



EST 1808  
CITY OF  
**DELAWARE**  
OHIO

2021 BUDGET



*Photo Credit: Dale Oates, Communications Specialist*



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# INTRODUCTION



October 22, 2020

Dear Mayor and City Council Members:

Pursuant to Section 76 of the City's charter, I respectfully submit the proposed 2021 operating budget for your consideration. The public hearings/readings and work sessions on the budget are as follows:

Event	Time	Place
First Reading/Public Hearing	Monday, October 26, 2020	City Council Meeting
Finance Committee Review	Thursday, October 29, 2020	Finance Committee Meeting
Work Session	Monday, November 2, 2020	
Second Reading/Public Hearing	Monday, November 9, 2020	City Council Meeting
Work Session (if needed)	Thursday, November 12, 2020	
Third Reading & Approval	Monday, November 23, 2020	City Council Meeting

## INTRODUCTION

Preparing a budget for a full-service city always has its share of unknown variables. Doing so amid economic unpredictability during a global pandemic elevates the task to a new level of uncertainty.

It requires reprioritizing and adapting as the economy recovers. As restrictions continue to be lifted in phases, we get a clearer picture of our revenue outlook. It is impossible to anticipate, at this point, the depth and duration of the economic fallout caused by the pandemic. Yet, Delaware's conservative approach to budgeting has withstood the test of time, allowing for cautious optimism.

Following a statewide emergency declaration, a mandatory stay-at-home order took effect March 23, directing widespread business closures and limiting the size of gatherings. This action impacted a broad swath of local employers in manufacturing, health care, retail, office and restaurants.

In April, Governor DeWine announced that Ohio would start the re-opening process on May 1. This gradual re-opening has continued but the shadow of financial pressure from the pandemic is impacting the 2021 budget. The unpredictability of this year's budget mirrors the unpredictable spread of the virus and unknown timing for effective therapies to treat it. We rely almost entirely on the success of our economy via income tax revenues to fund 65

percent of City of Delaware General Fund operations. It is why my proposed budget includes flat or reduced spending, and a hold on creating new positions.

The chart below shows that, while proposed 2021 General Fund revenue represent a 3.8 percent increase, at \$25,676,912, over where we think we will be at the end of the year, that amount is still less than 2020 budgeted levels.

Summary	2019 Actual	2020 Budget	2020 Estimated	2021 Proposed
Total Revenue	\$23,961,421	\$25,840,079	\$24,736,566	\$25,676,912
Total Expenditures	\$22,344,063	\$25,821,690	\$22,342,797	\$25,676,912
Fund Balance	\$6,801,606	\$6,819,995	\$9,195,375	\$9,195,375
Balance %	30.4%	26.4%	41.2%	35.8%

The capital projects included in the budget are consistent with the 2021-2025 Capital Improvement Plan adopted by Council on October 12. All projects and purchases are either deemed a necessity for the safety and welfare of the staff/community or have some outside funding source.

There are a few exceptions in the operating budget where proposed expenditures exceed the 2020 budget level. These include the creation of two new divisions within the Parks and Natural Resources department – the Swimming Pool and Recreation Services – which will be addressed in further detail later in the message.

I am optimistic the coronavirus will be more under control in 2021 but the challenge with the current economic situation is not knowing its length and depth. As such, budgets will be closely monitored, and spending restraints need to be realized in the coming fiscal year.

It is against this complex and uncertain backdrop, that I present the 2021 Budget for the City of Delaware.

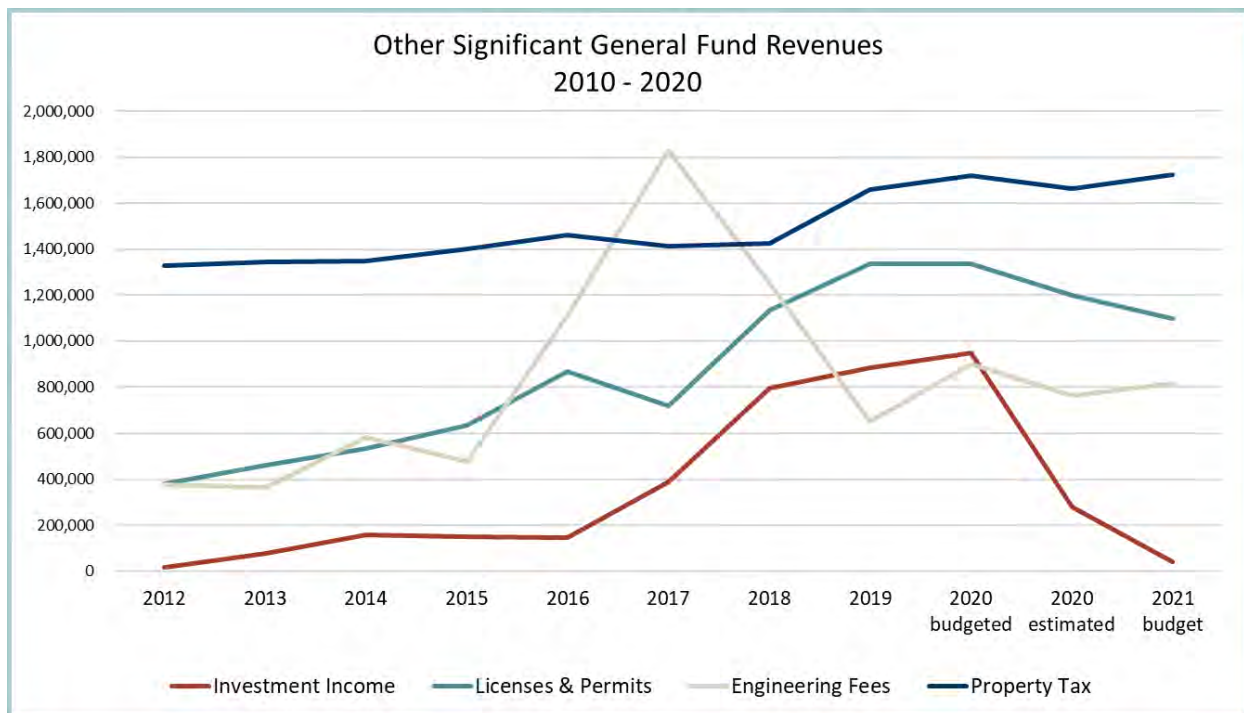
## REVENUE HIGHLIGHTS

Overall, we anticipate finishing 2020 with slightly less revenue than expected. Income tax is conservatively estimated to decline 3 percent from estimated 2020 actuals, with license and permits fees down 8.3 percent. Grant reimbursements and a transfer of \$1,288,864 from the budget stabilization (General Reserve) fund bring overall General Fund revenues nearly back to 2020 budgeted numbers.

The most drastically impacted revenue source in 2020 has been investment income. Budgeted revenue for 2020 was \$950,000 with an estimated 2020 actual of only \$280,000. Most of the income occurred in the first quarter of the year, before the pandemic became widespread. In 2021, projected revenues from investments are just \$40,000, a decline of



95.8 percent. As interest rates are not expected to rebound anytime soon, these revenues will remain minimal for the foreseeable future.



## EXPENDITURE HIGHLIGHTS

The proposed FY2020-21 budget is a status quo or baseline expenditure budget. It does not include any General Fund service level reductions, but it also contains only the most critical augmentations. This section addresses those areas where expenditures will be increasing over last year.

### ***PARKS & NATURAL RESOURCES***

The City anticipates the return of some recreation programming and oversight in 2021 from the YMCA. The proposed budget includes two new divisions of the Parks and Natural Resources department – Swimming Pool and Recreation Services.

The YMCA has been partnering with the City to operate the Jack Florance Pool pool since 2012 but staff is preparing to take back pool operations next year. Adding a Swimming Pool division will add \$378,350 in expenditures and \$357,000 in revenues to the budget, while eliminating payments made to the YMCA.

Operating some recreation programming next year will help us to strengthen our relationship with the YMCA and address some of the programming needs outlined in the Recreation Needs Assessment. The estimated expense of these programs is \$129,250, with estimated revenues of \$176,200.

These added divisions will result in the addition of an Administrative Assistant, two part-time Building Monitors and several seasonal staff positions, including lifeguards and concession cashiers.

While staff has worked diligently to approximate the costs and revenues associated with these divisions, inconsistent data from the YMCA and the length of time since the City has provided these services make these projections lack the surety of other areas of the budget. These divisions will be monitored closely, and City staff will work with Council should budget adjustments be necessary.

### ***CAPITAL IMPROVEMENTS***

The 2021-2025 Capital Improvement Plan was adopted by Council on October 12, 2020. Some of the notable capital improvement projects that will take place in 2020 are outlined below.

#### **Body Worn Cameras**

Approved with the plan was a request for body worn cameras for the Police Department that is reflected in this budget. The department's current digital cruiser video recording system and body microphone system were purchased several years ago with the understanding that a body worn camera option could be added, as opposed to purchasing an entirely new system.

#### **Citywide Signal Upgrade**

This initiative is funded by a \$2.5 million MORPC Grant and a \$385,000 local contribution from the Fire Department. It will include the upgrading of 37 signalized intersections along US-36, SR-37, Sandusky Street and London Road. These improvements allow for emergency vehicle pre-emption, optimized traffic signal timing and vehicle detection.

#### **The Point**

While major construction of the Point intersection improvements is scheduled for 2022, right-of-way acquisition begins in 2021. The Point project has over \$22 million of funding from MORPC and TRAC grants.

#### **North Sawmill Parkway – Utility Improvements**

Included in the proposed budget is funding for the first of three utility improvements to the South-West industrial corridor of the city – North Sawmill Parkway. In 2021, plan design and bid package development will take place.

## ***OTHER EXPENDITURES***

### **Community Promotions Grants**

These awards for non-profit programs and events are funded by hotel lodging tax money that the City receives and awards through a competitive applications process. The lodging industry has been negatively impacted by the pandemic and so too have anticipated lodging tax amounts. It will take time for the industry and the lodging tax fund to recover. The total amount anticipated in 2021 will be around \$50,000, about one third of what is usually available in the fund. The details of this distribution will need to be determined by the Community Promotions sub-committee before the budget is adopted on November 23<sup>rd</sup>.

### **Classification and Compensation Study**

It is a best practice for organizations to routinely validate and assess their classification and compensation structure. In 2021, the City will conduct a study of management pay plan positions, to include director level positions, along with permanent part-time and seasonal positions. This work was last done in 2006 for management and in 2012 for director level positions. Similar reviews are done for bargaining unit positions when contracts are renegotiated every three years.

While the previous studies resulted in most recommendations being implemented, the methodology of classifying future positions has not been consistently utilized, resulting in greater probability of improper classification placement within the various pay plans. This work is necessary to ensure that the City remain competitive in its efforts to attract and retain a diverse and highly qualified workforce.

This work is expected to be completed by the end of the first quarter and changes will take place sometime by mid-year. Any recommended changes would most likely require a supplemental appropriation in 2021.

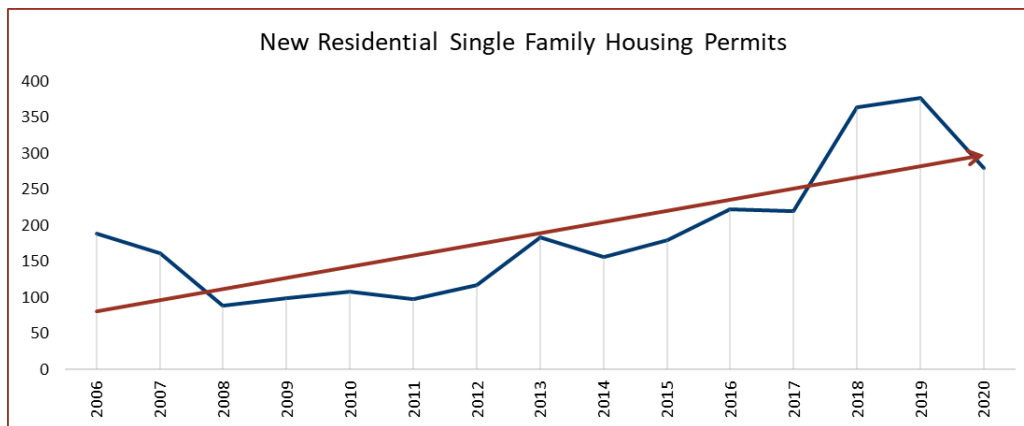
### **Diversity, Equity and Inclusion**

Work continues on this important initiative. While the proposed budget does not include a position specifically responsible for overseeing these efforts, before the end of 2020 we will engage an external consultant/trainer, to lead DEI discussions and training for staff. Training in 2021 and will include implicit bias and cultural competency awareness. In the new year, the City will also engage with an external consultant to review our DEI efforts. This external evaluation will help form an internal strategy and recommendations for implementation.

City leadership earlier this year staff initiated an internal review of DEI efforts across all departments to evaluate current efforts and identify opportunities for improvement to ensure equality and fairness. A report of these findings was shared with Council in July and highlighted various accomplishments and opportunities for continued efforts. This review concluded that engaging with external experts will provide valuable insight. In September, the City’s newly established Diversity, Equity and Inclusion Working Group began its work dedicated to expanding DEI initiatives across City departments.

## COMMUNITY GROWTH AND DEVELOPMENT

The challenges associated with the pandemic were acutely felt by the Planning and Community Development Department, which daily takes in a variety of applications, building documents and payments, much of it done face-to-face. The department quickly adjusted its work routine, like re-purposing blue trash totes outside for customers to drop off permit applications and documents. In April alone, it processed more than 100 various permits including major renovations at Ohio Wesleyan’s Branch Rickey Arena and Smith Hall.



The department anticipates finishing the year with over 400 new residential permits issued, the third highest total in 15 years. This will include

about 375-390 permits for single-family detached units and 25-35 apartment units. Through mid- October, total new residential permits issued stood at 342. Blanket permits (for residential additions, decks, sheds, fences, and finish-outs) are nearing 900, an all-time high driven mainly by record low interest rates and families quarantining at home. Commercial permitting also is on pace to finish near record levels, a testament to Delaware’s overall marketplace strength.

With low interest rates likely to continue, anticipated completion of the Comprehensive Plan, and new development sections being completed with individual dwelling unit permits coming in thereafter, we see no reason why 2021 should not be as strong a housing year as 2020 is unexpectedly turning out to be. We anticipate a lot of activity with blanket permits, muted somewhat by higher materials prices and contractor shortages. Coughlin’s Crossing’s development is currently building tens of thousands of square feet of in-line retail, dining and services opportunities along the US23 corridor and will be an important bellwether for the commercial market.



## STRATEGIC GOALS AND ACCOMPLISHMENTS

City Council and staff have embraced a strategic process built around four goal-driven themes. It is upon these four pillars that we base our efforts and focus, even in these uncertain times:

**Great Community:** neighborhoods, streets, open space, parks

**Safe City:** police, fire, health and safety, environment

**Healthy Economy:** economic development

**Effective Government:** fiscal resiliency, civic engagement, customer service

It is important that we recognize many significant accomplishments in 2020 and thank staff for getting this important work done.

- East William Street: In July, final resurfacing along East William Street completed the 15-month, \$7 million widening project.
- Glenn Parkway-Berlin Station Road Roundabout: We completed a 2.1 mile link for southeast neighborhoods to US23. A final section will extend Glenn north to Curve Road.
- Central Avenue repaving of the east-west connector through the City was completed in September.
- Recreation Needs Assessment: This study and community survey tells us how we are meeting citizen recreation needs and areas of future need.
- Delaware Together: The 30-member comprehensive plan steering committee continues, virtually, creating our City's future blueprint for growth.
- Ongoing Diversity, Equity & Inclusion Initiative: We are ensuring City policies and actions reflect fairness and equity.
- City Hall Renovation: Updates to all three floors focus on safety and security; public access and customer service; mechanical systems; and workspaces.
- Del-AWARE mobile app and web portal makes it even easier for residents to access City services and make requests.

In addition, several other accomplishments should be highlighted:

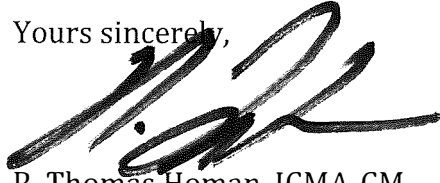
- Labor Contracts
- Financial Policy Updates
- Enterprise Resource Planning software selection and implementation

These past months have shown the incredible resiliency of our community, Council and committed staff. I am more confident than ever that, together, we can effectively deal with the changes that come as we emerge and recover from this global health crisis.

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

In closing, I want to thank and acknowledge all our departments for their hard work. Also, sincere thanks to Finance Director Justin Nahvi, Budget Management Analyst Alycia Ballone, and City Accountant Rob Alger. Finally, my thanks to my Executive Assistant, Kim Gepper and City Council Clerk Elaine McCloskey for their support and assistance.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'R. Thomas Homan', written in a cursive style.

R. Thomas Homan, ICMA-CM  
City Manager

# CITY COUNCIL



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

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

# MUNICIPAL COURT

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



Judge Rohrer



Judge Hemmeter



Cindy Dinovo

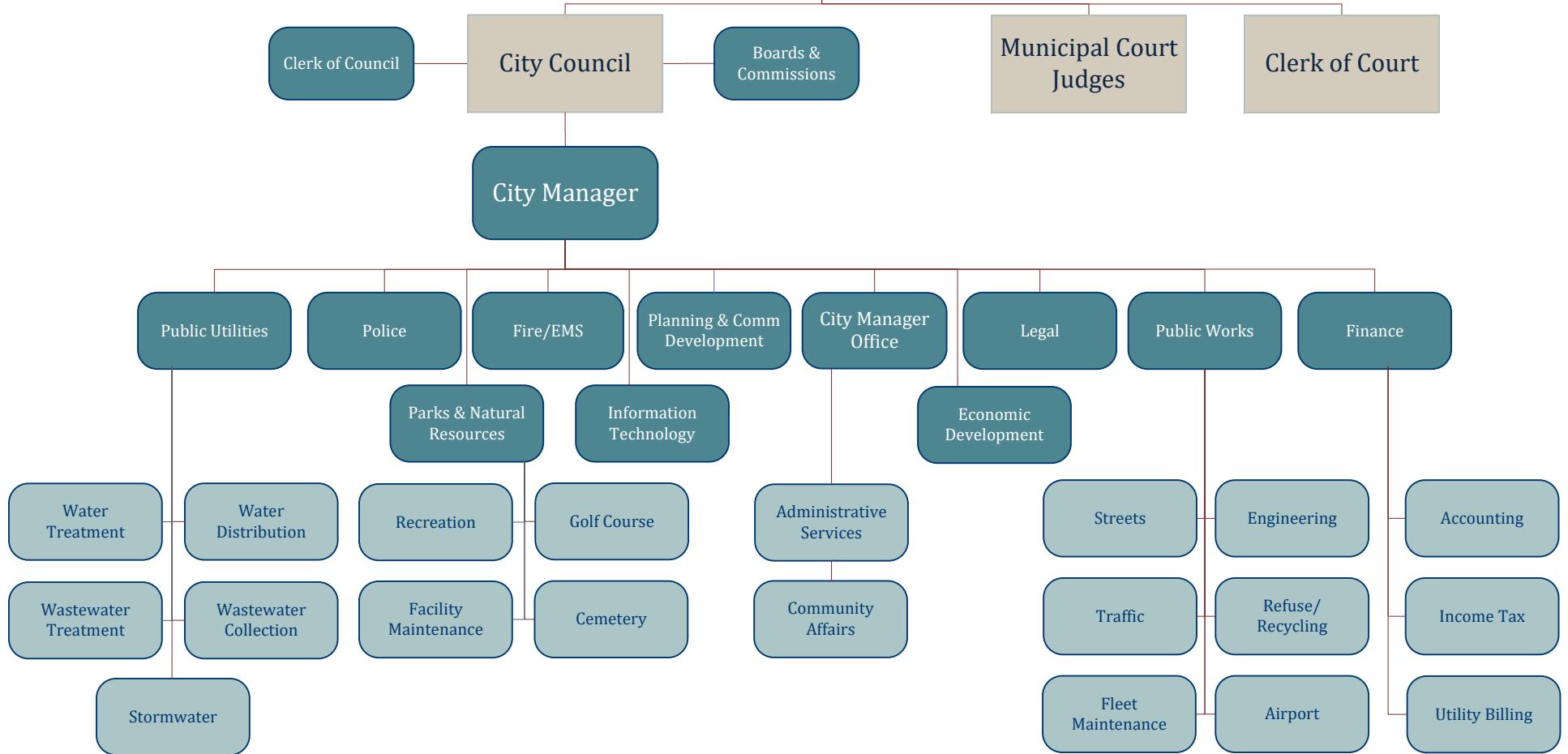


# CITY STAFF

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

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

# Citizens of the City of Delaware



*Legend*

- Elected position
- Department [appointed Director]
- Division

Boards & Commissions

- Airport Commission
- Board of Zoning Appeals
- Charter Review Commission
- Civil Service Commission
- Finance Committee
- Golf Course Advisory Board
- Historic Preservation Commission
- Income Tax Board of Review
- Parks and Recreation Advisory Board
- Permanent Tax Advisory Committee
- Planning Commission
- Shade Tree Commission



# COMMUNITY PROFILE

## OUR CITY

Delaware is a family-oriented community that blends a traditional hometown atmosphere with a modern, independent spirit. Delaware has a rich, 212-year history and is the seat of government for Delaware County, one of Ohio's fastest growing counties. The city boasts a vibrant downtown, established neighborhoods and diverse, cultural and recreational opportunities.

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

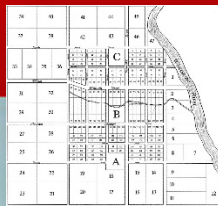
Delaware encompasses 19.9 square miles. The city provides standard municipal services which include public safety, road maintenance, and water and sewer treatment and distribution. The city employs approximately 300 full time and 37 part-time staff.

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

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



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



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



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



**1842** Ohio Wesleyan University founded

## MUNICIPAL GOVERNMENT

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

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

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

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

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

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

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

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

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

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



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



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



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



**1980** City population reaches 18,780



## DELAWARE: BY THE NUMBERS

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

### Solid Waste and Recycling

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

### Income Tax

Individual tax returns processed: 17,873

### Water, Wastewater, Stormwater

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

### Public Safety

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

### Streets, Traffic and Fleet

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

### Parks and Natural Resources

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

### Airport

39,000 landings and takeoffs

### Planning and Community Development

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



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



**2011** Community Center opens



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



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

# BUDGET SUMMARY

# BUDGET PROCEDURES

## TAX BUDGET

The City is required by state statute to adopt an annual appropriation cash basis tax budget. All funds except agency funds are legally required to be budgeted utilizing encumbrance accounting.

The tax budget is adopted by City Council, after a public hearing is held, by July 15<sup>th</sup> of each year. The budget is submitted to the Delaware County Auditor as Secretary to the County Budget Commission by July 20<sup>th</sup> of each year, for the period January 1<sup>st</sup> to December 31<sup>st</sup> of the following year. The Delaware County Budget Commission (the Commission) determines if the budget substantiates a need to levy the full amount of authorized property tax rates and reviews revenue estimates. The Commission certifies its actions to the City on or around September 1<sup>st</sup>. As part of this certification, the City receives the official certificate of estimated resources, which states the projected revenue of each fund. On or about January 1<sup>st</sup>, the certificate of estimated resources is amended to include unencumbered fund cash balances at December 31<sup>st</sup>. Prior to December 31<sup>st</sup>, the City must revise its budget so that total contemplated expenditures from any fund during the ensuing total fiscal year will not exceed the amount stated in the certificate of estimated resources.

## BASIS OF BUDGETING

Budgets for all City fund types are prepared on a cash basis. This basis of budgeting means that revenues are recorded when received in cash and expenditures are recorded when encumbered or paid in cash.

Revenues and expenditures are identified throughout the budget process as City Council maintains legal oversight over appropriations. Annual budgets are balanced to the budget and accounting systems at the commencement of each fiscal year and during the preparation of the Comprehensive Annual Financial Report. Adjusting entries in accordance with GAAP are made to properly reflect this balancing to the budget and other financial statements within the annual report. These entries include accounting for the prior budget year's carryover encumbrances, and the current year's carryover encumbrances into the forthcoming budget year.

## APPROPRIATIONS

City Council is required by Charter to adopt an appropriation ordinance prior to the beginning of the ensuing fiscal year. The appropriation ordinance controls expenditures at the fund and function or major organizational unit level (the legal level of control) and may be amended or supplemented by Council during the year as required. Appropriations within an organizational unit may be transferred within the same organizational unit with approval of the City Manager. No changes to the total amount of a departmental or fund appropriation may be made without the legislative action of City Council.

Unencumbered appropriations lapse at year-end and may be re-appropriated in the following year's budget. Encumbrances outstanding at year-end are carried forward in the following year. The prior year appropriations corresponding to these encumbrances are also carried forward as part of the budgetary authority for the next year and are included in the revised budget amounts shown in the budget to actual comparisons.

## ENCUMBRANCES

The City establishes encumbrances by which purchase orders, contracts and other commitments are recorded to set aside a portion of the applicable appropriation. An encumbrance reserves the available spending authority as a commitment for a future expenditure. All purchases exceeding \$250 require an approved purchase order.

## BUDGETARY CONTROLS

In addition to internal accounting controls, the City maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions outlined in the annual appropriation ordinance approved by City Council. Activities of all funds, with the exception of advances, are included in the annual appropriation ordinance. All funds except agency funds are legally required to be budgeted. Upon adoption of the annual appropriation ordinance by City Council, it becomes the formal budget for City operations.

Financial reports, which compare actual performance with the budget, are available on the City network to directors so they are able to review the financial status and measure the effectiveness of the budgetary controls. A financial report summary is provided by the Finance Director to City Council on a monthly basis. The City also maintains an encumbrance accounting system as one technique for accomplishing budgetary control.

## BUDGETING PROCESS

The City's operating budget starts off with budget staff informing departments of the upcoming budget season and the requirements such as budget request guidance, budget calendars, and department expectations. This usually occurs in June.

Budget request templates are sent to departments in July. The budget requests include separate sections where departments list their mission, purpose, goals, accomplishments and performance metrics. Each department is also expected to submit a narrative that explains reasons for specific increases or decreases in line items and justification for additional personnel. Departments must also submit details of certain significant line items with their request. This helps staff, City Council and the public understand what city departments plan to purchase or fund in the budget year.

As budget requests are coming in, the Finance Department generates estimates of what the City's revenues are projected to be in the new budget year. These estimates are used as a basis for making final funding decisions.

To help budget staff during review of budget requests, departments are asked to prioritize their budget requests. This helps budget staff make important decisions when reviewing all department requests.

Once all budget requests are submitted, they are reviewed by the budget staff. This occurs in early October. This involves reviewing compliance with budget request guidelines, making sure requests conform to any requirement of the City Manager or Finance Director (i.e. holding expenditures to certain levels), analyzing variances, and generating various questions for department response.

Each Department is invited to discuss their budget requests with the budget staff. These are considered budget hearings. The budget staff includes the City Manager, Assistant City Manager, Finance Director, and Budget Analyst. These meetings allow budget staff to get a better understanding of a department's request and also for departments to understand the budget policy concerns and interests of the City Manager and City Council.

After all departments have had their hearings, the City Manager, with input from budget staff, makes final budget decisions. The proposed budget document is prepared with a budget message from the City Manager and submitted to City Council by November 15 of each year.

Once submitted the City Council sets a public budget review schedule. This process lasts about 5-6 weeks from mid-November until the end of December. Each budget meeting last several hours and many of the details of each department's budget are discussed in open public



session. Department staff and city budget staff are available to answer questions at these meetings. Budget staff are also available to respond to any budget related research questions and compile all budget amendments submitted by City Council.

Once the department presentations before City Council conclude, budget staff gather all the budget amendments and provide an amendment list for council to review. Each amendment is considered and voted on individually. This process usually occurs at the final budget meetings of the year. Once the amendments are adopted, City Council votes to approve the operating budget. Approval occurs before December 31<sup>st</sup> of each year. Once approved, the budget is considered adopted.

# 2021 BUDGET CALENDAR

TIMELINE	EVENT
July 13, 2020	Budget packets and guidance distributed to Department Heads
July 29, 2020	Finance Committee reviews financial policies used in drafting budget
August 14, 2020	Budget packets back to Finance
August 14, 2020	Discuss 2021 assumptions with the City Manager and Finance staff
September 8, 2020	Draft budget to City Manager
September 28-30, 2020	Final budget review with Department Heads, Finance staff and City Manager
September 30, 2020	Capital Improvement Plan review with Department Heads, Finance staff, and City Manager
September 30, 2020	New positions requests reviewed with HR Manager, City Manager and Finance staff
October 22, 2020	Budget packets distributed to City Council
October 26, 2020	First Reading and Public Hearing by City Council
October 29, 2020	Finance Committee Meeting and detailed budget review
November 2, 2020	Budget work session with City Council and City staff
November 9, 2020	Second Reading and Public Hearing by City Council
November 12, 2020	Budget work session with City Council and City staff
November 23, 2020	Third Reading and Approval

# GUIDING POLICIES

## COMPREHENSIVE PLAN

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

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

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

The Comprehensive Plan is currently being updated and the new version is expected to be adopted in 2021. For up-to-date information and to view the draft plan in full, please visit: <https://delawaretogether.net/>

## OPERATING BUDGET POLICIES

1. The City will pay for all current expenditures with current revenues and fund balances. The City will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
3. The City will protect against catastrophic losses through a combination of insurance and self-insurance funded programs.
4. The City will maintain a budgetary control system to help it adhere to the budget.
5. Financial reports, which compare actual performance with the budget, are available on the City's network for budgetary review by the departments and divisions.

The budget is "balanced" when the previous year-end unencumbered fund balance plus the estimated resources for the budget year exceed the proposed expenditures of each fund.

## RESERVE POLICIES

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

4. The City shall maintain a minimum unencumbered reserve balance in the City's self-insured retrospective Workers Compensation Fund at an amount equaling the sum of the projected ten-year future claim cost liability and an amount representing 50 percent of the average of the five preceding years net workers compensation claim cost.
5. The City will, at all times, maintain a balance in the Recreation Improvement Income Tax Fund and the Recreation Income Tax Bond Fund such that when added together the resulting fund balance will exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds. In the event that the total fund balance of the combined funds does not exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds, then the General Fund reserve balance will be increased above the 17 percent reserve by an amount when added to the reserve balances in the Recreation Improvement Income Tax Fund and the Recreation Income Tax Bond Fund will exceed the maximum annual debt service on the Series 2009 Parks and Recreation Income Tax Special Obligation Bonds.
6. The City will maintain fund balances in the Enterprise Funds of a sufficient amount to provide for effective ongoing operations or in accordance with any revenue bond covenants. Typical reserve balances will be in the 20-25 percent of annual operating expenses range.

#### CAPITAL IMPROVEMENT PROGRAM POLICIES

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

#### DEBT MANAGEMENT POLICIES

1. The City will confine long-term borrowing to capital improvement projects.
2. When the City finances capital projects by issuing debt, it will repay the debt within a period not to exceed the useful life of the project.
3. The City will evaluate issuing debt and pay-as-you-go financing to maintain flexibility for the future.
4. The City will continually seek to maintain and improve our current bond rating to minimize borrowing costs and to ensure that access to credit is preserved.
5. The City will follow a policy of full disclosure on financial reports and official statements.



