

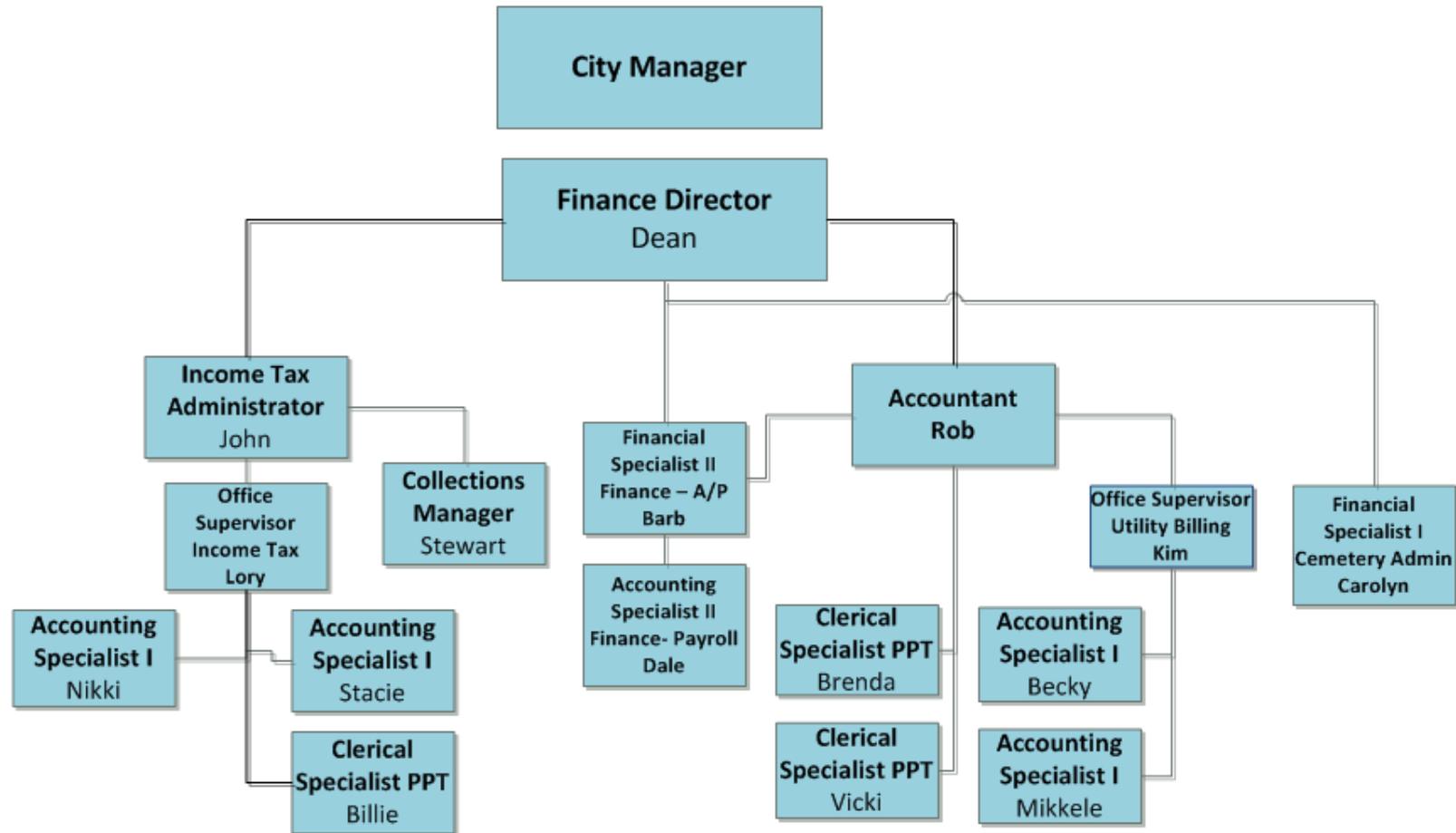
# Finance Department

Delaware Citizens Academy  
May 26, 2016

# Agenda

1. Introduction
2. Finance Department Overview
3. City Finance and Economics
4. Information Technology
5. New Direction
6. Questions

