDGET

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Mowing - The division is responsible for maintaining a well-manicured golf course, including tee boxes, fairways and greens. All of these areas are maintained at different cutting heights.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016 Proposed
Golf Course Superintendent	1	1	1	1
Laborer - <i>Part-time</i>	1	1	0	0
Seasonal - <i>FTE</i>	<u>1.37</u>	<u>1.11</u>	<u>1.96</u>	<u>1.96</u>
Total	3.37	3.11	2.96	2.96

Budget Summary

The Hidden Valley Golf Course currently operates with a crew of one full-time, one permanent part-time and six seasonal employees, responsible for the operation, maintenance, grounds keeping and clubhouse operation of our nine-hole executive municipal golf course. In 2016, staff will market the golf course for increased play, and continue environmentally friendly maintenance and operation to minimize operational costs.

Metrics	2013	2014	2015	2016 Est
Regular Rounds		4,063	4,103	4,183
Student/ Seniors Round		4,210	4,795	5,000
League Rounds		1,136	996	1,000
Driving Range Rounds		1,910	2,178	2,178
Riding Cart Rounds		3,355	3,598	3,600
Memberships		77	48	50
Punch Cards		130	154	160

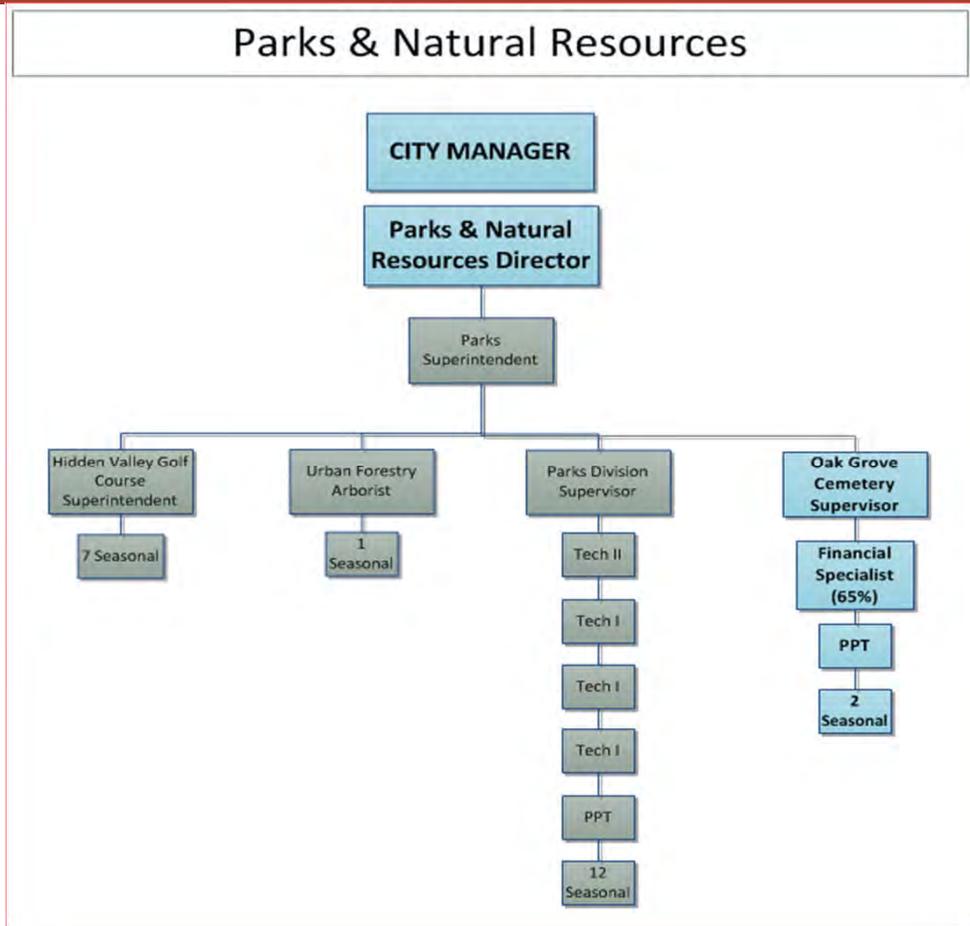
HIDDEN VALLEY GOLF COURSE
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 128,239	\$ 123,364	\$ 131,292	\$ 134,415
Charges & Services	20,639	29,503	24,316	34,474
Materials & Supplies	15,128	21,900	14,106	21,900
Capital Outlay	2,500	2,800	0	3,200
Total	\$ 166,506	\$ 177,567	\$ 169,714	\$ 193,989

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 5,881	\$ 5,522	\$ 5,384	\$ 6,067
Mowing	19,872	21,284	20,750	23,387
Course Maint. & Repair	67,893	72,720	70,898	79,907
Club House Operations	72,860	78,041	72,682	84,628
Total	\$ 166,506	\$ 177,567	\$ 169,714	\$ 193,989

Revenues, Transfers, and Fund	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Memberships	\$ 14,892	\$ 14,500	\$ 16,475	\$ 15,500
Greens Fees	84,052	100,000	91,388	100,000
Concessions	6,072	7,500	7,177	7,500
Merchandise Sales	1,628	1,800	2,103	1,800
Cart & Club Rental	21,806	22,000	23,736	22,000
Driving Range	11,815	12,000	13,028	12,000
Miscellaneous	13,049	8,700	8,927	8,700
Total Revenues	\$ 153,314	\$ 166,500	\$ 162,834	\$ 167,500
Fund Balance	\$ 92,021	\$ 80,954	\$ 85,141	\$ 58,652

Organizational Chart



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

The Cemetery Division is dedicated to the maintenance, restoration, and perpetuation of the grounds and it's over 20,000 monuments at historic burial ground. Our objective is to offer burial grounds and services consistent with the City's environment and the Cemetery's beautiful setting. Preserving and maintaining the unique arboretum style of our cemetery while simultaneously developing and improving new sites and areas in a financially responsible manner is our commitment to our past and future. 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.

OAK GROVE CEMETERY
2016 BUDGET

2016 Strategic Goals

- Goal #1* - Establish City government as a model of financial resiliency.
Goal #2 - 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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Mowing - 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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Leaf Collection and Trees - Staff is responsible for all tree-related items such as pruning, removals, and leaf collection. They are also responsible for the trimming and removal of all shrubs.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Financial Specialist I	0	0.65	0.65	0.65
Facility Maintenance Supervisor	0	1	1	1
Facility Maint. Tech II - <i>Part-time</i>	0	1	1	1
Seasonal - <i>FTE</i>	<u>1.20</u>	<u>1.20</u>	<u>1.30</u>	<u>1.30</u>
Total	1.20	3.85	3.95	3.95

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. Continued improvement of the organization structure, through creation of the Parks and Natural Resources Department will assist in the enhancement of 2016 service levels.

OAK GROVE CEMETERY
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Interments	99	89	84	
Regular	67	58	53	
Cremation	30	28	30	
Infant	2	3	1	
Lot Sales	50	49	60	
Pre-need	23	22	22	
At-need	27	27	38	

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 144,051	\$ 156,043	\$ 140,433	\$ 178,313
Charges & Services	41,079	39,946	34,678	38,884
Materials & Supplies	12,383	14,675	11,408	12,900
Lot Repurchase/Refunds	0	0	3,040	2,000
Capital Outlay	38,132	3,000	3,000	166,000
Total	\$ 235,645	\$ 213,664	\$ 192,559	\$ 398,097

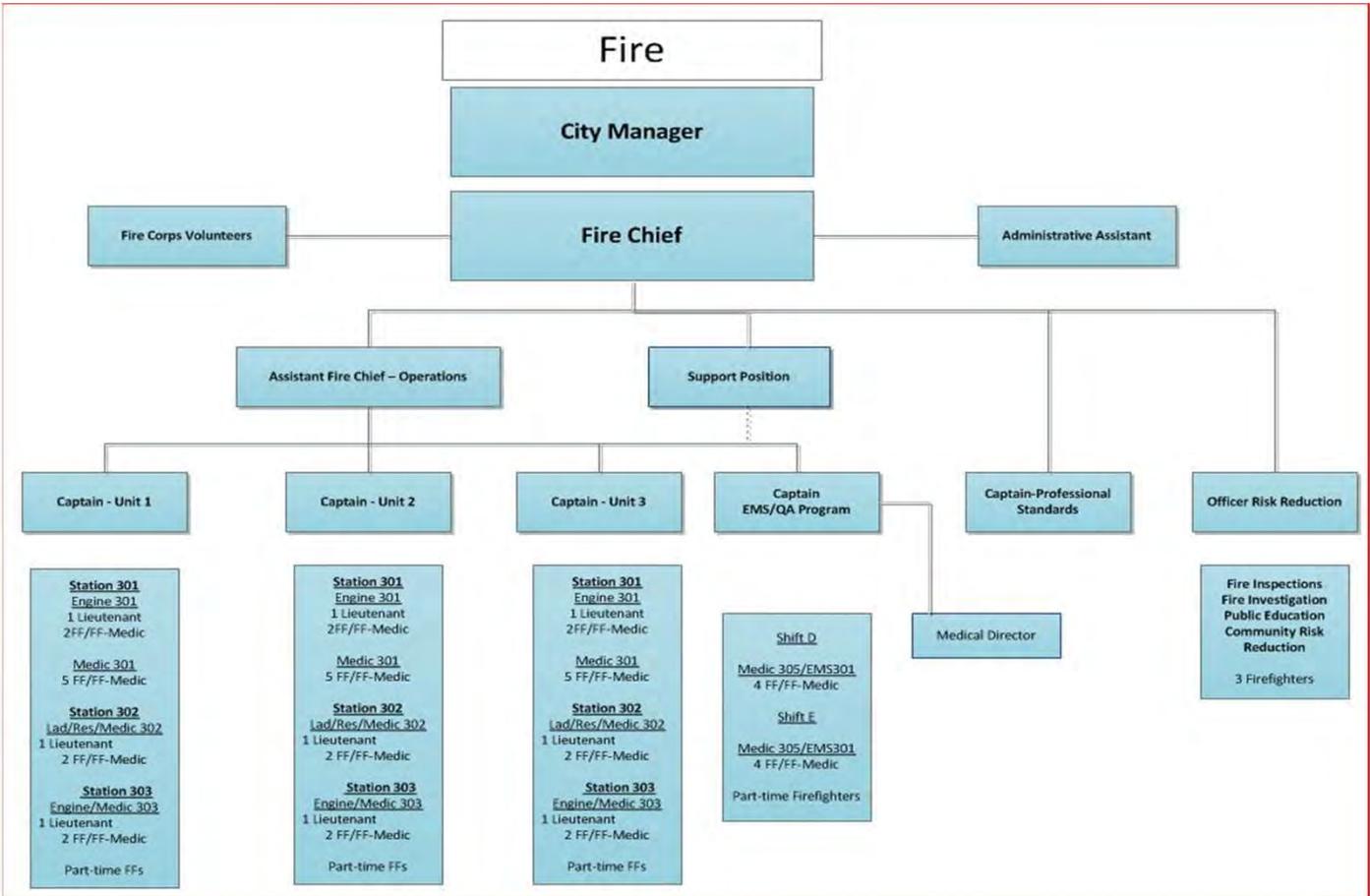
Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 52,901	\$ 31,664	\$ 16,395	\$ 48,052
Burials	48,492	50,000	46,498	88,096
Facility Maint. & Repair	28,655	25,000	24,208	66,536
Mowing	101,189	102,000	100,664	184,201
Leaf Collection & Trees	4,408	5,000	4,794	11,212
Total	\$ 235,645	\$ 213,664	\$ 192,559	\$ 398,097

Revenues, Transfers, and Fund	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Pre-need Spaces	\$ 32,557	\$ 32,000	\$ 36,546	\$ 38,000
At-need Spaces	15,097	18,000	15,950	18,000
Interments	65,550	70,000	72,275	72,000
Foundations	17,548	20,000	19,024	20,000
Miscellaneous	2,051	500	1,607	500
Transfer In	40,000	38,175	38,175	40,000
Total Revenues	\$ 172,803	\$ 178,675	\$ 183,577	\$ 188,500
Perpetual Fund Expenditures	0	250,000	37,522	0
Fund Balance	347,537	62,548	301,033	91,436

FIRE/EMS DEPARTMENT

2016 BUDGET

Organizational Chart



Department Mission

Protection through preparedness and response, delivered by the highest-trained professionals.