## REVENUE POLICIES

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

## PURCHASING POLICIES

1. Purchases will be made in accordance with federal, state and municipal requirements.
2. Purchases will be made in an impartial, economic, competitive and efficient manner.
3. Purchases will be made from the lowest priced and most responsive vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

## TECHNOLOGY POLICIES

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

# FUND STRUCTURE

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

There are four main fund types.

## GOVERNMENTAL FUNDS

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

### GENERAL FUND

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

### SPECIAL REVENUE FUNDS

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

*Examples:*

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

### CAPITAL PROJECTS FUNDS

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

*Examples:*

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

## DEBT SERVICE FUNDS

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

*Examples:*

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

## PROPRIETARY FUNDS

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

## ENTERPRISE FUNDS

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

*Examples:*

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

## INTERNAL SERVICE FUNDS

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

*Examples:*

- Garage Rotary Fund

IT Rotary Fund  
Health Insurance Fund

## FIDUCIARY FUNDS

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

*Examples:*

Mayor's Donation Fund  
Development Reserve Fund  
Berkshire JEDD Fund

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



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

# 2021 REVENUE PROJECTIONS

Projecting revenues is an essential element of the budget preparation. Before discussions with department heads and the first draft of the budget, the City’s annual revenues are projected.

As part of the City’s budget philosophy, revenues are estimated conservatively, objectively, and analytically. It is better to underestimate revenues and have an increase in fund balances than to overestimate revenues and need to make cutbacks. The goal is to have reasonable revenue projections for all the major revenue types in the City.

The information in this section will discuss 2021 projections for all major revenue sources for the City.

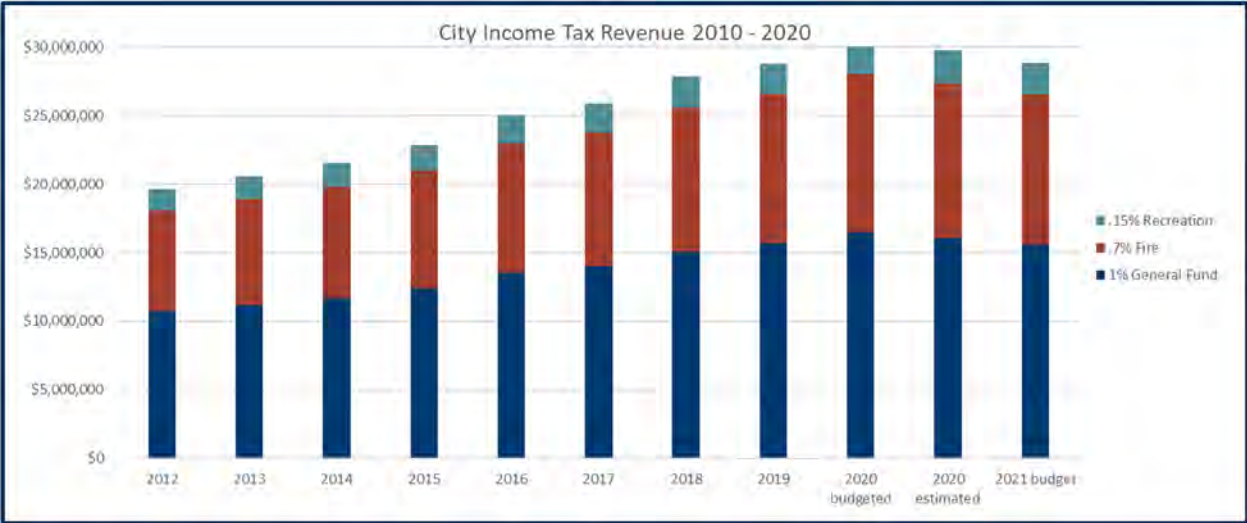
## GENERAL FUND

For 2021, revenues for the General Fund are projected to be \$25,879,431. This is almost flat with the amount budgeted for 2020 budget and reflects conservative revenue projections due to the pandemic. The increase of 8.1% over 2020 actuals is due to a transfer in from the City’s budget stabilization fund.

## INCOME TAX

The City levies an income tax of 1.85% on all income earned within the City as well as on incomes of residents earned outside of the City. The income tax is split with 1% going to the General Fund, 0.7% towards Fire and EMS and the final 0.15% for Recreation facility improvements and debt service.

The City allows for a credit for one-half of any income tax paid or credited to another municipality. This credit shall not exceed fifty percent of the municipal income tax due on such income. Employers within the City are required to withhold income tax on employee earnings and remit the tax to the City on a monthly or quarterly basis depending on the amount being withheld. Corporations and other individual taxpayers are also required to pay their estimated tax at least quarterly and file a return annually.



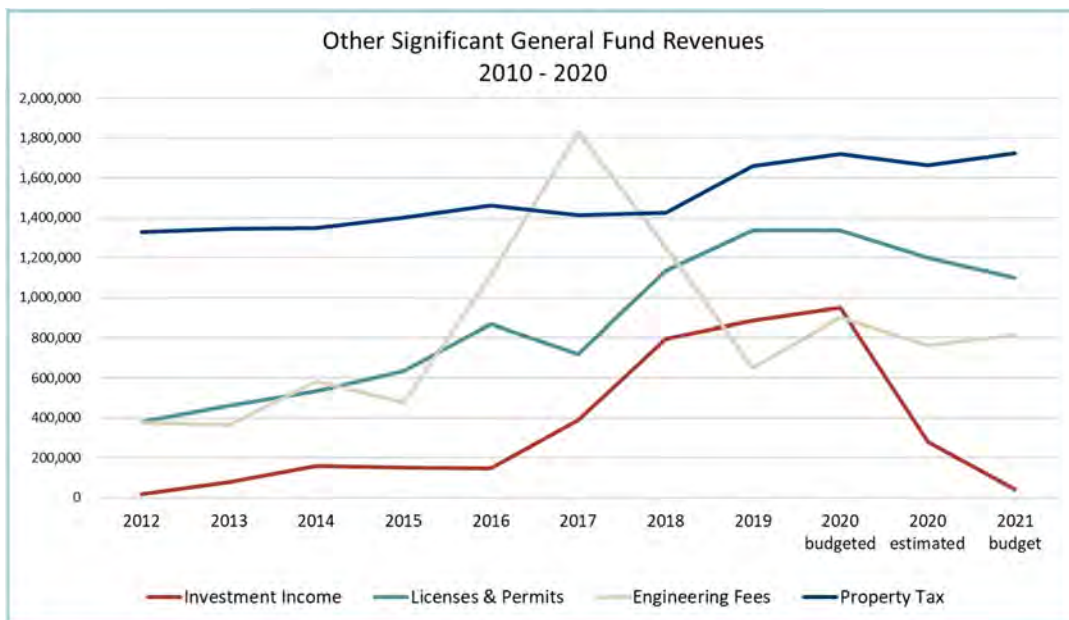
Income tax revenues are the largest revenue source for the General Fund. In 2021, the projected income tax revenues are \$15,541,300 and represent 60% of operating revenue. The City receives municipal income tax in three ways: withholdings remitted by employers; filings by individual residents of the City; and the net profits of businesses located in or doing business in the City.

The City uses historical trends as its method of estimating income tax collections. The City also utilizes its knowledge of the local economy to analyze and determine the projected income for future years beyond the budget year.

## PROPERTY TAXES

Property taxes include amounts levied against all real estate and public utility property, and tangible personal property used in business and located within the city. Assessed values were established by the County Auditor and are 35% of the appraised market value. The County Treasurer collects property taxes on behalf of all taxing districts in the County. The Delaware County Auditor periodically remits to the City its portion of the collected taxes.

Property tax projections for the 2021 budget are \$1,725,292 and make up 6.7% of the General Fund’s operating revenues. The City receives estimates from the County Auditor’s office for the real estate taxes. However, the estimates are received after the City’s budget cycle, therefore the City projects these estimates for the budget.



## SPECIAL REVENUE FUNDS

Revenues for the Special Revenue Funds are projected to total \$14,306,445 for 2021 and include revenue types such as income taxes, intergovernmental receipts, and charges for services. These three revenues sources total \$11,804,192 and comprise 82.5% of revenues for all Special Revenue Funds.

## INCOME TAX

The City levies an income tax of 1.85% on all income earned within the City as well as on incomes of residents earned outside of the City. The income tax is split with 1% going to the General Fund and the 0.85% going to Special Revenues funds for Fire and EMS (0.7%) and Recreation Facilities (0.15%).

Revenue projections for 2021 for the Fire and EMS fun are \$10,995,889 and account for 91.5% of the Fire Department's operating and capital revenues. The revenue projections for the Recreation Facilities tax are \$2,320,717 and this is utilized to cover debt service for the City's Recreation Facility.

## INTERGOVERNMENTAL RECEIPTS

### MOTOR VEHICLE TAXES AND GASOLINE TAXES

The gas tax is distributed to the City from the State of Ohio based on the number of vehicles registered in the City compared to the total number of vehicles registered in the State. The City receives its allocated share monthly. The gas tax is split between the Streets Maintenance and Repair Fund and the State Highway Fund. Total gas tax revenue projections for these two funds is \$1,782,000 for 2021.

Motor vehicle license fees are distributed to the City from the State of Ohio on a different basis. For each passenger vehicle registered in the City, the State levies a fee of \$20.00, of which \$6.80 is returned to the City and remainder is kept by the state. Additionally, permissive fees of \$30.00 apply and are distributed to the City and County. Revenues from license fees are estimated at \$878,000 total among the Street Maintenance and Repair, State Highway, and License Fee funds.

## CHARGES FOR SERVICES

The City has several funds that receive charges for services. These include various Court funds, Airport, Parks, Cemetery and T-Hangar funds. Total charges for services for Special Revenue Funds are projected at \$2,325,400 for 2021.

## CAPITAL IMPROVEMENT FUNDS

Capital Improvement Funds get 95.5% of their estimated 2021 revenues from two sources, Fees, Licenses and Permits and Intergovernmental Receipts.

## FEES, LICENSES AND PERMITS

### CAPACITY FEES

The Water and Wastewater Capacity Funds have revenues from capacity fees. Capacity fees are charged for permits issued to connect into the City water and wastewater system and are paid upon issuance of said permit. Capacity fees can be used only to create new extensions or increase the capacity of the existing water and wastewater systems. The 2021 budget forecasts \$4,000,000 in Capacity Fees.

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## IMPACT FEES

Impact Fees are collected from new construction at the time a building permit is issued and used to construct system improvements needed to accommodate new development. The impact fee represents new growth's proportionate share of capital facility needs. The City has impact fees in the Park, Police, Fire and EMS, and Municipal Impact Funds.

## INTERGOVERNMENTAL RECEIPTS

The City of Delaware makes every effort to obtain grants whenever possible to help finance capital improvements. The City has \$5,723,566 projected for receipts from grants in 2021 and going into the Capital Improvement, OPWC, The Point, FAA Airport and FAA AIP Funds.

## ENTERPRISE FUNDS

Revenues for the Enterprise Funds are expected to total \$18,334,201 for 2021. Charges for Service are projected to generate \$18,138,851 in 2021 and comprise 98.9% of total revenues for the Enterprise Funds. User fees are the primary type of charge for service. Enterprise Fund user fee rates are reviewed annually to determine if a rate adjustment is needed.



**2021 OPERATING BUDGET  
REVENUE COMPARISONS - GENERAL FUND**

Fund Name	2019 Actual	2020 Budget	2020 Actual	2021 Budget
<b>TAXES</b>				
Income Tax	15,572,613	16,510,750	15,573,928	15,541,300
Property Tax	1,658,403	1,720,000	1,675,942	1,725,292
<b>INTERGOVERNMENTAL</b>				
Local Government	698,125	700,000	769,589	700,000
<b>CHARGES FOR SERVICES</b>				
Court Diversion Fees	31,243	40,000	17,658	35,000
Engineering Fees	536,496	900,000	854,286	815,000
Parking Meters	36,626	38,000	22,886	25,000
Prosecutor Contracts	247,360	260,000	202,105	250,000
<b>FINES, LICENSES AND PERMITS</b>				
Fines & Forfeitures	76,646	100,000	57,445	100,000
Cable Franchise Fee	413,311	415,000	408,281	420,000
Liquor Permits	48,465	50,000	45,935	50,000
License & Permits	1,299,001	1,335,000	1,122,857	1,100,000
<b>EARNINGS ON INVESTMENT</b>				
Investment Income	941,768	950,000	257,942	40,000
<b>OTHER REVENUE</b>				
Grant Reimbursements	64,139	141,726	518,053	350,000
Reimbursements	160,229	150,000	86,660	250,000
Miscellaneous	148,534	230,000	188,014	159,000
<b>OTHER FINANCING SOURCES</b>				
Transfers	2,028,462	2,299,603	2,144,563	4,318,839
<b>TOTAL GENERAL FUND REVENUE</b>	<b>23,961,421</b>	<b>25,840,079</b>	<b>23,946,144</b>	<b>25,879,431</b>

**2021 OPERATING BUDGET  
REVENUE COMPARISONS - ALL FUNDS**

<b>Fund #</b>	<b>Fund Name</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>
101	General Fund	23,961,421	25,840,079	23,946,144	25,879,431
200	Street Maintenance & Repair	3,829,370	4,379,000	2,944,842	4,417,650
201	State Highway	137,156	164,893	158,998	151,500
202	License Fee	448,401	444,000	445,577	624,000
204	Performance Bond	359,928	250,000	50,800	250,000
210	Parks & Natural Resources	1,555,605	1,663,673	970,616	2,313,092
212	Cemetery	263,057	302,000	224,616	185,000
215	Tree	26,387	10,000	107,860	10,000
222	Airport Operations	864,682	890,450	819,449	861,450
223	Airport 2000 T-Hangar	100,280	100,400	96,740	104,500
231	Fire/EMS	11,968,221	12,532,677	11,884,640	12,023,646
233	Rec Facilities Income Tax	2,448,191	2,521,500	2,368,888	2,326,517
235	Airport TIF	27,251	27,500	26,651	28,500
236	Glenn Road Bridge TIF	1,004,597	3,051,300	3,662,674	2,411,300
237	Sky Climber/V&P TIF	48,300	70,000	47,237	50,000
238	Mill Run TIF	151,840	170,000	133,006	120,000
240	Municipal Court	2,722,701	2,694,000	2,292,769	2,109,000
241	IDIAM	30,919	31,500	27,515	28,000
250	Drug Enforcement	12,065	6,500	3,379	6,500
251	Indigent Alcohol Treatment	62,273	60,000	37,060	60,000
252	OMVI Enforcement & Education	1,524	1,500	1,187	1,500
253	Police Judgment	18,494	15,000	229	15,000
254	Police Federal Judgment	-	-	17,086	11,100
255	Park Exaction Fee	-	5,000	-	13,000
256	Computer Legal Research	263,806	275,000	187,856	216,000
257	Court Special Projects	267,832	274,000	198,510	188,000
259	Court - Probation Services	314,629	310,000	327,359	300,000
261	Police Disability Pension	254,137	266,850	254,262	268,257
262	Fire Disability Pension	254,137	266,850	254,262	268,257
272	Community Promotions	104,740	105,000	54,167	50,000
284	Coronavirus Relief Grant	-	-	2,808,275	-
291	Community Dev Block Grant	136,470	11,000	11,000	154,000
292	Federal Treasury Seizures	-	-	3,542	10,100
295	Revolving Loan	98,299	110,500	95,990	87,100
296	Housing Program Income	8,150	-	-	-
299	CHIP Grant	-	-	-	-
300	General Bond Retirement	2,275,758	1,855,530	1,792,370	1,445,958
301	Park Improvement Bond	1,320,233	16,335,202	17,655,869	2,297,350
302	SE Highland Sewer Bond	912,614	414,561	828,354	825,400
410	Capital Improvement	7,334,469	3,457,000	6,588,839	5,237,297
412	OPWC Project Capital	-	-	-	600,000
415	The Point	721,750	1,891,607	1,721,771	2,350,354
430	FAA Airport Grant	-	-	-	385,000
431	FAA Airport AIP Grant	58,924	349,400	48,897	309,866

**2021 OPERATING BUDGET  
REVENUE COMPARISONS - ALL FUNDS**

<b>Fund #</b>	<b>Fund Name</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>
440	Equipment Replacement	500,000	833,016	416,508	625,794
491	Park Impact Fee	745,167	375,000	520,793	360,000
492	Police Impact Fee	140,296	80,000	116,460	102,500
493	Fire/EMS Impact Fee	254,708	130,000	178,970	128,000
494	Municipal Impact Fee	357,863	222,500	195,418	170,500
496	Glenn Rd South Construction	9,154,879	960,000	1,129,094	1,008,000
498	Glenn Rd North Construction	93,635	95,000	100,179	110,000
501	Golf Course	169,734	180,000	225,785	188,000
520	Parking Lot	46,214	44,500	33,575	44,500
523	Storm Water	857,210	900,700	877,232	831,850
524	Storm Water Construction	-	-	-	900,000
530	Water	6,269,475	6,556,000	6,089,192	5,722,927
531	Water Construction	2,207,631	1,929,783	1,364,892	2,000,000
533	Water Utility Reserve	-	-	-	-
535	Water Customer Deposit	6,223	32,000	-	35,000
536	Water Capacity Fee	3,867,658	2,000,000	2,444,939	2,000,000
540	Wastewater	7,529,744	7,711,500	7,384,909	7,072,424
541	Wastewater Construction	1,447,750	1,476,705	1,476,705	1,500,000
543	Wastewater Utility Reserve	-	-	-	-
546	Wastewater Capacity Fee	17,500,257	4,021,913	4,008,459	3,950,000
548	SE Highland Sewer	853,000	650,000	813,100	650,000
550	Refuse	3,657,809	4,065,350	3,681,549	4,039,500
601	Garage Rotary	718,600	811,000	213,851	896,150
602	IT Rotary	1,076,222	1,506,424	1,152,189	1,776,997
610	Self Insurance Trust	6,334,901	7,083,031	8,182,805	7,190,000
620	Workers Compensation Reserve	402,069	-	1,061,912	275,000
701	Fire Donation	200	-	200	-
702	Parks Donation	139,598	-	6,500	12,000
703	Police Donation	3,710	1,000	500	1,000
704	Mayor's Donation	1,200	1,250	600	2,000
705	Project Trust	440,092	105,000	111,252	202,500
707	City Unclaimed Funds	6,410	5,000	43,699	5,000
708	Court Unclaimed Funds	18,467	5,000	20,861	15,000
709	Development Reserve	50,000	50,000	1,198,270	75,750
710	General Reserve	25,000	25,000	25,000	75,000
750	Cemetery Perpetual Care	771	650	4,208	750
801	Highway Patrol	61,309	75,000	49,760	75,000
803	State Building Permit Fee	15,672	18,000	11,695	18,000
811	JEDD Income Tax	402,798	525,000	392,778	380,995
		<b>129,724,883</b>	<b>123,628,794</b>	<b>126,633,125</b>	<b>111,433,761</b>

**2021 OPERATING BUDGET**  
**EXPENDITURE COMPARISONS - ALL FUNDS**

<b>Fund #</b>	<b>Fund Name</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>
101	General Fund	22,344,063	25,821,690	23,764,719	27,386,624
200	Street Maintenance & Repair	3,687,745	4,362,479	3,443,431	4,412,241
201	State Highway	3,424	180,000	472,491	150,000
202	License Fee	259,580	480,000	508,031	680,000
204	Performance Bond	332,938	900,000	192,877	250,000
210	Parks & Natural Resources	1,507,579	1,695,586	1,220,080	2,311,347
212	Cemetery	252,126	345,479	299,327	283,849
215	Tree	63,274	65,000	14,643	65,000
222	Airport Operations	951,888	947,110	727,697	933,491
223	Airport 2000 T-Hangar	93,189	94,929	92,273	94,156
231	Fire/EMS	11,600,085	13,283,816	11,220,614	12,980,650
233	Rec Facilities Income Tax	1,966,370	1,948,191	2,618,934	2,625,980
235	Airport TIF	-	-	-	190,692
236	Glenn Road Bridge TIF	1,871,355	4,727,932	3,335,202	2,342,306
237	Sky Climber/V&P TIF	48,300	70,000	47,237	50,000
238	Mill Run TIF	151,840	170,000	133,006	120,000
240	Municipal Court	2,606,225	2,912,796	2,745,536	3,181,000
241	IDIAM	46,565	50,000	18,189	35,000
250	Drug Enforcement	18,106	49,822	3,308	49,829
251	Indigent Alcohol Treatment	16,238	100,000	5,264	100,000
252	OMVI Enforcement & Education	3,471	4,445	-	4,981
253	Police Judgment	99,367	21,636	17,044	23,324
254	Police Federal Judgment	-	17,044	3,200	13,877
255	Park Exaction Fee	-	138,000	104,487	91,779
256	Computer Legal Research	220,318	298,240	203,570	235,114
257	Court Special Projects	270,529	378,298	325,346	262,555
259	Court - Probation Services	272,542	241,350	234,997	106,500
261	Police Disability Pension	254,137	266,850	254,262	268,257
262	Fire Disability Pension	254,137	266,850	254,262	268,257
272	Community Promotions	89,356	114,000	136,119	50,000
284	Coronavirus Relief Grant	-	-	2,808,275	-
291	Community Dev Block Grant	139,000	11,000	11,000	153,000
292	Federal Treasury Seizures	-	-	-	3,539
295	Revolving Loan	128,152	200,000	35,700	135,000
296	Housing Program Income	-	-	8,150	-
299	CHIP Grant	-	-	-	-
300	General Bond Retirement	1,990,700	2,015,332	1,921,294	1,901,732
301	Park Improvement Bond	1,320,401	1,331,202	17,718,809	2,297,350
302	SE Highland Sewer Bond	996,609	327,520	828,320	825,400
410	Capital Improvement	4,705,871	5,497,779	8,805,719	5,263,366
412	OPWC Project Capital	-	-	-	600,000
415	The Point	353,395	2,625,000	1,528,969	2,350,000
430	FAA Airport Grant	48,413	-	-	385,000
431	FAA Airport AIP Grant	11,679	303,640	54,325	370,005

**2021 OPERATING BUDGET  
EXPENDITURE COMPARISONS - ALL FUNDS**

<b>Fund #</b>	<b>Fund Name</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>
440	Equipment Replacement	441,040	868,328	420,407	646,477
491	Park Impact Fee	132,624	583,000	70,344	750,000
492	Police Impact Fee	64,550	58,891	59,287	58,216
493	Fire/EMS Impact Fee	107,919	100,000	101,256	-
494	Municipal Impact Fee	275,520	348,160	131,875	131,660
496	Glenn Rd South Construction	10,977,844	701,050	670,417	732,550
498	Glenn Rd North Construction	126,415	148,295	139,870	159,895
501	Golf Course	128,439	178,657	85,699	286,200
520	Parking Lot	40,071	45,800	40,667	45,800
523	Storm Water	612,565	1,663,516	1,156,487	1,450,165
524	Storm Water Construction	204,917	1,095,000	760,371	900,000
530	Water	5,984,999	6,536,803	5,534,837	6,643,604
531	Water Construction	2,051,430	2,760,728	2,445,853	2,510,800
533	Water Utility Reserve	-	-	-	-
535	Water Customer Deposit	5,104	32,000	37,958	35,000
536	Water Capacity Fee	1,252,803	1,806,981	1,402,747	2,098,982
540	Wastewater	6,939,592	7,393,807	7,017,425	7,719,283
541	Wastewater Construction	1,108,707	1,583,415	604,704	2,394,158
543	Wastewater Utility Reserve	-	-	-	-
546	Wastewater Capacity Fee	14,505,359	1,015,000	2,429,273	2,935,921
548	SE Highland Sewer	854,689	838,320	837,389	835,400
550	Refuse	3,407,576	4,228,429	3,642,154	4,483,440
601	Garage Rotary	599,556	844,970	671,908	893,534
602	IT Rotary	1,285,039	1,740,333	1,789,030	1,795,103
610	Self Insurance Trust	7,320,560	7,399,000	6,694,943	7,836,000
620	Workers Compensation Reserve	404,077	560,000	37,632	659,000
701	Fire Donation	5,462	1,000	-	-
702	Parks Donation	142,794	6,315	11,965	12,000
703	Police Donation	682	9,336	2,000	8,836
704	Mayor's Donation	1,504	2,000	50	1,200
705	Project Trust	4,119	245,000	116,238	175,000
707	City Unclaimed Funds	4,283	8,000	4,730	4,750
708	Court Unclaimed Funds	968	7,500	315	-
709	Development Reserve	6,000	460,000	1,528,439	754,465
710	General Reserve	-	-	-	1,288,864
750	Cemetery Perpetual Care	1,122	2,000	844	2,000
801	Highway Patrol	66,141	75,000	47,541	75,000
803	State Building Permit Fee	14,841	18,000	12,360	18,000
811	JEDD Income Tax	375,179	555,000	324,297	319,885
		<b>118,433,457</b>	<b>116,182,649</b>	<b>124,948,019</b>	<b>122,512,389</b>

**2021 OPERATING BUDGET  
REVENUES EXPENDITURES BY FUND TYPE**

	MAJOR FUNDS					
	General Fund	Fire/EMS Fund	Water Operating Fund	Wastewater Fund	Stormwater Fund	Refuse Fund
<b>Estimated Revenues</b>						
Income Taxes	15,541,300	10,995,889	-	-	-	-
Property Taxes	1,725,292	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-
Intergovernmental Receipts	700,000	-	-	-	-	-
Charges for Services	1,125,000	750,000	5,675,427	7,002,924	829,500	3,963,500
Fees, Licenses & Permits	1,670,000	-	-	-	-	-
Earnings on Investments	40,000	-	7,500	23,000	-	13,500
Reimbursements	600,000	3,000	-	-	-	-
Contributions & Donations	-	-	-	-	-	-
Miscellaneous	159,000	6,500	40,000	46,500	2,350	62,500
<b>Total Estimated Revenues</b>	<b>21,560,592</b>	<b>11,755,389</b>	<b>5,722,927</b>	<b>7,072,424</b>	<b>831,850</b>	<b>4,039,500</b>
<b>Estimated Expenditures</b>						
Personal Services	15,319,397	9,820,895	1,899,350	1,608,553	261,315	1,292,410
Services & Charges	4,123,033	1,025,722	1,975,625	2,428,240	193,250	2,046,730
Materials & Supplies	333,075	391,296	674,250	395,400	75,600	310,000
Capital Outlay	60,500	845,998	132,000	41,500	20,000	834,300
Refunds/Reimbursements	905,560	500,000	10,000	8,500	-	-
<b>Total Estimated Expenditures</b>	<b>20,741,565</b>	<b>12,583,911</b>	<b>4,691,225</b>	<b>4,482,193</b>	<b>550,165</b>	<b>4,483,440</b>
<b>Excess of Revenue over Expenditures</b>	<b>819,027</b>	<b>(828,522)</b>	<b>1,031,702</b>	<b>2,590,231</b>	<b>281,685</b>	<b>(443,940)</b>
<b>Other Financing Sources (Uses)</b>						
Debt Issuances	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Principal Retirement	-	(515)	-	-	-	-
Interest Payment	-	-	-	-	-	-
Transfers In	4,318,839	268,257	-	-	-	-
Transfers Out	(6,645,059)	(396,224)	(1,952,379)	(3,237,090)	(900,000)	-
<b>Total Other Financing Sources (Uses)</b>	<b>(2,326,220)</b>	<b>(128,482)</b>	<b>(1,952,379)</b>	<b>(3,237,090)</b>	<b>(900,000)</b>	<b>-</b>
<b>Net Change in Fund Balance</b>	<b>(1,507,193)</b>	<b>(957,004)</b>	<b>(920,677)</b>	<b>(646,859)</b>	<b>(618,315)</b>	<b>(443,940)</b>
Fund Balance, January 1	6,983,031	8,730,811	2,006,220	3,857,798	1,579,749	444,226
Estimated Fund Balance, December 31	<b>5,475,838</b>	<b>7,773,807</b>	<b>1,085,543</b>	<b>3,210,939</b>	<b>961,434</b>	<b>286</b>

**2021 OPERATING BUDGET  
REVENUES EXPENDITURES BY FUND TYPE**

	Special Revenue Funds	Debt Service Funds	Capital Improvement Funds	Non-Major Enterprise Funds	Internal Service Funds	Fiduciary Funds
<b>Estimated Revenues</b>						
Income Taxes	2,320,717	-	-	-	-	380,995
Property Taxes	480,914	-	-	-	-	-
Other Taxes	50,000	-	269,984	-	-	-
Payment in Lieu of Taxes	1,154,100	-	-	-	-	-
Intergovernmental Receipts	7,158,075	-	5,723,566	-	-	-
Charges for Services	2,325,400	-	-	667,500	6,940,000	-
Fees, Licenses & Permits	139,000	-	5,845,000	-	-	18,000
Earnings on Investments	13,500	-	26,000	-	-	750
Reimbursements	297,000	-	250,000	-	525,250	-
Contributions & Donations	-	-	-	-	-	217,500
Miscellaneous	367,850	-	-	-	2,514	95,000
<b>Total Estimated Revenues</b>	<b>14,306,556</b>	<b>-</b>	<b>12,114,550</b>	<b>667,500</b>	<b>7,467,764</b>	<b>712,245</b>
<b>Estimated Expenditures</b>						
Personal Services	6,929,958	-	-	59,500	1,143,482	-
Services & Charges	2,413,612	5,000	402,800	122,500	9,418,680	96,200
Materials & Supplies	1,696,000	-	-	28,600	337,725	7,000
Capital Outlay	5,310,798	-	14,660,182	110,000	283,750	190,836
Refunds/Reimbursements	544,325	-	111,000	45,400	-	327,885
<b>Total Estimated Expenditures</b>	<b>16,894,693</b>	<b>5,000</b>	<b>15,173,982</b>	<b>366,000</b>	<b>11,183,637</b>	<b>621,921</b>
<b>Excess of Revenue over Expenditures</b>	<b>(2,588,137)</b>	<b>(5,000)</b>	<b>(3,059,432)</b>	<b>301,500</b>	<b>(3,715,873)</b>	<b>90,324</b>
<b>Other Financing Sources (Uses)</b>						
Debt Issuances	1,400,000	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Principal Retirement	(4,095,000)	(3,670,279)	(3,647,420)	(395,000)	-	-
Interest Payment	(655,286)	(1,349,203)	(1,571,086)	(430,400)	-	-
Transfers In	4,741,042	4,568,708	9,622,761	250,000	2,670,383	150,750
Transfers Out	(654,370)	-	(1,894,542)	(10,000)	-	(2,038,079)
<b>Total Other Financing Sources (Uses)</b>	<b>736,386</b>	<b>(450,774)</b>	<b>2,509,713</b>	<b>(585,400)</b>	<b>2,670,383</b>	<b>(1,887,329)</b>
Net Change in Fund Balance	(1,851,751)	(455,774)	(549,719)	(283,900)	(1,045,490)	(1,797,005)
Fund Balance, January 1	13,985,540	536,854	29,797,272	4,698,013	5,516,258	3,273,880
Estimated Fund Balance, December 31	<b>12,133,789</b>	<b>81,080</b>	<b>29,247,553</b>	<b>4,414,113</b>	<b>4,470,768</b>	<b>1,476,875</b>