# Finance, Accounting, & Income Tax



# Accounting & Payroll

- Payroll Processing
  - 282 FT, 40 PPT, and 50 Seasonal employees
  - 7 Labor Contracts, 3 other pay plans
  - 82 different pay codes
- Accounts Payable
  - Requisition/Purchase Order approval process
- Accounts Receivable
  - Bill for Utilities, Leases, Mowing, etc.
  - Recourse: shut-off, evict, collection agency, prosecute
- Budgetary Administration
  - ORC & Charter
  - Annual Budget
  - Capital Plan
- Financial Accounting
  - GFOA Cert. of Achievement for Excellence in Financial Reporting [13 consecutive]
- Debt Management
- Treasury Management
- Cemetery Administration

# Income Tax Collection

- “Everyone should pay their fair share.”
- Mandatory filing for all residents.
- Partial credit for taxes paid to other cities.
- Berkshire Twp JEDD Income Tax

# Utility Billing

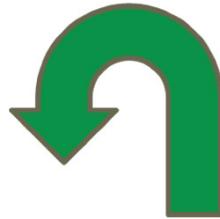
- 13,400+ Utility accounts billed monthly

# Information Technology

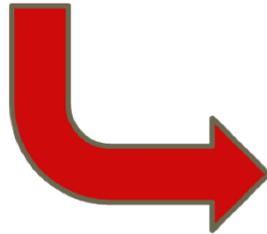
- Manage 55 servers, 262 PC's
- Manage all aspects of the City's Computer Network
- Manage City ShoreTel Telephone System
- Provide software support and helpdesk support for all City Departments

# City Finances

- Where Does the Money Come From?



- Where Does the Money Go?