Department Description

The Fire Department is organized into four divisions. The department provides emergency and non-emergency services most noticeably as fire, medical treatment and transport at the paramedic level, hazardous materials and technical rescue response. Other services include training, public education, public relations, fire inspections, fire investigation, disaster response and preparedness, strategic planning and policy development.

2016 Strategic Goals

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

FIRE/EMS DEPARTMENT
2016 BUDGET

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 three fire stations.

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

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 three stations that combine a force capable of responding with three 24- hour paramedic units and one 12-hour paramedic/Quick Response unit. Personnel are also supported by trained firefighters that also respond in Paramedic ambulances.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 three fire stations that combine a force capable of responding with two engines, one heavy rescue truck and a hazardous material trailer. Personnel are also supported by firefighters that also respond in Paramedic ambulances.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 three stations that combine a force capable of responding with two engines, one ladder/heavy rescue truck and a several support trailers. Personnel are also supported by trained firefighters that also respond in Paramedic ambulances.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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

Current Level of Service Grade: Meets expectations given current staffing and funding.

FIRE/EMS DEPARTMENT
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Captain	4	5	5	5
Lieutenant	9	9	9	12
Firefighter	45	44	44	41
Administrative Assistant	1	1	1	1
Firefighter - <i>Part-time</i>	<u>1.5</u>	<u>1.5</u>	<u>17.1</u>	<u>19.23</u>
Total	62.5	62.5	78.1	80.23

Budget Summary

The Fire Department's 2016 Budget is \$15,019,016, which is \$5,606,971 more than 2015. The majority of the increase is a result of capital costs related to Station 304 (\$4,000,000) and the purchase of a Quint/Engine (\$1,125,509). The department is focusing on utilizing technology to identify community risks, responding with an effective force and reducing emergency response times. We will continue to utilize staffing during periods that have shown a higher demand for service. Growth within the city continues and so does the demand for services.

In 2016, the department will continue the implementation of several projects tied to the 2010 Fire Levy. The first is the continued work on the construction of the fourth fire station on Cheshire Rd. Much growth and development continues in this area necessitating the need for the additional station. Secondly, the department will begin implementation of the long discussed Part-Time program. This program allows for the backfilling of full-time positions, allowing an increase of on-duty staffing. This increase in staffing will also support the operation of the fourth station.

FIRE/EMS DEPARTMENT
2016 BUDGET

Metrics	2013	2014	2015	2016 Est
Incidents responded to:				
Fire	101	107	127	130
Rupture/Explosion	3	3	1	3
EMS	4,047	4,197	4,173	4,256
Hazardous Conditions	124	135	131	133
Service Calls	141	146	151	154
Good Intent	162	176	163	166
False Calls	589	599	536	547
Severe Weather	-	2	1	1
Other	6	7	12	12
Total incidents	5,173	5,372	5,295	5,402
Number of medical	2,586	2,888	3,890	3,968
Percent of priority calls with response within 6 min.	68%	68%	71%	70%
# of Structure Fires with EFR and < 12 min response / # of Structure Fires; %	7/9; 78%	7/10; 70%	7/10; 70%	7/10; 70%
Number of commercial inspections conducted	1,451	1,250	1,450	1,450
Percent of plans reviewed within 5 days	100%	95%	100%	100%
Number of fires with greater than \$10,000 in damages	8	8	12	10
Number of fires of a suspicious nature	2	3	4	4
Hours of training	12,819	10,000	11,400	10,000

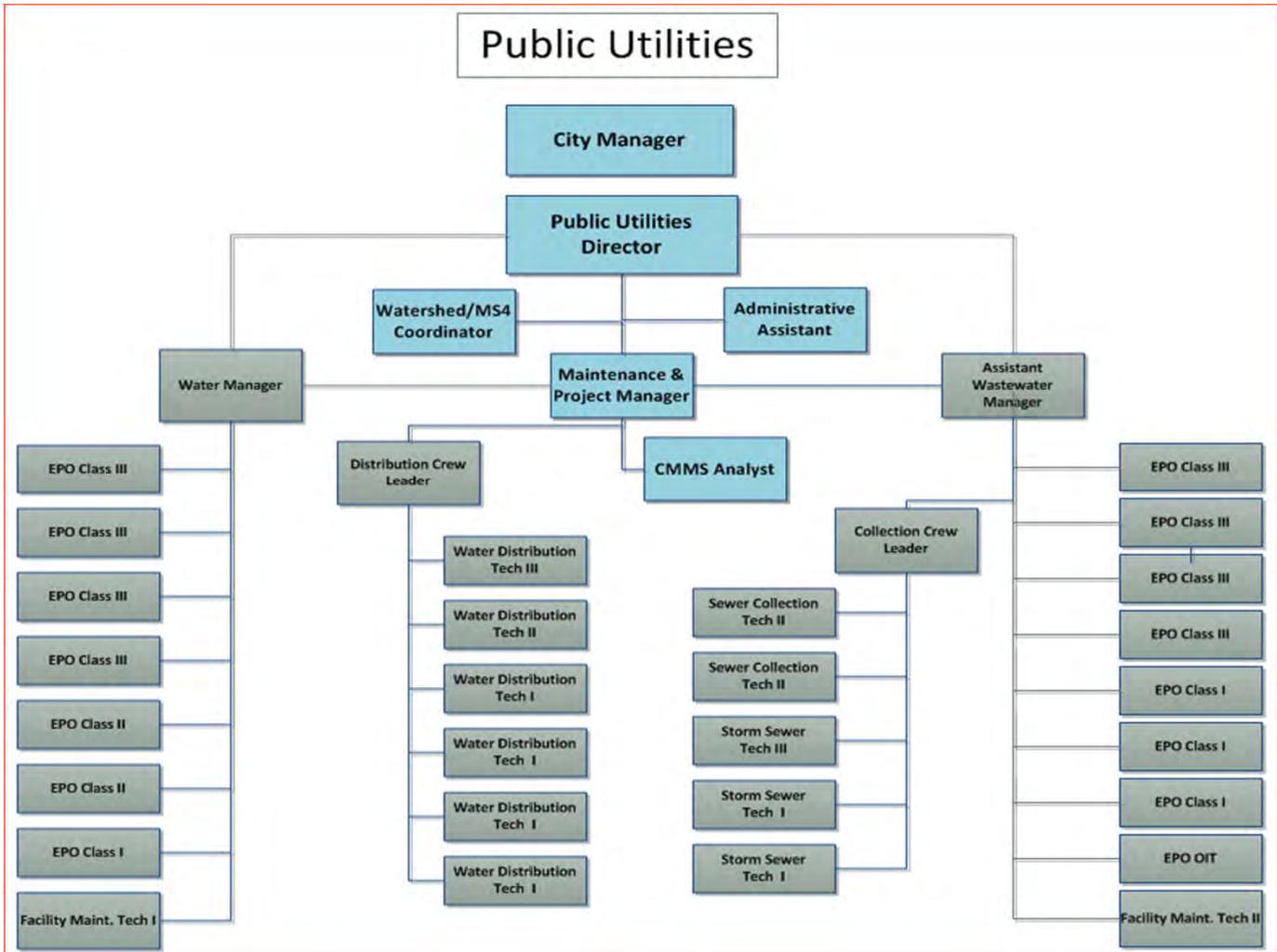
FIRE/EMS DEPARTMENT
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 6,711,170	\$ 7,345,705	\$ 6,756,602	\$ 8,064,050
Charges & Services	462,899	574,078	468,074	636,255
Materials & Supplies	208,186	246,735	192,300	304,721
Capital Outlay	652,905	829,316	789,438	5,377,058
Income Tax Refunds	224,005	220,000	248,126	250,000
Bond Transfer	178,811	170,600	225,653	260,584
Total	\$ 8,437,976	\$ 9,386,434	\$ 8,680,193	\$ 14,892,668

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 360,042	\$ 407,387	\$ 368,857	\$ 430,842
Fire	4,083,152	4,526,140	4,187,355	9,652,944
EMS	2,208,581	2,499,006	2,290,380	2,642,882
HazMat	96,991	96,434	91,084	104,096
Technical Rescue	85,821	97,062	89,991	102,650
Risk Reductions	583,185	671,231	619,797	709,877
Professional Development	617,388	698,574	641,835	738,793
Income Tax Refunds	224,005	220,000	220,294	250,000
Bond Transfer	178,811	170,600	170,600	260,584
Total	\$ 8,437,976	\$ 9,386,434	\$ 8,680,193	\$ 14,892,668

Revenues, Transfers, and Fund Balance	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Income Tax Collections	\$ 8,126,904	\$ 8,481,772	\$ 8,612,635	\$ 8,993,426
Grant Revenue	43,732	2,500	0	0
County EMS Reimburs.	604,086	600,000	560,192	630,000
Miscellaneous	5,804	4,500	7,632	5,500
Transfers; Fire Pension Fund	203,124	202,000	211,220	212,000
Bond Proceeds	0	0	800,000	4,000,000
Total Revenues	\$ 8,983,650	\$ 9,290,772	\$ 10,191,679	\$ 13,840,926
Fund Balance	4,779,906	4,684,244	6,291,392	5,239,650

Organizational Chart



Department Mission

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

PUBLIC UTILITIES ADMINISTRATION
2016 BUDGET

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

2016 Strategic Goals

- Goal #1 - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost-efficient system.
- Goal #2 - Present and develop new and cost-effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3 - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4 - Provide training and ensure development of utilities staff to provide the utility service needed to maintain the infrastructure.

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

Administration - The administration staff consists of the Director, Projects & Maintenance Manager, CMMS/GIS Analyst, Watershed Coordinator, 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 current and future federal and state regulations to ensure compliance. The division also supports most city departments, including providing the City's Managers office with project recommendations.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
* Utility Director	1	1	1	1
* CMMS/GIS Analyst	1	1	1	1
* Administrative Assistant	1	1	1	1
* Maintenance and Projects Manager	1	1	1	1
Watershed Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	5	5	5

* Positions split between Water and Sewer Funds

PUBLIC UTILITIES ADMINISTRATION
2016 BUDGET

Budget Summary

The public utilities 2016 annual budget request will allow the department to maintain the current service level at an acceptable rating. The department continues to use new and proven technology to maintain service levels and improve efficiencies. The water administration budget includes funding in the amount of \$50,000 for a groundwater monitoring program of the Penry Road wellfield aquifer. Both the water and sewer administration budget includes funding for professional engineering services to support staff.

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 419,849	\$ 436,096	\$ 453,797	\$ 451,077
Charges & Services	363,260	434,055	391,271	416,040
Materials & Supplies	750	1,750	35,340	1,750
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$ 783,859	\$ 871,901	\$ 880,408	\$ 868,867

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 241,070	\$ 268,360	\$ 268,360	\$ 267,737
Project/Construction Mgmt.	77,541	86,220	86,220	86,119
Regulatory Management	77,542	86,220	86,220	86,119
Land Dev / Project Review	77,541	86,220	86,220	86,119
CMMS/GIS Management	155,083	172,440	172,440	172,238
Watershed Mgmt. & MS4	77,541	86,220	86,220	86,119
Capital Project Development	<u>77,541</u>	<u>86,221</u>	<u>86,221</u>	<u>86,119</u>
Total	\$ 783,859	\$ 871,901	\$ 871,901	\$ 870,570

PUBLIC UTILITIES ADMINISTRATION
2016 BUDGET

Water Revenues, Transfers, and Fund Balance					
	2014 Actual	2015 Budget	2015 Actual	2016 Budget	
Meter Charges	\$ 3,663,105	\$ 3,720,780	\$ 3,689,740	\$ 3,816,606	
Meter Charges; Debt Service	1,391,421	1,419,249	1,419,249	1,447,634	
Service Fees	52,282	60,000	71,947	75,000	
Miscellaneous	22,184	56,132	155,499	99,132	
Transfer In	118,429	0	0	0	
Total Water Revenues	\$ 5,247,421	\$ 5,256,161	\$ 5,336,435	\$ 5,438,372	
Transfer Gen. Fund - Overhead	630,112	642,715	642,715	652,356	
Transfer Capital Improvements	2,066,421	2,119,249	1,917,382	2,147,634	
Fund Balance	2,035,191	1,478,105	1,784,671	1,112,040	

Sewer Revenues, Transfers, and Fund Balance					
	2014 Actual	2015 Budget	2015 Actual	2016 Budget	
Meter Charges	\$ 4,162,489	\$ 4,230,800	\$ 4,254,470	\$ 4,454,263	
Meter Charges; Debt Service	2,017,531	2,000,000	2,000,000	2,000,000	
Service Fees	400,222	300,000	313,767	300,000	
Miscellaneous	22,866	8,500	24,940	13,500	
Transfer In	105,984	0	0	0	
Total Sewer Revenues	\$ 6,709,092	\$ 6,539,300	\$ 6,593,177	\$ 6,767,763	
Transfer Gen. Fund - Overhead	707,699	721,853	721,853	732,681	
Transfer Capital Improvements	3,328,803	3,311,272	3,311,272	3,364,247	
Fund Balance	2,651,185	2,285,659	2,561,916	2,236,554	

WATER TREATMENT
2016 BUDGET

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions proudly provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

2016 Strategic Goals

- Goal #1* - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost efficient system.
- Goal #2* - Present and develop new and cost effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3* - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4* - Provide the training and ensure the development of utilities staff to provide the utility service needed to maintain the infrastructure for the City.
- Goal #5* - Implementation of a City-wide Advanced Meter Infrastructure System to provide City water customers with monthly billing and the ability to track daily water usage.