**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2022			2023		
		Revenues	Expenditures	Difference	Revenues	Expenditures	Difference
101	General Fund	23,573,782	28,356,816	(4,783,034)	24,213,135	27,969,851	(3,756,716)
200	Street Maintenance & Repair	4,647,218	4,535,852	111,366	4,775,861	4,663,484	112,377
201	State Highway	153,000	-	153,000	154,530	150,000	4,530
202	License Fee	630,200	620,000	10,200	642,724	620,000	22,724
204	Performance Bond	250,000	250,000	-	250,000	250,000	-
210	Parks & Natural Resources	2,373,552	2,373,552	-	2,140,289	2,437,810	(297,521)
212	Cemetery	249,625	293,455	(43,830)	302,161	302,161	-
215	Tree	10,000	65,150	(55,150)	10,000	65,453	(55,453)
222	Airport Operations	870,065	955,062	(84,997)	975,629	977,226	(1,597)
223	Airport 2000 T-Hangar	105,545	95,337	10,208	107,656	95,461	12,195
231	Fire/EMS	13,393,882	14,894,487	(1,500,605)	12,386,760	15,226,021	(2,839,261)
233	Rec Facilities Income Tax	2,349,724	2,620,780	(271,056)	2,396,603	2,629,920	(233,317)
235	Airport TIF	28,785	15,000	13,785	29,361	27,000	2,361
236	Glenn Road Bridge TIF	1,721,413	1,744,682	(23,269)	1,741,841	1,046,082	695,759
237	Sky Climber/V&P TIF	50,500	50,500	-	51,510	51,510	-
238	Mill Run TIF	121,200	121,200	-	123,624	123,624	-
240	Municipal Court	2,275,590	3,283,315	(1,007,725)	2,321,102	3,389,822	(1,068,720)
241	IDIAM	28,280	35,700	(7,420)	28,846	35,000	(6,154)
250	Drug Enforcement	6,500	14,461	(7,961)	6,500	6,500	-
251	Indigent Alcohol Treatment	60,000	100,000	(40,000)	60,000	100,000	(40,000)
252	OMVI Enforcement & Education	1,500	1,500	-	1,500	1,500	-
253	Police Judgment	15,000	8,082	6,918	15,000	8,244	6,756
254	Police Federal Judgment	-	-	-	-	-	-
255	Park Exaction Fee	-	-	-	-	-	-
256	Computer Legal Research	218,160	288,816	(70,656)	222,523	242,593	(20,070)
257	Court Special Projects	189,880	492,306	(302,426)	193,678	272,152	(78,474)
259	Court - Probation Services	303,000	307,630	(4,630)	309,060	108,783	200,277
261	Police Disability Pension	270,940	270,940	-	276,358	276,358	-
262	Fire Disability Pension	270,940	270,940	-	276,358	276,358	-
272	Community Promotions	75,500	75,500	-	76,510	76,510	-
284	Coronavirus Relief Grant	-	-	-	-	-	-
291	Community Dev Block Grant	154,000	155,000	(1,000)	154,000	154,000	-
292	Federal Treasury Seizures	10,000	3,610	6,390	10,000	3,682	6,318
295	Revolving Loan	87,100	135,000	(47,900)	87,100	135,000	(47,900)
296	Housing Program Income	-	-	-	-	-	-
299	CHIP Grant	-	-	-	-	-	-
300	General Bond Retirement	1,904,561	1,904,564	(3)	1,558,597	1,558,599	(2)
301	Park Improvement Bond	2,315,750	2,315,750	-	2,325,550	2,325,550	-
302	SE Highland Sewer Bond	824,600	824,600	-	828,200	828,200	-
410	Capital Improvement	2,765,950	2,765,950	-	1,242,680	1,242,680	-
412	OPWC Project Capital	600,000	600,000	-	600,000	600,000	-
415	The Point	26,032,091	26,145,808	(113,717)	14,720,789	14,731,314	(10,525)
430	FAA Airport Grant	-	-	-	325,811	325,811	-
431	FAA Airport AIP Grant	-	-	-	-	-	-
440	Equipment Replacement	925,087	925,087	-	706,513	706,513	-
491	Park Impact Fee	363,500	1,035,000	(671,500)	370,570	850,000	(479,430)
492	Police Impact Fee	103,500	58,534	44,966	105,520	59,188	46,332
493	Fire/EMS Impact Fee	129,250	-	129,250	131,775	-	131,775
494	Municipal Impact Fee	164,100	130,166	33,934	167,332	131,612	35,720
496	Glenn Rd South Construction	1,010,000	797,050	212,950	1,030,200	857,050	173,150
498	Glenn Rd North Construction	111,100	178,351	(67,251)	113,322	196,408	(83,086)
501	Golf Course	189,880	185,522	4,358	193,678	189,537	4,141
520	Parking Lot	44,945	46,516	(1,571)	45,844	47,246	(1,402)
523	Storm Water	840,169	1,459,055	(618,886)	856,972	1,302,996	(446,024)
524	Storm Water Construction	895,000	895,000	-	705,000	705,000	-
530	Water	5,780,156	5,757,524	22,632	5,895,759	6,693,295	(797,536)
531	Water Construction	947,992	2,450,728	(1,502,736)	1,761,728	1,761,728	-
533	Water Utility Reserve	-	-	-	-	-	-
535	Water Customer Deposit	35,000	35,000	-	35,000	35,000	-

**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2022			2023		
		Revenues	Expenditures	Difference	Revenues	Expenditures	Difference
536	Water Capacity Fee	2,000,000	3,243,012	(1,243,012)	2,000,000	2,061,733	(61,733)
540	Wastewater	7,142,453	4,591,616	2,550,837	7,283,912	5,788,309	1,495,603
541	Wastewater Construction	-	1,519,930	(1,519,930)	1,084,000	2,475,730	(1,391,730)
543	Wastewater Utility Reserve	-	-	-	-	-	-
546	Wastewater Capacity Fee	2,000,000	3,318,298	(1,318,298)	2,000,000	4,015,872	(2,015,872)
548	SE Highland Sewer	775,000	834,600	(59,600)	815,000	838,200	(23,200)
550	Refuse	4,079,135	4,518,750	(439,615)	4,159,198	4,431,611	(272,413)
601	Garage Rotary	914,073	916,519	(2,446)	932,354	940,244	(7,890)
602	IT Rotary	1,812,537	1,839,592	(27,055)	1,848,788	1,885,433	(36,645)
610	Self Insurance Trust	7,688,300	8,030,470	(342,170)	8,221,381	8,574,192	(352,811)
620	Workers Compensation Reserve	280,500	672,180	(391,680)	286,110	685,624	(399,514)
701	Fire Donation	-	-	-	-	-	-
702	Parks Donation	-	10,699	(10,699)	-	-	-
703	Police Donation	1,000	1,300	(300)	1,000	1,000	-
704	Mayor's Donation	1,200	1,200	-	1,200	1,200	-
705	Project Trust	-	340,207	(340,207)	-	-	-
707	City Unclaimed Funds	5,000	4,750	250	5,000	4,750	250
708	Court Unclaimed Funds	15,000	-	15,000	15,000	-	15,000
709	Development Reserve	-	10,000	(10,000)	300,000	10,000	290,000
710	General Reserve	300,000	-	300,000	300,000	-	300,000
750	Cemetery Perpetual Care	-	2,040	(2,040)	-	2,081	(2,081)
801	Highway Patrol	75,000	75,000	-	75,000	75,000	-
803	State Building Permit Fee	18,000	18,000	-	18,000	18,000	-
811	JEDD Income Tax	384,805	310,588	74,217	392,501	301,571	90,930

**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2024			2025		
		Revenues	Expenditures	Difference	Revenues	Expenditures	Difference
101	General Fund	24,870,317	28,630,554	(3,760,237)	25,545,837	29,792,210	(4,246,373)
200	Street Maintenance & Repair	4,910,902	4,795,304	115,598	5,050,418	4,931,486	118,932
201	State Highway	157,621	-	157,621	160,773	150,000	10,773
202	License Fee	655,498	620,000	35,498	668,528	620,000	48,528
204	Performance Bond	250,000	250,000	-	250,000	250,000	-
210	Parks & Natural Resources	2,198,392	2,504,213	(305,821)	2,258,429	2,572,854	(314,425)
212	Cemetery	311,190	311,190	-	320,560	320,560	-
215	Tree	10,000	15,314	(5,314)	10,000	10,000	-
222	Airport Operations	1,000,006	1,000,007	(1)	1,023,426	1,023,426	-
223	Airport 2000 T-Hangar	109,809	95,083	14,726	112,005	96,687	15,318
231	Fire/EMS	12,634,495	14,744,504	(2,110,009)	25,387,185	26,421,534	(1,034,349)
233	Rec Facilities Income Tax	2,444,419	2,645,701	(201,282)	2,493,191	2,667,123	(173,932)
235	Airport TIF	29,948	4,500	25,448	30,547	15,000	15,547
236	Glenn Road Bridge TIF	1,062,678	1,037,382	25,296	1,083,932	283,557	800,375
237	Sky Climber/V&P TIF	52,540	52,540	-	53,591	53,591	-
238	Mill Run TIF	126,096	126,096	-	128,618	128,618	-
240	Municipal Court	2,367,524	3,500,742	(1,133,218)	2,414,874	3,616,308	(1,201,434)
241	IDIAM	29,423	35,000	(5,577)	30,011	35,000	(4,989)
250	Drug Enforcement	6,500	6,500	-	6,500	6,500	-
251	Indigent Alcohol Treatment	60,000	100,000	(40,000)	60,000	100,000	(40,000)
252	OMVI Enforcement & Education	1,500	1,500	-	1,500	1,500	-
253	Police Judgment	15,000	8,409	6,591	15,000	8,577	6,423
254	Police Federal Judgment	-	-	-	-	-	-
255	Park Exaction Fee	-	-	-	-	-	-
256	Computer Legal Research	226,974	246,444	(19,470)	231,513	250,373	(18,860)
257	Court Special Projects	197,551	277,095	(79,544)	201,502	282,137	(80,635)
259	Court - Probation Services	315,241	109,958	205,283	321,546	111,157	210,389
261	Police Disability Pension	281,886	281,886	-	287,523	287,523	-
262	Fire Disability Pension	281,886	281,886	-	287,523	287,523	-
272	Community Promotions	77,540	77,540	-	78,591	78,591	-
284	Coronavirus Relief Grant	-	-	-	-	-	-
291	Community Dev Block Grant	154,000	154,000	-	154,000	154,000	-
292	Federal Treasury Seizures	10,000	3,756	6,244	10,000	3,831	6,169
295	Revolving Loan	87,100	135,000	(47,900)	87,100	135,000	(47,900)
296	Housing Program Income	-	-	-	-	-	-
299	CHIP Grant	-	-	-	-	-	-
300	General Bond Retirement	1,540,422	1,540,423	(1)	1,122,168	1,122,168	-
301	Park Improvement Bond	2,336,950	2,336,950	-	2,354,750	2,354,750	-
302	SE Highland Sewer Bond	826,700	826,700	-	824,200	824,200	-
410	Capital Improvement	1,380,400	1,380,400	-	1,822,424	1,822,424	-
412	OPWC Project Capital	600,000	600,000	-	600,000	600,000	-
415	The Point	300,579	311,314	(10,735)	300,364	311,314	(10,950)
430	FAA Airport Grant	90,000	90,000	-	300,000	300,000	-
431	FAA Airport AIP Grant	-	-	-	-	-	-
440	Equipment Replacement	738,817	738,817	-	651,339	651,339	-
491	Park Impact Fee	377,781	800,000	(422,219)	385,137	150,000	235,137
492	Police Impact Fee	107,580	56,696	50,884	109,682	57,294	52,388
493	Fire/EMS Impact Fee	134,351	-	134,351	136,978	-	136,978
494	Municipal Impact Fee	170,629	126,104	44,525	173,991	127,425	46,566
496	Glenn Rd South Construction	1,050,804	927,550	123,254	1,071,820	952,800	119,020
498	Glenn Rd North Construction	115,588	209,066	(93,478)	117,900	215,751	(97,851)
501	Golf Course	197,551	131,448	66,103	201,502	134,086	67,416
520	Parking Lot	46,761	47,991	(1,230)	47,696	48,751	(1,055)
523	Storm Water	874,111	1,017,752	(143,641)	891,594	1,233,352	(341,758)
524	Storm Water Construction	425,000	425,000	-	625,000	625,000	-
530	Water	6,013,675	7,074,719	(1,061,044)	6,133,948	7,981,201	(1,847,253)
531	Water Construction	2,017,228	2,017,228	-	2,793,728	2,793,728	-
533	Water Utility Reserve	-	-	-	-	-	-
535	Water Customer Deposit	35,000	35,000	-	35,000	35,000	-

**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2024			2025		
		Revenues	Expenditures	Difference	Revenues	Expenditures	Difference
536	Water Capacity Fee	2,000,000	3,358,865	(1,358,865)	2,000,000	3,462,108	(1,462,108)
540	Wastewater	7,428,201	5,976,194	1,452,007	7,575,375	6,177,460	1,397,915
541	Wastewater Construction	1,155,790	1,156,558	(768)	1,182,416	1,182,416	-
543	Wastewater Utility Reserve	-	-	-	-	-	-
546	Wastewater Capacity Fee	2,000,000	4,249,652	(2,249,652)	2,055,000	4,903,751	(2,848,751)
548	SE Highland Sewer	840,000	836,700	3,300	835,000	834,200	800
550	Refuse	4,240,862	4,293,905	(53,043)	4,324,159	4,569,876	(245,717)
601	Garage Rotary	951,002	964,741	(13,739)	970,022	990,043	(20,021)
602	IT Rotary	1,885,763	1,932,682	(46,919)	1,923,479	1,981,398	(57,919)
610	Self Insurance Trust	8,791,676	9,155,606	(363,930)	9,401,787	9,777,344	(375,557)
620	Workers Compensation Reserve	291,832	699,336	(407,504)	297,669	713,323	(415,654)
701	Fire Donation	-	-	-	-	-	-
702	Parks Donation	-	-	-	-	-	-
703	Police Donation	1,000	1,000	-	1,000	1,000	-
704	Mayor's Donation	1,200	1,200	-	1,200	1,200	-
705	Project Trust	-	-	-	-	-	-
707	City Unclaimed Funds	5,000	4,750	250	5,000	4,750	250
708	Court Unclaimed Funds	15,000	-	15,000	15,000	-	15,000
709	Development Reserve	100,000	10,000	90,000	75,000	10,000	65,000
710	General Reserve	300,000	-	300,000	300,000	-	300,000
750	Cemetery Perpetual Care	-	2,122	(2,122)	-	2,165	(2,165)
801	Highway Patrol	75,000	75,000	-	75,000	75,000	-
803	State Building Permit Fee	18,000	18,000	-	18,000	18,000	-
811	JEDD Income Tax	400,351	292,824	107,527	408,358	284,339	124,019

**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2026		
		Revenues	Expenditures	Difference
101	General Fund	26,240,216	28,997,820	(2,757,604)
200	Street Maintenance & Repair	5,194,600	5,072,213	122,387
201	State Highway	163,988	-	163,988
202	License Fee	681,819	620,000	61,819
204	Performance Bond	250,000	250,000	-
210	Parks & Natural Resources	2,320,490	2,643,835	(323,345)
212	Cemetery	330,286	330,286	-
215	Tree	10,000	10,000	-
222	Airport Operations	1,047,510	1,047,510	-
223	Airport 2000 T-Hangar	114,245	96,169	18,076
231	Fire/EMS	13,144,929	14,317,920	(1,172,991)
233	Rec Facilities Income Tax	2,542,939	2,686,738	(143,799)
235	Airport TIF	31,158	-	31,158
236	Glenn Road Bridge TIF	1,105,610	294,507	811,103
237	Sky Climber/V&P TIF	54,663	54,663	-
238	Mill Run TIF	131,191	131,191	-
240	Municipal Court	2,463,172	3,736,768	(1,273,596)
241	IDIAM	30,611	35,000	(4,389)
250	Drug Enforcement	6,500	6,500	-
251	Indigent Alcohol Treatment	60,000	100,000	(40,000)
252	OMVI Enforcement & Education	1,500	1,500	-
253	Police Judgment	15,000	8,749	6,251
254	Police Federal Judgment	-	-	-
255	Park Exaction Fee	-	-	-
256	Computer Legal Research	236,143	254,381	(18,238)
257	Court Special Projects	205,532	287,280	(81,748)
259	Court - Probation Services	327,977	112,381	215,596
261	Police Disability Pension	293,274	293,274	-
262	Fire Disability Pension	293,274	293,274	-
272	Community Promotions	79,663	79,663	-
284	Coronavirus Relief Grant	-	-	-
291	Community Dev Block Grant	154,000	154,000	-
292	Federal Treasury Seizures	10,000	3,907	6,093
295	Revolving Loan	87,100	135,000	(47,900)
296	Housing Program Income	-	-	-
299	CHIP Grant	-	-	-
300	General Bond Retirement	1,125,356	1,125,356	-
301	Park Improvement Bond	2,373,000	2,373,000	-
302	SE Highland Sewer Bond	830,700	830,700	-
410	Capital Improvement	259,200	259,200	-
412	OPWC Project Capital	600,000	600,000	-
415	The Point	300,146	311,314	(11,168)
430	FAA Airport Grant	-	-	-
431	FAA Airport AIP Grant	-	-	-
440	Equipment Replacement	714,362	714,362	-
491	Park Impact Fee	392,640	-	392,640
492	Police Impact Fee	111,826	59,358	52,468
493	Fire/EMS Impact Fee	139,657	-	139,657
494	Municipal Impact Fee	177,421	131,986	45,435
496	Glenn Rd South Construction	1,093,256	972,000	121,256
498	Glenn Rd North Construction	120,258	230,011	(109,753)
501	Golf Course	205,532	136,777	68,755
520	Parking Lot	48,650	49,526	(876)
523	Storm Water	909,425	623,681	285,744
524	Storm Water Construction	225,000	225,000	-
530	Water	6,256,627	6,832,421	(575,794)
531	Water Construction	1,510,728	1,510,728	-
533	Water Utility Reserve	-	-	-
535	Water Customer Deposit	35,000	35,000	-

**2021 OPERATING BUDGET  
FIVE YEAR BUDGET SUMMARY**

Fund #	Fund Name	2026		
		Revenues	Expenditures	Difference
536	Water Capacity Fee	2,000,000	1,158,740	841,260
540	Wastewater	7,725,492	6,066,683	1,658,809
541	Wastewater Construction	583,306	583,306	-
543	Wastewater Utility Reserve	-	-	-
546	Wastewater Capacity Fee	2,420,000	2,418,179	1,821
548	SE Highland Sewer	840,000	840,700	(700)
550	Refuse	4,409,122	4,696,904	(287,782)
601	Garage Rotary	989,422	1,016,188	(26,766)
602	IT Rotary	1,961,948	2,031,643	(69,695)
610	Self Insurance Trust	10,054,500	10,442,220	(387,720)
620	Workers Compensation Reserve	303,622	727,589	(423,967)
701	Fire Donation	-	-	-
702	Parks Donation	-	-	-
703	Police Donation	1,000	1,000	-
704	Mayor's Donation	1,200	1,200	-
705	Project Trust	-	-	-
707	City Unclaimed Funds	5,000	4,750	250
708	Court Unclaimed Funds	15,000	-	15,000
709	Development Reserve	75,000	10,000	65,000
710	General Reserve	300,000	-	300,000
750	Cemetery Perpetual Care	-	2,208	(2,208)
801	Highway Patrol	75,000	75,000	-
803	State Building Permit Fee	18,000	18,000	-
811	JEDD Income Tax	416,525	276,109	140,416

# DEBT OVERVIEW

The City of Delaware’s general obligation debt issuances (GO debt) are subject to a legal limitation based on the total assessed value of real and personal property. There are two types of limitations that the City must abide by.

- Unvoted - Under state law, the unvoted GO debt cannot exceed 5.5% of the total assessed valuation.
- Voted - Under state law, the total GO debt (voted and unvoted) cannot exceed 10.5%.

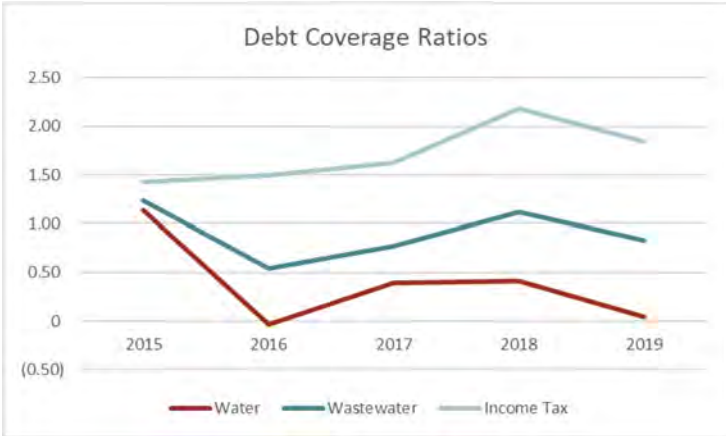
With the total assessed valuation of \$1,039,558,000 the City’s legal debt capacity is \$109,154,000.

	Unvoted (5.5%)	Voted (10.5%)
Statutory	\$51,176,000	\$109,154,000
Debt Applicable to Limit	\$35,403,000	\$35,403,000
Legal Debt Margin	\$21,773,000	\$73,751,000

The City’s voted legal debit capacity as of 12/31/2020 was \$73,751,000 or 67.6% of the available limit.



The City can also issue non-tax revenue bonds (self-supported debt), which are not subject to the debt limitation. However, these obligations typically must abide by a debt covenant ratio. The City has issued self-supported debt for three funds: Sewer Operating Fund, Water Revenue Fund, and the General Fund. The following chart reflects coverage ratios for these funds for the period between 2015 through 2019:





Moody's investor Services has assigned a Aa2 credit rating to both the City's General Obligation debt as well as debt as supported by enterprise funds including water and wastewater operations.

The amortization schedules and descriptions of the City's debt can be found in Appendix B.

A summary of outstanding debt for the City of Delaware as of 12/31/2020 is reflected in the following table:

**DEBT SCHEDULE  
DECEMBER 2020**

	Outstanding Balance 12/31/2020										
		General	Fire/EMS	Rec Levy	Police Impact Impact Fee	Municipal Impact Fee	Glenn Rd. TIF/NCA	Water User Fee	Water Capacity Fee	Sewer User Fee	Sewer Capacity Fee
2019 GO Bonds	\$ 19,780,000	\$ 3,615,000					\$ 6,280,000				\$ 9,885,000
2017 General Obligation Bonds	\$ 5,405,000	\$ 587,605	\$ 2,485,000					\$ 1,820,494			\$ 511,901
2015 General Obligation Bonds	\$ 4,930,000		\$ 350,000	\$ 2,215,000			\$ 2,365,000				
2013 General Obligation Bonds	\$ 4,740,000		\$ 1,725,000		\$ 534,750	\$ 1,190,250	\$ 1,290,000				
2012 General Obligation Bonds	\$ 1,265,000	\$ 565,148	\$ 114,852								\$ 585,000
OWDA Water Projects	\$ 28,361,628						\$ 18,170,178	\$ 10,191,450			
OWDA Sewer Projects	\$ 9,876,790								\$ 851,379	\$ 9,025,411	
2020 Recreation Levy Bonds	\$ 12,085,000			\$ 12,085,000							
<b>Total Long Term Debt</b>	<b>\$ 86,443,418</b>	\$ 4,767,753	\$ 4,674,852	\$ 14,300,000	\$ 534,750	\$ 1,190,250	\$ 9,935,000	\$ 18,170,178	\$ 12,011,943	\$ 851,379	\$ 20,007,312
<b>Fund Balance Reserves 11/30/20</b>		\$ 5,846,062	\$ 8,239,744	\$ 5,354,930	\$ 447,344	\$ 475,112	\$ 1,806,453	\$ 4,666,539	\$ 10,642,030	\$ 8,813,290	\$ 6,521,891
<b>Annual Debt Service</b>		\$ 767,721	\$ 702,262	\$ 2,431,580	\$ 136,700	\$ 353,500	\$ 999,126	\$ 1,285,727	\$ 964,722	\$ 152,695	\$ 3,003,987
<b>2020 Revenue</b>		\$ 25,840,079	\$ 12,532,677	\$ 2,521,500	\$ 80,000	\$ 222,500	\$ 3,051,300	\$ 6,205,500	\$ 4,050,000	\$ 7,430,300	\$ 4,080,000

# CAPITAL IMPROVEMENT PLAN OVERVIEW

The City of Delaware has a five-year Capital Improvement Plan (CIP) used as long-term planning document for major capital projects and equipment purchases. The CIP provides cost estimates and matching funding sources for these expenditures. The plan is updated annually to revise cost estimates, revenues sources and identify changing projects or priorities.

Pursuant to City Charter, the CIP is submitted to City Council by August 15<sup>th</sup> of each year and must be adopted by Council by October 15<sup>th</sup>. The Capital Improvement Plan calendar (attached in Appendix A) precedes the Operating Budget process so that capital improvements can be incorporated into the annual budget process.

While this is not an exclusive list, a typical capital project included in the CIP achieves at least one of the following:

- Adds to the value or capacity of the City's infrastructure
- Constitutes a permanent, physical or system improvement
- Requires significant equipment purchases
- Is of a one-time or limited duration nature.

## 2021-2025 CAPITAL PROJECTS

For the adopted Capital Improvement Plan, capital investments were modified from prior years to reflect the financial stress caused by the COVID-19 pandemic. With the declines within major revenue sources sustaining the CIP, as well as declines in development-driven engineering fees and licenses and permits fees, City administration placed a focus on investments of critical importance to the safety and welfare of the community and projects that include grant or outside funding sources. The purpose of this being to construct a CIP that allows the City to maintain adequate cash reserve balances to weather an extended period of economic decline.

The proceeding sections summarize the new capital expenditures for 2021. For further information and to see the full Capital Plan with detailed project descriptions for the full five year planning period, please visit:

<http://www.delawareohio.net/wp-content/uploads/2021-2025-CIP-FINAL.pdf>

## AIRPORT

### T-HANGAR A, B & C RESURFACING

The latest pavement rating performed by the Ohio Department of Transportation's Department of Aviation indicates the pavement between existing T-hangers is in poor condition. With the earliest sections constructed in 1987, the pavement is over 25 years old and in need of rehabilitation. The pavement composing the main taxi aisles is eligible to receive federal funding while the connections to the individual hangar doors from the taxi aisles is not and requires local funds to complete. The FAA provides 'Entitlement' funds covering 90% of eligible project costs, with ODOT providing an additional 5%. The City is responsible for 5% of cost plus 100% of non-eligible items.

*Estimated 2021 Project Cost: \$741,313*

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#### CORPORATE PARKING ACCESS DRIVE

To encourage additional growth opportunities, City is partnering to construct an access drive for a new corporate hanger facility proposed for construction north of the Jet Steam hanger. This corporate expansion is consistent with the City's 10-year Airport Capital Improvement Plan. The hanger owners will be responsible to construct desired parking areas off the new drive.

*Estimated 2021 Project Cost: \$190,692*

#### PARKS & NATURAL RESOURCES

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#### CHESHIRE BASKETBALL COURT

The Cheshire Homeowner's Association has requested the addition of a basketball court in the existing Cheshire Crossing Park. The Cheshire HOA has agreed to share the cost with the City.

*Estimated 2021 Project Cost: \$25,000*

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#### BELLE AVENUE PLAYGROUND

The Belle Avenue Park's play toy was originally installed in 1998. It has exceeded its useful life and will be replaced in 2021.

*Estimated 2021 Project Cost: \$35,000*

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#### CENTRAL AVENUE TRAIL

The Central Avenue Trail began planning in 2018 and 2021's work will be the final link for an east-west pedestrian connection along Central Avenue. The remaining segment between Houk Road and Lexington Avenue began construction in 2020 with the final construction finishing in 2021.

*Estimated 2021 Project Cost: \$150,000*

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#### OLENTANGY RIVER WALK

The river walk project at Mingo is a design project that would separate pedestrian traffic from vehicular traffic, remove invasive species along the river and allow access to the Olentangy River. The initial effort of this project would lead the way in emphasizing the value of the river as a prized natural resource. The design would focus on the segment in Mingo Park where pedestrian and vehicular traffic share a common roadway.

*Estimated 2021 Project Cost: \$25,000*

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#### DELAWARE RUN GREENWAY

The Delaware Run Greenway is an east-west pedestrian corridor that parallels Delaware Run and offers opportunities for forest preservation, flood protection, recreational and educational benefits. The segment would stretch from Hidden Valley Golf Course to Blue Limestone Park, with potential to reach Grady Memorial Hospital and downtown Delaware. This one-mile section would be a combination of gravel and unimproved trail.

*Estimated 2021 Project Cost: \$250,000*

## FACILITIES IMPROVEMENTS

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### FIRE SUPPRESSION SYSTEM UPGRADES

The Fire Suppression System lines at the Public Works had exceeded their useful life. To prevent further line issues and ensure the safety of the building, the lines will be upgraded in 2021.

*Estimated 2021 Project Cost: \$134,000*

## STREETS & TRAFFIC

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### CITYWIDE SIGNALS

The project consists of upgrading of 37 signalized intersections. The project will improve safety and reduce emissions by improving average travel speed and reducing delay at each signalized intersection. The upgrades include optimizing traffic signal timing for each corridor and at each intersection, system level improvements including a central software system and CCTV IP-camera system, signal equipment upgrades including cabinets/controllers, communication (fiber or spread spectrum radios), vehicle detection, emergency vehicle preemption, uninterruptible power supply and insuring the equipment is expandable for peripherals and future technology, and pedestrian safety upgrades.

*Estimated 2021 Project Cost: \$2,885,000*

### PENICK AVENUE CONNECTOR

This project will extend Penick Avenue from its current ending point westward across the Schultz Elementary site to the current end of Cobblestone Drive at Rock Creek Road. The project will be performed in partnership with the Delaware City School District (DCS) as part of their Schultz Elementary expansion project. The DCS project will include a new school bus drive that will be accessed from the new portion of Penick Avenue. The project is also identified as a priority roadway improvement on the City's Transportation Thoroughfare Plan.

*Estimated 2021 Project Cost: \$640,000*

### RESURFACING PROGRAMS

2021's resurfacing program includes Community Development Block Grant and Revolving Loan Fund resurfacing of Wade, Rheem and Flax Streets; Ohio Public Works Commission resurfacing of West Hull Court, portions of West Hull Drive and Hawthorn Boulevard; the Ohio Department of Transportation Urban Resurfacing Program for US42; and several local streets rated in Poor condition.

*Estimated 2021 Program Cost: \$1,990,000*

### JOHN STREET BRIDGE

Following a 2020 historical flood, EP Ferris prepared a post flood event bridge report for the City's bridges. John Street Bridge was identified to be replaced based on condition and damage.

*Estimated 2021 Program Cost: \$262,000*

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## THE POINT

“The Point” intersection is located where US36 and SR37 converge on the east side of the City, immediately west of the Norfolk Southern railroad overpass. The skewed alignment of the two roads, compounded by the narrow two-lane passage below the rail bridge restricting traffic to a single lane in each direction, limit the overall intersection capacity to manage current and anticipated future traffic loading.