Fund Description.....	Beg Yr Bal....	Ytd Receipts..	Ytd Expenses..	Unexp bal.....	Encumbrances..	Unenc bal.....
101 GENERAL	3,547,689.34	8,510,512.60	6,269,961.02	5,788,240.92	591,103.93	5,197,136.99
200 STREET MAINT & REPAIR	163,787.29	886,553.62	684,277.50	366,063.41	203,059.28	163,004.13
201 STATE HIGHWAY IMPROVEMENT	62,104.51	117,083.34	20,254.58	158,933.27	125,000.00	33,933.27
202 LICENSE FEE	188,433.78	135,601.46	35,000.00	289,035.24	63,541.27	225,493.97
203 STORM SEWER FUND	2,229,301.34	290,141.21	185,455.25	2,333,987.30	178,220.55	2,155,766.75
210 RECREATION	276,080.84	381,431.65	292,969.65	364,542.84	32,556.69	331,986.15
212 OAK GROVE CEMETERY	301,032.44	53,473.30	63,250.80	291,254.94	58,661.43	232,593.51
215 TREE REPL FUND	114,105.51	136,097.00	0.00	250,202.51	0.00	250,202.51
222 AIRPORT	261,624.76	164,631.84	183,376.95	242,879.65	45,815.51	197,064.14
223 HANGARS	152,325.93	28,262.00	10,735.45	169,852.48	9,174.17	160,678.31
231 FIRE/EMS INCOME TAX	6,291,392.05	4,207,213.59	3,474,222.56	7,024,383.08	302,229.84	6,722,153.24
232 MUNC COURT/POLICE INCOME TAX	0.00	0.00	0.00	0.00	0.00	0.00
233 REC CTR INCOME TAX	3,996,933.89	866,677.57	795,857.92	4,067,753.54	654,477.84	3,413,275.70
235 AIRPORT TIF FUND	32,267.94	12,573.93	0.00	44,841.87	0.00	44,841.87
236 GLENN RD BRIDGE TIF FUND	1,147,771.71	250,619.91	0.00	1,398,391.62	0.00	1,398,391.62
237 SKY CLIMBER/V&P TIF	0.00	11,281.29	0.00	11,281.29	0.00	11,281.29
238 MILL RUN TIF	0.00	69,552.48	0.00	69,552.48	0.00	69,552.48
240 MUNICIPAL COURT	1,497,772.19	883,621.12	775,138.26	1,606,255.05	6,160.79	1,600,094.26
241 COURT-IDIAM	6,212.16	10.27	4,265.00	1,957.43	0.00	1,957.43
250 DRUG ENFORCEMENT FUND	51,308.71	1,410.00	525.00	52,193.71	1,915.50	50,278.21
251 COURT-ALCOHOL TREATMENT	518,134.82	21,773.10	12,785.87	527,122.05	0.00	527,122.05
252 OMVI ENFORCEMENT/EDUCATION	2,564.65	602.00	0.00	3,166.65	0.00	3,166.65
253 POLICE JUDGMENT FUND	56,274.32	40,705.20	12,041.60	84,937.92	355.77	84,582.15
254 LAW ENFORCEMENT TRUST FUND	0.00	0.00	0.00	0.00	0.00	0.00
255 PARK EXACTION FEE	205,176.89	0.00	0.00	205,176.89	0.00	205,176.89
256 COMPUTER LEGAL RESEARCH-COURT	405,796.59	94,595.85	28,034.04	472,358.40	17,283.00	455,075.40
257 COURT-SPECIAL PROJECTS	972,362.01	94,182.21	54,036.96	1,012,507.26	132,815.00	879,692.26
258 COURT-INDIGENT EMHA	0.00	28,023.40	0.00	28,023.40	0.00	28,023.40
259 COURT-PROBATION SERVICES	278,382.80	77,504.72	10,549.52	345,338.00	1,020.50	344,317.50
261 POLICE DISABILITY PENSION	0.00	112,698.01	112,698.01	0.00	0.00	0.00
262 FIRE DISABILITY PENSION	0.00	112,698.00	112,698.00	0.00	0.00	0.00
271 ECONOMIC DEVELOPMENT FUND	0.00	0.00	0.00	0.00	0.00	0.00
272 COMM PROMOTION FUND	44,491.37	19,257.51	525.00	63,223.88	91,000.00	-27,776.12
281 HOMELAND SEC GRANT	0.00	0.00	0.00	0.00	0.00	0.00
282 FEMA GRANT FUND	0.00	0.00	0.00	0.00	0.00	0.00
283 ARRA GRANT FUND	0.00	0.00	0.00	0.00	0.00	0.00
291 COMMUNITY DEV BLOCK GRANT	0.13	2,530.00	30.24	2,499.89	0.00	2,499.89
292 OFF JUSTICE PRGM	0.00	0.00	0.00	0.00	0.00	0.00
294 CDBG-ECON DEV	0.00	0.00	0.00	0.00	0.00	0.00
295 E.D. REVOLVING LOAN	519,066.94	40,416.98	1,181.06	558,302.86	394,852.81	163,450.05
296 HOUSING PROGRAM INCOME FUND	24,877.93	0.00	0.00	24,877.93	0.00	24,877.93
297 ONSP GRANT FUND	0.00	0.00	0.00	0.00	0.00	0.00
298 CHIP 2007	0.00	0.00	0.00	0.00	0.00	0.00
299 CHIP GRANT	0.00	28,826.00	38,258.00	-9,432.00	236,742.00	-246,174.00
300 GENERAL BOND RETIREMENT	64,306.38	450,537.39	454,882.50	59,961.27	300.00	59,661.27
301 PARK IMPROV BOND FUND	106,516.90	426,351.72	0.00	532,868.62	0.00	532,868.62
302 SE HIGHLAND BOND FUND	83,136.21	333,306.78	0.00	416,442.99	0.00	416,442.99
310 SPEC ASSESSMENT-BOND RETIRE	0.00	0.00	0.00	0.00	0.00	0.00
410 CAPITAL IMPROVEMENT	2,321,726.84	856,718.86	1,287,156.46	1,891,289.24	767,632.19	1,123,657.05
420 DOWNTOWN STREETScape IMP	0.00	0.00	0.00	0.00	0.00	0.00
430 FAA AIRPORT GRANT	334,316.24	22,327.76	154,822.95	201,821.05	4,420,828.51	-4,219,007.46
431 FAA ALLOC/IMP GRANT	0.00	0.00	0.00	0.00	0.00	0.00
440 EQUIPMENT REPLACEMENT	266,139.63	453,750.00	259,032.95	460,856.68	410,684.19	50,172.49
450 AIRPORT IMPROV CONSTRUCTION	0.00	0.00	0.00	0.00	0.00	0.00