Department Services/Activities/Divisions
Current Level of Service Grade

Water Treatment - Operate and Maintain 7.2 MGD membrane water treatment facility, two separate wellfields with a capacity of 4 MGD and three water storage tanks with a combined capacity of 4 million gallons. Plant operations and maintenance is performed by staff 24/7. Staff performs over 15,000 water quality analysis per year to ensure regulatory compliance, completes daily inspections and testing.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Water Plant Manager	1	1	1	1
Water EPO III	4	4	3	4
Water EPO II	2	2	1	2
Water EPO I	0	0	2	1
Water EPO OIT	0	0	1	0
Seasonal - FTE	<u>0</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
Total	7.00	7.25	8.25	8.25

WATER TREATMENT
2016 BUDGET

Budget Summary

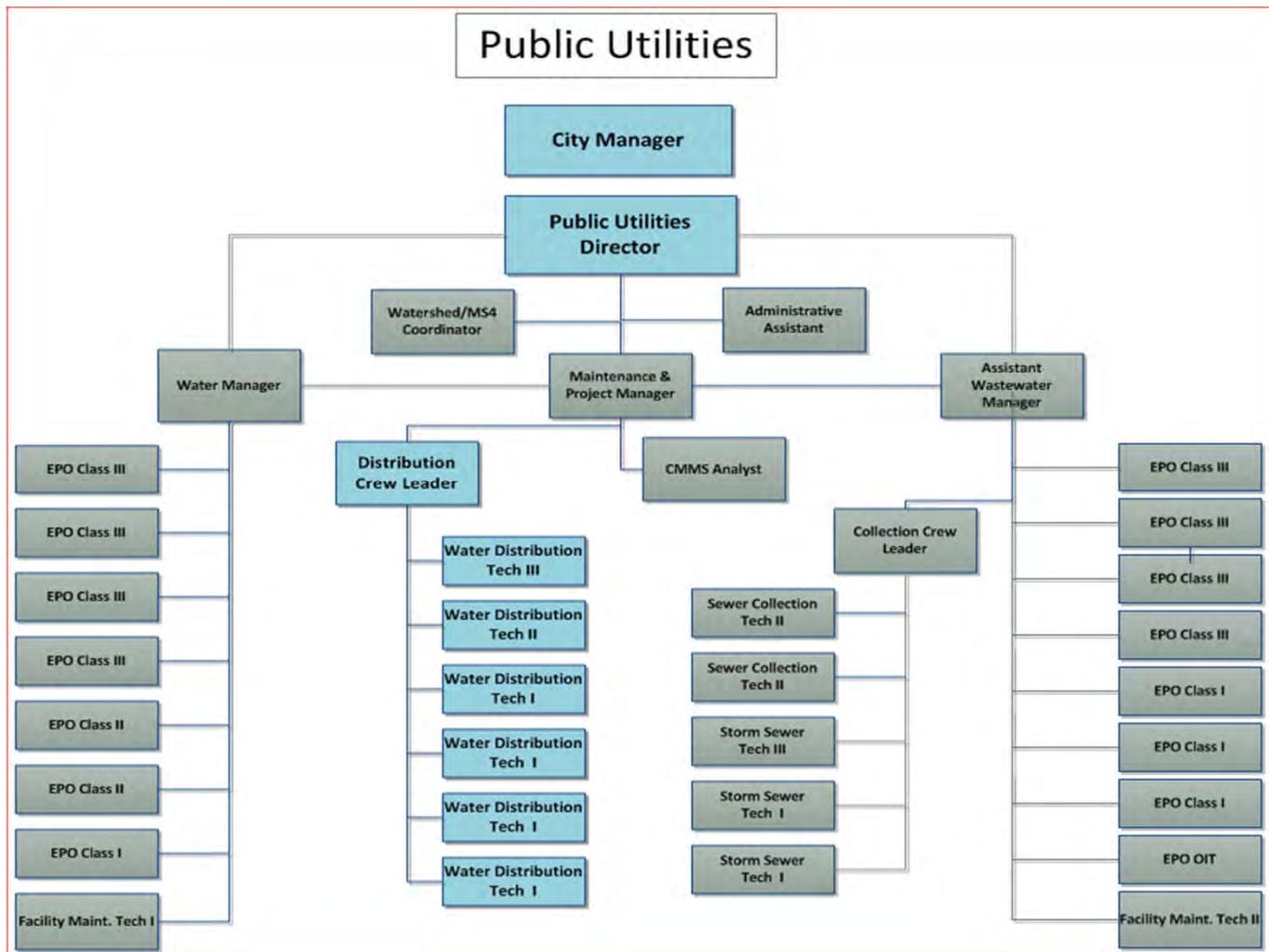
The 2016 water treatment budget proposal reflects the costs of the start-up of the City's new membrane treatment plant in 2015. The membrane plant ensures the City will meet all current and future regulatory requirements and provides the City's customers with a safe and reliable potable water supply. The budget includes a electrical increase of approximately 25 % in 2016 from \$325,000 to \$425,000. The membrane process uses a pressurized system to pump each step of the treatment process. It is anticipated that electric costs will become level as staff gains experience with the new membrane operations. Chemical and maintenance of equipment costs will increase slightly in 2016 for the cleaning of the membrane and replacement of cartridge filters to prevent the membrane system from fouling.

Metrics	2013	2014	2015	2016 Est
Daily potable water MGD		3.65	3.33	3.60
Total potable water MG		1,332	1,215	1,314
Average water hardness mg/l		175	135	150
Water quality violations		3	-	-

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 614,767	\$ 746,034	\$ 692,839	\$ 781,620
Charges & Services	370,922	516,684	627,067	709,223
Materials & Supplies	396,626	366,650	399,031	383,460
Capital Outlay	0	28,500	51,720	38,750
Total	\$ 1,382,315	\$ 1,657,868	\$ 1,770,657	\$ 1,913,053

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 138,232	\$ 165,787	\$ 177,066	\$ 191,424
Potable Water Supply	680,652	816,624	872,181	942,178
Equipment Preventative				
Maintenance	65,383	82,894	88,533	95,916
Equipment Repair/				
Replacement	65,383	82,893	88,533	95,653
OEPA Sampling & Analysis	301,984	331,574	354,132	382,420
Wellfield & Water Tank				
Maintenance	65,298	95,203	101,680	109,809
Facility Maintenance	65,383	82,893	88,532	95,653
Total	\$ 1,382,315	\$ 1,657,868	\$ 1,770,657	\$ 1,913,053

Organizational Chart



Department Mission

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

WATER DISTRIBUTION
2016 BUDGET

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions proudly provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

2016 Strategic Goals

- Goal #1* - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost efficient system.
- Goal #2* - Present and develop new and cost effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3* - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4* - Provide the training and ensure the development of utilities staff to provide the utility service needed to maintain the infrastructure for the City.
- Goal #5* - Implementation of a City-wide Advanced Meter Infrastructure System to provide City water customers with monthly billing and the ability to track daily water usage.

Department Services/Activities/Divisions
Current Level of Service Grade

Water Maintenance - Operates, maintains, and repairs 185 miles of water mains and 1,850 fire hydrants. In 2015, the water maintenance division replaced over 30,000 linear feet (5 miles) of water pipe to ensure a safe supply of drinking water and improved fire flow protection. Water maintenance staff will complete approximately 750 work orders and service requests in 2015. Included in the water maintenance division is the water metering group which is responsible for reading approximately 12,000 accounts throughout the City on an every-other month cycle, including monthly shutoff activities, maintaining and repairing meter reading units, meter testing, inspecting meter installations, and implementing the City's backflow prevention program.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
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	0.72	0.72	0.72	0.72
Total	7.72	7.72	7.72	7.72

WATER DISTRIBUTION
2016 BUDGET

Budget Summary

The 2016 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. Water meters will also be replaced as part of the City's AMI system in 2016. Operating supply funding will increase in 2016 by approximately 6% as the supplier price of water pipe, valves, fittings and copper increases. Funding is also included in the budget request for the purchase of water main leak detection equipment for locating small and large water leaks.

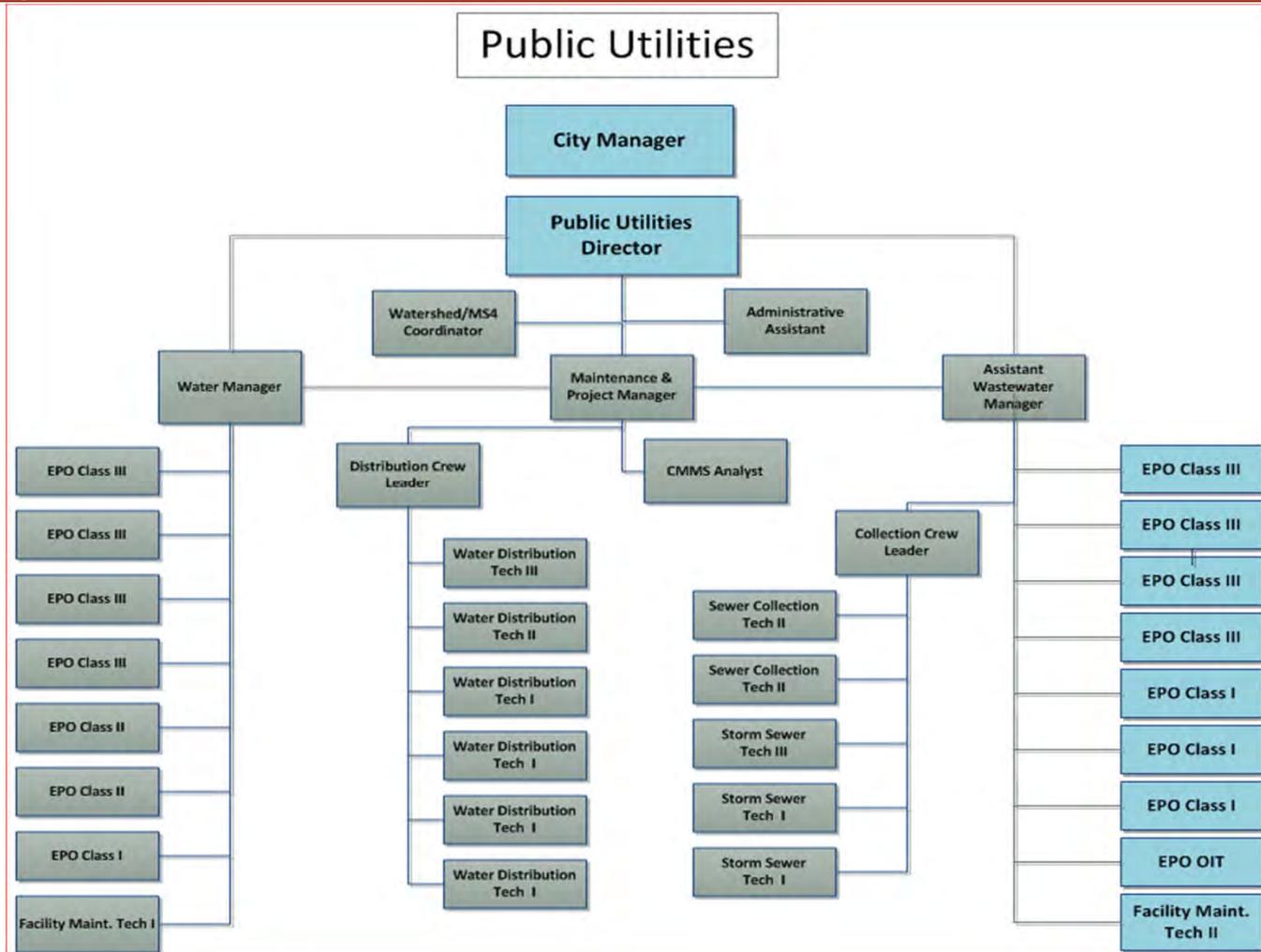
Metrics	2013	2014	2015	2016 Est
Meter Pits Installed		231	200	250
LF of new water pipe		21,000	30,000	20,000
LF of water pipe repair		8,094	6,514	4,000
Number of main failures		14	8	5
Fire hydrants painted		94	121	100
Fire hydrants replaced		18	24	20