The work for 2021 is scheduled to include final design work, right of way acquisition and utility relocates.

*Estimated 2021 Project Cost: \$2,984,573*

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## EAST CENTRAL AVENUE

The East Central Avenue Improvements project will improve safety and reduce delay along this vital local traffic and freight movement corridor. The road itself has surpassed its useful service life and requires significant repair throughout the year. Though it will be resurfaced in 2020, the benefit of new pavement will likely be short lived before repairs are again required. It is the intent that the road be reconstructed before the next time resurfacing is required.

In 2021, the City will begin preliminary and environmental engineering stages of the project.

*Estimated 2021 Project Cost: \$400,000*

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## POLICE DEPARTMENT

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### BODY CAMERAS

Due to recent calls for police reform, the Delaware Police Department researched, requested, and was approved by City Council for body worn cameras. The overall project cost will include replacement cruiser systems, body worn cameras, and additional storage.

*Estimated 2021 Project Cost: \$260,000*

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## FIRE/EMS

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### FIRE TRAINING TOWER

Many Fire Departments in Delaware County came together to create the fire training facility located on the Delaware Area Career Center property on SR 521. Since then the Career Center has relocated their Center to US 23 and has sold the property to Delaware County for additional office space. In 2020, the Fire Chiefs have decided that they are not financially able to take the necessary steps to restore the grounds. The Department has been in discussion with DACC about partnering and building the necessary facilities to train new firefighters and maintain the skills of existing firefighters.

In 2021, the Delaware Fire Department plans to complete the fire training tower plan and confirm the location of the tower.

*Estimated 2021 Project Cost: \$250,000*

## STORMWATER

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### BERNARD AVENUE

Bernard Avenue's storm sewer has been found to be in failed condition, unable to properly convey storm flows from the area and causing localized flooding. The existing storm sewer will be removed and replaced with good condition storm sewer lines. Work is currently scheduled to be performed by City of Delaware utilities staff.

*Estimated 2021 Project Cost: \$400,000*

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### US23 STORM CULVERT INSPECTION

Ohio Department of Transportation District 6 has initiated a project to inspect, design, and repair the storm culvert structures along the US23 corridor. Per Ohio Revised Code, the City is responsible to comply with their project by funding the portions of work that fall within City boundaries.

*Estimated 2021 Project Cost: \$207,805*

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## WATER

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### PENNSYLVANIA AVENUE WATERLINE

The project will replace the 6-inch water main along Pennsylvania Avenue from North Sandusky Street to Euclid Avenue. Waterlines are in "failed" condition when they have experienced three or more breaks. At such time, they are planned and scheduled for replacement, as is the case for this waterline. In addition, the current main size is deficient for today's required fire flows and will be replaced with an 8-inch line.

*Estimated 2021 Project Cost: \$525,000*

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### SCADA HARDWARE REPLACEMENT

Replacement of the Water Treatment Plant's two supervisory control and data acquisition (SCADA) computers may be necessary for the optimum operation of plant processes. This also includes new software, new server, two computers, eight monitors, and any integration assistance.

In 2021 these plant SCADA computers will be 6 years old. The City's IT Department has recommended the allocation of these funds to be proactive instead of reactive, to ensure chances of hardware failure are minimized. The SCADA is necessary for the operation of the complex plant processes.

*Estimated 2021 Project Cost: \$25,000*

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### WEST LAGOON VALVING CHANGES

The project will enable the City to utilize the West lagoon for daily backwash waters and sediment filtering. Currently the valving only allows these waste flows to enter the East lagoon. This will allow the City more time before these lagoons are full and need to be cleaned.

*Estimated 2021 Project Cost: \$60,000*

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## WATER MASTER PLAN

The City of Delaware's current water master plan will be 12 years old in the year 2021. This plan update is meant to reanalyze the water distribution system, and adjust planned needs based on actual City development. This will allow the utilities department to better plan projects going forward, to best meet the needs of such a rapidly growing customer base.

*Estimated 2021 Project Cost: \$100,000*

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## GLEANSONKAMP DAM BREACH

The City of Delaware is currently the owner and maintainer of a watershed dam that was pre-existing on a property purchased for future Utility uses. The most recent inspection performed by the Ohio Department of Natural Resources on the dam showed it to need rehabilitation. However, the inspection report also noted that the dam was no longer necessary. It was decided that removal of the dam, and thus removal of the City's required lifetime maintenance, was the best option given from the report.

*Estimated 2021 Project Cost: \$25,000*

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## PANHANDLE ROAD TO US42 WATER MAIN

Currently, the areas of the City that are east of the Olentangy Rivers main source of supply is the 1960 16-inch water main from the water plant, then through the 16-inch East/West Connector which runs along Central Avenue. If the water supply from the plant treatment to the East/West Connector is interrupted, the distribution system has issues with supplying water to the Eastside tower. This project will give the City an additional larger main feed to the Eastside water tank and provide the areas citizens with the proper level of service.

*Estimated 2021 Project cost: \$570,000*

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## NORTH SAWMILL WATERMAIN EXTENSION

Through ongoing discussion between Public Utilities, Planning, and Economic Development, as well as initial input from the new in-development comprehensive plan, it is agreed that the South-West industrial corridor of the City is of vital importance to our future growth and health. This project will extend the existing 16-inch watermain along Sawmill Parkway and then bring it down to connect with watermain that will have been extended down US42. This will both serve new development land, as well as provide critical watermain looping to both Sawmill and US42 watermains. Plan and bid package development will take place in 2021.

*Estimated 2021 Project Cost: \$100,000*

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## WASTEWATER

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### WASTEWATER TREATMENT PLANT IMPROVEMENTS

In 2021, improvements will be made to the Wastewater Treatment Plant including the replacement of the aeration tank diffuser and belt filter press, plant arc flash study, settling tank rehabilitation, electrical transformer testing and repair, site concrete repairs, influent VFD and PLC Upgrades. Additionally, a building improvement will be made to add extra office space to the facility.



*Estimated 2021 Project Cost: \$1,565,000*

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#### WESLEYAN WOOD WASTEWATER REHABILITATION

Through wastewater system camera inspections, areas of the Wesleyan Woods subdivision have been found to be a high source of system inflow and infiltration. The size and scope of repairs needed within the subdivision exclude it from fitting within the revolving inflow and infiltration remediation line item. The remediation efforts entail grout injection into cracks, from within, to seal off these sources of infiltration.

*Estimated 2021 Project Cost: \$150,000*

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#### WEST WILLIAM STREET CIPP LINING

Cast in-place pipe (CIPP) is a form of sewer repair that can be used in lieu of digging up and replacing existing pipe. The West William Street sewer has been found to be in failed condition, in need of replacement, and CIPP lining will work in this location to correct failures. Approximately 2,344 linear foot of 8- to 12-inch diameter pipe will be lined. This will also reduce the areas inflow & infiltration rates during rain events.

*Estimated 2021 Project Cost: \$150,000*

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#### RIVERBY SEWER EXTENSION

The Riverby subdivision, located on Pollock Road, has been ordered by the Ohio EPA to abandon their private wastewater treatment plant and tie into a public sewer system. The City of Delaware has the closest existing sewer system and has agreed to Riverby's integration into the City's system.

*Estimated 2021 Project Cost: \$250,000*

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#### NORTH SAWMILL SEWER EXTENSION

Through ongoing discussion between Public Utilities, Planning, and Economic Development, as well as initial input from the new in-development comprehensive plan, it is agreed that the South-West industrial corridor of the City is of vital importance to our future growth and health. This project will extend sewer service from its current dead end near Innovation Court, to the mid-point of the Wilgus family owned properties. This East half of the Wilgus' land is expected to be the first area of build out as Sawmill extends. In 2021, plan and bid package development will take place.

*Estimated 2021 Project Cost: \$50,000*

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### REFUSE

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#### EQUIPMENT PURCHASES

The Refuse Division of the Public Works Department will purchase two side-load trucks for refuse and recycling and one commercial packer.

*Estimated 2021 Equipment Cost: \$795,000*

## IMPACTS ON OPERATING BUDGET

The City of Delaware budgets 14% of the 1% of General Fund income tax collections for capital improvement projects each year. As the capital improvement projects grow, the City will need to determine whether to increase this percentage each year, find alternate funding sources or reduce the capital plan

A summary of the impacts of the current plan on the General Fund can be found in the summary on the following page.

**CITY OF DELAWARE  
CAPITAL IMPROVEMENT PLAN  
GENERAL FUND SUMMARY  
2021-2025**

	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>	698,338	333,325	(352,394)	(886,617)	(1,173,227)
<b>REVENUES:</b>					
Income Tax (14% of 1% GF Collections)	2,243,099	2,287,961	2,333,720	2,380,395	2,428,002
City Hall Annex Rent	84,504	84,504	81,794	78,000	78,000
<b>BALANCE PLUS REVENUE</b>	<b>3,025,941</b>	<b>2,705,790</b>	<b>2,063,120</b>	<b>1,571,778</b>	<b>1,332,775</b>
<b>EXPENDITURES:</b>					
<b>DEBT SERVICE</b>					
2012 Streetscape (\$2,542,516 through 2022)	261,067	263,538			
2019 City Hall/Software (through 2034)	446,701	527,189	547,350	548,400	214,000
<b>TOTAL DEBT SERVICE</b>	<b>707,768</b>	<b>790,727</b>	<b>547,350</b>	<b>548,400</b>	<b>214,000</b>
<b>AMOUNT AVAILABLE FOR CAPITAL IMPROVEMENTS AFTER DEBT</b>	<b>2,318,173</b>	<b>1,915,063</b>	<b>1,515,770</b>	<b>1,023,378</b>	<b>1,118,775</b>
<b>OTHER EXPENDITURES</b>					
Airport Improvements	176,001	-	124,756	-	-
Parks Improvements	48,000	268,000	65,000	195,000	55,000
Facilities Improvements	209,000	145,000	85,000	200,000	50,000
Streets Improvements	398,370	873,370	545,330	405,000	1,236,424
The Point	200,000	-	731,314	311,314	311,314
E Central	40,000	40,000	80,000	250,000	100,000
Police Department Improvements	260,000	16,000	64,474	96,474	331,474
Equipment Replacement	653,477	925,087	706,513	738,817	651,339
<b>TOTAL OTHER EXPENDITURES</b>	<b>1,984,848</b>	<b>2,267,457</b>	<b>2,402,387</b>	<b>2,196,605</b>	<b>2,735,551</b>
<b>ENDING BALANCE</b>	<b>333,325</b>	<b>(352,394)</b>	<b>(886,617)</b>	<b>(1,173,227)</b>	<b>(1,616,776)</b>

**CAPITAL IMPROVEMENT PLAN  
AIRPORT IMPROVEMENTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
FAA Entitlement	430/431	526,776		164,894	81,000	270,000
FAA Apportionment	430/431	21,754				
ODOT	430/431	30,474		9,161	4,500	15,000
TIF Revenue	235	192,000	27,000	27,000	4,500	15,000
<b><i>CIP Allocation (pg.1)</i></b>		<b>176,001</b>	<b>-</b>	<b>124,756</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES</b>		<b>947,005</b>	<b>27,000</b>	<b>325,811</b>	<b>90,000</b>	<b>300,000</b>
<b>EXPENDITURES:</b>						
<i>CITY NON-GRANT</i>						
Maintenance Building Improvements		15,000	15,000			
<i>GRANT IMPROVEMENTS</i>						
T-Hangar A, B & C Resurfacing	430/431	741,313				
T-Hangar D, E & F Resurfacing	430/431			325,811		
T-Hangar G, H & I Resurfacing	430/431				90,000	300,000
<i>TIF IMPROVEMENTS</i>						
Corporate Parking Access Drive	235	190,692				
<b>TOTAL EXPENDITURES</b>		<b>947,005</b>	<b>15,000</b>	<b>325,811</b>	<b>90,000</b>	<b>300,000</b>

**CAPITAL IMPROVEMENT PLAN  
PARKS & NATURAL RESOURCES DEPARTMENT  
2021-2025**

	<b>Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>REVENUES:</b>						
Cheshire Crossing HOA	702	12,000				
<i>CIP Allocation (pg.1)</i>		<b>48,000</b>	<b>268,000</b>	<b>65,000</b>	<b>195,000</b>	<b>55,000</b>
<b>TOTAL REVENUES</b>		<b>60,000</b>	<b>268,000</b>	<b>65,000</b>	<b>195,000</b>	<b>55,000</b>
<b>EXPENDITURES:</b>						
<i>PARK IMPROVEMENTS</i>						
Cheshire Basketball Court	410/702	25,000				
Carson Farms Court Resurfacing	410		60,000			
Mingo Park						
Rotary Shelter Roof	233			15,000		
Appliances	233		7,000			
Pool High Dive Platform	233		25,000			
<i>PLAYGROUND REPLACEMENT</i>						
Belle Avenue Park	410	35,000				
Carson Farms Park	410		55,000			
Cheshire Park	410		76,000			
Glenross Park	410					
Mingo Park	410		45,000			20,000
Nottingham Park	410					30,000
Smith Park	410			50,000		5,000
Sunnyview PPG Park	410				45,000	
Veterans Park	410				150,000	
<b>TOTAL EXPENDITURES</b>		<b>60,000</b>	<b>268,000</b>	<b>65,000</b>	<b>195,000</b>	<b>55,000</b>

**CAPITAL IMPROVEMENT PLAN  
FACILITIES IMPROVEMENTS  
2021-2026**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
<i>CIP Allocation (pg.1)</i>		<b>209,000</b>	<b>145,000</b>	<b>85,000</b>	<b>200,000</b>	<b>50,000</b>
<b>TOTAL REVENUES</b>		<b>209,000</b>	<b>145,000</b>	<b>85,000</b>	<b>200,000</b>	<b>50,000</b>
<b>EXPENDITURES:</b>						
<i>CITY HALL</i>						
Roof Repairs	410			35,000		
<i>JUSTICE CENTER</i>						
HVAC - Heat Pump Replacement	410	25,000	25,000	25,000	25,000	25,000
Carpet Replacement	410		25,000	25,000	25,000	25,000
Interior Painting	410		25,000			
Roof Repairs	410		70,000			
Elevator Pumps Replacement	410	50,000				
<i>PUBLIC WORKS BUILDING</i>						
Fire Suppression System - Lines Upgrade	410	134,000				
Paving Northside Fleet/Traffic Area	410				150,000	
<b>TOTAL EXPENDITURES</b>		<b>209,000</b>	<b>145,000</b>	<b>85,000</b>	<b>200,000</b>	<b>50,000</b>

**CAPITAL IMPROVEMENT PLAN  
STREETS & TRAFFIC DIVISIONS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
License Fees	202	440,000	440,000	440,000	440,000	440,000
Gas Taxes	200/201	800,000	800,000	800,000	800,000	800,000
CDBG Funding	291	150,000	150,000	150,000	150,000	150,000
Sidewalk Assessments	410	96,630	96,630	84,670	75,000	75,000
<i>CITYWIDE SIGNALS</i>						
MORPC Grant	410	2,500,000				
Fire Funds	231	385,000				
<i>US23 &amp; HULL DR INTERSECTION MODIFICATIONS</i>						
ODOT Safety Grant	410		177,000			
<i>PENICK AVE CONNECTOR</i>						
Delaware City Schools Contribution	705	175,000				
Utility Funds	524/536	100,000				
<i>CURTIS &amp; FIRESTONE TURN LANE</i>						
Developer Trust Funds	705				106,000	
Curtis Farms Infrastructure Fees	705		40,000			
<i>PEDESTRIAN &amp; ROADWAY SAFETY PROJECTS</i>						
New Permissive License Fee	202	180,000	180,000	180,000	180,000	180,000
<i>OPWC</i>						
Grants - OPWC	412	450,000	450,000	450,000	450,000	450,000
Grants - County Match	412	150,000	150,000	150,000	150,000	150,000
<i>JOHN STREET BRIDGE REHABILITATION</i>						
Grants - OPWC	410	128,700				
Utility Funds	524	133,300				
<i>HOUK RD BRIDGE REPLACEMENT</i>						
Debt Proceeds	410					1,678,576
<b>CIP Allocation (pg.1)</b>		<b>398,370</b>	<b>873,370</b>	<b>545,330</b>	<b>405,000</b>	<b>1,236,424</b>
<b>TOTAL REVENUES</b>		<b>6,087,000</b>	<b>3,357,000</b>	<b>2,800,000</b>	<b>2,756,000</b>	<b>5,160,000</b>
<b>EXPENDITURES:</b>						
<b>Highway Improvements</b>						
<i>STREET LIGHTING HPS TO LED CONVERSION</i>						
CARSON FARMS SIGNAL	410		250,000			
<i>CITYWIDE SIGNALS</i>						
Upgrades Phase 1 - Construction	410	2,500,000				
Upgrades Phase 1 - Fire Pre-Emption	231	385,000				
<i>US23 &amp; HULL DR INTERSECTION MODIFICATIONS</i>	410		207,000			
<i>PENICK AVE CONNECTOR</i>						
Construction	410/705 524/536	640,000				
<i>CURTIS &amp; FIRESTONE TURN LANE</i>	410		40,000	40,000	146,000	
<b>Highway Safety Program</b>						
<i>PEDESTRIAN &amp; ROADWAY SAFETY PROJECTS</i>	202	210,000	210,000	210,000	210,000	210,000
<b>Resurfacing Program</b>						



**CAPITAL IMPROVEMENT PLAN  
STREETS & TRAFFIC DIVISIONS  
2021-2025**

	<b>Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<i>CDBG RESURFACING</i>	291	120,000		120,000		120,000
<i>RLF RESURFACING</i>	295	30,000		30,000		30,000
<i>LOCAL RESURFACING</i>	200	240,000	550,000	550,000	550,000	550,000
<i>OPWC</i>	200/410/412	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
<i>CONSTRUCTION ENGINEERING &amp; INSPECTION</i>	200	50,000	50,000	50,000	50,000	50,000
<i>ODOT URBAN RESURFACING</i>	201	150,000	150,000	150,000	150,000	150,000
<b>Bridge Maintenance Program</b>						
<i>ODOT US23 BRIDGE REPAIRS (LOCAL)</i>	410		300,000			
<i>JOHN STREET BRIDGE REHABILITATION</i>	410/524	262,000				
<i>HOUK RD BRIDGE REPLACEMENT</i>	410				100,000	2,500,000
<i>GLEASONKAMP BRIDGE IMPROVEMENT</i>	410		50,000			
<i>NORTH STREET BRIDGE</i>	410			100,000		
<i>SPRINGFIELD BRANCH BRIDGE MAINTENANCE</i>	410					
<b>Safe Walks Program</b>						
<i>SAFE WALKS SIDEWALK MAINTENANCE</i>	410	100,000	150,000	150,000	150,000	150,000
<b>TOTAL EXPENDITURES</b>		<b>6,087,000</b>	<b>3,357,000</b>	<b>2,800,000</b>	<b>2,756,000</b>	<b>5,160,000</b>

**CAPITAL IMPROVEMENT PLAN  
THE POINT  
2021-2025**

	<b>Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>BALANCE FORWARD</b>		984,573	634,573	-	-	-		-
<b>REVENUES:</b>								
MORPC Grant	415			14,000,000				
Safety Grant	415	300,000						
TRAC Grant	415	1,500,000	8,000,000					
JEDD Receipts	415		2,000,000					
Urban Paving Allowance	415		378,985					
Storm Fund	524		535,000					
Project Trust	705		340,207					
SIB Loan	415		15,511,235					
Debt Proceeds	415							
General Fund Transfer	101	200,000	-	731,314	311,314	311,314	311,315	311,316
<b>TOTAL REVENUES</b>		<b>2,984,573</b>	<b>27,400,000</b>	<b>14,731,314</b>	<b>311,314</b>	<b>311,314</b>	<b>311,315</b>	<b>311,316</b>
<b>EXPENDITURES:</b>								
<i>DEBT SERVICE</i>								
SIB Loan Less MORPC Grant (\$1,511,235, 3%, 5 yrs)	415			14,731,314	311,314	311,314	311,314	311,314
<i>CAPITAL PROJECTS</i>								
Engineering Services	415	300,000						
ROW (75% TRAC/25% Local)	415	2,000,000						
Private Utility Relocations	415	50,000						
RR Force Account (80% MORPC/20% Local)	415		2,925,000					
Construction	415		22,725,000					
Construction Admin	415		1,750,000					
<b>TOTAL EXPENDITURES</b>		<b>2,350,000</b>	<b>27,400,000</b>	<b>14,731,314</b>	<b>311,314</b>	<b>311,314</b>	<b>311,314</b>	<b>311,314</b>

**CAPITAL IMPROVEMENT PLAN  
EAST CENTRAL  
2021-2025**

	Fund	2021	2022	2023	2024	2025	2026	2027
<b>BALANCE FORWARD</b>				-	-	-	-	-
<b>REVENUES:</b>								
Safety Grant	410	360,000	360,000	720,000	1,500,000		2,000,000	
MORPC Grant	410						4,500,000	
Sewer Funds	541					500,000		
Water Funds	531					500,000		
Storm Funds	524						1,000,000	
Debt Proceeds	410						2,912,017	
General Fund Transfer	101	40,000	40,000	80,000	250,000	100,000	587,983	299,938
<b>TOTAL REVENUES</b>		<b>400,000</b>	<b>400,000</b>	<b>800,000</b>	<b>1,750,000</b>	<b>1,100,000</b>	<b>11,000,000</b>	<b>299,938</b>
<b>EXPENDITURES:</b>								
<b>DEBT SERVICE</b>								
E Central Debt (\$2,912,017, 10 yrs, 3.0%, 2036)	410							299,938
Prelim & Env Engineering (90% Safety/10% Local)	410	400,000	400,000					
Final Engineering (90% Safety/10% Local)	410			800,000				
ROW	410				1,750,000			
Sanitary Rehab	410					500,000		
Water Rehab	410					500,000		
Private Utility Reimbursements	410					100,000		
Construction	410						10,000,000	
Construction Admin	410						1,000,000	
<b>TOTAL EXPENDITURES</b>		<b>400,000</b>	<b>400,000</b>	<b>800,000</b>	<b>1,750,000</b>	<b>1,100,000</b>	<b>11,000,000</b>	<b>299,938</b>

**CAPITAL IMPROVEMENT PLAN  
PARK IMPACT FEES  
2021-2025**

	<b>Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>BALANCE FORWARD</b>		1,829,279	1,724,279	1,039,279	539,279	89,279
<b>REVENUES:</b>						
Park Impact Fees	491	350,000	350,000	350,000	350,000	350,000
<b>TOTAL REVENUES</b>		<b>2,179,279</b>	<b>2,074,279</b>	<b>1,389,279</b>	<b>889,279</b>	<b>439,279</b>
<b>EXPENDITURES:</b>						
Central Avenue Trail	491	150,000				
South Community Park Land Acquisition	491			500,000	500,000	
Stratford Olentangy Trail	491		350,000			
Olentangy River Walk - Mingo	491	25,000				
Olentangy River Trail	491			300,000		
Delaware Run Greenway	491	250,000	35,000		300,000	
Lexington Glen Park	491		175,000			
Mingo Facility Improvements	491					150,000
Ross Street Improvements	491	30,000	475,000	50,000		
<b>TOTAL EXPENDITURES</b>		<b>455,000</b>	<b>1,035,000</b>	<b>850,000</b>	<b>800,000</b>	<b>150,000</b>

**CAPITAL IMPROVEMENT PLAN  
POLICE DEPARTMENT  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
Debt Proceeds	410		625,965			
<i>CIP Allocation (pg.1)</i>	410	260,000	16,000	64,474	96,474	331,474
<b>TOTAL REVENUES</b>		260,000	641,965	64,474	96,474	331,474
<b>EXPENDITURES:</b>						
<i>DEBT SERVICE</i>						
Meters/Building (\$625,965, 10 yrs, 3.0%, 2032)	410			64,474	64,474	64,474
Body Cameras	410	260,000				95,000
Parking Meter Replacement	410		425,965			
Evidence Storage Building	410		200,000			
Police Sub-Station	410					
Cruiser Video Replacement	410					172,000
Police K9 Replacement	410				32,000	
Tornado Siren Replacement	410					
Intoxilyzer	410		16,000			
<b>TOTAL EXPENDITURES</b>		260,000	641,965	64,474	96,474	331,474

**CAPITAL IMPROVEMENT PLAN  
FIRE/EMS DEPARTMENT  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>						
<b>REVENUES:</b>						
Fire/EMS Income Tax	231	891,389	2,094,819	2,459,375	1,622,310	417,072
Fire Impact Fee Funds	231	100,000	100,000	100,000	100,000	100,000
Debt Proceeds	231					12,500,000
<b>TOTAL REVENUES</b>		<b>991,389</b>	<b>2,194,819</b>	<b>2,559,375</b>	<b>1,722,310</b>	<b>13,017,072</b>
<b>EXPENDITURES:</b>						
<b>DEBT SERVICE</b>						
Station 302 (\$573,416, 10 yrs, 1.52%, 2022)	231	60,872	60,872			
Station 303 (\$2,755,000, 2.94%, 2032)	231	174,569	174,569	174,569	174,569	174,569
Station 304 (\$3,500,000, 15 yrs, 2031)	231	285,550	284,850	284,000	281,000	282,800
EMS Vehicles (3) - (800,000, 10 yrs. 2024)	231	94,150	94,150	94,150	94,150	
Station 305 (\$12,500,000, 15 yrs. 2040)	231					
<b>CAPITAL PROJECTS</b>						
Fire Training Tower	231	250,000	1,250,000			
Station Alerting	231		160,000			
Computers (Station)	231		6,470		37,709	
Cardiac Monitors	231			355,186		
Vehicle MDTs	231			97,279		
Copiers	231			4,204		
City AED Replacement - 10 Years	231				65,450	
Fire Station 305	231			500,000		12,500,000
<b>EQUIPMENT REPLACEMENTS</b>						
Engine Replacement	231			926,745		
Medic Replacement	231				895,540	
Rescue Replacement	231					
Car Replacement	231	106,090	163,908	56,275	115,928	59,703
New Car - Risk Reduction	231				57,964	
Polaris Replacement	231					
Pick-up Replacement	231			56,275		
Boat Replacement	231					
Mower Replacement	231	20,158		10,692		
<b>TOTAL EXPENDITURES</b>		<b>991,389</b>	<b>2,194,819</b>	<b>2,559,375</b>	<b>1,722,310</b>	<b>13,017,072</b>

**PUBLIC WORKS LED PROJECTS**

Citywide Signals - Fire Pre-Emption		385,000				
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**CAPITAL IMPROVEMENT PLAN  
STORM CAPITAL PROJECTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
Storm Water Fees	524	732,805	360,000	705,000	425,000	625,000
<b>TOTAL REVENUES</b>		<b>732,805</b>	<b>360,000</b>	<b>705,000</b>	<b>425,000</b>	<b>625,000</b>
<b>EXPENDITURES:</b>						
<i>CAPITAL PROJECTS</i>						
Storm Water Repair	524	125,000	125,000	125,000	125,000	125,000
Storm Water I&I Remediation	524		100,000		100,000	
Bernard Avenue (Sandusky to Liberty)	524	400,000				
US23 Storm Culvert Inspection/Design	524	207,805				
US23 Storm Culvert Construction	524			210,000		
Vernon Avenue	524		135,000			
Chamberlain/Channing St	524			350,000		
Pittsburgh Drive	524				200,000	
Cemetery Storm Pipe Replacement	524					500,000
<i>EQUIPMENT</i>						
One-ton Dump Truck	524			20,000		
Mini Excavator	524					
<b>TOTAL EXPENDITURES</b>		<b>732,805</b>	<b>360,000</b>	<b>705,000</b>	<b>425,000</b>	<b>625,000</b>

*PUBLIC WORKS LED PROJECTS*

Penick Ave Connector		30,000				
John Street Bridget		133,300				
The Point			535,000			
E Central Avenue						

**CAPITAL IMPROVEMENT PLAN  
WATER FUND MAINTENANCE PROJECTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>		1,532,970	1,299,621	824,319	1,061,526	1,067,212
<b>REVENUES:</b>						
Transfer from Water Fund	530	800,000	800,000	800,000	800,000	800,000
Water Debt Meter Fee Allocation	530	1,152,379	1,175,427	1,198,935	1,222,914	1,247,372
<b>TOTAL REVENUES</b>		<b>3,485,349</b>	<b>3,275,047</b>	<b>2,823,254</b>	<b>3,084,440</b>	<b>3,114,584</b>
<b>EXPENDITURES:</b>						
<i>DEBT SERVICE</i>						
Treatment Plant (\$22,400,000 - 25 yrs, 3.23%, 2039)	531	1,285,728	1,285,728	1,285,728	1,285,728	1,285,728
<i>WATER PLANT MAINTENANCE</i>						
Plant Maintenance	531	100,000	100,000	100,000	100,000	100,000
SCADA Hardware Replacement	531	25,000				
West Lagoon Valving Changes	531	60,000				
Well Cleaning	531			31,000	45,500	
UF/NF Membrane Replacement	531		675,000		276,000	
NF Feed Pump Motor Replacement	531					134,000
PLC & HMI Replacement	531					169,000
<i>WATER DISTRIBUTION PROJECTS</i>						
Water Tank Painting	531					750,000
Large Meter Replacement	531		25,000		25,000	
Water Line Improvements:	531					
Small Main/Service Replacement	531	50,000	50,000	50,000	50,000	50,000
Fire Flow Improvement	531	75,000	75,000	75,000	75,000	75,000
S. Washington St. Waterline	531		90,000			
Pennsylvania Ave. Waterline	531	525,000				
S. Franklin St. Waterline	531			190,000		
N. Franklin St. Waterline	531				160,000	
Fountain Ave. Waterline	531					100,000
<i>EQUIPMENT REPLACEMENT</i>						
One-ton Dump Truck	531	65,000				
Utility Truck	531		150,000			
Pickup Truck	531			30,000		
Two-ton Dump Truck	531					130,000
Pickup Truck	531					
<b>TOTAL EXPENDITURES</b>		<b>2,185,728</b>	<b>2,450,728</b>	<b>1,761,728</b>	<b>2,017,228</b>	<b>2,793,728</b>
<i>PUBLIC WORKS LED PROJECTS</i>						
E Central Water Rehab						500,000