Fund Description.....	Beg Yr Bal....	Ytd Receipts..	Ytd Expenses..	Unexp bal.....	Encumbrances..	Unenc bal.....
491 PARKS IMP FEE	791,874.90	96,416.10	279,198.69	609,092.31	276,537.84	332,554.47
492 POL IMP FEE	250,771.01	38,078.76	0.00	288,849.77	0.00	288,849.77
493 FIRE IMP FEE	160,795.21	63,218.50	0.00	224,013.71	0.00	224,013.71
494 MUNIC IMPACT FEE FUND	352,415.43	63,582.15	0.00	415,997.58	0.00	415,997.58
496 GLENN RD S CONSTR FUND	3,221,537.84	11,428,134.52	11,822,874.98	2,826,797.38	6,350.44	2,820,446.94
497 GLENN RD MIDDLE FUND	0.00	0.00	0.00	0.00	0.00	0.00
498 GLENN RD N FUND	660,851.06	47,957.67	232,251.53	476,557.20	184,962.26	291,594.94
501 GOLF COURSE	85,141.25	30,357.86	47,483.07	68,016.04	8,460.69	59,555.35
520 PARKING LOTS	33,871.56	16,465.52	11,793.64	38,543.44	6,005.64	32,537.80
530 WATER	1,784,670.71	1,806,294.24	1,310,138.55	2,280,826.40	318,466.98	1,962,359.42
531 WATER CONSTRUCTION	3,163,216.98	157.85	1,321,576.05	1,841,798.78	163,402.00	1,678,396.78
532 WATER BOND RESERVE	0.00	0.00	0.00	0.00	0.00	0.00
533 WATER UTILITY RESERVE	1,870,438.82	0.00	0.00	1,870,438.82	0.00	1,870,438.82
534 WATER REPAIR & IMPROVEMENT	0.00	0.00	0.00	0.00	0.00	0.00
536 WATER CAPACITY FEE FUND	4,933,457.98	478,329.00	384,593.55	5,027,193.43	147,723.22	4,879,470.21
538 WATERSHED GRANT FUND	0.00	0.00	0.00	0.00	0.00	0.00
540 SEWER	2,561,916.04	2,152,343.84	1,198,126.99	3,516,132.89	154,548.18	3,361,584.71
541 SEWER CONSTRUCTION	3,679,226.77	0.00	209,976.67	3,469,250.10	1,087,605.22	2,381,644.88
542 SEWER BOND RESERVE	0.00	0.00	0.00	0.00	0.00	0.00
543 SEWER UTILITY RESERVE	181,130.18	0.00	0.00	181,130.18	0.00	181,130.18
544 SEWER REPAIR & IMPROVEMENT	0.00	0.00	0.00	0.00	0.00	0.00
545 WATER CUSTOMER DEPOSIT	203,214.20	10,289.42	6,981.65	206,521.97	0.00	206,521.97
546 SEWER CAPACITY FEE FUND	2,518,369.90	450,509.10	1,169,308.01	1,799,570.99	228,291.82	1,571,279.17
548 S/E HIGHLAND SEWER FUND	27,976.74	335,835.00	332,544.44	31,267.30	0.00	31,267.30
550 REFUSE	2,069,348.85	1,141,107.49	1,012,254.24	2,198,202.10	605,224.17	1,592,977.93
601 GARAGE ROTARY	239,529.39	150,776.75	204,376.59	185,929.55	107,489.88	78,439.67
602 I T ROTARY FUND	415,459.39	234,132.75	293,602.13	355,990.01	60,101.06	295,888.95
610 HEALTH INSURANCE	2,406,802.24	1,286,405.68	1,438,481.37	2,254,726.55	10,550.00	2,244,176.55
620 WORKERS COMPENSATION	1,945,285.85	137,243.50	226,851.46	1,855,677.89	95,580.18	1,760,097.71
701 FIRE DONATION	4,100.01	1,665.00	0.00	5,765.01	0.00	5,765.01
702 PARKS/REC DONATION	0.00	0.00	0.00	0.00	0.00	0.00
703 POLICE DONATION	7,482.49	645.00	380.11	7,747.38	0.00	7,747.38
704 MAYORS DONATION FUND	1,677.87	570.96	232.90	2,015.93	0.00	2,015.93
705 PROJECT TRUST FUND	504,658.23	6,251.07	0.00	510,909.30	11,500.00	499,409.30
706 TAX ABATEMENT-OLENTANGY	0.00	0.00	0.00	0.00	0.00	0.00
707 UNCLAIMED FUNDS TRUST FUND	12,441.33	0.00	0.00	12,441.33	0.00	12,441.33
708 MUNI CT UNCLAIMED FUNDS	53,534.30	46.84	589.00	52,992.14	0.00	52,992.14
709 DEV RESERV FUND	861,500.00	0.00	53,614.26	807,885.74	0.00	807,885.74
710 RESERVE ACCOUNT FUND	425,871.04	0.00	0.00	425,871.04	0.00	425,871.04
711 BERKSHIRE JEDD FUND	2,151.11	48,379.07	25,478.52	25,051.66	16,040.62	9,011.04
750 CEMETERY PERPETUAL CARE FUND	37,416.97	0.00	280.00	37,136.97	0.00	37,136.97
801 STATE HIGHWAY PATROL FUND	0.00	21,308.83	21,056.43	252.40	0.00	252.40
802 COUNTY HOTEL TAX	0.00	0.00	0.00	0.00	0.00	0.00
803 STATE BUILDING PERMIT FEE	980.67	3,537.71	3,221.50	1,296.88	0.00	1,296.88
***	61,992,531.36	40,273,593.85	36,941,289.43	65,324,835.78	12,234,270.97	53,090,564.81