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 525,808	\$ 557,615	\$ 521,795	\$ 556,655
Charges & Services	79,074	85,194	72,914	95,593
Materials & Supplies	185,859	252,700	194,753	254,200
Capital Outlay	4,332	23,500	0	25,000
Total	\$ 795,073	\$ 919,009	\$ 789,462	\$ 931,448

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 41,001	\$ 47,257	\$ 38,898	\$ 46,229
Monthly Utility Meter Rdng	142,877	170,310	140,186	166,604
Monthly Shutoff Activities	47,626	56,770	46,729	55,535
Meter Service	79,376	94,617	77,881	92,558
Meter Backflow & Inspect.	7,938	9,462	7,788	9,256
System Prevent Maint.	158,752	175,304	166,458	191,036
System Repair & Replacement	119,065	128,750	116,821	138,837
Water Meter Change-out	79,376	94,617	77,881	92,558
Utility Locates	79,376	94,616	77,881	92,558
Emergency Call-outs	39,686	47,306	38,939	46,277
Total	\$ 795,073	\$ 919,009	\$ 789,462	\$ 931,448

WASTEWATER TREATMENT
2016 BUDGET

Organizational Chart



Department Mission

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

WASTEWATER TREATMENT

2016 BUDGET

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions proudly provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

2016 Strategic Goals

- Goal #1* - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost efficient system.
- Goal #2* - Present and develop new and cost effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3* - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4* - Provide the training and ensure the development of utilities staff to provide the utility service needed to maintain the infrastructure for the City.
- Goal #5* - Completion of a new aeration system for improved energy and wastewater treatment efficiency to reduce overall electrical consumption at the wastewater plant.

Department Services/Activities/Divisions

Current Level of Service Grade

Wastewater Treatment - Responsible for the 10 MGD water reclamation center and 12 pump stations. Plant operation and maintenance is performed 24/7. Staff performs over 12,000 wastewater analysis per year as required to meet EPA 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 NPDES permit.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
EPO Class III	4	4	4	4
EPO Class II	1	0	0	0
EPO Class I	0	1	2	3
EPO Class OIT	3	3	2	1
Facilities Maintenance Tech II	1	1	1	1
Sludge Truck Driver	1	0	0	0
Seasonal - FTE	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
Total	10.25	9.25	9.25	9.25

WASTEWATER TREATMENT

2016 BUDGET

Budget Summary

The 2016 proposed wastewater treatment budget includes professional services funding for the maintenance of the emergency generator and odor control systems. The plant's electrical transformers and switch gear will be upgraded in 2016 for improved power efficiency. The budget for the transportation and disposal of sludge to the biogas facility will increase in 2016 with approximately 6,500 wet tons of sludge @ \$38.51 per wet ton. Equipment funding in 2016 includes real-time phosphorus monitoring of the plant's effluent to the Olentangy River to provide automatic controls and reduce chemical costs and phosphorus loadings to the river.

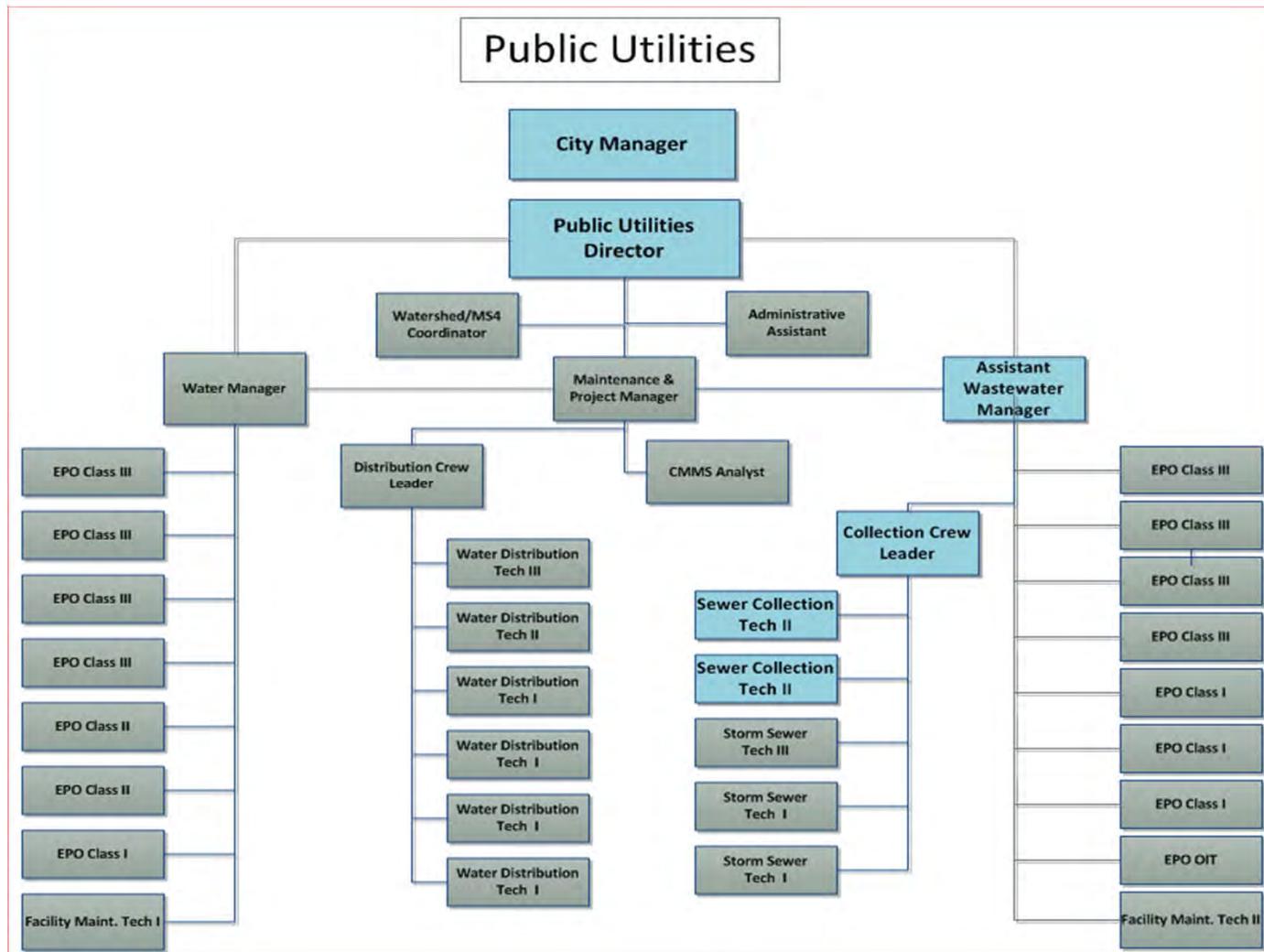
Metrics	2013	2014	2015	2016 Est
Average daily flow treated MGD		4.55	4.62	4.75
Total flow M.G.		1,661	1,686	1,734
Sludge Disposal- Wet Tons		6,389	6,450	6,500
OEPA NPDES Violations		3	1	-

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 757,604	\$ 780,503	\$ 766,850	\$ 838,278
Charges & Services	692,779	758,267	706,488	817,190
Materials & Supplies	212,246	241,350	195,291	220,350
Capital Outlay	65,224	30,000	822	33,750
Total	\$ 1,727,853	\$ 1,810,120	\$ 1,669,451	\$ 1,909,568

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 76,273	\$ 90,189	\$ 83,180	\$ 96,409
Treatment of wastewater for discharge into river	865,750	908,240	837,658	970,879
Equipment Prevent Maint.	171,250	180,376	166,359	180,120
Equipment Repair & Replacement	170,753	180,376	166,359	180,120
Industrial Pretreat Prgm	88,765	90,189	83,180	96,409
Facility Maintenance	88,766	90,189	83,180	96,409
OEPA Sampling & Analysis	266,296	270,561	249,535	289,222
Total	\$ 1,727,853	\$ 1,810,120	\$ 1,669,451	\$ 1,909,568

WASTEWATER COLLECTION
2016 BUDGET

Organizational Chart



Department Mission

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

WASTEWATER COLLECTION

2016 BUDGET

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions proudly provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

2016 Strategic Goals

- Goal #1* - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost efficient system.
- Goal #2* - Present and develop new and cost effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3* - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4* - Provide the training and ensure the development of utilities staff to provide the utility service needed to maintain the infrastructure for the City.
- Goal #5* - Completion of the Sanitary Sewer Masterplan to determine future wastewater collection projects that works in partnership with the economic development of the City.

Department Services/Activities/Divisions

Current Level of Service Grade

Wastewater Collection - Responsible for 170 miles of sanitary sewer gravity mains, five miles of sanitary sewer force mains and approximately 3,175 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. Staff will have CCTV'd approximately 14 miles of sanitary sewer pipe in 2015 with a goal of 20 miles of sewer pipe per year, and completed over 800 work orders and service requests.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Assistant Wastewater Manager	1	1	1	1
Crew Leader	1	1	1	1
Sewer Collection Tech II	2	2	2	2
Seasonal - FTE	<u>0.62</u>	<u>0.62</u>	<u>0.62</u>	<u>0.62</u>
Total	4.62	4.62	4.62	4.62