**CAPITAL IMPROVEMENT PLAN  
WATER CAPACITY FUND PROJECTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>		10,640,541	10,133,561	8,091,581	7,229,601	5,067,621
<b>REVENUES:</b>						
Water Capacity Fees	536	1,500,000	1,200,000	1,200,000	1,200,000	1,200,000
Debt Proceeds	536					
<b>TOTAL REVENUES</b>		<b>12,140,541</b>	<b>11,333,561</b>	<b>9,291,581</b>	<b>8,429,601</b>	<b>6,267,621</b>
<b>EXPENDITURES:</b>						
<b>DEBT SERVICE</b>						
Westside Trans Line (\$2,225,051, 25 yrs, 3.67%, 2036)	536	136,750	136,750	136,750	136,750	136,750
Penry Rd. Waterline (\$1,000,000, 25 yrs, 3.55%, 2037)	536	62,976	62,976	62,976	62,976	62,976
Kingman Hill Tower (\$3,545,000, 25 yrs, 4.51%, 2031)	536	211,228	211,228	211,228	211,228	211,228
Plant Expansion (\$9,600,000, 25yrs, 3.23%, 2039)	536	551,026	551,026	551,026	551,026	551,026
<b>CAPITAL PROJECTS</b>						
Water Master Plan Update	536	100,000				
Gleasonkamp Dam Breach	536	25,000	250,000			
New Line Oversizing/Extension	536	250,000	200,000	200,000	200,000	200,000
Panhandle to US 42 Water Main	536	570,000	570,000			
Braumiller Rd 16" Water Main	536		160,000	800,000	800,000	
North Sawmill Watermain Extension	536	100,000	1,100,000			
US42 Watermain Extension	536			100,000	1,200,000	
South Industrial Loop Watermain	536				200,000	2,100,000
Troy Rd Loop (Hills-Miller to Buttermilk Hill)	536					200,000
<b>TOTAL EXPENDITURES</b>		<b>2,006,980</b>	<b>3,241,980</b>	<b>2,061,980</b>	<b>3,361,980</b>	<b>3,461,980</b>

**PUBLIC WORKS LED PROJECTS**

Penick Ave Connector		55,000				
Gleasonkamp Bridge Improvement			50,000			

**CAPITAL IMPROVEMENT PLAN  
WASTEWATER FUND MAINTENANCE PROJECTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>		2,847,445	2,060,270	2,078,220	1,101,897	1,546,916
<b>REVENUES:</b>						
Transfer from Wastewater Fund	540	1,506,239	1,536,364	1,567,091	1,598,433	1,630,402
<b>TOTAL REVENUES</b>		<b>4,353,684</b>	<b>3,596,634</b>	<b>3,645,311</b>	<b>2,700,330</b>	<b>3,177,317</b>
<b>EXPENDITURES:</b>						
<i>DEBT SERVICE</i>						
Plant Rehabilitation (\$2,230,000 20 yrs. 3.59%, 2026)	541	153,414	153,414	153,414	153,414	153,414
<i>WASTEWATER TREATMENT PROJECTS</i>						
Aeration Tank Diffuser Replacement	541	50,000				
Plant Arc Flash Study	541	50,000				
Belt Filter Press Replacement	541	750,000				
Plant Maintenance	541	125,000	125,000	150,000	150,000	150,000
Influent Pump Replacement	541		150,000			
Settling Tank Rehabilitation	541	325,000	325,000			
EQ Basin Repairs	541		300,000			
Electrical Transformer Testing/Repair	541	15,000	15,000	15,000		
Site Concrete Repairs	541	50,000	50,000	50,000	50,000	50,000
Influent Bar Screen Replacemet	541					250,000
Influent VFD Upgrade	541	50,000	50,000			
PLC Upgrades	541	50,000	50,000	50,000	100,000	
Building Improvement	541	100,000				
Odor Control Unit Replacement	541				400,000	
UV Disinfection Replacement	541			1,500,000		
Gravity Belt Thickener Replacement	541					
<i>WASTEWATER COLLECTION PROJECTS</i>						
Large Meter Replacement	541	25,000		25,000		25,000
Inflow/Infiltration Remediation	541	175,000	175,000	175,000	175,000	175,000
Sanitary Sewer Replacement	541	75,000	100,000	100,000	100,000	100,000
Weslyan Woods Sewer Rehab	541	150,000				
Pump Station Repair/Upgrade	541		25,000		25,000	
West William St CIPP lining	541	150,000				
East William (Lake St. to Point)	541					300,000
Shelbourne Forest CIPP Lining	541			280,000		
<i>EQUIPMENT REPLACEMENT</i>						
One-ton Truck	541			45,000		
Pickup Truck	541					
Mini Excavator	541					
<b>TOTAL EXPENDITURES</b>		<b>2,293,414</b>	<b>1,518,414</b>	<b>2,543,414</b>	<b>1,153,414</b>	<b>1,203,414</b>

*PUBLIC WORKS LED PROJECTS*

E Central Wastewater Rehab						500,000
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**CAPITAL IMPROVEMENT PLAN  
WASTEWATER CAPACITY FUND PROJECTS  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>BALANCE FORWARD</b>		7,814,375	8,283,633	7,678,740	6,379,954	4,865,689
<b>REVENUES:</b>						
Water Capacity Fees	546	1,500,000	1,150,000	1,150,000	1,150,000	1,150,000
SE Highland Sewer ERU Fees	546	366,000	256,200	179,340	125,538	87,877
Riverby Sewer Reimbursement	546	250,000				
Sewer Fees Transfer - 2007,2008,2009	546	1,730,851	1,765,468	1,800,778	1,836,793	1,873,529
<b>TOTAL REVENUES</b>		<b>11,661,226</b>	<b>11,455,302</b>	<b>10,808,857</b>	<b>9,492,285</b>	<b>7,977,095</b>
<b>EXPENDITURES:</b>						
<b>DEBT SERVICE</b>						
Land Armstrong Rd. (\$2,915,000 10 yrs. 1.49%, 2022)	546	301,700	300,900			
23 North Sewer (\$1,000,000, 25 yrs, 4.51%, 2031)	546	59,115	59,684	59,325	58,518	59,430
SE Highland Sewer (\$15,000,000, 25 yrs, 4.49%, 2037)	546	825,400	824,600	828,200	826,700	824,200
SE Highland Sewer (\$2,750,000, 20 yrs, 3.59%, 2026)	546	189,305	189,305	189,305	189,305	189,305
Plant Expansion (\$20,882,000, 20 yrs, 3.59%, 2026)	546	1,437,073	1,437,073	1,437,073	1,437,073	1,437,073
<b>COLLECTION CAPACITY PROJECTS</b>						
Sewer Oversizing/Extension	546	200,000	200,000	200,000	200,000	200,000
Riverby Sewer Extension	546	250,000				
US 42 Sewer Extension	546			150,000	1,500,000	
North Sawmill Sewer Extension	546	50,000	500,000			
Industrial Loop South Sewer	546				200,000	2,300,000
Slack Rd Force Main Rerouting	546			1,500,000		
Belle Ave Sewer Capacity Improvements	546				150,000	
London Rd Sewer Capacity Improvements	546					200,000
Greenlawn Dr Sewer Extension	546		200,000			
Reimbursement - 245 Cherry St	546	65,000	65,000	65,000	65,000	65,000
<b>TOTAL EXPENDITURES</b>		<b>3,377,593</b>	<b>3,776,562</b>	<b>4,428,903</b>	<b>4,626,596</b>	<b>5,275,008</b>

**PUBLIC WORKS LED PROJECTS**

Penick Ave Connector		15,000				
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**CAPITAL IMPROVEMENT PLAN  
REFUSE EQUIPMENT  
2021-2025**

	<b>Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>REVENUES:</b>						
Refuse Fees	550	795,000	780,000	606,000	373,000	545,000
<b>TOTAL REVENUES</b>		<b>795,000</b>	<b>780,000</b>	<b>606,000</b>	<b>373,000</b>	<b>545,000</b>
<b>EXPENDITURES:</b>						
Automated Side-Load Refuse Truck	550	305,000	314,000	323,000	333,000	343,000
Side-Load Recycling Truck	550	305,000	275,000	283,000		
Rear Load 20 CY Commercial Packer	550	185,000	191,000			202,000
Pickup Truck 2WD	550				40,000	
<b>TOTAL EXPENDITURES</b>		<b>795,000</b>	<b>780,000</b>	<b>606,000</b>	<b>373,000</b>	<b>545,000</b>

**CAPITAL IMPROVEMENT PLAN  
EQUIPMENT  
2021-2025**

	Fund	2021	2022	2023	2024	2025
<b>REVENUES:</b>						
<i>CIP Allocation (pg.1)</i>	101	653,477	925,087	706,513	738,817	651,339
<b>TOTAL REVENUES</b>		653,477	925,087	706,513	738,817	651,339
<b>EXPENDITURES:</b>						
<i>PARKS</i>						
7- Zero Turn Mowers	440	31,747	32,699	33,750	34,763	35,806
3/4 Ton Pick -up Truck	440		40,888	42,115		
Skid Steer	440			48,095		
55 HP Tractor	440				37,079	
<i>HIDDEN VALLEY GOLF COURSE</i>						
Boom Sprayer	501	7,000				
Truckster Utility Vehicle	501				25,000	
Zero Turn Mower	501		12,000			
<i>OAK GROVE CEMETERY</i>						
2- Zero Turn Mowers	440	15,730		17,303		19,033
<i>POLICE DEPARTMENT</i>						
Cruiser Replacement	440	240,000	245,000	250,000	255,000	260,000
Unmarked Vehicle Replacement	440		42,000	45,000	47,000	49,000
<i>STREETS</i>						
Pickup Trucks (4WD w/plow)	440		39,500	40,750	41,975	42,500
Tandem Axle Dump Truck w/plow	440	198,000				
Single Axle Dump Truck w/plow	440		185,000	190,000	200,000	210,000
Backhoe	440		100,000			
Skidsteer	440	65,000				
Asphalt Paver	440		190,000			
One-Ton Dump Truck	440	65,000				
<i>TRAFFIC</i>						
Pickup Trucks 2WD	440				31,000	35,000
<i>ENGINEERING</i>						
Pickup Trucks	440	31,000	38,000	39,500	32,000	
<i>FACILITIES</i>						
Utility Van	440				35,000	
<b>TOTAL EXPENDITURES</b>		653,477	925,087	706,513	738,817	651,339

## STRATEGIC WORKPLACE PLAN

### 2021 BUDGET

A strategic workforce plan (SWP) is a continual process used to align the needs and priorities of the City with those of its workforce to ensure it can meet the residents' needs through the core values. The City updates the SWP on an annual basis and forecasts the ability to meet its future needs.

Department/ Division	2017		2018		2019		2020		2021		2022		2023		2024		2025		2026	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Council	1	7	1	7	1	7	1	7	1	7	1	7	1	7	1	7	1	7	1	7
City Manager	4	0	4	0	5	1	6	0	6	0	6	0	6	0	6	0	6	0	6	0
Administrative Services	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1
Economic Development	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0
Legal Affairs/Prosecutor	7	1	7	1	7	2	8	2	8	2	8	2	8	2	8	2	8	2	8	2
Finance	12	3	12	3	12	4	12	4	12	4	12	4	12	4	12	4	12	4	12	4
Police	61	4	61	4	63	4	67	3	67	3	67	3	67	3	67	3	67	3	67	3
Planning	10	1	10	1	10	1	13	0	13	0	13	0	13	0	13	0	13	0	13	0
Engineering	8	0	9	0	9	0	9	0	10	0	10	0	10	0	10	0	10	0	10	0
Buildings/Grounds	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0
Public Works Administration	6	0	6	0	6	0	6	0	5	0	5	0	5	0	5	0	5	0	5	0
Public Works Streets	8	0	8	0	8	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0
Public Works Traffic	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0
Cemetery	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1
Parks and Natural Resources	8	2	8	2	9	2	10	2	12	4	12	4	12	4	12	4	12	4	12	4
Storm Sewer	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0
Fire EMS	61	19	66	6.5	66	6.5	72	5	72	5	72	5	72	5	72	5	72	5	72	5
Airport	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1
Golf Course	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Water Administration	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0
Water Treatment Plant	8	0	8	0	8	0	8	0	8	0	8	0	8	0	8	0	8	0	8	0
Water Distribution	7	0	7	0	7	0	7	0	7	0	7	0	7	0	7	0	7	0	7	0
Wastewater Administration	2	0	2	0	2	0	3	0	3	0	3	0	3	0	3	0	3	0	3	0
Wastewater Treatment	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0
Wastewater Collection	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0
Refuse	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0	9	0
Recycling	6	0	6	0	6	0	6	0	6	0	6	0	6	0	6	0	6	0	6	0
Garage	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0
Information Technology	6	0	6	0	6	0	7	0	7	0	7	0	7	0	7	0	7	0	7	0
Municipal Court	33	5	36	5	35	6	35	6	35	6	35	6	35	6	35	6	35	6	35	6
<b>Total</b>	<b>295.0</b>		<b>304.0</b>		<b>306.0</b>		<b>325.0</b>		<b>327.0</b>		<b>327.0</b>		<b>327.0</b>		<b>327.0</b>		<b>327.0</b>		<b>327.0</b>	

\*\* Does not include seasonal employees

Increase
Decrease

\*Changes in personnel are described in detail in each department's narrative

# FUND BALANCES SUMMARY

As the City of Delaware uses a cash basis of budgeting, the ending fund balance is defined as the ending cash balance for each fund. Furthermore, a column is listed with the unencumbered fund balance which is defined as the ending cash balance less any encumbrances.

Below is a breakdown of funds anticipating an increase or decrease of 10% or more in ending year fund balance by December 31, 2021.

## GENERAL FUND

The projected 21.6% decline in the ending cash balance for the General Fund as of December 31, 2021 is primarily attributed to operating transfers to the Capital Improvement Projects, Streets Maintenance and Parks & Recreation funds for which budgeted increases, as compared to the 2020 Budget, equal \$1,058,636. While the percent decline is significant, the ending cash balance of \$5,475,838 exceeds the targeted ending cash balance in the fund of \$4,655,726 which equates to 17% of budgeted expenditures pursuant to City policy. This decline will be resolved commencing in the 2022 fiscal year as operating transfers to the CIP Fund are projected to decline.

## FIRE/EMS

The 11.0% projected decline in the ending cash balance for the Fire/EMS fund is attributed to the increase in budgeted wage and fringe benefit costs for the 2021 budget as compared to actual costs for this budget category in the 2020 fiscal year. The City does not budget for vacancy credits when developing the annual budget. This accounts for the large variance between 2020 actuals to the 2021 adopted budget thereby impacting the projected ending cash balance. As vacancy credits will be realized in 2021 as well, this percent decline for the ending fund balance should fall under 10% by the end of the year.

## STORMWATER

The projected 39.1% decline in the Stormwater Fund through the end of 2021 is attributed to increased operating and capital improvement expenditures allocated in the approved budget. The increases in capital improvement allocations are forecasted to continue through 2026 and the City will recommend the adoption of fee increases to the stormwater enterprise system on a multi-year basis commencing with the 2022 fiscal year. This will provide a sustainable funding source for system improvements.

## WATER

The 45.9% decline in the projected ending cash balance for the Water Fund by the end of 2021 is attributed to the variance in actual expenditures for 2020 as compared to the adopted budget for 2021 which equals \$1,108,767. As the 2020 adopted budget is \$106,801 or 1.6% less than the 2021 adopted budget, it can be expected that a similar savings in actual expenditures for the 2021 fiscal year will re-occur thereby reducing this percent decline in the ending fund balance.

## WASTEWATER

The 16.8% decline in the projected ending cash balance for the Wastewater Fund by the end of 2021 is attributed to the variance in actual expenditures for 2020 as compared to the adopted budget for 2021 which equals

\$701,858. As the 2020 adopted budget is \$325,476, or 4.4% less than the 2021 adopted budget, it can be expected that a similar savings in actual expenditures for the 2021 fiscal year will re-occur thereby reducing this percent decline in the ending fund balance.

## REFUSE

The 99.9% decline in the projected ending cash balance for the Refuse Fund by the end of 2021 is attributed to the variance in actual expenditures for 2020 as compared to the adopted budget for 2021 which equals \$841,286. As the 2020 adopted budget is \$255,011, or 5.6% less than the 2021 adopted budget, it can be expected that a similar savings in actual expenditures for the 2021 fiscal year will re-occur thereby reducing this percent decline in the ending fund balance. However, with the projected negative cash balance in the fund for the 2022 fiscal year, City administration will be pursuing multi-year rate increases through City Council to sustain the operating and capital costs for this enterprise operation.



**2021**  
**Revenues, Expenditures and Fund Balances - All Funds**

Fund	Unencumbered Fund Balance January 1, 2021	2021 Budgeted Revenues	2021 Budgeted Expenditures	Projected Fund Balance December 31, 2021
<b><u>OPERATING FUNDS</u></b>				
GENERAL	6,983,031	25,879,431	27,386,624	5,475,838
STREET MAINT & REPAIR	0	4,417,650	4,412,241	5,409
PARKS & RECREATION	0	2,313,092	2,311,347	1,745
CEMETERY	102,139	185,000	283,849	3,290
AIRPORT OPERATIONS	275,797	861,450	933,491	203,756
FIRE/EMS INCOME TAX	8,730,811	12,023,646	12,980,650	7,773,807
MUNICIPAL COURT	2,399,025	2,109,000	3,181,000	1,327,025
GOLF COURSE	218,943	188,000	286,200	120,743
STORM SEWER	1,579,749	831,850	1,450,165	961,434
WATER	2,006,220	5,722,927	6,643,604	1,085,543
WASTEWATER	3,857,798	7,072,424	7,719,283	3,210,939
REFUSE	444,226	4,039,500	4,483,440	286
GARAGE ROTARY	0	896,150	893,534	2,616
INFORMATION TECHNOLOGY ROTARY	18,282	1,776,997	1,795,103	176
<b>TOTAL OPERATING FUNDS</b>	<b>26,616,021</b>	<b>68,317,117</b>	<b>74,760,531</b>	<b>20,172,607</b>
<b><u>CAPITAL IMPROVEMENT FUNDS</u></b>				
STATE HIGHWAY IMPROVEMENT	353,397	151,500	150,000	354,897
LICENSE FEE	426,904	624,000	680,000	370,904
AIRPORT TIF	164,236	28,500	190,692	2,044
GLENN ROAD BRIDGE TIF	2,011,525	2,411,300	2,342,306	2,080,519
PARK EXACTION FEE	184,116	13,000	91,779	105,337
CAPITAL IMPROVEMENT	4,666,224	5,237,297	5,263,366	4,640,155
OPWC PROJECTS	0	600,000	600,000	0
POINT PROJECT	1	2,350,354	2,350,000	355
FAA AIRPORT GRANTS	95,193	694,866	755,005	35,054
EQUIPMENT REPLACEMENT	20,924	625,794	646,477	241
PARK IMPACT FEE	2,067,689	360,000	750,000	1,677,689
POLICE IMPACT FEE	429,784	102,500	58,216	474,069
FIRE IMPACT FEE	544,494	128,000	0	672,494
MUNICIPAL IMPACT FEE	444,342	170,500	131,660	483,182
GLENN ROAD SOUTH	330,021	110,000	159,895	280,126
GLENN ROAD NORTH	926,596	1,008,000	732,550	1,202,046
STORMWATER PROJECTS	0	900,000	900,000	0
WATER MAINTENANCE CIP	2,479,461	2,000,000	2,510,800	1,968,661
WATER CAPACITY FEE CIP	10,619,957	2,000,000	2,098,982	10,520,975
WASTEWATER MAINTENANCE CIP	3,088,062	1,500,000	2,394,158	2,193,904
WASTEWATER CAPACITY FEE CIP	6,796,916	3,950,000	2,935,921	7,810,995
SE HIGHLAND SEWER	268,389	650,000	835,400	82,989
<b>TOTAL CAPITAL IMP. FUNDS</b>	<b>35,918,231</b>	<b>25,615,611</b>	<b>26,577,207</b>	<b>34,956,636</b>
<b><u>DEBT SERVICE FUNDS</u></b>				
GENERAL BOND RETIREMENT	492,655	1,445,958	1,901,732	36,880
PARK IMPROVEMENT BOND	44,165	2,297,350	2,297,350	44,165
SE HIGHLAND SEWER BOND	34	825,400	825,400	34
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>536,854</b>	<b>4,568,708</b>	<b>5,024,482</b>	<b>81,079</b>

**2021**  
**Revenues, Expenditures and Fund Balances - All Funds**

Fund	Unencumbered Fund Balance January 1, 2021	2021 Budgeted Revenues	2021 Budgeted Expenditures	Projected Fund Balance December 31, 2021
<b><u>SPECIAL REVENUE FUNDS</u></b>				
PERFORMANCE BOND	552,151	250,000	250,000	552,151
TREE	212,454	10,000	65,000	157,454
AIRPORT 2000 T-HANGAR	184,910	104,500	94,156	195,254
RECREATION FACILITIES TAX	4,808,218	2,326,517	2,625,980	4,508,755
SKYCLIMBER/V&P HYDRAULICS TIF	0	50,000	50,000	0
MILL RUN TIF	0	120,000	120,000	0
IDIAM	20,615	28,000	35,000	13,615
DRUG ENFORCEMENT	51,290	6,500	49,829	7,961
INDIGENT ALCOHOL TREATMENT	624,075	60,000	100,000	584,075
OMVI ENFORCE/EDUCATION	5,708	1,500	4,981	2,227
POLICE JUDGMENT	23,324	15,000	23,324	15,000
POLICE FEDERAL JUDGMENT	13,886	11,100	13,877	11,109
POLICE TREASURY SEIZURES	3,542	10,100	3,539	10,103
COMPUTER LEGAL RESEARCH	676,089	216,000	235,114	656,975
COURT SPECIAL PROJECTS	620,659	188,000	262,555	546,104
PROBATION SERVICES	702,770	300,000	106,500	896,270
POLICE/FIRE DISABILITY	0	536,514	536,514	0
COMMUNITY PROMOTIONS	2,652	50,000	50,000	2,652
CORONAVIRUS RELIEF GRANT	0	0	0	0
CDBG GRANT	0	154,000	153,000	1,000
REVOLVING LOAN	127,299	87,100	135,000	79,399
PARKING LOTS	44,610	44,500	45,800	43,310
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>8,674,252</b>	<b>4,569,331</b>	<b>4,960,169</b>	<b>8,283,414</b>
<b><u>FIDUCIARY AND RESERVE FUNDS</u></b>				
WATER UTILITY RESERVE	2,000,000	0	0	2,000,000
WATER CUSTOMER DEPOSIT	190,360	35,000	35,000	190,360
SEWER UTILITY RESERVE	2,000,000	0	0	2,000,000
FIRE DONATION	1,283	0	0	1,283
PARK DONATION	7,749	12,000	12,000	7,749
POLICE DONATION	8,908	1,000	8,836	1,072
MAYORS DONATION	1,448	2,000	1,200	2,248
PROJECT TRUST	1,124,541	202,500	175,000	1,152,041
UNCLAIMED FUNDS	164,511	20,000	4,750	179,761
DEVELOPMENT RESERVE	678,717	75,750	754,465	2
GENERAL RESERVE	1,213,864	75,000	1,288,864	0
JEDD INCOME TAX	27,937	380,995	319,885	89,047
CEMETERY PERPETUAL CARE	37,204	750	2,000	35,954
STATE PATROL TRANSFER	7,086	75,000	75,000	7,086
STATE BUILDING PERMIT FEE	632	18,000	18,000	632
<b>TOTAL TRUST AND RESERVE FUNDS</b>	<b>7,464,240</b>	<b>897,995</b>	<b>2,695,000</b>	<b>5,667,235</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
SELF INSURANCE	2,009,397	7,190,000	7,836,000	1,363,397
WORKERS COMPENSATION	3,488,579	275,000	659,000	3,104,579
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>5,497,976</b>	<b>7,465,000</b>	<b>8,495,000</b>	<b>4,467,976</b>
<b>TOTAL ALL FUNDS</b>	<b>84,707,574</b>	<b>111,433,761</b>	<b>122,512,389</b>	<b>73,628,946</b>

**2021**

**Revenues, Expenditures and Fund Balances - All Funds**

Fund	Beginning Balance	Encumbrances	Unencumbered Fund Balance January 1, 2021	2021 Budgeted Revenues	2021 Budgeted Expenditures	Projected Fund Balance December 31, 2021
<b><u>GENERAL FUNDS</u></b>						
GENERAL	6,983,031		6,983,031	25,879,431	27,386,624	5,475,838
DEVELOPMENT RESERVE	678,717		678,717	75,750	754,465	2
GENERAL RESERVE	1,213,864		1,213,864	75,000	1,288,864	0
<b>TOTAL GENERAL FUND</b>	<b>8,875,612</b>	<b>0</b>	<b>8,875,612</b>	<b>26,030,181</b>	<b>29,429,953</b>	<b>5,475,840</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>						
STREET MAINT & REPAIR	0		0	4,417,650	4,412,241	5,409
PARKS & RECREATION	0		0	2,313,092	2,311,347	1,745
CEMETERY	102,139		102,139	185,000	283,849	3,290
AIRPORT OPERATIONS	275,797		275,797	861,450	933,491	203,756
FIRE/EMS INCOME TAX	8,730,811		8,730,811	12,023,646	12,980,650	7,773,807
MUNICIPAL COURT	2,399,025		2,399,025	2,109,000	3,181,000	1,327,025
STATE HIGHWAY IMPROVEMENT	353,397		353,397	151,500	150,000	354,897
LICENSE FEE	426,904		426,904	624,000	680,000	370,904
PERFORMANCE BOND	552,151		552,151	250,000	250,000	552,151
AIRPORT TIF	164,236		164,236	28,500	190,692	2,044
GLENN ROAD BRIDGE TIF	2,011,525		2,011,525	2,411,300	2,342,306	2,080,519
PARK EXACTION FEE	184,116		184,116	13,000	91,779	105,337
TREE	212,454		212,454	10,000	65,000	157,454
AIRPORT 2000 T-HANGAR	184,910		184,910	104,500	94,156	195,254
RECREATION FACILITIES TAX	4,808,218		4,808,218	2,326,517	2,625,980	4,508,755
SKYCLIMBER/V&P HYDRAULICS TIF	0		0	50,000	50,000	0
MILL RUN TIF	0		0	120,000	120,000	0
IDIAM	20,615		20,615	28,000	35,000	13,615
DRUG ENFORCEMENT	51,290		51,290	6,500	49,829	7,961
INDIGENT ALCOHOL TREATMENT	624,075		624,075	60,000	100,000	584,075
OMVI ENFORCE/EDUCATION	5,708		5,708	1,500	4,981	2,227
POLICE JUDGMENT	23,324		23,324	15,000	23,324	15,000
POLICE FEDERAL JUDGMENT	13,886		13,886	11,100	13,877	11,109
POLICE TREASURY SEIZURES	3,542		3,542	10,100	3,539	10,103
COMPUTER LEGAL RESEARCH	676,089		676,089	216,000	235,114	656,975
COURT SPECIAL PROJECTS	620,659		620,659	188,000	262,555	546,104
PROBATION SERVICES	702,770		702,770	300,000	106,500	896,270
POLICE/FIRE DISABILITY	0		0	536,514	536,514	0
COMMUNITY PROMOTIONS	2,652		2,652	50,000	50,000	2,652
CORONAVIRUS RELIEF GRANT	0		0	0	0	0
CDBG GRANT	0		0	154,000	153,000	1,000
REVOLVING LOAN	127,299		127,299	87,100	135,000	79,399
FIRE DONATION	1,283		1,283	0	0	1,283
PARK DONATION	7,749		7,749	12,000	12,000	7,749
POLICE DONATION	8,908		8,908	1,000	8,836	1,072
MAYORS DONATION	1,448		1,448	2,000	1,200	2,248
PROJECT TRUST	1,124,541		1,124,541	202,500	175,000	1,152,041
UNCLAIMED FUNDS	164,511		164,511	20,000	4,750	179,761
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>24,586,032</b>	<b>0</b>	<b>24,586,032</b>	<b>29,900,469</b>	<b>32,673,510</b>	<b>21,812,991</b>
<b><u>CAPITAL IMPROVEMENT FUNDS</u></b>						
CAPITAL IMPROVEMENT	4,666,224		4,666,224	5,237,297	5,263,366	4,640,155
OPWC PROJECTS	0		0	600,000	600,000	0
POINT PROJECT	1		1	2,350,354	2,350,000	355
FAA AIRPORT GRANTS	95,193		95,193	694,866	755,005	35,054
EQUIPMENT REPLACEMENT	20,924		20,924	625,794	646,477	241
PARK IMPACT FEE	2,067,689		2,067,689	360,000	750,000	1,677,689
POLICE IMPACT FEE	429,784		429,784	102,500	58,216	474,069
FIRE IMPACT FEE	544,494		544,494	128,000	0	672,494
MUNICIPAL IMPACT FEE	444,342		444,342	170,500	131,660	483,182
GLENN ROAD SOUTH	926,596		926,596	1,008,000	732,550	1,202,046
GLENN ROAD NORTH	330,021		330,021	110,000	159,895	280,126
<b>TOTAL CAPITAL IMP. FUNDS</b>	<b>9,525,268</b>	<b>0</b>	<b>9,525,268</b>	<b>11,387,311</b>	<b>11,447,169</b>	<b>9,465,411</b>
<b><u>DEBT SERVICE FUNDS</u></b>						
GENERAL BOND RETIREMENT	492,655		492,655	1,445,958	1,901,732	36,880
PARK IMPROVEMENT BOND	44,165		44,165	2,297,350	2,297,350	44,165
SE HIGHLAND SEWER BOND	34		34	825,400	825,400	34
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>536,854</b>	<b>0</b>	<b>536,854</b>	<b>4,568,708</b>	<b>5,024,482</b>	<b>81,079</b>

**2021**

**Revenues, Expenditures and Fund Balances - All Funds**

<b>Fund</b>	<b>Beginning Balance</b>	<b>Encumbrances</b>	<b>Unencumbered Fund Balance January 1, 2021</b>	<b>2021 Budgeted Revenues</b>	<b>2021 Budgeted Expenditures</b>	<b>Projected Fund Balance December 31, 2021</b>
<b><u>ENTERPRISE FUNDS</u></b>						
GOLF COURSE	218,943		218,943	188,000	286,200	120,743
PARKING LOTS	44,610		44,610	44,500	45,800	43,310
STORMWATER	1,579,749		1,579,749	831,850	1,450,165	961,434
WATER	2,006,220		2,006,220	5,722,927	6,643,604	1,085,543
WASTEWATER	3,857,798		3,857,798	7,072,424	7,719,283	3,210,939
REFUSE	444,226		444,226	4,039,500	4,483,440	286
WATER UTILITY RESERVE	2,000,000		2,000,000	0	0	2,000,000
WATER CUSTOMER DEPOSIT	190,360		190,360	35,000	35,000	190,360
WASTEWATER UTILITY RESERVE	2,000,000		2,000,000	0	0	2,000,000
STORMWATER PROJECTS	0		0	900,000	900,000	0
WATER MAINTENANCE CIP	2,479,461		2,479,461	2,000,000	2,510,800	1,968,661
WATER CAPACITY FEE CIP	10,619,957		10,619,957	2,000,000	2,098,982	10,520,975
WASTEWATER MAINTENANCE CIP	3,088,062		3,088,062	1,500,000	2,394,158	2,193,904
WASTEWATER CAPACITY FEE CIP	6,796,916		6,796,916	3,950,000	2,935,921	7,810,995
SE HIGHLAND SEWER	268,389		268,389	650,000	835,400	82,989
<b>TOTAL ENTERPRISE FUNDS</b>	<b>35,594,691</b>	<b>0</b>	<b>35,594,691</b>	<b>28,934,201</b>	<b>32,338,753</b>	<b>32,190,139</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>						
GARAGE ROTARY	0		0	896,150	893,534	2,616
INFORMATION TECHNOLOGY ROTARY	18,282		18,282	1,776,997	1,795,103	176
SELF INSURANCE	2,009,397		2,009,397	7,190,000	7,836,000	1,363,397
WORKERS COMPENSATION	3,488,579		3,488,579	275,000	659,000	3,104,579
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>5,516,258</b>	<b>0</b>	<b>5,516,258</b>	<b>10,138,147</b>	<b>11,183,637</b>	<b>4,470,768</b>
<b><u>FIDUCIARY FUNDS</u></b>						
JEDD INCOME TAX	27,937		27,937	380,995	319,885	89,047
CEMETERY PERPETUAL CARE	37,204		37,204	750	2,000	35,954
STATE PATROL TRANSFER	7,086		7,086	75,000	75,000	7,086
STATE BUILDING PERMIT FEE	632		632	18,000	18,000	632
<b>TOTAL FIDUCIARY FUNDS</b>	<b>72,859</b>	<b>0</b>	<b>72,859</b>	<b>474,745</b>	<b>414,885</b>	<b>132,719</b>
<b>TOTAL ALL FUNDS</b>	<b>84,707,574</b>	<b>0</b>	<b>84,707,574</b>	<b>111,433,761</b>	<b>122,512,389</b>	<b>73,628,946</b>