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

# City Revenues

- Discretionary
  - Taxes, Investment Income, State/County shared revenue
- Non-discretionary
  - License Fees, Gas Taxes, Impact Fees, Court Fees
- Grants
  - OPWC, ODOT, FAA, CDBG
- Fees/Reimbursements
  - Licenses and Permits, Engineering Fees, Utilities, etc

# Major Sources of Revenue

• Income Taxes	\$22.67 million
• Property Taxes (2.7 mils)	1.63 million
• Local Government Fund	650 thous (1,500,000)
• Gasoline Taxes	1.14 million
• License Fees	648 thous
• Inheritance Taxes	0 (400,000)
• Water System	6.4 million
• Sewer System	7.8 million
• Refuse System	3.4 million
• Storm Sewer System	815 thous
• Municipal Court	3.0 million

# Expenditures

- Government Services

- |                                  |                     |
|----------------------------------|---------------------|
| • Police                         | \$ 7.21 million     |
| • Fire/EMS                       | 7.80 million        |
| • Public Work/Street Maintenance | 2.99 million        |
| • Parks Maintenance              | 3.11 million [debt] |
| • Municipal Court/Prosecutors    | 2.66 million        |

# Expenditures

- Business Services

- Water Utility

\$5.99 million [op]

- Sewer Utility

7.26 million [op]

- Refuse Utility

3.34 million

- Storm Sewer Utility

868 thous

- Golf Course

170 thous

- Oak Grove Cemetery

220 thous

# Expenditures

- Support Services
  - Economic Development
  - Planning & Community Development
  - Engineering Services
- Administrative Services
  - City Council
  - City Manager/City Attorney
  - Finance
  - Human Resources