WASTEWATER COLLECTION
2016 BUDGET

Budget Summary

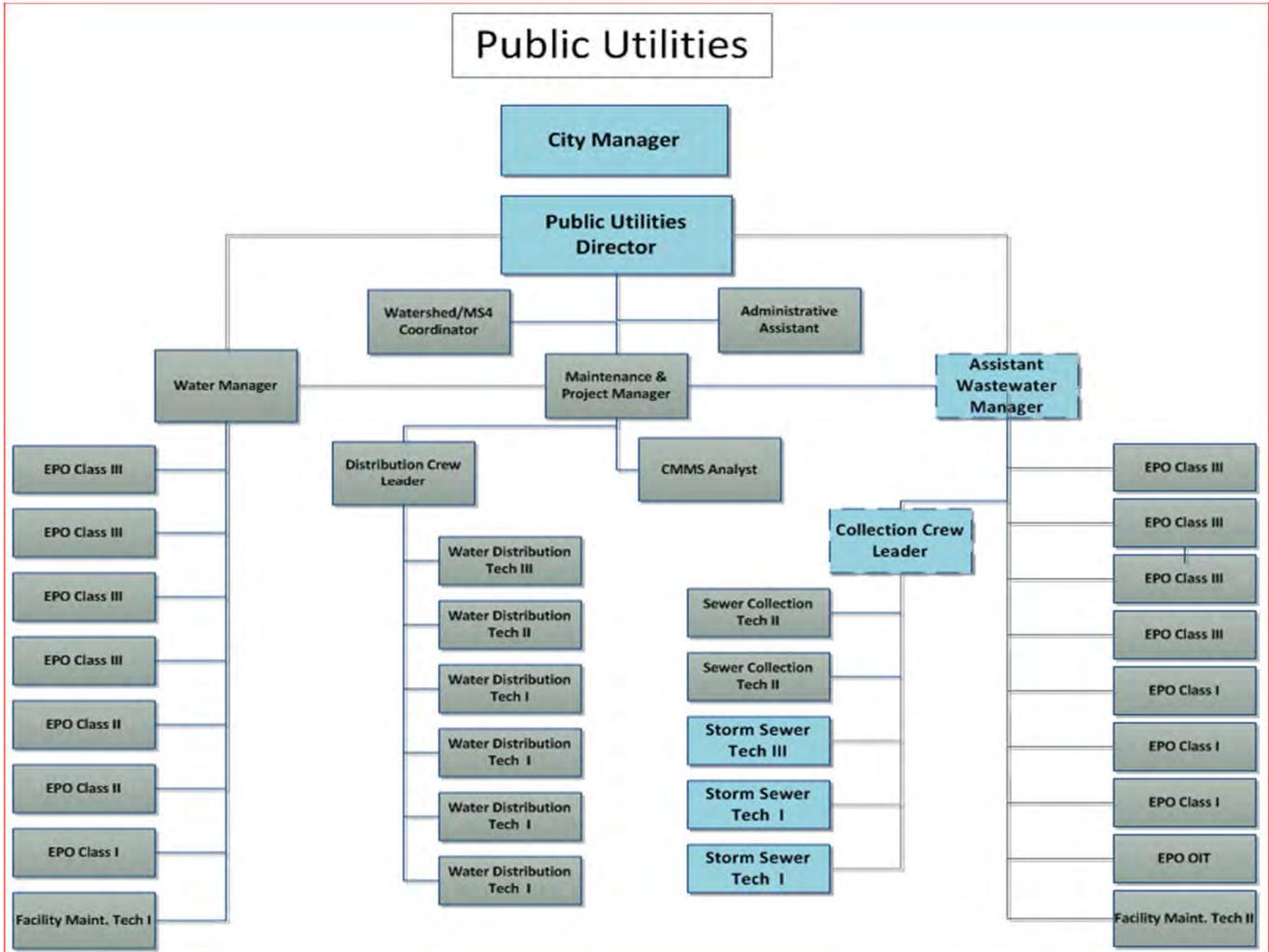
The wastewater collection proposed 2016 budget includes funding for the maintenance of the City's sanitary sewer system. This funding is for the purchase of pipe material for the repair of sewers and asphalt/concrete for the restoration of repair sites. The wastewater collection budget also funds the purchase of water meters for the sanitary sewer charges from water meter readings. The budget includes funding for the annual chemical tree root treatment of the sanitary sewer system.

Metrics	2013	2014	2015	2016 Est
Feet of CCTV performed		97,490	73,063	100,000
Manhole castings replaced		18	3	5
Feet of sewer pipe repaired		250	255	300
Feet of sewer pipe cleaned		31,274	9,000	10,000
Feet of new sewer pipe install		4,500	4,250	5,000
Sanitary sewer backups		3	2	-

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 347,905	\$ 370,530	\$ 353,539	\$ 377,519
Charges & Services	110,844	132,956	109,598	148,290
Materials & Supplies	72,031	127,250	93,814	133,465
Capital Outlay	11,095	33,350	9,254	25,000
Total	\$ 541,875	\$ 664,086	\$ 566,205	\$ 684,274

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 80,517	\$ 99,618	\$ 84,935	\$ 102,700
System Prevent Maint.	135,693	165,998	141,531	171,915
System Repair & Replacement	54,278	66,412	56,623	67,805
Pump Station Maintenance	27,139	33,206	28,312	34,188
Utility Locates	81,417	99,618	84,935	101,569
CCTV Inspection	135,692	166,030	141,558	171,909
Emergency Call-outs	27,139	33,204	28,310	34,188
Total	\$ 541,875	\$ 664,086	\$ 566,204	\$ 684,274

Organizational Chart



Department Mission

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

Department Description

The Public Utilities Department consists of the following six divisions; water treatment, water distribution, wastewater treatment, wastewater collection, storm water conveyance and watershed management. These are among the most critical services a City can provide to its residents and customers. The divisions proudly provide safe drinking water, efficient drinking water distribution, an environmentally proactive wastewater collection system, and wastewater treated to very high standards. The water division has reinvested in its treatment and distribution systems to meet quantity and quality needs. Steps have been taken to ensure quality drinking water for the near future through the new membrane water treatment plant and the Penry Road wellfield. The distribution division maintains the City's water towers, performs leak detection and maintenance of the water mains for reliable delivery of drinking water and to meet fire flow requirements. The wastewater treatment division continues to meet the challenges associated with protecting public health and meeting increasing EPA regulations. 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.

STORM SEWER
2016 BUDGET

2016 Strategic Goals

- Goal #1 - Provide safe, sufficient, and reliable water, wastewater discharge and stormwater drainage in a cost efficient system.
- Goal #2 - Present and develop new and cost effective technologies for utilities services for the benefit of the residents in our community and the environment.
- Goal #3 - Ensure the City is current with Federal and State regulatory requirements.
- Goal #4 - Provide the training and ensure the development of utilities staff to provide the utility service needed to maintain the infrastructure for the City.

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

The Storm Water division is responsible for operating and maintaining 140 miles of storm water mains and approximately 2000 catch basins for the conveyance of storm water to the Olentangy River. In 2015 staff will have CCTV'd approximately 5 miles of storm water mains and performed the repair or replacement of 25 storm water catch basins. Storm water staff works closely with the Watershed Coordinator to fulfill the requirements of the City's OEPA stormwater MS4 permit. The City's street sweeping program is entirely funded by storm water fees. At this time, the division is able to routinely meet the department's and public's expectations at the current operational levels.

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Tech III	1	1	1	1
Tech I	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	2	3	3	3

Budget Summary

The 2016 storm water budget includes funding for engineering services to meet the City's MS4 OEPA permit requirements and for all street sweeping services, including the annual spring citywide sweep, special events, City parking lots and on/off ramps. The 2016 budget also includes funding for the purchase of a new CCTV transporter for videoing storm water mains.

Metrics	2013	2014	2015	2016 Est
Miles of CCTV performed		5	5	6
Feet of pipe cleaned		1,000	1,400	1,500
Catch basins repaired		20	25	25
Feet of pipe repaired		155	175	200
Flooding complaints		37	26	20

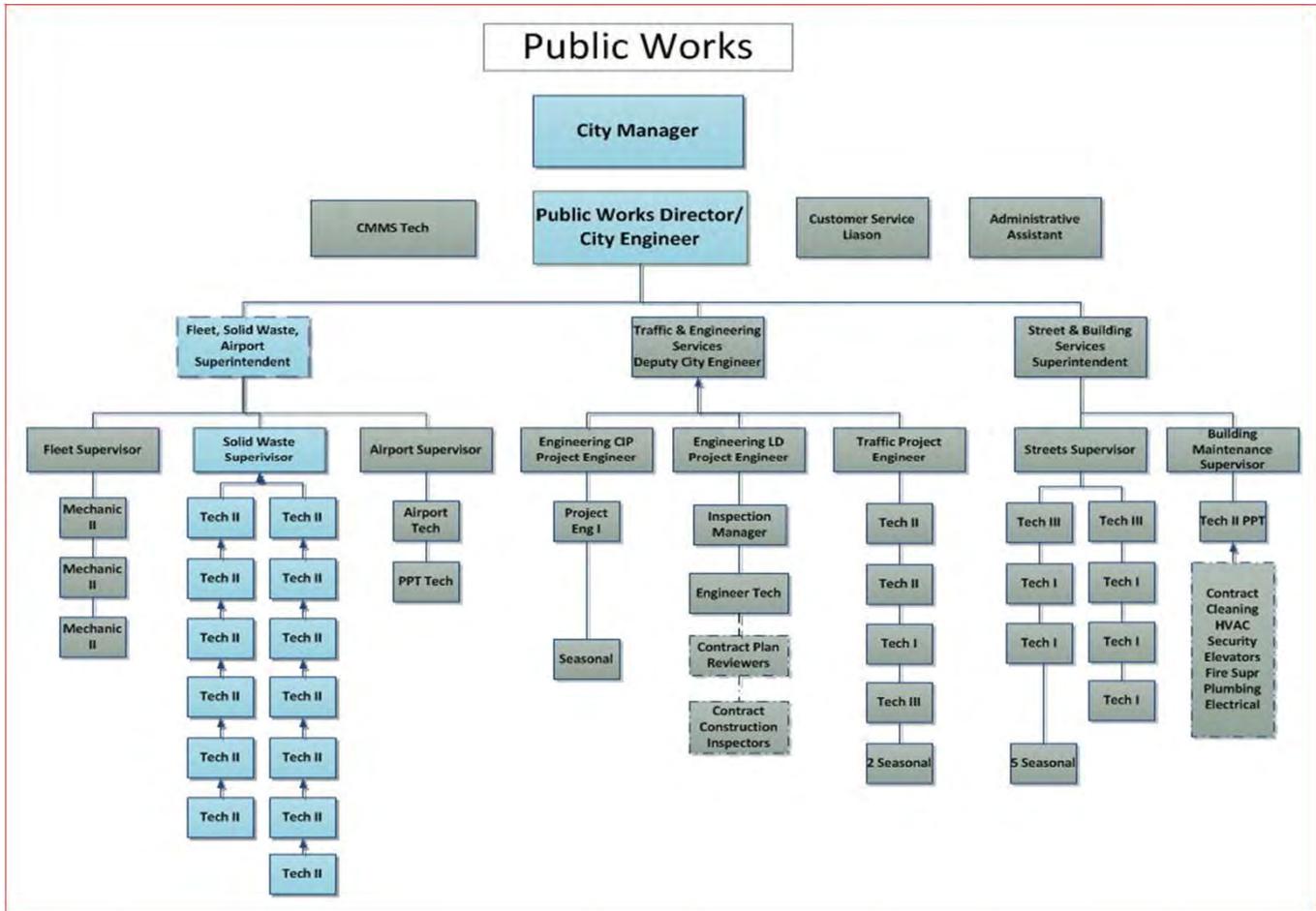
STORM SEWER
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 204,302	\$ 245,688	\$ 216,068	\$ 242,506
Charges & Services	143,617	149,968	100,425	150,928
Materials & Supplies	57,718	63,260	41,262	63,260
Capital Outlay	7,324	29,350	4,109	30,000
Total	\$ 412,961	\$ 488,266	\$ 361,864	\$ 486,694

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administrative	\$ 65,211	\$ 73,240	\$ 58,038	\$ 78,109
System Preventative				
Maintenance	108,647	146,479	103,491	127,852
System Repair & Replacement	86,947	97,653	70,824	101,919
Utility Locates	65,211	73,240	57,320	76,936
CCTV Inspection	65,210	73,240	56,644	76,251
Emergency Call-outs	21,735	24,414	15,547	25,627
Total	\$ 412,961	\$ 488,266	\$ 361,864	\$ 486,694

Revenues, Capital Improvements, and Fund Balance	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Storm Sewer Fees	\$ 804,371	\$ 810,000	\$ 821,561	\$ 825,000
Federal Grant	0	0	98,876	0
Miscellaneous	13,397	1,000	2,123	2,000
Total Revenues	\$ 817,768	\$ 811,000	\$ 922,560	\$ 827,000
Capital Improvements	859,573	1,453,217	506,177	1,807,475
Fund Balance	\$ 2,174,782	\$ 1,044,299	\$ 2,229,301	\$ 762,132

Organizational Chart



Department Mission

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

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. 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.

2016 Strategic Goals

- Goal #1 - Provide safe, sufficient, and reliable solid waste disposal.
- Goal #2 - Create and sustain a city of quality neighborhoods
- Goal #3 - Effectively deliver the services that Delaware Citizens need, want and are willing to support.