# GENERAL FUND

**2021 BUDGET**

**GENERAL FUND SUMMARY**

**REVENUES**

	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
PROPERTY TAX	1,593,916	1,658,403	1,720,000	1,675,942	1,725,292	0.3%	2.9%	1,742,545
CITY INCOME TAX - 1%	15,048,475	15,572,613	16,510,750	15,573,928	15,541,300	-5.9%	-0.2%	15,696,713
LOCAL GOVERNMENT FUND	609,739	698,125	700,000	769,589	700,000	0.0%	-9.0%	707,000
GRANT REIMBURSEMENTS	68,578	64,139	141,726	518,053	350,000	147.0%	-32.4%	65,000
FINES & FORFEITURES	108,402	76,646	100,000	57,445	100,000	0.0%	74.1%	101,000
COURT DIVERSION FEES	46,514	31,243	40,000	17,658	35,000	-12.5%	98.2%	35,350
ENGINEERING FEES	1,318,509	536,496	900,000	854,286	815,000	-9.4%	-4.6%	823,150
PROSECUTOR CONTRACTS	254,300	247,360	260,000	202,105	250,000	-3.8%	23.7%	252,500
PARKING METERS	39,249	36,626	38,000	22,886	25,000	-34.2%	9.2%	25,250
CABLE FRANCHISE FEE	409,886	413,311	415,000	408,281	420,000	1.2%	2.9%	424,200
LIQUOR PERMITS	45,068	48,465	50,000	45,935	50,000	0.0%	8.8%	50,500
LICENSE AND PERMITS	1,134,609	1,299,001	1,335,000	1,122,857	1,100,000	-17.6%	-2.0%	1,111,000
INVESTMENT INCOME	796,562	941,768	950,000	257,942	40,000	-95.8%	-84.5%	40,400
MISCELLANEOUS	238,132	148,534	230,000	188,014	159,000	-30.9%	-15.4%	160,590
REIMBURSEMENTS	147,771	160,229	150,000	86,660	250,000	66.7%	188.5%	252,500
TRANSFER GRANT ADMIN	0	0	30,000	0	0	-100.0%	100.0%	0
TRANSFERS	1,940,662	2,028,462	2,269,603	2,144,563	4,318,839	90.3%	101.4%	2,086,085
<b>TOTAL REVENUE</b>	<b>23,800,372</b>	<b>23,961,421</b>	<b>25,840,079</b>	<b>23,946,144</b>	<b>25,879,431</b>	<b>0.2%</b>	<b>8.1%</b>	<b>23,573,782</b>

**EXPENDITURES**

CITY COUNCIL	151,103	166,966	186,520	172,921	182,796	-2.0%	5.7%	188,199
CITY MANAGER	683,835	801,643	927,225	848,423	915,052	-1.3%	7.9%	941,836
ADMINISTRATIVE SERVICES	298,547	364,248	424,253	322,788	422,199	-0.5%	30.8%	433,745
ECONOMIC DEVELOPMENT	369,198	410,729	503,655	367,878	480,102	-4.7%	30.5%	492,694
LEGAL AFFAIRS/PROSECUTOR	779,530	772,055	880,636	809,117	870,128	-1.2%	7.5%	896,215
FINANCE	1,521,106	1,422,782	1,691,137	1,622,851	1,653,943	-2.2%	1.9%	1,700,281
INCOME TAX REFUNDS	490,574	745,731	650,000	613,611	600,000	-7.7%	-2.2%	612,000
GENERAL ADMINISTRATION	4,707,837	3,040,965	4,485,873	3,335,767	4,742,342	5.7%	42.2%	5,082,861
CIP TRANSFER	2,237,500	2,365,055	1,850,000	3,061,865	2,511,967	35.8%	-18.0%	2,765,950
GF RESERVE TRANSFER	116,808	25,000	25,000	0	75,000	200.0%	100.0%	0
ED RESERVE TRANSFER	50,000	50,000	50,000	75,000	75,750	51.5%	1.0%	0
RISK MANAGEMENT	334,175	275,806	349,100	275,978	339,600	-2.7%	23.1%	346,392
POLICE	8,399,395	8,580,581	9,677,542	8,798,707	10,128,465	4.7%	15.1%	10,381,563
PLANNING	1,174,662	1,148,020	1,514,433	1,266,419	1,555,748	2.7%	22.8%	1,600,888
ENGINEERING	1,813,889	1,677,876	2,034,549	1,714,321	2,155,656	6.0%	25.7%	2,216,676
BUILDING MAINTENANCE	489,504	496,606	571,767	479,073	677,876	18.6%	41.5%	697,516
<b>TOTAL EXPENDITURES</b>	<b>23,617,663</b>	<b>22,344,063</b>	<b>25,821,690</b>	<b>23,764,719</b>	<b>27,386,624</b>	<b>6.1%</b>	<b>15.2%</b>	<b>28,356,816</b>

<b>FUND BALANCE - JAN 1st</b>	<b>5,001,539</b>	<b>5,184,248</b>	<b>6,801,606</b>	<b>6,801,606</b>	<b>6,983,031</b>			<b>5,475,838</b>
GENERAL FUND REVENUES	23,800,372	23,961,421	25,840,079	23,946,144	25,879,431	0.2%	8.1%	23,573,782
GENERAL FUND EXPENDITURES	23,617,663	22,344,063	25,821,690	23,764,719	27,386,624	6.1%	15.2%	28,356,816
<b>UNEXPENDED FUND BALANCE - DEC 31st</b>	<b>5,184,248</b>	<b>6,801,606</b>	<b>6,819,995</b>	<b>6,983,031</b>	<b>5,475,838</b>			<b>692,804</b>
<i>Carryover PO's</i>				633,679				
<b>UNENCUMBERED FUND BALANCE DEC 31st</b>				<b>6,349,352</b>				

<i>Unexpended Fund Balance as % of Expenditures</i>	21.95%	30.44%	26.41%	29.38%	19.99%			2.44%
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## CITY COUNCIL

City Council is made up from seven citizen-elected members. Four members are elected from the City's four wards and three members are elected city-wide, or 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.



Standing from left to right: City Manager R. Thomas Homan, Councilman Drew Farrell, Councilwoman Lisa Keller, Councilman Cory Hoffman, Councilman Chris Jones, Council Clerk Elaine McCloskey

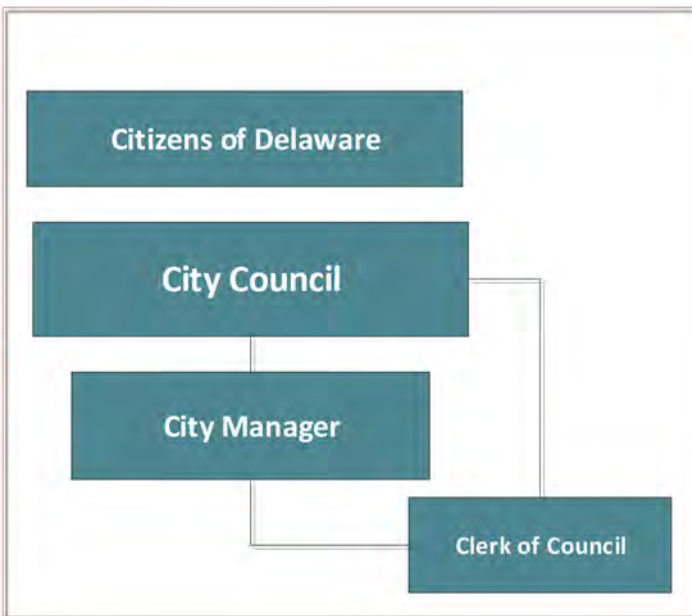
Seated from left to right: Vice Mayor Kent Shafer, Mayor Carolyn Kay Riggle, Councilman George Hellinger

Councilmembers	Ward	Term Expiration
Mayor Carolyn Kay Riggle	At-Large	November 2021
Vice Mayor Kent Shafer	At-Large	November 2021
Councilman George Hellinger	At-Large	November 2021
Councilman Chris Jones	1st	November 2023
Councilwoman Lisa Keller	2nd	November 2023
Councilman Cory Hoffman	3rd	November 2023
Councilman Drew Farrell	4th	November 2023



# CITY COUNCIL

Council Goals	
<i>Goal #1</i>	Develop and implement a targeted strategy to attract more “white collar” employers, including office uses if possible.
<i>Goal #2</i>	Increase transportation funding resources for local streets maintenance: Request the City’s Finance Committee to determine a recommended dollar amount for the levy. This study should point out the tradeoffs of different funding levels (what cannot be done in the absence of additional revenue) as well as different types of taxes (income vs. property tax).
<i>Goal #3</i>	Secure a downtown parking garage. If the current developer’s interest wanes, then intentionally pursue another developer.
<i>Goal #4</i>	Increase development opportunities, especially in the Sawmill Parkway and Airport corridor.
<i>Goal #5</i>	Develop goals, strategies and policies that describe and show the types of housing that could meet demand and that focuses locations for housing development of different types.
<i>Goal #6</i>	Address the need for workforce housing to meet the city’s projected demand in this area; including defining what is workforce housing and considering multi-family units as part of mixed-use development or stand-alone developments where appropriate.



2021 Budget Summary	
Personal Services	169,936
Services & Charges	12,360
Materials & Supplies	500
Capital Outlay	-
<b>Total Council</b>	<b>182,796</b>



**2021 BUDGET DETAIL**

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

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
10110000- 510000	Wages	101,907	110,881	126,371	126,184	128,014	1.3%	1.5%	131,214
511100	PERS	14,005	15,537	17,220	16,881	17,436	1.3%	3.3%	17,872
511300	Medicare	1,421	1,546	1,832	1,765	1,856	1.3%	5.2%	1,902
511400	Workers Compensation	1,473	2,180	2,527	2,527	2,560	1.3%	1.3%	2,624
511600	Health Insurance	17,741	18,125	19,950	19,950	19,950	0.0%	0.0%	21,347
511700	Life Insurance	120	120	120	120	120	0.0%	0.0%	123
523100	Professional Services	3,543	4,902	7,000	2,991	7,000	0.0%	134.0%	7,140
526000	Travel/Training	4,246	4,730	11,000	877	5,000	-54.5%	470.1%	5,100
526100	Membership and Dues	0	150	0	360	360	100.0%	0.0%	367
531000	Office Supply	139	445	500	487	500	0.0%	2.7%	510
550200	New Equip/Cap Outlay	6,508	8,350	0	779	0	100.0%	-100.0%	0
	<b>TOTAL CITY COUNCIL</b>	<b>151,103</b>	<b>166,966</b>	<b>186,520</b>	<b>172,921</b>	<b>182,796</b>	<b>-2.0%</b>	<b>5.7%</b>	<b>188,199</b>

**LINE ITEM DETAIL  
GENERAL FUND  
CITY COUNCIL**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$ 128,014	Includes Council and Clerk pay
Professional Services	523100	\$ 7,000	Code Updates
Travel/Training	526000	\$ 5,000	Includes Chamber Dinner, MORPC Annual Mtg., MLK Breakfast, Conference Training, National League of Cities Conference

# CITY MANAGER’S OFFICE

Delaware has operated under the Council-Manager form of government since 1958. Under this framework, the seven member City Council serves as the legislative branch of government. One of its principal responsibilities is the appointment of a City Manager, who serves as the city’s chief executive officer. The City Manager is responsible for the day-to-day operations of the city, reporting to, and taking direction from, City Council. The following departments report to the City Manager: Finance, Public Works, Technology, Planning, Public Utilities, Human Resources, Police, Fire. In addition, the Office includes a Management and Budget Analyst and Assistant City Manager, who oversees Economic Development and Parks & Natural Resources. Administrative support is provided by an Executive Assistant and Council Clerk.



## 2020 Accomplishments

- ◆ Continuation of City services and continuity of local government amid the COVID-19 pandemic
- ◆ Successful implementation of \$2.6 million from the federal Coronavirus Aid, Relief, and Economic Security Act
- ◆ Undertook Diversity, Equity & Inclusion initiative to evaluate the City’s policies and procedures with respect to diversity, equity and inclusion
- ◆ Established City Council priorities

2021 Budget Summary	
Personal Services	798,906
Services & Charges	113,846
Materials & Supplies	2,300
Capital Outlay	-
<b>Total City Manager's Office</b>	<b>915,052</b>

# CITY MANAGER’S OFFICE

## Strategic Goals

<i>Goal #1</i>	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.
<i>Goal #2</i>	Support training and development strategies to assist current leaders throughout the organization and build next generation of employees to lead the City into the future.
<i>Goal #3</i>	Ensure that Department and Director Goals are in alignment with achieving Council Goals and Priorities.

Authorized Personnel	2018	2019	2020	2021
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Budget and Mgmt Analyst	0	1	1	1
Executive Assistant	1	1	1	1
Community Affairs Coordinator	1	1	1	1
Communications Specialist	0	0.5	1	1
<b>Total</b>	<b>4</b>	<b>5.5</b>	<b>6</b>	<b>6</b>

Performance Metrics	2020
Contracts Executed	154
Change Orders Executed	48
# of City Employees	335
# of New Hires	22

### On the Horizon

- ◆ A study of management , permanent part-time and seasonal positions to ensure the City is competitive in its efforts to attract and retain a diverse and highly qualified workforce
- ◆ Sawmill Pointe Business Park and Innovation Court areas development and expansion opportunities
- ◆ Initial phases of Delaware Run Greenways Trail project
- ◆ Building staff capacity around equity, diversity and inclusion

2021 BUDGET DETAIL

FUND: GENERAL  
 DEPARTMENT: CITY MANAGER

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10110200- 510000	Wages	459,142	539,224	589,403	572,739	596,536	1.2%	690.6%	611,449
511100	PERS	59,915	68,721	79,896	75,449	80,824	1.2%	100.0%	82,845
511300	Medicare	6,449	7,630	8,546	8,036	8,650	1.2%	7.6%	8,866
511400	Workers Compensation	6,775	10,933	11,788	11,788	11,931	1.2%	1.2%	12,229
511600	Health Insurance	71,258	86,094	107,331	107,331	99,750	-7.1%	-7.1%	106,733
511700	Life Insurance	1,095	1,320	1,215	1,215	1,215	0.0%	0.0%	1,245
520100	Uniform	300	150	300	300	300	0.0%	0.0%	306
521000	Cellular Phone	3,289	3,260	3,750	3,073	2,800	-25.3%	-8.9%	2,856
522000	Postage	325	0	350	0	350	0.0%	100.0%	357
523100	Professional Services	14,089	19,567	25,100	8,246	25,100	0.0%	204.4%	25,602
526000	Travel / Training	6,058	5,945	15,000	2,789	10,000	-33.3%	258.6%	10,200
526100	Membership/Dues	3,393	5,901	6,500	5,259	7,000	7.7%	33.1%	7,140
527220	Information Technology Rotary	48,783	48,783	68,296	51,222	68,296	0.0%	33.3%	69,662
528000	Insurance	1,580	1,680	1,850	0	0	-100.0%	100.0%	0
531000	Office Supply	1,384	2,178	2,300	976	2,300	0.0%	135.7%	2,346
550200	Capital Outlay	0	257	5,600	0	0	-100.0%	100.0%	0
	<b>TOTAL CITY MANAGER</b>	<b>683,835</b>	<b>801,643</b>	<b>927,225</b>	<b>848,423</b>	<b>915,052</b>	<b>-1.3%</b>	<b>7.9%</b>	<b>941,836</b>

**LINE ITEM DETAIL  
GENERAL FUND  
CITY MANAGER'S OFFICE**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$596,536	No changes to staffing
Professional Services	523100	\$25,100	Publications and Marketing \$14,000; Contracted services \$10,000, City Manager/ Employee Monthly Breakfasts \$1,100
Travel/Training	526000	\$10,000	ICMA; OCMA Winter Conference; Government Social Media Organization Conference; Transforming Local Government Conference; Employee Monthly Lunches; Additional training and development
Memberships/Dues/Subscriptions	526100	\$7,000	ICMA (2) Dues; OCMA Dues; Rotary Dues; Misc. Subscriptions; Community Affairs Coordinator 3CMA and GSMO Dues

# ADMINISTRATIVE SERVICES

Administrative Services is responsible for all aspects of human resources, including but not limited to talent management and recruiting, labor relations, professional development, performance management, benefits and total compensation, employee health and safety, culture and compliance to improve the quality of work of the City's workforce. Department staff members provide workplace solutions, while treating those served fairly, with appropriate confidentiality and mutual respect.



## 2020 Accomplishments

- ◆ Development and implementation of COVID-19 related policies, procedures and training to ensure the safety and wellbeing of employees.
- ◆ Manager development program (MDP) cohort #2 completed.
- ◆ Diversity, equity and inclusion working group established.
- ◆ Recruitment of 21 full-time/part-time positions and 20 seasonal positions.

2021 Budget Summary	
Personal Services	261,241
Services & Charges	159,458
Materials & Supplies	1,500
<b>Total Administrative Services</b>	<b>422,199</b>

# ADMINISTRATIVE SERVICES

Strategic Goals	
<i>Goal #1</i>	Implementation of MUNIS Human Capital Management (HCM) system.
<i>Goal #2</i>	Classification and compensation study for Management Pay Plan employees, Directors and permanent part-time and seasonal employees.
<i>Goal #3</i>	Health insurance plan redesign.
<i>Goal #4</i>	Implicit bias training for all City employees.

Authorized Personnel	2018	2019	2020	2021
Human Resource Manager	1	1	1	1
Administrative Service Specialist	1	1	1	1
Recruiting Specialist— <i>Part-time</i>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Performance Metrics	2020
City-wide Annual Retention Rate	93.2%
Benefit Participation Rate	92%
Employee Demographic Breakdown	
BIPOC Representation	4.5%
White	95.5%
Ratio of DAS Staff to Employees	1:110

## On the Horizon

- ◆ Continued efforts around diversity, equity and inclusion efforts as well as leadership development.
- ◆ Updates to Employee Handbook and the City’s recruiting website.
- ◆ Safety training reviews for all Departments.
- ◆ Participation in Culture Committee initiatives.



**2021 BUDGET DETAIL**

**FUND: GENERAL**  
**DEPARTMENT: ADMINISTRATIVE SERVICES**

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
10110400- 510000	Wages	165,508	165,176	181,977	172,701	189,184	4.0%	9.5%	193,914
511100	PERS	22,341	23,038	25,477	24,118	25,360	-0.5%	5.1%	25,994
511300	Medicare	2,287	2,284	2,690	2,383	2,743	2.0%	15.1%	2,812
511400	Workers Compensation	2,407	3,341	3,589	3,589	3,784	5.4%	5.4%	3,879
511600	Health Insurance	35,302	36,250	39,900	39,900	39,900	0.0%	0.0%	42,693
511700	Life Insurance	270	270	270	270	270	0.0%	0.0%	277
520100	Uniforms	150	150	150	150	150	0.0%	0.0%	153
522000	Postage	375	0	300	0	0	-100.0%	100.0%	0
523100	Professional Services	45,035	97,528	131,444	58,379	131,444	0.0%	125.2%	134,073
523710	Employee Recognition	4,344	5,013	10,500	3,639	10,500	0.0%	188.5%	10,710
526000	Travel/Training	3,516	4,195	4,085	683	4,085	0.0%	498.1%	4,167
526100	Membership & Dues	952	843	1,279	709	1,279	0.0%	80.4%	1,305
527220	Information Technology Rotary	15,066	15,066	21,092	15,819	12,000	-43.1%	-24.1%	12,240
531000	Office Supply	994	494	1,500	448	1,500	0.0%	234.8%	1,530
550200	New Equip/Capital Outlay	0	10,600	0	0	0	100.0%	100.0%	0
	<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>298,547</b>	<b>364,248</b>	<b>424,253</b>	<b>322,788</b>	<b>422,199</b>	<b>-0.5%</b>	<b>30.8%</b>	<b>433,745</b>

**LINE ITEM DETAIL  
GENERAL FUND  
DEPARTMENT OF ADMINISTRATIVE SERVICES**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$189,184	No changes in staffing or personnel
Professional Services	523100	\$131,444	Recruiting \$43,022, Random Drug/Alcohol Testing \$1,522, Recruiting.com \$17,480, Quarterly Orientation \$500, Medical Evaluations \$5,000, Monthly Supervisor Training \$4,500, Succession Planning MDP (Cohort #2) \$28,000, Succession Planning LDP (Cohort #1) \$13,500, Leadership Development / Quarterly Retreats \$10,000; Employee Counseling \$500, Employment Posters \$500, Employee Assistance Program \$6,920
Employee Recognition	523710	\$10,500	Recognition events/programming \$3,500; culture events/programming \$3,500; other programming \$3,500
Travel/Training	526000	\$4,085	Group Benefits Associate (GBA 2) course \$1,660, Ohio Employee Health & Wellness Conference \$450, Ohio Public Employer Labor Relations Association (OHPELRA) Conference \$250, Human Resource Association of Central Ohio (HRACO) monthly meetings \$225, Miscellaneous training \$1,500
Membership & Dues	526100	\$1,279	Society for Human Resources Management (SHRM) \$418, International Foundation of Employee Benefit Plans (IFEBP) \$325, Ohio Public Employer Labor Relations Association (OHPELRA) \$200, Human Resource Association of Central Ohio (HRACO) \$125, Delaware Gazette \$181, ELGL membership \$30

# ECONOMIC DEVELOPMENT

The Economic Development team of the director and coordinator oversee business attraction, business retention and expansion, and business development activities with the goal of increasing jobs, payroll, and economic wealth.



## 2020 Accomplishments

- ◆ Built comprehensive directory of businesses doing pickup, carryout and delivery and promotions
- ◆ Led effort to establish parking zones for food pick-up near downtown restaurants and bars
- ◆ Recruited and led Business Recovery Task Force
- ◆ Led efforts to utilize DORA to assist downtown businesses as outdoor seating re-opened
- ◆ Developed, released and managed COVID-19 & Spring Flood Business Recovery Grant Program and Business Recovery Grant 2.0 Program
- ◆ Recruited ECDI to run City of Delaware Revolving Loan Fund of \$300,000

<b>2021 Budget Summary</b>	
Personal Services	238,848
Refunds/Reimbursements	138,060
Services & Charges	102,994
Materials & Supplies	200
<b>Total Economic Development</b>	<b>480,102</b>

# ECONOMIC DEVELOPMENT

## Strategic Goals

- Goal #1* Move economy forward post-pandemic.
- Goal #2* Continued diligent work on business retention efforts, especially with small businesses.
- Goal #3* 260 new full time employees and \$13 million in new payroll.

Authorized Personnel	2018	2019	2020	2021
Economic Development Director	1	1	1	1
Economic Development Coordinator	0	0	1	1
Economic Development Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>Total</b>	2	2	2	2

Performance Metrics	2020
New Full Time Employees	254
Approximate New Payroll	\$13,360,000
Business Recovery Grants	
Number of Grants Issued	68
Grant Dollars Issued	\$383,028
ECDI Loan Program	
Loans Issued	3
Dollars Issued	\$75,000

## On the Horizon

- ◆ Infrastructure and development agreement for Sawmill Pointe Business Park
- ◆ Formation of Community Impact Corporation (CIC)
- ◆ Begin exploration of RFP for Spring Street sites
- ◆ Downtown SID Exploration with property owners
- ◆ Rail Depot redevelopment—continuation of “Station Square”

2021 BUDGET DETAIL

FUND: GENERAL  
 DEPARTMENT: ECONOMIC DEVELOPMENT

Account #	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10110600- 510000	Wages	148,127	147,399	172,817	152,220	170,717	-1.2%	12.2%	174,985
511100	PERS	19,547	19,164	23,040	20,047	22,042	-4.3%	10.0%	22,593
511300	Medicare	2,108	2,050	2,506	2,137	2,475	-1.2%	15.8%	2,537
511400	Workers Compensation	2,201	3,083	3,456	3,456	3,414	-1.2%	-1.2%	3,499
511600	Health Insurance	35,234	36,250	39,900	39,900	39,900	0.0%	0.0%	42,693
511700	Life Insurance	300	300	300	300	300	0.0%	0.0%	308
520100	Uniform	150	150	0	0	0	100.0%	100.0%	0
521000	Cellular Telephone	853	695	1,517	695	1,517	0.0%	118.3%	1,547
522000	Postage	0	0	100	0	100	0.0%	100.0%	102
523100	Professional Services	21,610	67,168	74,150	1,800	65,000	-12.3%	3511.1%	66,300
526000	Travel/Training	3,536	2,816	5,783	1,118	5,783	0.0%	417.3%	5,899
526100	Membership & Dues	16,146	18,213	18,111	17,559	18,111	0.0%	3.1%	18,473
526200	Licenses & Fees	0	0	40	0	40	0.0%	100.0%	41
527220	Information Technology Rotary	8,888	8,888	12,443	9,332	12,443	0.0%	33.3%	12,692
531000	Office Supply	50	124	200	50	200	0.0%	300.0%	204
550200	New Equip/Capital Outlay	0	734	0	0	0	100.0%	100.0%	0
560100	Income Tax Sharing	110,448	103,695	149,292	119,264	138,060	-7.5%	15.8%	140,821
	TOTAL ECONOMIC DEV.	<b>369,198</b>	<b>410,729</b>	<b>503,655</b>	<b>367,878</b>	<b>480,102</b>	<b>-4.7%</b>	<b>30.5%</b>	<b>492,694</b>

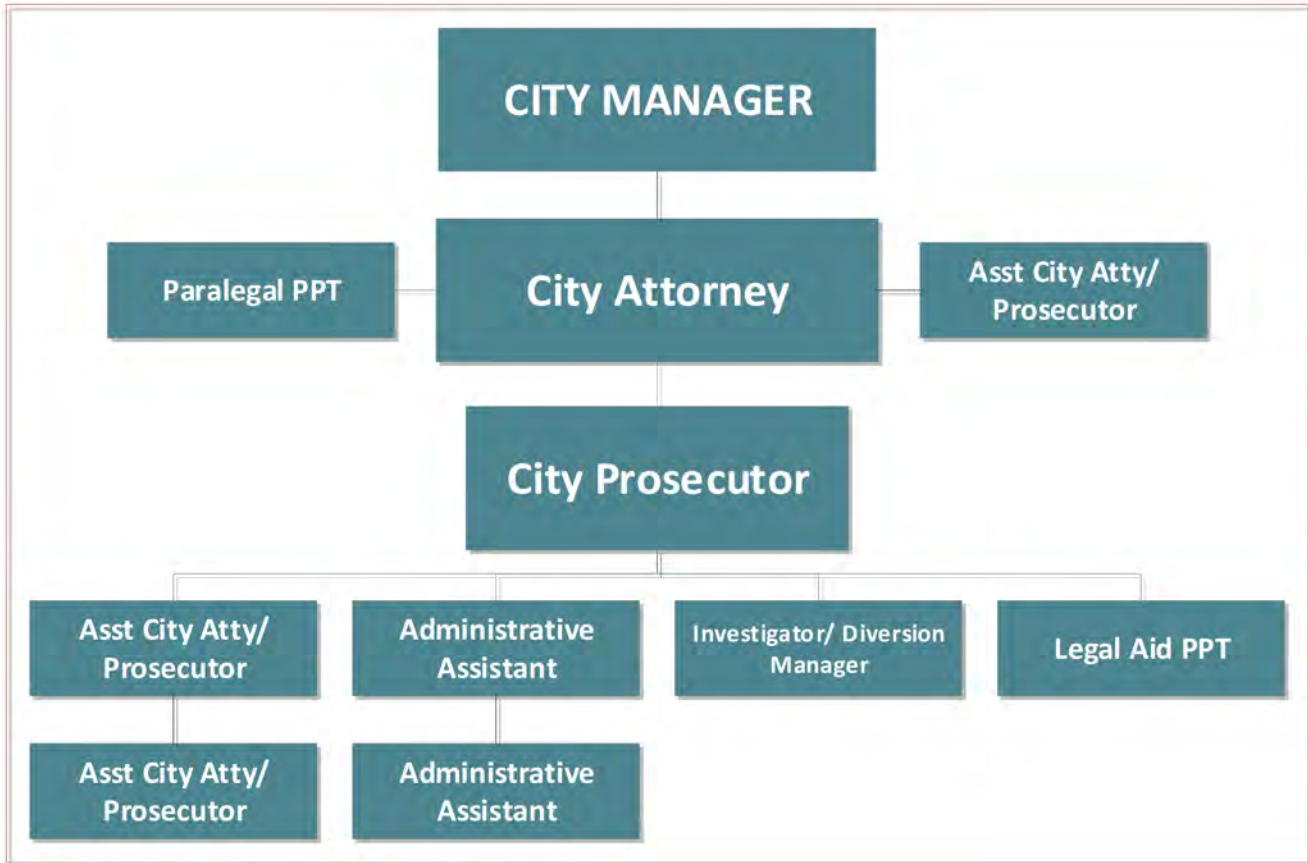
**LINE ITEM DETAIL  
GENERAL FUND  
ECONOMIC DEVELOPMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$170,717	No staffing changes.
Professional Services	523100	\$65,000	Marketing Material - \$5,000, Projects & Events - \$5,000, Internet Marketing - \$5,000, Entrepreneurial Center Partnership - \$50,000
Travel/Training	526000	\$5,783	Conferences - \$2,250, Company Breakfasts, Lunches, Dinners - \$1,030, Corporate Seminars/Group Breakfasts and Lunches - \$824, Mileage - \$1,679.
Membership and Dues	526100	\$18,111	MODE \$16,318, IEDC \$572, OEDA \$524, NAIOP \$597, SEMA \$100
Income Tax Sharing	560100	\$138,060	Annual Income Tax Sharing agreement with Schools for AHP, Sky Climber Fabricating and EMS incentive agreements

# LEGAL

The department consists of the offices of the city attorney and the city prosecutor. The city attorney handles all civil legal matters for City Council and staff, while the prosecutor's office prosecutes misdemeanor criminal cases and contested traffic tickets filed with the Delaware Municipal Court by 36 law enforcement agencies located within Delaware County.



## 2020 Accomplishments

- ◆ New City Attorney appointed in October 2020
- ◆ Combined two non-attorney permanent part-time positions into one permanent part-time attorney position
- ◆ Pro-active approach to amending procedures to ensure consistency and continuity in prosecuting offenders and protecting victims' rights during COVID pandemic.