## Area City Tax Rates

City	Income Tax Rate	Property Tax Rate(mils)	Annual Taxes \$50,000 Wages \$150,000 House
Columbus	2.50%	3.14	\$ 1,414.85
Dublin	2.00%	17.43	\$ 1,915.07
Gahanna	1.50%	13.10	\$ 1,437.75
Grandview Hts.	2.50%	10.7	\$ 1,811.75
Grove City	2.00%	23.7	\$ 2,244.25
Hilliard	2.00%	19.1	\$ 2,002.75
Reynoldsburg	1.50%	17.35	\$ 1,660.88
Upper Arlington	2.00%	6.48	\$ 1,340.20
Westerville	2.00%	17.7	\$ 1,929.25
Worthington	2.50%	5.5	\$ 1,538.75
Marion	2.00%	4.2	\$ 1,220.50
Newark	1.75%	3.7	\$ 1,069.25
Lancaster	1.75%	3.4	\$ 1,053.50
Marysville ** 0% credit	1.50%	4.5	\$ 986.25
DELAWARE	1.85%	2.7	\$ 1,066.75

# New Direction

- Programmatic v. Line Item Budgeting

## Old way

- Very Detailed
- Lots of Numbers
- Lots of Accounts
- Lots of Account Descriptions
- Lots of Numbers
- Easy to group for Financial Statements purposes
- No clue what service this department provides to the public.

2016 BUDGET DETAIL					
FUND	STREET MAINTENANCE & REPAIR				
DEPARTMENT	PUBLIC WORKS STREET DIVISION				
Account #	Description	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
200-2020- 5100	Wages	418,612	434,450	434,450	435,352
5101	PERS	58,726	60,823	60,823	60,424
5103	Medicare	5,793	6,300	6,300	6,313
5104	Workers Compensation	10,642	10,861	10,861	10,884
5111	Health Insurance	100,465	91,430	91,430	88,185
5112	Life Insurance	1,114	1,114	1,114	1,114
5121	Unemployment	0	0	0	-
5140	Uniform	2,131	2,400	2,400	2,400
5212	Heat	6,800	7,000	7,000	8,500
5230	Professional Services	15,490	8,000	8,000	28,000
5260	Travel/Training	320	1,000	1,000	1,000
5262	License & Other Fees	217	400	400	400
5270	Maintenance of Equipment	926	3,000	3,000	3,000
5271	Maintenance of Facility	995	3,000	3,000	3,000
5272	Garage Rotary	119,215	147,336	147,336	125,708
5330	Operating Supply	479,573	215,000	215,000	240,000
5331	Bike Path Maintenance	4,739	5,000	5,000	25,000
5332	Clothing	3,483	4,400	4,400	4,400
5335	Snow/Ice Control Supply	114,053	150,000	339,000	175,000
5336	Parking Lot Maintenance	0	0	0	25,000
5345	Fuel Supply	84,869	88,350	75,000	75,000
5390	Small Equipment	0	2,500	2,500	8,600
5500	New Equip/Cap Outlay	37,060	0	0	7,500
TOTAL STREET DIVISION		1,465,223	1,242,364	1,418,014	1,334,780

# Programmatic Budgeting

## New way

- Fewer numbers
- Groupings by service provided
- Much easier to determine what is spent for what we provide to the public.
- Also easier to see how little is available from the operating budgets for basic maintenance of our infrastructure.
- Does NOT lend itself to financial reporting.

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
<b>Total</b>	<b>\$ 1,465,223</b>	<b>\$ 1,242,364</b>	<b>\$ 1,426,869</b>	<b>\$ 1,334,780</b>

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
<b>Total</b>	<b>\$ 1,465,223</b>	<b>\$ 1,242,364</b>	<b>\$ 1,426,869</b>	<b>\$ 1,334,780</b>

# Questions?

*I have one...*

*What does stewardesses and johnny-jump-up have in common?*