SOLID WASTE
2016 BUDGET

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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. Move-in/Move-out special bulk collections remains a service offered all residents of the community.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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. The city's cost in transporting recyclables is offset by the value of the recycled materials gained by the transport contractor.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Division Supervisor	1	1	1	1
Tech II [Refuse]	7	7	7	7
Tech II [Recycling]	5	6	6	6
Seasonal - FTE	0	0	0	0.5
Total	13	14	14	14.5

SOLID WASTE
2016 BUDGET

Budget Summary

The Solid Waste Division's 2016 budget includes costs for both the refuse and recycling collection operations. Staffing levels of full time personnel are unchanged, with the exception of a request to add a seasonal labor position. The seasonal labor will be used to assist with yard waste collection operations between May and October. The addition of seasonal labor will help reduce the amount of Street Division staffing hours necessary to support solid waste collections, allowing additional priority street maintenance activity to advance. Increases in both collections and tipping fees are anticipated with expanded residential coverage. The proposed construction of a consolidated refuse vehicle storage and recycling transfer facility remains under review with proposed 2016 construction. The continued availability of the local solid waste transfer station remains key in the city's ability to providing quality, low cost refuse collection services. Recent discussions with County staff concerning the future operation of the transfer station, changes in recyclable material transfer procedures and value, as well as the potential for an expanded public works property are integral to the planning process. When completed, a consolidated facility will provide for a cleaner more efficient operation, reduced travel time, and greater oversight. The old recycling building located on Cherry Street will be demolished and the site restored to green space adjacent to the river.

Metrics	2013	2014	2015	2016 Est
Residential Collection [tons]	9,713	9,985	10,200	10,400
Commercial Collection [tons]	4,817	4,715	4,881	4,800
Recycling Collection [tons]	1,387	1,394	1,434	1,450
Yard Waste Collection [tons]	1,603	1,668	1,725	1,790

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 979,516	\$ 1,050,275	\$ 1,032,853	\$ 1,089,406
Charges & Services	1,038,040	1,086,030	994,301	1,112,430
Materials & Supplies	247,752	289,400	199,325	252,000
Capital Outlay	292,395	146,050	37,570	268,000
Total	\$ 2,557,703	\$ 2,571,755	\$ 2,264,049	\$ 2,721,836

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 84,828	\$ 92,106	\$ 93,113	\$ 97,441
Residential Collection	1,153,054	1,265,991	1,029,460	1,135,216
Commercial Collection	536,896	583,627	451,679	497,767
Yard Waste Collection	166,953	195,170	293,216	325,501
Recycling	615,972	434,861	396,581	665,911
Total	\$ 2,557,703	\$ 2,571,755	\$ 2,264,049	\$ 2,721,836

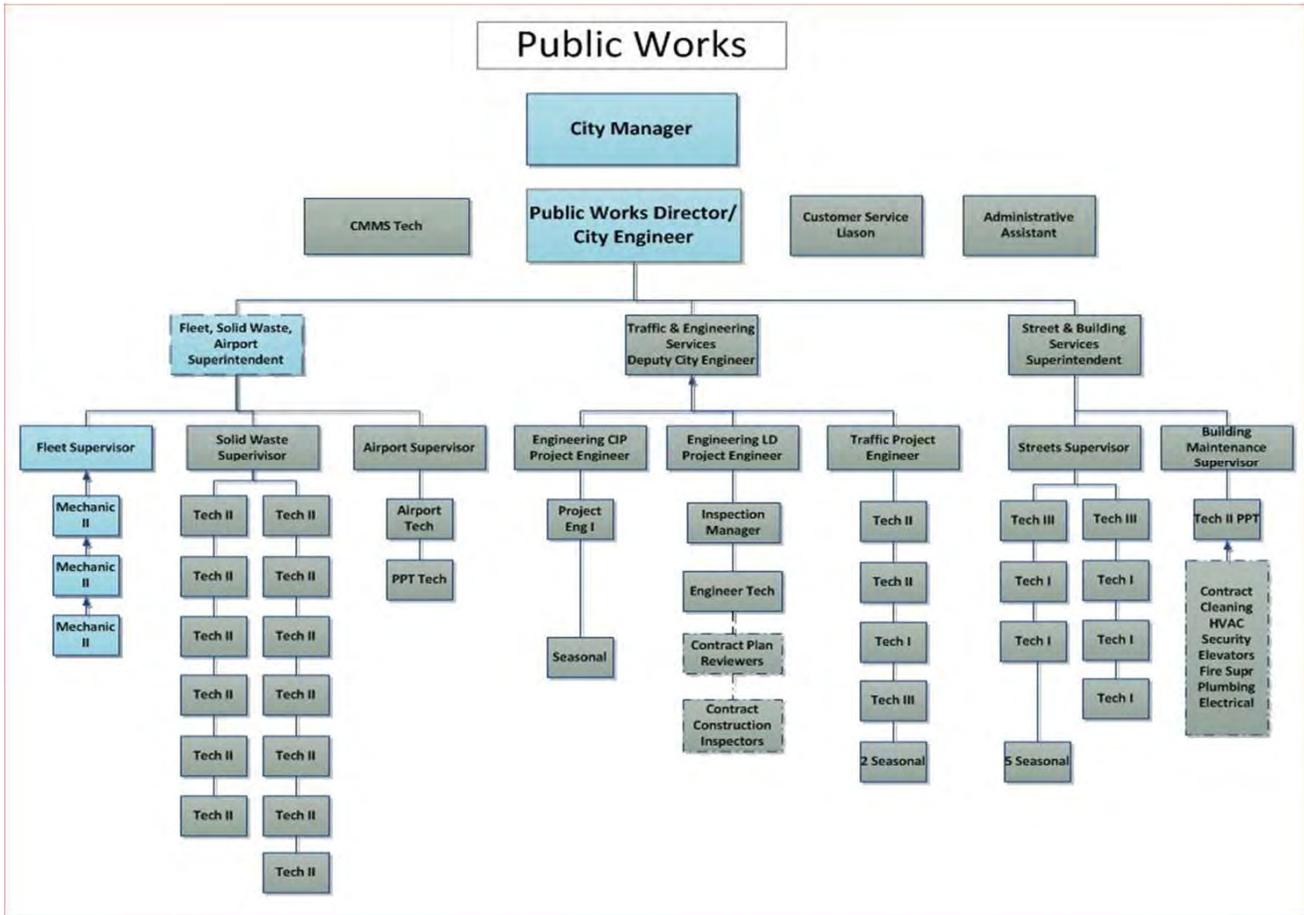
SOLID WASTE
2016 BUDGET

Revenues, Transfers, and Fund	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Collection Charges	\$ 3,309,877	\$ 3,375,650	\$ 3,372,645	\$ 3,503,095
Bag Tags & Toter Fees	15,584	16,000	16,259	16,000
Miscellaneous	7,610	25,250	26,507	8,000
Transfer In	98,525	0	0	0
Total Revenues	\$ 3,431,596	\$ 3,416,900	\$ 3,415,411	\$ 3,527,095
Landfill Costs	141,451	498,160	456,951	66,990
Transfer Overhead Cost	323,313	326,983	326,983	331,885
Debt Service/Capital Facility	56,775	891,675	139,927	947,590
Fund Balance	1,841,848	970,175	2,069,349	1,528,143

% Change is between 2015 Budgeted and 2016 Proposed

FLEET MAINTENANCE
2016 BUDGET

Organizational Chart



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 Fleet Maintenance Division's primary responsibility is to ensure that all city-owned vehicles and equipment can be safely operated. 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.

2016 Strategic Goals

Goal #1 - Effectively deliver the services that Delaware Citizens need, want and are willing to support.

FLEET MAINTENANCE
2016 BUDGET

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. Supports departments as needed. Oversees contracted work by other agencies. Reviews all equipment purchases and standardized numbering system.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Fleet 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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Emergency Services 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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

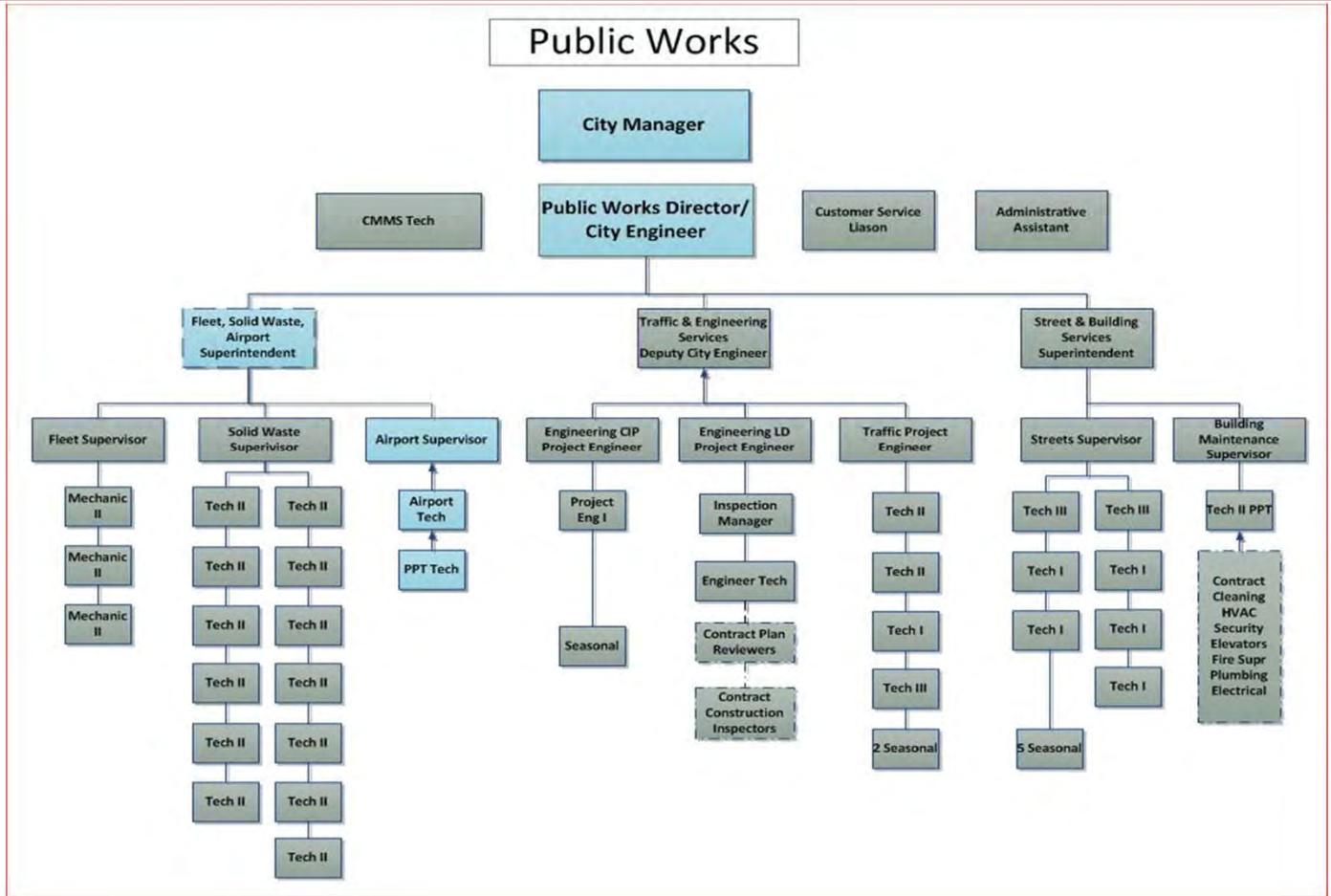
Authorized Personnel	2013	2014	2015	2016
Division Supervisor	1	1	1	1
Mechanic II	3	3	3	3
Total	4	4	4	4

Budget Summary

The Fleet Maintenance Division budget includes level staffing and only minor increases in professional services, outside repairs and small equipment. However, a new proposed budget expense is the integration of fleet maintenance and management software 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. This information is currently tracked manually through multiple spread sheets and a number of individuals. Establishing a unified database will provide a single entry portal and record for each vehicle and major piece of equipment owned and operated by the city. The new software will allow for initial point-of-contact data input by the mechanics to populate the majority of records, as well as on-demand reports regarding fleet history, utility and costs. It is anticipated that a notable reduction in staff hours dedicated to fleet records management will be realized with full implementation of the software tool, allowing staff to focus on other departmental priorities.

AIRPORT OPERATIONS
2016 BUDGET

Organizational Chart



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

2016 Strategic Goals

- Goal #1 - Effectively deliver the services that Delaware citizens need, want and are willing to support.
- Goal #2 - Provide a variety of recreational and cultural opportunities.
- Goal #3 - Build and maintain healthy economy .