2021 Budget Summary	
Personal Services	814,028
Services & Charges	50,100
Materials & Supplies	6,000
<b>Total Legal</b>	<b>870,128</b>

# LEGAL

## Strategic Goals

<i>Goal #1</i>	Efficiently manage digital evidence from law enforcement agencies.
<i>Goal #2</i>	Provide initial response to 70% of records requests within 3 business days.
<i>Goal #3</i>	Diversion Manager/Investigator and Assistant City Attorney/Tax Prosecutor positions generate enough funding to pay for the total cost of the positions.

Authorized Personnel	2018	2019	2020	2021
City Attorney	1	1	1	1
Chief Prosecutor	1	1	1	1
Assistant Prosecutor/City Attorney	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
Clerical	2	2	2	2
Paralegal	0	1	1	1
Diversion Mgr— <i>Part-time</i>	1	1	1	1
Legal Aid— <i>Part-time</i>	0	0	1	1
Intern	<u>0.25</u>	<u>0.25</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>8.25</b>	<b>9.25</b>	<b>10</b>	<b>10</b>

Performance Metrics	2020
Total Cases Prosecuted	1,996
Jury Trials	16
Appeals	11

## On the Horizon

- ◆ Successfully onboard new City Prosecutor
- ◆ Begin working towards more efficient and effective internal management of digital evidence received from each of the law enforcement agencies for which the office prosecutes
- ◆ Review and assess the cost for prosecution services offered to each of the law enforcement agencies for which the office prosecutes



2021 BUDGET DETAIL

FUND: GENERAL  
 DEPARTMENT: LEGAL AFFAIRS/PROSECUTION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10111000- 510000	Wages	551,951	545,880	585,947	572,470	606,658	3.5%	6.0%	621,824
511100	PERS	71,953	70,166	78,943	69,625	82,607	4.6%	18.6%	84,672
511300	Medicare	7,757	7,668	8,496	8,124	8,797	3.5%	8.3%	9,017
511400	Workers Compensation	8,257	11,733	11,719	11,719	12,133	3.5%	3.5%	12,436
511600	Health Insurance	86,062	87,476	102,543	102,543	102,543	0.0%	0.0%	109,721
511700	Life Insurance	1,290	1,290	1,290	1,290	1,290	0.0%	0.0%	1,322
520100	Uniforms	1,273	1,200	1,350	1,200	1,200	-11.1%	0.0%	1,224
521000	Cell Phone	853	821	720	569	800	11.1%	40.6%	816
522000	Postage	800	0	600	0	0	-100.0%	100.0%	0
523100	Professional Services	3,375	1,798	10,000	2,277	4,000	-60.0%	75.7%	4,080
526000	Travel/Training	4,943	4,276	7,100	928	2,500	-64.8%	169.4%	2,550
526100	Membership & Dues	3,094	2,866	4,000	1,329	600	-85.0%	-54.9%	612
526200	License & Other Fees	1,620	0	3,000	500	1,000	-66.7%	100.0%	1,020
527220	Information Technology Rotary	30,020	30,020	42,028	31,521	40,000	-4.8%	26.9%	40,800
530500	Publications	3,879	4,127	18,500	2,854	4,500	-75.7%	57.7%	4,590
531000	Office Supply	2,403	2,734	3,900	1,722	1,500	-61.5%	-12.9%	1,530
550200	New Equip/Capital Outlay	0	0	500	446	0	-100.0%	-100.0%	0
	<b>TOTAL LEGAL AFFAIRS</b>	<b>779,530</b>	<b>772,055</b>	<b>880,636</b>	<b>809,117</b>	<b>870,128</b>	<b>-1.2%</b>	<b>7.5%</b>	<b>896,215</b>

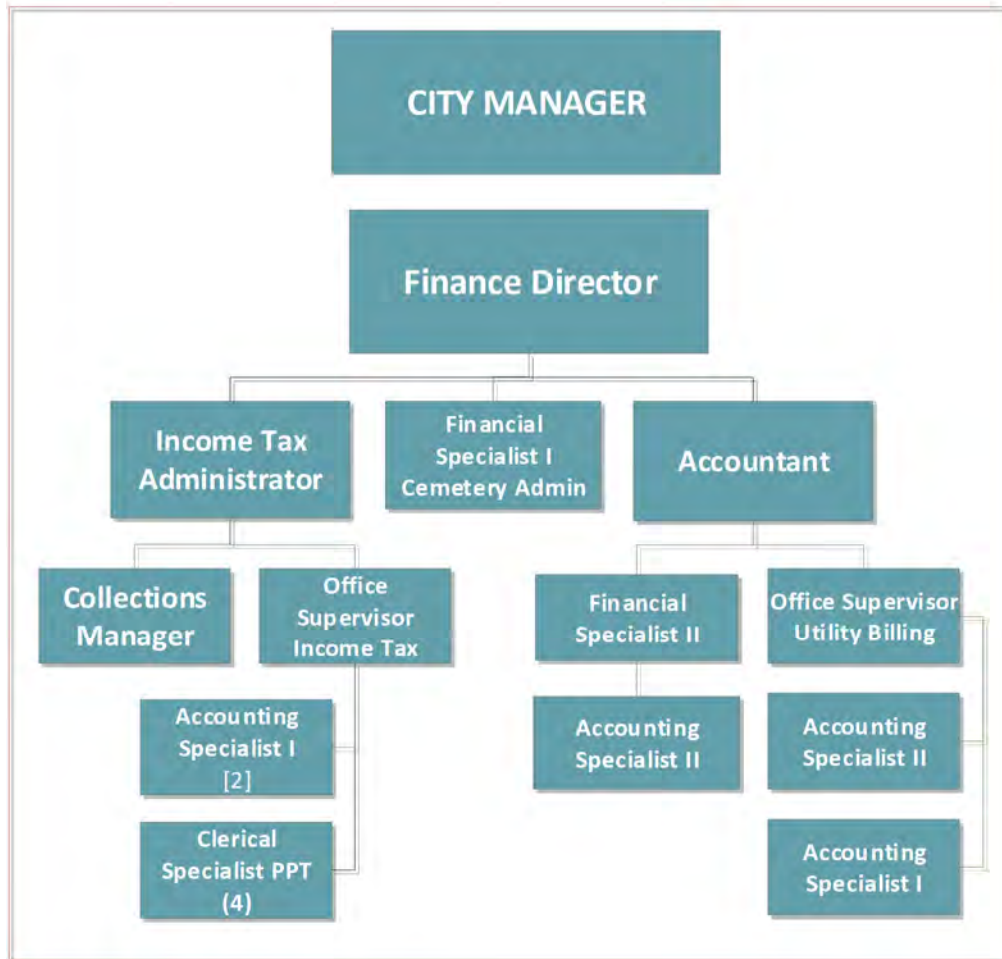
**LINE ITEM DETAIL  
GENERAL FUND  
LEGAL AFFAIRS**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Memberships and Dues	526100	\$600	Dues to the Delaware, Ohio and Ohio State Bar Associations, Ohio Municipal Attorneys Association, and International Municipal Attorneys Association.
License & Other Fees	526200	\$1,000	Includes recording documents at Delaware County Recorder's office.
Uniforms	520100	\$1,200	

# FINANCE

The department consists of three divisions. Finance and accounting oversee payroll, accounts payable, budget administration, audits, investments, and cemetery management. Income tax services include enforcement of the City's income tax code and tax collection. Utility billing services tracks, collects and accounts for approximately 15,000 monthly utility bill payments.



## 2020 Accomplishments

- ◆ Implementation of the Financials module for MUNIS
- ◆ Transition to Chase Bank for depository services and expanding credit card acceptance for customer payments
- ◆ Receipt of the Auditor of State Aware with Distinction for a clean audit of the 2019 fiscal year
- ◆ Maintained existing customer service levels for Utilities and Income Tax in light of the pandemic

2021 Budget Summary	
Personal Services	1,274,693
Refunds/Reimbursements	600,000
Services & Charges	356,250
Materials & Supplies	20,500
Capital Outlay	2,500
<b>Total Finance</b>	<b>2,253,943</b>

# FINANCE

## Strategic Goals

<i>Goal #1</i>	Expand e-commerce options to allow City customers to pay for any type of fee or tax electronically with either an e-check or credit card.
<i>Goal #2</i>	Maintain the City's history of receiving clean audits and adhering to financial policies.
<i>Goal #3</i>	Obtain a credit rating enhancement from Moody's to Aa1 on the City's general obligation debt to reduce interest expense on outstanding and future long term debt.
<i>Goal #4</i>	Develop a long term and sustainable funding source for the maintenance of the City's transportation infrastructure.

Authorized Personnel	2018	2019	2020	2021
Finance Director	1	1	1	1
Accountant	1	1	1	1
Financial Specialist II	1	1	1	1
Financial Specialist I*	0.35	0.35	0.35	0.35
Office Supervisor	2	2	2	2
Collections Manager	1	1	1	1
Accounting Specialist II	2	2	2	2
Accounting Specialist I	3	3	3	3
Clerical Specialist— <i>Part-time</i>	3	4	4	4
Intern— <i>Seasonal</i>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>14.6</b>	<b>14.6</b>	<b>14.6</b>	<b>14.6</b>

Performance Metrics	2020
Purchase Orders Processed	2,735
Accounts Payable Checks Issued	10,375
Utility Bills Issued & Estimated	147,000
Avg # of Bills Mailed per Month	12,250
Income Tax Returns Processed	18,979
Withholding Reconciliations Processed	3,394

## On the Horizon

- ◆ Implementation of the Payroll/Human Capital Management module for MUNIS
- ◆ Submittal of the 2020 Budget to the Government Finance Officers Association for the Distinguished Budget Presentation Award
- ◆ Selection of an investment advisory firm to administer the City's investment portfolio

2021 BUDGET DETAIL

FUND: GENERAL  
DEPARTMENT: FINANCE

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10111200- 510000	Wages	899,327	842,573	991,456	983,747	958,533	-3.3%	-2.6%	982,496
511100	PERS	117,348	119,138	123,031	129,555	128,522	4.5%	-0.8%	131,735
511300	Medicare	12,603	11,845	14,380	13,893	13,899	-3.3%	0.0%	14,246
511400	Workers Compensation	13,346	17,849	17,909	17,909	19,171	7.0%	7.0%	19,650
511600	Health Insurance	182,116	139,358	151,363	151,363	153,026	1.1%	1.1%	163,738
511700	Life Insurance	1,722	1,722	1,722	1,722	1,542	-10.5%	-10.5%	1,581
520100	Uniform	4,087	3,600	3,600	3,600	3,600	0.0%	0.0%	3,672
521000	Cell Phone	483	456	550	259	250	-54.5%	-3.5%	255
522000	Postage	95,268	86,628	115,000	100,791	100,000	-13.0%	-0.8%	102,000
522400	Mail Processing	4,188	4,188	5,000	4,387	5,000	0.0%	14.0%	5,100
523100	Professional Services	28,660	34,426	45,000	40,637	45,000	0.0%	10.7%	45,900
526000	Travel and Training	4,318	6,486	6,500	90	0	-100.0%	-100.0%	0
526100	Membership and Dues	1,635	2,313	2,400	2,180	2,400	0.0%	10.1%	2,448
527010	Maintenance of Equipment	0	0	250	375	0	-100.0%	-100.0%	0
527220	Information Technology Rotary	135,233	135,233	189,326	141,995	200,000	5.6%	40.9%	204,000
533000	Operating Supply	12,855	12,762	19,000	16,730	19,000	0.0%	13.6%	19,380
538100	Publications	543	220	650	0	0	-100.0%	100.0%	0
539000	Small Equipment	1,297	0	1,500	0	1,500	0.0%	100.0%	1,530
539015	COVID Expenses	0	0	0	13,618	0	100.0%	-100.0%	0
550200	New Equip/Capital Outlay	6,077	3,985	2,500	0	2,500	0.0%	100.0%	2,550
	<b>FINANCE OPERATIONS</b>	<b>1,521,106</b>	<b>1,422,782</b>	<b>1,691,137</b>	<b>1,622,851</b>	<b>1,653,943</b>	<b>-2.2%</b>	<b>1.9%</b>	<b>1,700,281</b>
560020	Income Tax Refunds	490,574	745,731	650,000	613,611	600,000	-7.7%	-2.2%	612,000
	<b>TOTAL FINANCE</b>	<b>2,011,680</b>	<b>2,168,513</b>	<b>2,341,137</b>	<b>2,236,462</b>	<b>2,253,943</b>	<b>-3.7%</b>	<b>0.8%</b>	<b>2,312,281</b>

**LINE ITEM DETAIL  
GENERAL FUND  
FINANCE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$958,533	No staffing changes.
Postage	522000	\$100,000	Utility bills \$60,000; Tax forms \$7,000; Tax letters and other correspondence-\$28,000 (Increased due to certified postage requirement); AP checks \$5,000.
Professional Services	523100	\$45,000	Records Destruction \$500; SEC Annual Return preparation \$1,200; Budget and Financial Statement development/printing \$3,000; Contract Utility Bill printing and receipt processing \$20,300; ERP Implementation coverage \$10,000; Tax season coverage \$10,000.
Operating Supply	533000	\$19,000	Individual and Business income tax forms \$11,000; Night drop envelopes, in/out forms, etc. \$3,000; Payroll and A/P checks, timecards, 1099 and other forms \$4,000; Other office supplies \$1000.
Income Tax Refunds	560020	\$600,000	This line-item accounts for all income tax refunds for individuals, businesses, and employers.

**2021 BUDGET DETAIL**

**FUND: GENERAL**  
**DEPARTMENT: GENERAL ADMINISTRATION**

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10111400- 511100	Pension Payments	787	1,298	2,500	0	2,500	0.0%	100.0%	2,550
511800	Unemployment Compensation	0	0	5,000	5,973	5,000	0.0%	-16.3%	5,100
521310	Street Lighting	298,030	288,771	300,000	322,743	300,000	0.0%	-7.0%	306,000
523100	Professional Services	101,813	101,352	45,000	93,082	70,000	55.6%	-24.8%	71,400
523110	Public Information	325	925	3,500	612	3,500	0.0%	471.9%	3,570
523410	Special Event	0	407	5,000	3,460	5,000	0.0%	44.5%	5,100
524400	Election Expense	14,092	0	15,000	14,636	1,000	-93.3%	-93.2%	1,020
526100	Memberships	29,326	31,292	35,000	35,322	35,000	0.0%	-0.9%	35,700
527310	Burials	3,385	13,635	15,000	12,540	15,000	0.0%	19.6%	15,300
529020	Miscellaneous	15	5	0	1,351	0	100.0%	-100.0%	0
529210	Real Estate Taxes	29,757	15,189	30,000	63,069	35,000	16.7%	-44.5%	35,700
529310	Bank Fees	0	0	1,200	14,167	70,000	5733.3%	394.1%	71,400
529330	Audit and Fees	80,002	73,928	80,000	77,751	70,000	-12.5%	-10.0%	71,400
529360	Board of Health	27,328	28,757	31,000	28,575	31,000	0.0%	8.5%	31,620
529500	Collection Fees	0	7,233	2,000	0	2,000	0.0%	100.0%	2,040
550200	Capital Outlay < \$5000	6,060	3,139	10,000	0	0	-100.0%	100.0%	0
550300	Capital Outlay > \$5000	0	0	0	814,428	0	100.0%	-100.0%	0
560020	Reimbursables	704	2,056	5,000	18,425	5,000	0.0%	-72.9%	5,100
560220	Reimbursable - Grants	4,660	0	5,000	0	5,000	0.0%	100.0%	5,100
560225	Reimbursable - Risk Mgmt	89,799	60,915	80,000	32,015	80,000	0.0%	149.9%	81,600
560310	Reimbursable - Insurance	7,339	23,349	25,000	11,163	25,000	0.0%	124.0%	25,500
570000	Transfer to CIP	2,237,500	2,365,055	1,850,000	3,061,865	2,511,967	35.8%	-18.0%	2,765,950
570000	Transfer to Parks Fund	1,200,000	1,400,000	1,487,673	926,235	1,609,392	8.2%	73.8%	1,662,815
570000	Transfer To Street Maintenance	1,490,000	2,050,000	2,078,000	785,220	2,352,950	13.2%	199.7%	2,561,871
570000	Transfer to Airport	30,000	30,000	30,000	10,000	0	-100.0%	-100.0%	0
570000	Transfer To Cemetery Fund	95,004	100,000	150,000	50,000	20,000	-86.7%	-60.0%	82,975
570000	Transfer to Development Reserve	50,000	50,000	50,000	75,000	75,750	51.5%	1.0%	0
570000	Transfer To GF Reserve Account	116,808	25,000	25,000	0	75,000	200.0%	100.0%	0
570000	Transfer to Tree Fund	45,000	45,000	45,000	15,000	0	-100.0%	-100.0%	0
570500	Advance to Other Funds	1,154,411	(1,236,286)	0	0	0	100.0%	100.0%	0
	<b>TOTAL GENERAL ADMIN.</b>	<b>7,112,145</b>	<b>5,481,020</b>	<b>6,410,873</b>	<b>6,472,632</b>	<b>7,405,059</b>	<b>15.5%</b>	<b>14.4%</b>	<b>7,848,811</b>

**LINE ITEM DETAIL  
GENERAL FUND  
GENERAL ADMINISTRATION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Professional Services	523100	\$70,000	Records shredding; County emergency services Fees; Façade interest ; Legal and consulting fees; Management Pay Plan study; Diversity, equity and inclusion consultation
Audit & Fees	529330	\$70,000	County Auditor Property Tax Collection Fee; Independent Auditors; Financial Statement consulting services; State of Ohio; GFOA Fee and Publication.
Memberships	526100	\$35,000	Chamber; International Town/Gown; MORPC; Innovations Group; Ohio Municipal League; National League of Cities; National Civic League.
Transfer to CIP	570000	\$2,511,967	Transfer to Capital Improvement Fund to cover projects identified in the five-year capital improvement plan.
Transfer to Recreation	570000	\$1,609,392	Transfer to Parks and Recreation Fund to cover park maintenance costs and contracted recreation services.
Transfer to SMR	570000	\$2,352,950	Transfer to the Street Maintenance Fund to cover costs not offset by gasoline tax and license fee revenues.
Transfer to GF Reserve Acct.	570000	\$75,000	Transfer to General Fund Reserve Fund to keep this reserve balance at an amount representing 5% of General Fund revenues from the prior year.



**2021 BUDGET DETAIL**

**FUND: GENERAL**  
**DEPARTMENT: RISK MANAGEMENT**

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
10110800- 523100	Professional Services	2,250	2,250	3,600	3,000	4,000	11.1%	33.3%	4,080
528000	Insurance	258,590	267,110	320,000	267,823	325,000	1.6%	21.3%	331,500
528005	Bonds	227	6,218	500	0	600	20.0%	100.0%	612
528100	Judgments/Deductible	73,108	228	25,000	5,155	10,000	-60.0%	94.0%	10,200
	<b>TOTAL RISK MANAGEMENT</b>	<b>334,175</b>	<b>275,806</b>	<b>349,100</b>	<b>275,978</b>	<b>339,600</b>	<b>-2.7%</b>	<b>23.1%</b>	<b>346,392</b>

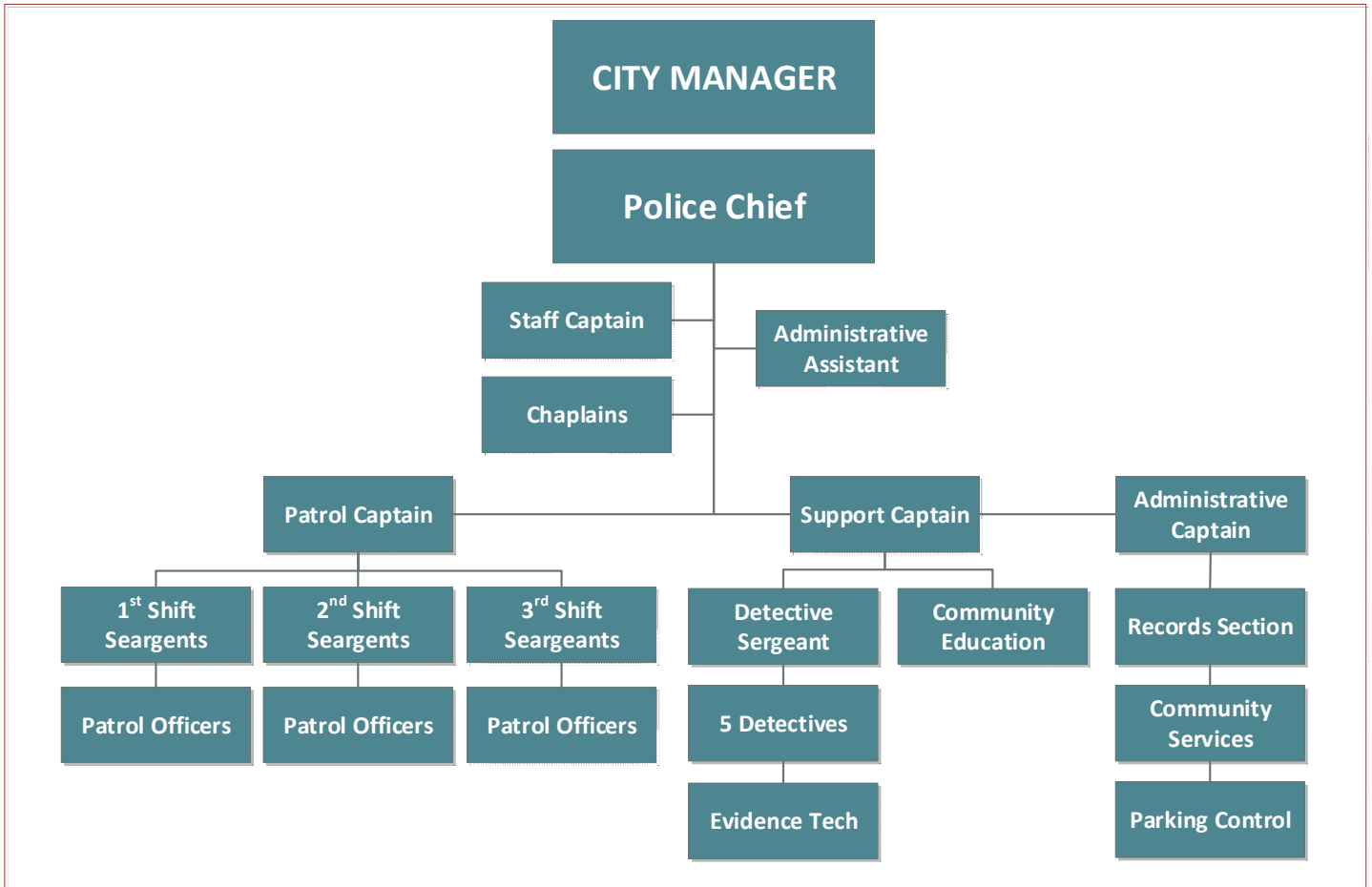
**LINE ITEM DETAIL  
GENERAL FUND  
RISK MANAGEMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Professional Services	523100	\$4,000	General Liability Consultant Retainer - \$4,000.
Insurance	528000	\$325,000	General Liability and Property Insurance premiums for General Fund operations

# POLICE

The department annually handles over 30,000 calls for service and in most cases is the primary resource for resident contact regarding emergency and non-emergency needs. The department provides around-the-clock service and is made up of patrol, administrative, detective, records, and support personnel.



## 2020 Accomplishments

- ◆ COVID Response: DPD proactively planned to safely maintain service and access throughout the pandemic.
- ◆ Ongoing response to community concerns after the death of George Floyd.
- ◆ Implementation of the Service Coordinator position to enhance behavioral health and addiction response.
- ◆ Traffic safety program development. Only partial implementation due to COVID.

2021 Budget Summary	
Personal Services	8,956,340
Services & Charges	874,150
Materials & Supplies	242,975
Capital Outlay	55,000
<b>Total Police</b>	<b>10,128,465</b>

# POLICE

## Strategic Goals

<i>Goal #1</i>	Maintain service levels for the duration of the pandemic.
<i>Goal #2</i>	Re-assert initiatives in officer wellness programming, pending COVID 19 status.
<i>Goal #3</i>	Successful completion of countywide Records Management System acquisition.
<i>Goal #4</i>	Proactive Improvement – internal training and engagement to provide community approved legitimate police services.

Authorized Personnel	2018	2019	2020	2021
Police Chief	1	1	1	1
Captain	4	4	4	4
Sergeant	7	7	7	7
Officer	42	44	44	44
Records Clerk	1	1	1	1
Senior Records Clerk	2	2	2	2
Records Tech/Analyst	0	0	1	1
Police Assistant	1	1	1	1
Community Service Officer	1	1	1	1
Property Technician	1	1	1	1
Service Coordinator	0	0	1	1
Administrative Assistant	1	1	1	1
Parking Control Officer— <i>Part-time</i>	3	2	2	2
Records Clerk— <i>Part-time</i>	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>65</b>	<b>67</b>	<b>68</b>	<b>68</b>

Performance Metrics	2020
Petty Theft	192
Felony Theft	111
Burglary	24
Breaking & Entering	50

### On the Horizon

- ◆ Completion of acquisition and installation of the new countywide Records Management System.
- ◆ Acquisition and implementation of the DPD Unmanned Aerial Vehicle Unit.
- ◆ Completion of department wide implicit bias training.

2021 BUDGET DETAIL

FUND: GENERAL  
DEPARTMENT: POLICE

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10113500- 510000	Wages	5,484,767	5,543,161	6,143,259	5,693,820	6,437,958	4.8%	13.1%	6,598,907
511100	PERS	5,700,000	59,490	76,539	61,501	64,984	-15.1%	5.7%	66,609
511200	Police/Fire Retirement	923,395	971,766	1,038,721	996,070	1,078,381	3.8%	8.3%	1,105,341
511300	Medicare	76,631	77,366	89,077	79,193	93,350	4.8%	17.9%	95,684
511400	Workers Compensation	86,400	118,670	122,870	122,870	128,764	4.8%	4.8%	137,777
511600	Health Insurance	925,530	967,073	1,072,902	1,072,902	1,143,365	6.6%	6.6%	1,171,949
511700	Life Insurance	9,238	9,538	9,688	9,688	9,538	-1.5%	-1.5%	9,729
520100	Uniform	79,835	84,730	98,540	82,736	115,650	17.4%	39.8%	117,963
521000	Cellular Phone	3,684	3,308	4,000	2,584	4,000	0.0%	54.8%	4,080
522000	Postage	4,100	1,000	3,200	46	0	-100.0%	-100.0%	0
522200	Teletype	7,200	7,200	9,000	7,800	9,000	0.0%	15.4%	9,180
523100	Professional Services	58,686	58,868	87,500	58,728	100,765	15.2%	71.6%	102,780
526000	Travel/Training	54,827	53,233	61,700	21,842	60,000	-2.8%	174.7%	61,200
526100	Membership and Dues	2,492	2,550	6,375	3,310	6,575	3.1%	98.6%	6,707
527010	Maintenance of Equipment	13,895	19,724	29,860	18,680	32,060	7.4%	71.6%	32,701
527210	Garage Rotary	48,695	55,500	70,300	17,575	96,100	36.7%	446.8%	98,022
527220	Information Technology Rotary	299,972	299,972	419,961	314,971	450,000	7.2%	42.9%	459,000
531000	Office Supply	6,251	7,373	8,050	6,464	7,700	-4.3%	19.1%	7,854
533000	Operating Supply	72,057	41,066	75,400	48,826	83,000	10.1%	70.0%	84,660
533035	Fuel/Lube Supply	73,958	68,567	76,800	60,348	76,200	-0.8%	26.3%	77,724
533130	D.A.R.E. Supply	2,994	4,165	6,000	1,585	6,000	0.0%	278.5%	6,120
535000	Training Supplies	21,480	21,145	25,200	7,094	17,125	-32.0%	141.4%	17,468
537000	Repair Materials	171	1,139	4,000	2,637	3,250	-18.8%	23.2%	3,315
539000	Small Equipment	29,337	30,185	43,700	34,385	38,600	-11.7%	12.3%	39,372
539015	COVID Expenses	0	0	0	2,592	0	100.0%	-100.0%	0
539500	Bicycle Patrol Unit Equipment	8,976	5,414	13,400	9,625	11,100	-17.2%	15.3%	11,322
550200	New Equip / Cap Outlay	47,794	68,378	81,500	60,835	55,000	-32.5%	-9.6%	56,100
	<b>TOTAL POLICE</b>	<b>14,042,365</b>	<b>8,580,581</b>	<b>9,677,542</b>	<b>8,798,707</b>	<b>10,128,465</b>	<b>4.7%</b>	<b>15.1%</b>	<b>10,381,563</b>

**LINE ITEM DETAIL  
GENERAL FUND  
POLICE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$6,437,958	Includes negotiated pay increase for police officers; and civilian staff.
Uniforms	520100	\$115,650	Contractual for Police Officers \$64,200; Civilian & Records Clerks \$7,000; negotiated vest replacement \$22,500; replacement items \$1,650; chaplain uniform \$200; parking control \$1,000; specialty assignment initial issue \$4,200; explorer uniforms \$300; tactical vest replacement \$3,500; duty belts and adaptors \$9,500; uniform patches \$1,000; negotiator uniform \$600.
Professional Services	523100	\$100,765	Printing \$1,200; radar calibration \$1,500; towing \$3,000; jail medical \$2,000; jail dry cleaning \$250; language line \$250; transcription services \$500; alarm monitoring PSB \$1,000; drug screens - investigations \$2,500; truck scale cal. \$500; drug scale cal. \$300; K9 medical/grooming \$2,400; Alerts MDT fees \$1,500; Magloclen \$500; BCI/FBI backgrounds \$25,000; Affidavit maker \$1,800; Pradco model update \$3,500; K9 kenneling \$2,000; K9 veh. sanitize \$400; tattletale monitoring \$540; Lexipol policy mgmnt \$14,700; Leads On-Line \$4,500; DTU/CNT wellness checks \$3,000; cellebrite fees iphones \$2,500; Accurint \$8,000; prisoner transport \$10,000; Lexipol policy hours \$600; Lexipol procedure management \$825; Investigative lab cost \$6,000.
Travel/Training	526000	\$60,000	New officer core courses/OPOTA Basic; SRO/DT/Firearms instruction; Armorer courses; OTOA Conference; IACP Conference; Hostage Neg. Conference; CPT training; Advanced training; tuition reimbursement; Command staff development.
Maintenance	527010	\$32,060	Cruiser repair \$3,000; Parking meter repair \$2,500; Taser maintenance kit \$60; BAC simulator maintenance and calibration \$500; Early Warning System maintenance \$6,000; Taser 60 Plan \$7,650; Cellebrite maintenance \$5,500; fitness room maintenance \$1,800; wrestling matt maintenance \$1,000; range blacktop seal \$2,000; taser download kit \$200; Watchguard redactive \$850; datamaster repair service \$1,000.
Operating Supplies	533000	\$83,000	Lab chems \$200; impound/Prop forms \$700; evidence collection \$3,000; SD cards \$700; batteries \$1,450; fuses \$2,500; meter bags \$500; awards \$750; DTU ammunition \$2,000; DTU munitions \$2,000; Drug/alcohol test supplies \$600; Ammunition \$30,000; Armory cleaning supplies \$250; Animal control supplies \$200; anti-microbial supplies \$500; Latex gloves \$2,500; BAC supplies \$700; Taser batteries \$400; downflow station filters \$1,200; K9 food \$1,200; hosting supplies \$300; propane PSB \$2,500; Investigative travel \$2,500; car washes \$1,000; Community event/campaign supply \$3,000; special event rentals \$2,000; Explorer academy/competition \$1,600; ID maker supplies \$250; Explorer competition reg/housing \$800; tickets/warnings/receipt books \$5,000; range porta john \$1,200; O.C. replacement \$2,000; DTU breach supplies \$2,000; less lethal munitions \$7,500.
Training Supplies	535000	\$17,125	UTM training rounds \$500; taser training supplies \$2,650; Stake targets \$450; range supplies \$2,000; weight room equip \$2,000; taser training target \$700; Simm protective equip \$500; building material DT/taser \$200; replacement steel targets \$2,000; training shields \$200; heavy bag replacement \$500; simm barrels \$500; ear protection \$500; arrest/control/handcuffing dummy \$3,125; SIRT training guns \$1,200; Explorer training supply \$100.
Repair Materials	537000	\$3,250	Weapon parts \$2,500; less lethal launcher repair parts \$750.
Capital Outlay	550200	\$55,000	Replacement shotguns \$5,000; replacement rifles \$6,000; Unmanned aerial vehicle \$32,000; less lethal munitions launcher for cruisers \$12,000.