AIRPORT OPERATIONS

2016 BUDGET

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Facility Maintenance - Performs or coordinates all maintenance activity for runway, taxiways, aprons, City-owned T-hangars, equipment, lighting, perimeter fencing, and day-to-day operations on the terminal building and maintenance building.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
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>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
Total	3.25	3.25	3.25	3.25

Budget Summary

The Division of Airport Operations budget remains stable without any notable staffing or operational increases. Construction on the proposed 800 LF runway extension will commence next year with completion anticipated late in 2016. The extension will improve safety for jet flights, allowing for greater variety in weather conditions and fewer limitations to service the existing jet traffic. It is anticipated that improved runway safety and utility could result in increased usage and fuel sales. 50% of the current budget is associated with fuel costs. Sale of general aviation fuel may be temporarily impacted in 2016 during construction activities. Staffing and operational expenses continue to increase, with inflation requiring larger general fund transfers to offset operating costs. Hangar rental rates will be reviewed in 2016.

AIRPORT OPERATIONS
2016 BUDGET

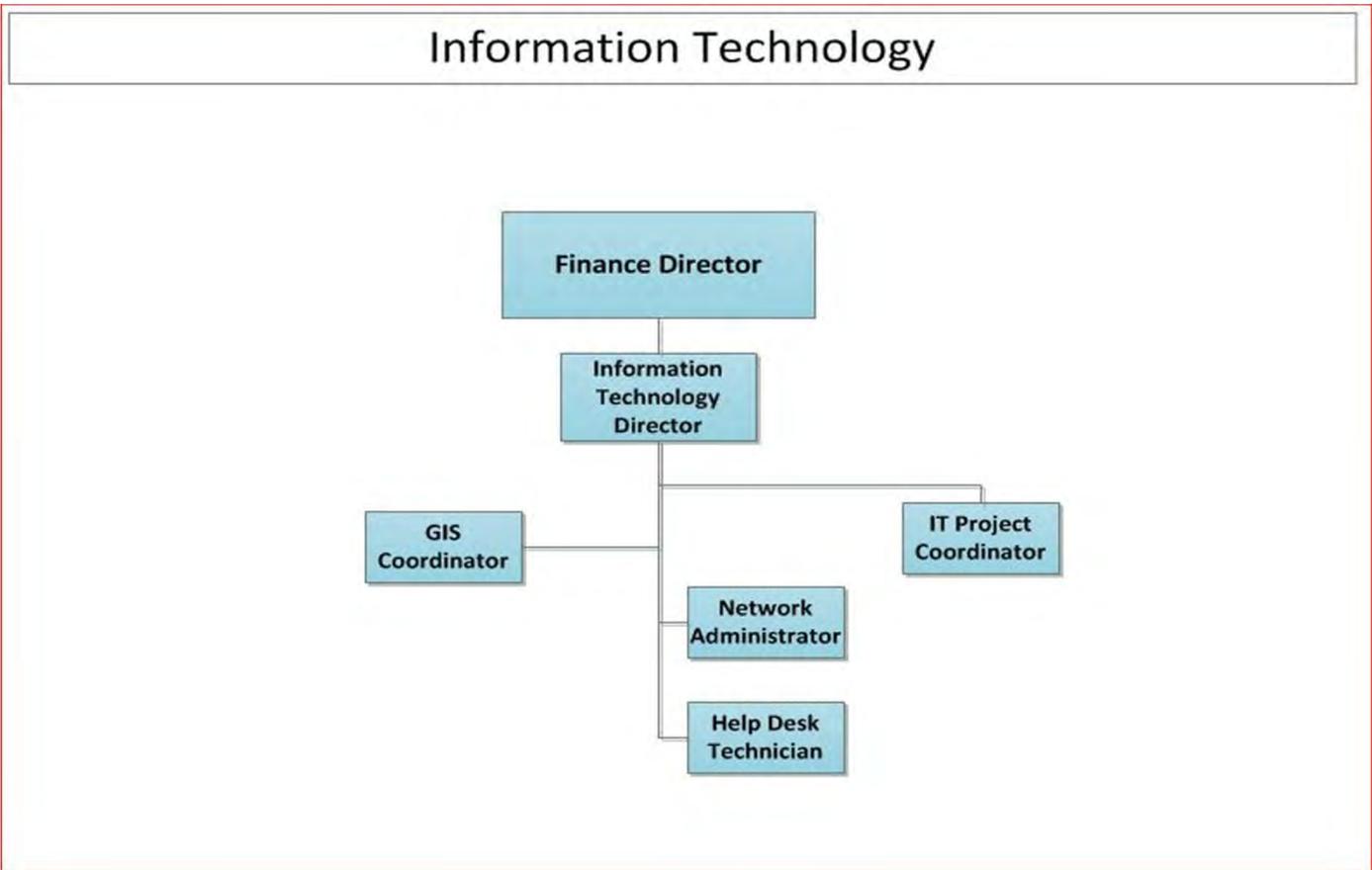
Metrics	2013	2014	2015	2016 Est
% T-Hangars Occupancy	97%	99%	99%	99%
% Tie-Down Occupancy	65%	58%	67%	75%
Gallons AvGas Fuel Sold	39,989	34,924	34,500	34,000
Gallons Jet-A Fuel Sold	71,814	65,851	62,500	60,000

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 149,317	\$ 165,639	\$ 155,064	\$ 170,466
Charges & Services	191,440	196,739	166,598	159,007
Materials & Supplies	402,158	451,890	263,860	406,215
Capital Outlay	6,914	5,000	4,000	5,000
Total	\$ 749,829	\$ 819,268	\$ 589,522	\$ 740,688

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Administration	\$ 320,274	\$ 311,331	\$ 177,824	\$ 195,414
Aircraft Fueling	385,842	449,391	316,159	426,250
Facility Maintenance	19,949	37,150	67,627	88,340
Mowing	23,764	21,396	27,912	30,684
Total	\$ 749,829	\$ 819,268	\$ 589,522	\$ 740,688

Revenues, Transfers, and Fund	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Hangar Rent	\$ 83,979	\$ 84,000	\$ 86,772	\$ 84,890
AvGas Fuel Sales	220,001	235,000	223,088	235,000
Jet A Fuel Sales	331,279	350,000	271,479	325,000
Miscellaneous Fees	28,324	32,840	29,647	31,950
Real Estate Tax Reimburse.	37,087	35,600	37,187	35,600
Transfer In	10,000	18,890	18,890	18,890
Total Revenues	\$ 710,670	\$ 756,330	\$ 667,063	\$ 731,330
Fund Balance	184,084	121,146	261,625	252,267

Organizational Chart



Department Mission

The Department of Information Technology enables departments to efficiently and effectively achieve their goals by delivering high-quality services and technologies staff needs, while maintaining the fiscal responsibility our citizens expect.

Department Description

The Department provides services that can be classified into eight major areas: PC and Desktop Support; Printing, Copying, and/or Imaging; 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.

2016 Strategic Goals

Goal #1 - Effectively deliver the services that Delaware citizens need, want, and are willing to support, by maintaining high quality technology.

Department Services/Activities/Divisions
Current Level of Service Grade

PC and Desktop Support - The IT Department is responsible for acquiring, tracking, maintaining, and supporting the computing environments for nearly 500 users (when current, past, and seasonal employees are taken into consideration.) These computer environments might be one of about 250 PC desktops or laptops, 450 email accounts, a dozen tablets, or even one of the dozens of iPhones, Androids, and other smartphones that access City email. Staffing changes in 2015 enabled the department to significantly improve its levels of service.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

Printing, Copying, and/or Imaging - The City utilizes network-attached, multi-function copiers for printing, scanning, faxing, and traditional photocopying services. The "fleet" of printing devices has expanded to nearly 30 multifunction copier/printer/scanners, two wide carriage printer/plotters, one with scanning capabilities, and 40 dedicated printers. The City's multi-function copiers are aging, requiring regular maintenance and incurring higher support and per-page printing costs.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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. Staffing changes in 2015 has enabled the department to significantly improve its levels of service; frequently providing other departments creative solutions to their technology needs.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 fifteen locations, with more than thirty 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 over 40,000 gigabytes of storage, all of which are available 24/7/365.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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.

Current Level of Service Grade: Meets expectations given current staffing and funding.

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 60 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. Telephony represents an ever-changing challenge to track costs and maintain service levels.

Current Level of Service Grade: Meets expectations given current staffing and funding.

INFORMATION TECHNOLOGIES
2016 BUDGET

Geographic Information Systems - The IT Department supports the collection of software and hardware systems which 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. This City's experienced and talented GIS Coordinator continues to provide service levels which belie the department's small size.

Current Level of Service Grade: Exceeds expectations given current staffing and funding.

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

Current Level of Service Grade: Meets expectations given current staffing and funding.

Authorized Personnel	2013	2014	2015	2016
Chief Information Officer	1	1	1	1
Network Administrator	1	1	1	1
GIS Coordinator	1	1	1	1
IT Project Coordinator	1	1	1	1
Help Desk Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	5	5	5

Budget Summary

The IT Department's total proposed budget for 2016 is \$982,490, a modest 6% increase over the \$925,353 from last year's budget. While this might appear to be a large increase, for 2016 there are \$68,000 of new services for operational expenses that did not exist in the IT budget in 2015.

Metrics	2013	2014	2015	2016 Est
City PC's		257	274	286
City Users		313	313	319
Application Software systems		49	67	70
Virtualized Servers			57	55

INFORMATION TECHNOLOGIES
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Personal Services	\$ 332,627	\$ 443,329	\$ 421,160	\$ 448,013
Charges & Services	325,450	455,082	325,826	471,135
Materials & Supplies	4,071	5,050	2,816	5,325
Capital Outlay	11,882	21,892	9,497	56,000
Total	\$ 674,030	\$ 925,353	\$ 759,299	\$ 980,473

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
PC & Desktop Support	\$ 82,916	\$ 113,833	\$ 93,406	\$ 113,491
Print, Copy, Image	39,573	54,329	44,579	56,551
Prof Serv & Project Mgmt	55,719	76,495	62,768	76,402
HW Support & Maintenance	86,388	118,600	97,317	120,741
SW Support & Maintenance	216,208	296,825	243,560	358,643
Telephony and Comms	72,795	99,938	82,004	100,872
GIS	65,156	89,450	73,398	72,505
Administrative Services	55,275	75,883	62,267	81,268
Total	\$ 674,030	\$ 925,353	\$ 759,299	\$ 980,473

Fund Balance	\$ 315,615	\$ 249,161	\$ 415,459	\$ 371,517
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Municipal Court & Clerk of Court
2016 BUDGET

Department Mission

To fairly and properly administer justice throughout Delaware County and serve in a courteous and professional manner all persons who come to the court.

To assure that all persons coming before the court are treated equitably.

To provide a forum through which persons can have their disputes resolved.

Department Description

2016 Strategic Goals

Goal #1 -
Goal #2 -

Department Services/Activities/Divisions
Current Level of Service Grade

Court Administration:

Current Level of Service Grade: Meets expectations given current staffing and funding.

Clerk of Court:

Current Level of Service Grade: Meets expectations given current staffing and funding.

Municipal Court & Clerk of Court
2016 BUDGET

Authorized Personnel	2013	2014	2015	2016
Judge	2	2	2	2
Magistrate	1	1	1	1
Assignment Administrator	1	1	1	1
Admin. Ass't/Jury Comm.	1	0	0	0
Chief Community Control Officer	1	1	1	1
Community Control Officer	4	4	4	4
Office Asst. - Comm. Control	1	1	1	1
Bailiff/Security Officer	3	4	3	3
OVI Docket Coordinator	0	0	1	1
Admin. Ass't/Jury Comm. - <i>Part-time</i>	0	0.6	0.6	0.6
Administrative Assistant - <i>Part-time</i>	0.6	0.6	0.6	0.6
Bailiff/Security Officer - <i>Part-time</i>	<u>2</u>	<u>1.55</u>	<u>2.3</u>	<u>2.3</u>
Total Court	16.60	16.75	17.50	17.50
Clerk of Court	1	1	1	1
Court IT Director	0	0	0	1
Chief Deputy Clerk	1	1	1	0
Supervisor	0	0	0	1
Deputy Clerk	16	13	12	12
Deputy Clerk - IT/Systems Admin.	1	1	1	0
Deputy Clerk - <i>Part-time</i>	0	1	1.5	1.5
Seasonal - <i>FTE</i>	<u>0.5</u>	<u>0.25</u>	<u>0.7</u>	<u>1.33</u>
Total Clerk	19.5	17.25	17.2	17.8

Budget Summary

Metrics	2013	2014	2015	2016 Est

Municipal Court & Clerk of Court
2016 BUDGET

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Court Administration				
Personal Services	\$ 1,132,646	\$ 1,185,030	\$ 1,140,906	\$ 1,210,351
Charges & Services	17,740	34,250	39,188	54,750
Materials & Supplies	7,134	21,000	9,790	18,000
Capital Outlay	0	0	0	0
Total	\$ 1,157,520	\$ 1,240,280	\$ 1,189,884	\$ 1,283,101

Expenditures by Object	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Clerk of Court				
Personal Services	\$ 1,018,863	\$ 1,095,579	\$ 1,054,943	\$ 1,148,491
Charges & Services	97,166	60,725	48,015	60,225
Materials & Supplies	13,036	23,250	11,082	23,250
Capital Outlay	0	0	0	0
Total	\$ 1,129,065	\$ 1,179,554	\$ 1,114,040	\$ 1,231,966

Expenditures by Division/Activity	2014 Actual	2015 Budget	2015 Actual	2016 Budget
	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 0	\$ 0	\$ 0	\$ 0

Revenues, Transfers, and Fund Balance	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Court Costs, Fines, and Fees	\$ 1,873,479	\$ 1,896,800	\$ 1,830,563	\$ 1,847,500
County Reimbursement	215,142	215,000	210,062	215,000
Miscellaneous	1,187	1,300	22,634	1,000
Transfers; CLRS	188,465	100,000	100,000	100,000
Transfers; Probation Svc	200,000	225,000	225,000	100,000
Transfers; Special Project	225,000	120,000	120,000	225,000
Total Revenues	\$ 2,703,273	\$ 2,558,100	\$ 2,508,259	\$ 2,488,500
Fund Balance	1,278,467	1,416,733	1,482,802	1,456,235

MUNICIPAL COURT FUND

JUDGES' OFFICE

<i>STATUS</i>	<i>POSITION</i>	2013	2014	2015	2016
FULL-TIME	JUDGE	2	2	2	2
	MAGISTRATE	1	1	1	1
	COURT ADMINISTRATOR	0	0	0	0
	STAFF ATTORNEY	0	0	0	0
	ASSIGNMENT ADMINISTRATOR	1	1	1	1
	ADMN. ASS'T/JURY COMMISSIONER	1	0	0	0
	ADMINISTRATIVE ASSISTANT	0	0	0	0
	CHIEF COMMUNITY CONTROL OFFICER	1	1	1	1
	COMMUNITY CONTROL OFFICER	4	4	4	4
	OFFICE ASST. - COMM. CONTROL	1	1	1	1
	BAILIFF/SECURITY OFFICER	3	4	3	3
	SECRETARY	0	0	0	0
	OVI DOCKET COORDINATOR	0	0	1	1
TOTAL FULL-TIME - Court		14	14	14	14
PART-TIME	ADMN. ASS'T/JURY COMMISSIONER (1258hrs.)	0	0.60	0.60	0.60
	ADMINISTRATIVE ASSISTANT (1248 hrs.)	0.60	0.60	0.60	0.60
	BAILIFF/SECURITY OFFICER (2 @ 1570 hrs./yr.; 2 @ 842 hrs./yr.)	2	1.55	2.3	2.3
TOTAL PART-TIME - Court		2.60	2.75	3.5	3.5
TOTAL FULL-TIME EQUIVALENT - Court		16.60	16.75	17.5	17.5
CLERK OF COURT					
<i>STATUS</i>	<i>POSITION</i>	2013	2014	2015	2016
FULL-TIME	CLERK OF COURT	1	1	1	1
	COURT IT DIRECTOR	0	0	0	1
	CHIEF DEPUTY CLERK	1	1	1	0
	SUPERVISOR	0	0	0	1
	DEPUTY CLERK	16	13	12	12
	DEPUTY CLERK - IT/Systems Administrator	1	1	1	0
TOTAL FULL-TIME- Clerk		19	16	15	15
PART-TIME	DEPUTY CLERK	0	1	1.5	1.5
	SEASONAL	0.5	0.25	0.7	1.33
TOTAL PART-TIME - Clerk		0.5	1.25	2.2	2.8
TOTAL FULL-TIME EQUIVALENT - Clerk		19.5	17.25	17.2	17.8

2016 BUDGET DETAIL

FUND: MUNICIPAL COURT
 DEPARTMENT: COURT ADMINISTRATION

Account #	Description	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	% Δ Prior Budget	% Δ Prior Actual
	Fund Balance - January 1st	567,240	861,778	1,278,466	1,278,466	1,388,386		
240- 4220	County Reimbursement	224,574	215,142	215,000	210,062	215,000	0.0%	2.4%
4310	Court Costs	1,783,203	1,802,616	1,827,000	1,782,290	1,780,000	-2.8%	-0.1%
4311	Bail Bonds	10,179	10,840	10,000	11,582	10,000	0.0%	-13.7%
4315	Immobilization Fees	1,800	1,935	1,800	420	500	-104.7%	19.0%
4390	Highway Patrol Fines	59,388	58,088	58,000	57,766	57,000	-2.1%	-1.3%
4460	Bank Service Charges	2,805	1,187	1,300	660	1,000	-9.9%	51.5%
4800	Reimbursements	0	0	0	21,974	0	0.0%	-100.0%
4905	Transfer from Other Funds	0	188,465	0	0	0	0.0%	0.0%
4910	Transfer from CLRS	100,000	100,000	100,000	100,000	100,000	0.0%	0.0%
4920	Transfer from Probation Services Fund	336,538	225,000	225,000	225,000	100,000	-55.6%	-55.6%
4930	Transfer from Special Projects Fund	50,000	100,000	120,000	120,000	225,000	105.0%	87.5%
	Total Revenue	2,568,487	2,703,273	2,558,100	2,529,754	2,488,500	-2.9%	-1.6%
	Administration	1,128,666	1,157,520	1,240,280	1,240,280	1,272,101	2.7%	2.6%
	Clerk of Court	1,145,283	1,129,065	1,179,554	1,179,554	1,231,966	4.3%	4.4%
	Total Expenditures	2,273,949	2,286,585	2,419,834	2,419,834	2,504,067	3.5%	3.5%
	Carryover PO's							
	Fund Balance - December 31st	861,778	1,278,466	1,416,732	1,388,386	1,372,819		

DEPARTMENT COURT ADMINISTRATION

Account #	Description	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	% Δ Prior Budget	% Δ Prior Actual
240-2410- 5100	Wages	788,933	798,136	853,003	853,003	873,578	2.5%	2.4%
5101	PERS	107,534	110,847	119,420	119,420	122,299	2.5%	2.4%
5103	Medicare	10,997	11,085	12,369	12,369	12,667	2.5%	2.4%
5104	Workers Compensation	21,849	22,400	21,325	21,325	21,269	-0.3%	-0.3%
5111	Health Insurance	179,100	188,560	177,295	177,295	178,920	0.9%	0.9%
5112	Life Insurance	1,618	1,618	1,618	1,618	1,618	0.0%	0.0%
5230	Professional Services-Interpreting	6,755	12,342	22,500	22,500	30,000	48.4%	33.3%
5260	Travel/Training	2,344	2,540	4,500	4,500	6,500	44.4%	44.4%
5261	Membership and Dues	2,050	1,280	2,250	2,250	2,250	0.0%	0.0%
5270	Maintenance of Equipment	0	0	500	500	500	0.0%	0.0%
5272	Garage Rotary	1,943	1,578	4,500	4,500	4,500	0.0%	0.0%
5330	Operating Supply	5,543	7,134	21,000	21,000	18,000	-14.3%	-14.3%
	TOTAL ADMINISTRATION	1,128,666	1,157,520	1,240,280	1,240,280	1,272,101	2.7%	2.6%

**LINE ITEM DETAIL 2016
MUNICIPAL COURT FUND
COURT ADMINISTRATION**

Explanation of significant line items

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$873,578	Wage increase of approximately 2.4%; retirement payout of of \$26,400
Professional Services & Interpreting	5230	\$30,000	Increase in interpreting services; House arrest/GPS services for indigent defendants; written transcripts for indigent appeals
Travel/Training	5260	\$6,500	Annual judicial/magistrate conferences; Annual firearms qualifications for bailiffs and probation officers; Annual conference for jury commissioner; Additional training courses for bailiffs
Membership and Dues	5261	\$2,250	Annual membership dues for Chief Probation Officer and Jury Commissioner; Ohio Judicial Conference; Assn of Muni. Court Judges and Ohio Assn of Magistrates; Delaware County Bar Assn and Ohio Bar Assn dues
Maintenance of Equipment	5270	\$500	Typewriter repairs and service.
Garage Rotary	5272	\$4,500	Maintenance of 2 vehicles that bailiffs use to serve required papers on parties in civil matters, and probation officers use to make home visits.
Operating Supply	5330	\$18,000	Office and jury supplies including business cards for staff, books, ammunition for annual firearm qualifications for bailiffs/probation officers. Increase in law research printed materials due to the Law Library Board's reduction in yearly allocation.

2016 BUDGET DETAIL

FUND: MUNICIPAL COURT
DEPARTMENT: CLERK OF COURT

<i>Account #</i>	<i>Description</i>	<i>2013 Actual</i>	<i>2014 Actual</i>	<i>2015 Budget</i>	<i>2015 Estimate</i>	<i>2016 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>
240-2420 5100	Wages	758,983	715,885	795,122	795,122	846,155	6.6%	6.4%
5101	PERS	103,355	99,294	111,317	111,317	114,435	2.9%	2.8%
5103	Medicare	9,856	9,192	11,529	11,529	13,312	14.7%	15.5%
5104	Workers Compensation	23,040	21,204	19,878	19,878	21,154	6.0%	6.4%
5111	Health Insurance	194,720	172,000	156,515	156,515	152,182	-2.5%	-2.8%
5112	Life Insurance	1,496	1,288	1,218	1,218	1,253	2.7%	2.9%
5220	Postage	35,111	40,875	45,000	45,000	45,000	0.0%	0.0%
5230	Professional Services	0	47,919	550	550	550	0.0%	0.0%
5231	Bank Fees	2,890	2,215	5,000	5,000	5,000	0.0%	0.0%
5232	Witness Fees	395	1,281	1,500	1,500	1,000	-83.3%	-33.3%
5260	Travel/Training	1,570	2,635	5,000	5,000	5,000	0.0%	0.0%
5261	Membership and Dues	550	1,075	675	675	675	0.0%	0.0%
5270	Maintenance of Equipment	1,988	1,166	3,000	3,000	3,000	0.0%	0.0%
5330	Operating Supply	11,034	13,036	22,500	22,500	22,500	0.0%	0.0%
5390	Small Equipment	295	0	750	750	750	0.0%	0.0%
	TOTAL CLERK OF COURT	1,145,283	1,129,065	1,179,554	1,179,554	1,231,966	4.3%	4.6%

**LINE ITEM DETAIL 2016
MUNICIPAL COURT FUND
COURT CLERK**

Explanation of significant line items

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	5100	\$846,155	Wage line item increase of 2.6%; retirement payout of \$30,000.
Postage	5220	\$45,000	Same as 2015
Bank Fees	5231	\$5,000	Reduction due to on-line payments where creditor pays the banking fee.
Travel/Training	5260	\$5,000	Clerk Assn; Court Administrators Assn & National Assn for Court Management conferences and Judicial College courses.
Membership and Dues	5261	\$675	Ohio Association of Municipal Court Clerks; Ohio Association of Court Administrators; National Assn of Court Management and Delaware County Criminal Justice Assn
Maintenance of Equipment	5270	\$3,000	Maintenance of time-stamp machines; typewriters and check protector
Operating Supply	5330	\$22,500	Office supplies, case folders, traffic tickets, envelopes, printed forms, etc.