# PLANNING & COMMUNITY DEVELOPMENT

The department supports the community in three primary ways. Planning/zoning provides planning services while administering the zoning code, the development review process and grant writing. The section also provides technical support to the Board of Zoning Appeals, the Planning Commission, and the Historic Preservation Commission, as well as City Council. The building division focuses on construction related activities, plan review, inspections, and building code enforcement. Code enforcement responds to issues concerning property maintenance, tall weeds and grass, trash and debris, as well as zoning violations.

Authorized Personnel	2018	2019	2020	2021
Planning Director	1	1	1	1
Chief Building Official	1	1	1	1
Planning & Zoning Administrator	1	1	1	1
Development Planner	1	1	2	2
Building Inspector II	2	3	4	4
Building Inspector I	1	0	0	0
Code Enforcement Officer II	0	0	1	1
Code Enforcement Officer I	1	1	1	1
Administrative Assistant	1	1	0	0
Zoning Officer	1	1	0	0
Code Enforcement— <i>Part-time</i> Intern— <i>Seasonal</i>	1 <u>0.25</u>	1 <u>0.25</u>	0 <u>0.25</u>	0 <u>0.25</u>
<b>Total</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>

## 2020 Accomplishments

- ◆ Realigned departmental divisions to include a standalone Code Enforcement division and onboarded two full time code enforcement officers.
- ◆ Advanced the Comprehensive Plan into a final draft form.
- ◆ Participated in the MORPC Regional Housing Strategy.
- ◆ Completed 2020 Census outreach and count via the Complete Count Committee
- ◆ Enhanced use of technology and remote inspections to continue planning, inspection and enforcement services during a global pandemic.



# PLANNING & COMMUNITY DEVELOPMENT

## Strategic Goals

<i>Goal #1</i>	Continue staff development, including succession planning in key areas, enhancing technology, and extending public portal capabilities of Cityworks Permitting to deliver quality development and inspection services.
<i>Goal #2</i>	Focus on primary areas of Code Enforcement and developing a division plan by establishing working relationships with HOAs for coordinated enforcements and removing/redeveloping blighted and condemned properties.
<i>Goal #3</i>	Augment internal City grant identification and writing capabilities through cross departmental collaboration, actively promote East Side and Downtown Façade grants, identifying and addressing barriers to use, including advocating at the State and Federal level for necessary changes to grant requirements and understanding changing grant requirements.
<i>Goal #4</i>	Provide acceptable Planning activity levels of service, final development and adoption of the Comprehensive Plan update in 2021, and engaged in quality and timely pre-development activ-

2021 Budget Summary	
Personal Services	1,354,198
Services & Charges	137,550
Refunds/Reimbursements	52,500
Materials & Supplies	11,500
<b>Total Planning &amp; Comm Dev</b>	<b>1,555,748</b>

Performance Metrics	2020
Residential Permits	453
Commercial Permits	218
Inspections	13,989
Code Enforcement Cases	588
Population Estimate	44,600

## On the Horizon

- ◆ Complete Delaware Together Comprehensive Plan, seek adoption by City Council and begin implementation
- ◆ Development of Code Enforcement Plan, ensuring city coverage for complaint-driven and proactive patrols by driving by each property in the city once per month, and research and develop a rental registration program
- ◆ Research and determine proposal for new Zoning Code in support of Delaware Together goals, objective and actions
- ◆ Accomplish the SWCI roof replacement project, at least 3 façade grants, enhance outdoor patio seating/igloo use in Downtown and adapt to the dissolution of the CDBG Direct Allocation Project
- ◆ Initial study of Spring Street redevelopment and infrastructure enhancement



2021 BUDGET DETAIL

FUND: GENERAL  
 DEPARTMENT: PLANNING & COMM. DEV.

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10111800- 510000	Wages	786,383	772,856	985,788	829,212	1,021,017	3.6%	23.1%	1,046,542
511100	PERS	100,891	97,006	131,725	114,096	134,932	2.4%	18.3%	138,305
511300	Medicare	11,122	10,951	14,314	11,585	14,805	3.4%	27.8%	15,175
511400	Workers Compensation	11,511	16,790	19,687	19,687	20,392	3.6%	3.6%	20,902
511600	Health Insurance	117,507	119,377	161,199	161,199	161,199	0.0%	0.0%	172,483
511700	Life Insurance	1,583	1,583	1,883	1,883	1,853	-1.6%	-1.6%	1,899
520100	Uniform	1,200	750	1,200	4,032	1,200	0.0%	-70.2%	1,224
521000	Cellular Telephone	2,174	2,139	2,350	1,836	2,350	0.0%	28.0%	2,397
522000	Postage	5,700	1,000	4,000	0	0	-100.0%	100.0%	0
523100	Professional Services	8,533	9,409	14,000	7,549	14,000	0.0%	85.5%	14,280
526000	Travel/Training	3,281	4,057	5,000	883	5,000	0.0%	466.3%	5,100
526100	Membership and Dues	2,509	3,094	3,500	2,908	3,500	0.0%	20.4%	3,570
527210	Garage Rotary	7,849	10,800	11,700	2,925	11,500	-1.7%	293.2%	11,730
527220	Information Technology Rotary	67,205	67,205	94,087	70,565	100,000	6.3%	41.7%	102,000
531000	Office Supply	3,207	3,356	5,000	3,458	5,000	0.0%	44.6%	5,100
533035	Fuel Supply	5,449	4,894	5,500	3,202	5,500	0.0%	71.8%	5,610
539000	Small Equipment	0	2,043	1,000	0	1,000	0.0%	100.0%	1,020
560010	Reimbursements	33,631	11,504	45,000	24,709	45,000	0.0%	82.1%	45,900
560020	Refunds	4,927	9,206	7,500	6,690	7,500	0.0%	12.1%	7,650
	<b>TOTAL PLANNING</b>	<b>1,174,662</b>	<b>1,148,020</b>	<b>1,514,433</b>	<b>1,266,419</b>	<b>1,555,748</b>	<b>2.7%</b>	<b>22.8%</b>	<b>1,600,888</b>

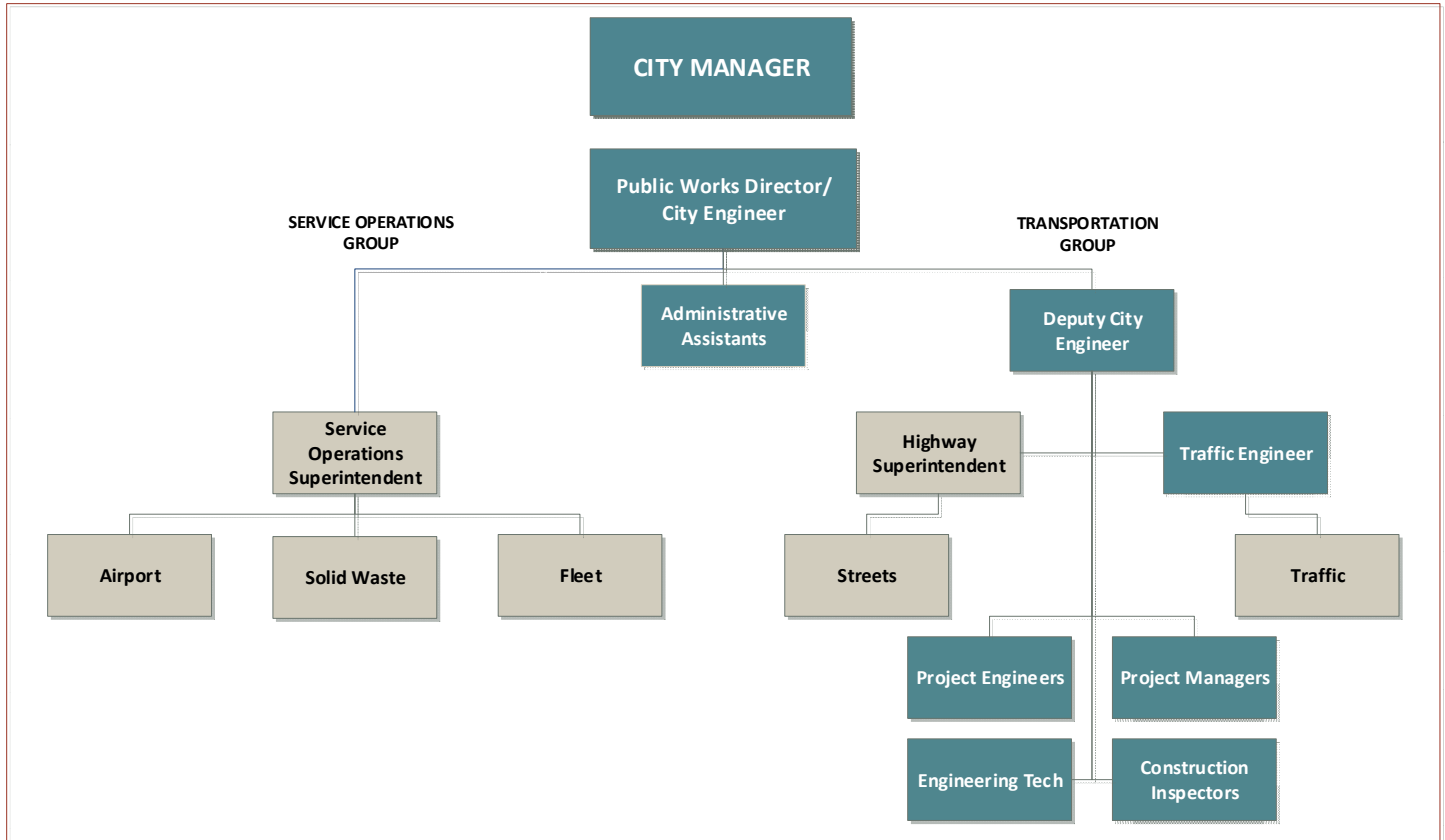
**LINE ITEM DETAIL  
GENERAL FUND  
PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$1,021,017	No changes from 2020 budget -
Uniform	520100	\$1,200	No changes from 2020 budget -
Professional Services	523100	\$14,000	No changes from 2020 budget - Contract commercial building plan review and design services
Travel & Training	526000	\$5,000	No changes from 2020 budget - National APA Conference (might be virtual) \$2,000; State Conference for up to 3 staff (might be virtual) \$1,000; Building, code enforcement, and planning professional development
Memberships & Dues	526100	\$3,500	No changes from 2020 budget - National and State Planning, Building, Code Enforcement, and Development association Dues; Heritage Ohio Dues;
Small Equipment	539000	\$1,000	Replacement iPads and field equipment if needed
Reimbursement	560010	\$45,000	No changes from 2020 budget - Code enforcement contracted services and condemnation demolition activities

# ENGINEERING

The Engineering division operates within the Public Works Department. It plans, designs, and builds transportation infrastructure projects using local, state, and federal dollars through three main sections - land development, traffic engineering, and capital projects.



## 2020 Accomplishments

- ◆ East William Street Widening Project completed.
- ◆ Extension of Glenn Parkway from Sycamore Drive to a new roundabout intersection at Berlin Station Road.
- ◆ Design phase of “The Point” completed.

## 2021 Budget Summary

Personal Services	1,191,181
Services & Charges	948,625
Materials & Supplies	12,850
Capital Outlay	3,000
<b>Total Engineering</b>	<b>2,155,656</b>

# ENGINEERING

## Strategic Goals

**Goal #1** Prioritize transportation projects with available funding.

Authorized Personnel	2018	2019	2020	2021
Deputy City Engineer	1	1	1	1
Traffic Engineer	0	0	0	1
Project Engineer III	1	1	1	0
Project Engineer II	2	2	2	2
Project Engineer I	0	2	2	2
Engineering Technician	1	1	1	1
Project Manager II	1	0	0	0
Project Manager I	0	0	0	1
Construction Inspection Manager	1	1	1	1
Construction Inspector	0	1	1	1
Intern— <i>Seasonal</i>	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>	<u>0.31</u>
<b>Total</b>	<b>7.31</b>	<b>9.31</b>	<b>9.31</b>	<b>10.31</b>

Performance Metrics	2020
Right of Way Permits	313
Combined Land Development Projects	59
Capital Initiatives Managed	46

### On the Horizon

- ◆ Approval of the Norfolk Southern railroad phase of the Point project.
- ◆ Rehabilitation of the John Street bridge.
- ◆ Completion of Phase 1 of the Citywide Signals project.

For more information on transportation projects, please visit [Access Delaware](#).



2021 BUDGET DETAIL

FUND: GENERAL  
DEPARTMENT: ENGINEERING

Org-Object	Description	2018 Actual	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10116600- 510000	Wages	723,555	763,018	730,127	785,477	774,314	883,300	12.5%	14.1%	905,383
511100	PERS	94,937	100,829	106,102	103,637	98,441	117,551	13.4%	19.4%	120,490
511300	Medicare	10,106	11,064	10,226	11,389	10,860	12,808	12.5%	17.9%	13,128
511400	Workers Compensation	10,638	15,275	15,275	15,727	15,727	17,683	12.4%	12.4%	18,125
511600	Health Insurance	132,051	134,963	134,963	148,431	148,431	158,406	6.7%	6.7%	169,494
511700	Life Insurance	1,313	1,313	1,313	1,313	1,313	1,433	9.1%	9.1%	1,469
520100	Uniform	150	300	300	450	300	450	0.0%	50.0%	461
521000	Cellular Telephone	3,578	3,500	3,442	3,500	3,126	3,500	0.0%	12.0%	3,588
522000	Postage	650	500	0	500	0	0	-100.0%	100.0%	0
523100	Professional Services	26,850	67,000	79,561	195,000	79,514	115,000	-41.0%	44.6%	117,875
526000	Travel/Training	3,586	4,500	4,120	5,750	3,768	5,750	0.0%	52.6%	5,894
526100	Membership and Dues	756	1,800	784	2,000	410	2,000	0.0%	387.8%	2,050
527010	Maintenance of Equipment	0	300	0	400	139	400	0.0%	187.8%	410
527210	Garage Rotary	8,483	14,200	14,200	16,200	4,050	12,600	-22.2%	211.1%	12,915
527220	Information Technology Rotary	56,375	56,375	56,375	78,925	59,194	78,925	0.0%	33.3%	80,898
531000	Office Supply	2,655	3,000	2,462	3,500	2,426	3,500	0.0%	44.3%	3,588
533000	Operating Supply	3,390	3,500	2,469	3,500	712	3,500	0.0%	391.6%	3,588
533035	Fuel Supply	4,142	4,200	4,515	5,100	3,790	5,100	0.0%	34.6%	5,228
539000	Small Equipment	744	750	459	750	0	750	0.0%	100.0%	769
550200	New Equip / Cap Outlay	4,068	2,500	2,381	3,000	1,970	3,000	0.0%	52.3%	3,075
	<b>ENGINEERING OPERATIONS</b>	<b>1,088,027</b>	<b>1,188,887</b>	<b>1,169,074</b>	<b>1,384,549</b>	<b>1,208,485</b>	<b>1,425,656</b>	<b>3.0%</b>	<b>18.0%</b>	<b>1,468,426</b>
523140	Professional Services - Development	725,862	800,000	508,802	650,000	505,836	600,000	-7.7%	18.6%	615,000
523145	Professional Services - Right of Way	0	0	0	0	0	130,000			133,250
	<b>TOTAL ENGINEERING</b>	<b>1,813,889</b>	<b>1,988,887</b>	<b>1,677,876</b>	<b>2,034,549</b>	<b>1,714,321</b>	<b>2,155,656</b>	<b>6.0%</b>	<b>25.7%</b>	<b>2,216,676</b>

**LINE ITEM DETAIL  
GENERAL FUND  
DIVISION OF ENGINEERING**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$883,300	Increase in staff by one Project Manager moved from SMR Admin.
Professional Services	523100	\$115,000	Bridge Inspections \$50,000; General Survey, Design and Land Acquisition \$25,000; Grant Application Assistance \$40,000
Travel/Training	526000	\$5,750	Professional Development Training (PDH's) for staff PE's. \$2,000; OTEC Conference \$1,500; PE Prep Course/Exam \$2,250
Membership and Dues	526100	\$2,000	PTOE License Renewal \$400; Annual group memberships and publications for ITE, APWA , IMSA, OSPE, and ASCE and PE License renewal \$1,600
Professional Services - Development	523140	\$600,000	For plan review and inspection services, recoverable through Engineering Fees
Professional Services - Right of Way	523150	\$130,000	Professional services to provide inspection and oversight of right-of-way permitting and construction activities by private utility companies
Small Equipment	539000	\$750	Traffic counter batteries, tubes, core drill bits
New Equip/Capital Outlay	550200	\$3,000	Traffic Data Collectors, GPS Equipment

# BUILDING MAINTENANCE

The division is located with the Parks and Natural Resources Department. It maintains all mechanical and electrical operating systems in the Public Works, Justice Center, Mingo and City Hall building, as well as for City-owned property located at 18 E William and 20 E William. Staff also undertake preventative and routine maintenance and addresses all custodial and service requests.



## 2020 Accomplishments

- ◆ HVAC system updates at most city buildings
- ◆ COVID-related building maintenance including disinfecting, cleaning and sterilization
- ◆ PPE distribution citywide

## 2021 Budget Summary

Services & Charges	390,600
Personal Services	252,526
Materials & Supplies	34,750
<b>Total Building Maintenance</b>	<b>677,876</b>

# BUILDING MAINTENANCE

## Strategic Goals

<i>Goal #1</i>	Create and implement city building audits.
<i>Goal #2</i>	Enter city building inventories into City Works.
<i>Goal #3</i>	Prepare a long term capital plan for building maintenance and repair.
<i>Goal #4</i>	Build data reports to cost city building utilities.

Authorized Personnel	2018	2019	2020	2021
Facility Maintenance Supervisor	1	1	1	1
Facility Maintenance Tech I	1	1	1	1
Facility Maintenance Tech II	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

Performance Metrics	2020
Facilities Maintained	6

### On the Horizon

- ◆ Insulate the Parks Maintenance area
- ◆ Continue the city buildings ventilation upgrades



2021 BUDGET DETAIL

FUND: GENERAL  
 DEPARTMENT: BUILDING MAINTENANCE

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
10116800- 510000	Wages	100,543	103,233	111,636	110,082	163,667	46.6%	48.7%	167,759
511100	PERS	13,539	14,407	15,629	15,267	22,913	46.6%	50.1%	23,486
511300	Medicare	1,344	1,380	2,233	1,472	2,373	6.3%	61.2%	2,432
511400	Workers Compensation	1,465	2,034	1,619	1,619	3,273	102.2%	102.2%	3,355
511600	Health Insurance	34,988	36,250	39,900	39,900	59,850	50.0%	50.0%	64,040
511700	Life Insurance	300	300	300	300	450	50.0%	50.0%	461
520100	Uniform	601	432	600	325	600	0.0%	84.6%	615
520110	Clothing	608	863	2,500	1,251	2,500	0.0%	99.8%	2,563
521100	Electric	91,964	72,558	110,000	69,100	110,000	0.0%	59.2%	112,750
521200	Heat	8,297	7,564	14,500	3,952	14,500	0.0%	266.9%	14,863
523100	Professional Services	138,631	160,700	183,000	164,503	208,000	13.7%	26.4%	213,200
526000	Travel/Training	6,201	5,327	5,200	4,981	5,200	0.0%	4.4%	5,330
527010	Maintenance of Equipment	2,852	5,338	6,000	1,678	6,000	0.0%	257.6%	6,150
527020	Maintenance of Facility	36,158	31,928	40,000	28,933	40,000	0.0%	38.3%	41,000
527020	Rental Property Maintenance	2,962	3,600	0	0	0	100.0%	100.0%	0
527210	Garage Rotary	1,994	2,050	4,000	1,000	3,800	-5.0%	280.0%	3,895
533000	Operating Supply	19,254	21,544	30,000	20,956	30,000	0.0%	43.2%	30,750
533035	Fuel Supply	1,139	1,095	1,000	726	1,100	10.0%	51.5%	1,128
537000	Repair Material	12	0	0	0	0	100.0%	100.0%	0
539000	Small Equipment	374	1,675	3,650	3,517	3,650	0.0%	3.8%	3,741
539015	COVID Expenses	0	0	0	9,511	0	100.0%	-100.0%	0
550200	New Equip / Cap Outlay	26,278	24,328	0	0	0	100.0%	100.0%	0
	<b>TOTAL BUILDING MAINT.</b>	<b>489,504</b>	<b>496,606</b>	<b>571,767</b>	<b>479,073</b>	<b>677,876</b>	<b>18.6%</b>	<b>41.5%</b>	<b>697,516</b>

**LINE ITEM DETAIL  
GENERAL FUND  
BUILDING MAINTENANCE**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$163,667	No adjustments to staffing levels
Electric	521100	\$110,000	Electric charges for City Hall, Justice Center, Planning Annex, and Impound Lot
Heat	521200	\$14,500	Gas charges for City Hall, Justice Center, Planning Annex, and Impound Lot
Professional Services	523100	\$208,000	For scheduled annual maintenance to mechanical systems and custodial services performed by contractors within City Hall, Planning Annex, and Justice Center. (Includes COVID -19 disinfection \$25,000)
Maintenance of Facility	527020	\$40,000	For unanticipated repairs to buildings and mechanical systems performed by staff or contractor in City Hall, Planning Annex and Justice Center.
Operating Supply	533000	\$30,000	For purchase of repair materials and custodial supplies for City Hall, Planning Annex and Justice Center.
Small Equipment	539000	\$3,650	Hand Tools

# SPECIAL REVENUE FUNDS

2021 BUDGET DETAIL

FUND:

STREET MAINTENANCE & REPAIR

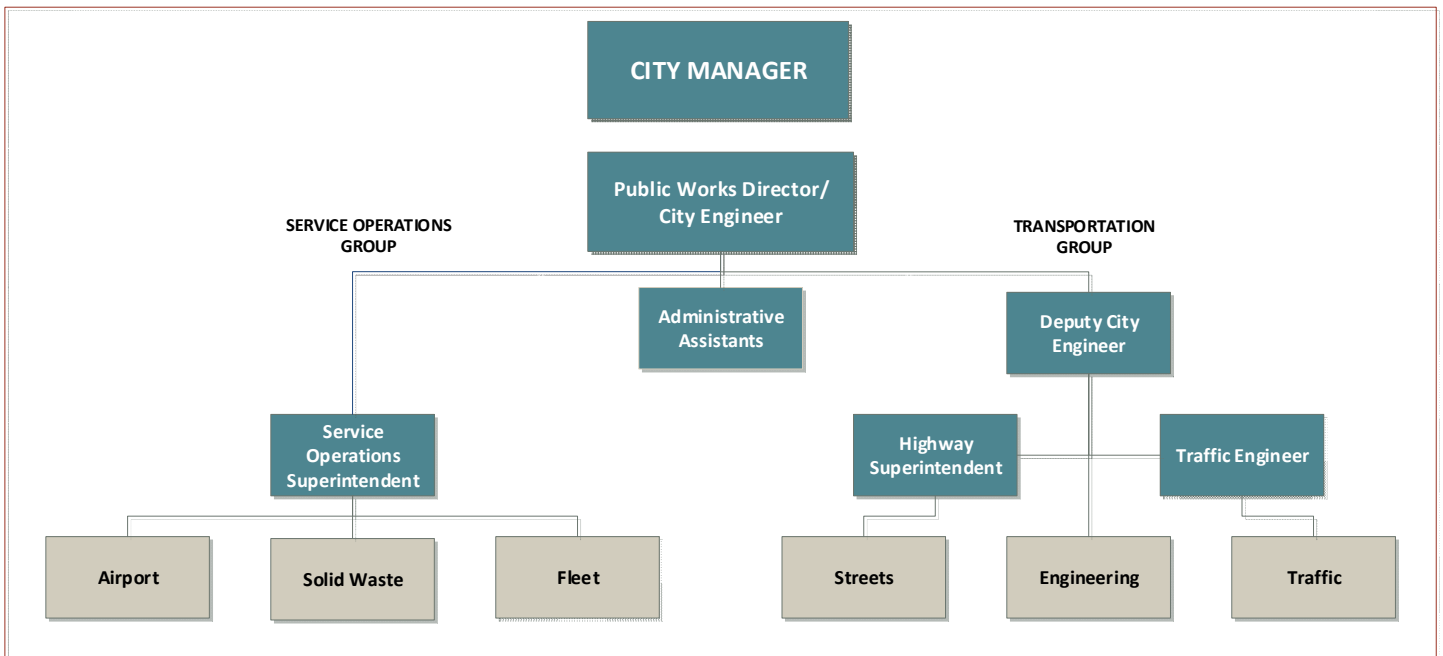
DEPARTMENT:

PUBLIC WORKS ADMIN

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1st</b>	<b>516,178</b>	<b>461,581</b>	<b>603,206</b>	<b>603,206</b>	<b>0</b>			<b>5,409</b>
20000025-	493020 Transfer-General Fund	1,490,000	2,050,000	2,078,000	930,905	2,352,950	13.2%	152.8%	2,561,871
20000401-	490100 Transfer - Other Funds	149,800	154,300	150,000	0	163,700	9.1%	100.0%	165,337
20000402-	420600 Federal Operating Grants	0	0	0	55,270	0	100.0%	-100.0%	0
	483100 Reimbursements	6,802	817	2,000	0	2,000	0.0%	100.0%	2,020
	484300 Miscellaneous	3,426	167	1,500	1,147	1,500	0.0%	30.8%	1,515
	492010 Sale of Assets	34,540	10,589	7,500	13,373	7,500	0.0%	-43.9%	7,575
20000403-	420400 License Fees	234,109	223,007	240,000	214,046	240,000	0.0%	12.1%	242,400
	420500 Gasoline Tax	1,103,125	1,390,490	1,900,000	1,730,101	1,650,000	-13.2%	-4.6%	1,666,500
	<b>Total Revenue</b>	<b>3,021,802</b>	<b>3,829,370</b>	<b>4,379,000</b>	<b>2,944,842</b>	<b>4,417,650</b>	<b>0.9%</b>	<b>50.0%</b>	<b>4,647,218</b>
20016000-	Administration	873,690	890,393	982,907	887,217	970,985	-1.2%	9.4%	998,635
20016200-	Street Maintenance	1,499,087	2,025,242	2,488,025	1,843,651	2,488,333	0.0%	35.0%	2,556,880
20016400-	Traffic Maintenance	703,622	772,110	891,547	712,563	952,923	6.9%	33.7%	980,337
	<b>Total Expenditures</b>	<b>3,076,399</b>	<b>3,687,745</b>	<b>4,362,479</b>	<b>3,443,431</b>	<b>4,412,241</b>	<b>1.1%</b>	<b>28.1%</b>	<b>4,535,852</b>
	Carryover PO's				104,617				
	<b>Fund Balance - December 31st</b>	<b>461,581</b>	<b>603,206</b>	<b>619,727</b>	<b>0</b>	<b>5,409</b>			<b>116,775</b>

# PUBLIC WORKS ADMINISTRATION

The Administration division of the Public Works Department supports six Public Works divisions responsible for the daily maintenance and operation of City infrastructure: Street Maintenance, Solid Waste Collection, Fleet Services, Airport Operations, Traffic Management, and Engineering Services. It also supports the Parks and Natural Resources Department.



## 2020 Accomplishments

- ◆ Move to online bill payment.
- ◆ Reorganization of Public Works department to Transportation and Services Groups.

## 2021 Budget Summary

Personal Services	661,935
Services & Charges	238,950
Capital Outlay	56,000
Materials & Supplies	14,100
<b>Total Public Works Admin</b>	<b>970,985</b>

# PUBLIC WORKS ADMINISTRATION

## Strategic Goals

*Goal #1* Provide administrative support to the staff of the Public Works Department.

*Goal #2* Provide support and interface with the general public.

Authorized Personnel	2018	2019	2020	2021
Public Works Director/City Engineer	1	1	1	1
Superintendent	2	2	2	0
Highway Superintendent	0	0	0	1
Operations Superintendent	0	0	0	1
Administrative Assistant	1	1	2	2
Customer Service Liaison	1	1	0	0
Engineering Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

\*Engineering Technician moved and reclassified to Engineering Department for 2021.

Performance Metrics	2020
Employees Supported	51
Calls per Year	3,500
Customer Service Requests	3,897

## On the Horizon

- ◆ Development of in-office training and safety programs.
- ◆ Update policies manual.

2021 BUDGET DETAIL

FUND STREET MAINTENANCE & REPAIR  
 DEPARTMENT PUBLIC WORKS ADMIN

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
20016000- 510000	Wages	530,394	546,867	521,907	518,592	510,011	-2.3%	-1.7%	522,761
511100	PERS	67,557	70,378	66,854	69,551	58,584	-12.4%	-15.8%	60,049
511300	Medicare	7,425	7,677	7,568	7,271	7,395	-2.3%	1.7%	7,580
511400	Workers Compensation	7,838	10,653	10,438	10,438	10,200	-2.3%	-2.3%	10,455
511600	Health Insurance	84,723	86,276	84,987	84,987	75,012	-11.7%	-11.7%	80,263
511700	Life Insurance	853	853	853	853	733	-14.1%	-14.1%	751
520100	Uniforms	600	600	600	1,050	1,050	75.0%	0.0%	1,076
521000	Cellular Telephones	2,804	2,524	3,500	2,348	3,500	0.0%	49.1%	3,588
521100	Electric	13,873	12,172	14,000	12,590	14,000	0.0%	11.2%	14,350
521200	Heat	1,535	1,481	7,500	1,064	7,500	0.0%	604.9%	7,688
522000	Postage	400	0	300	101	300	0.0%	197.0%	308
523100	Professional Services	22,869	22,411	41,100	20,616	56,000	36.3%	171.6%	57,400
526000	Travel/Training	1,701	547	5,000	488	5,000	0.0%	924.6%	5,125
526100	Membership and Dues	886	555	3,000	700	3,000	0.0%	328.6%	3,075
526200	Licenses and Fees	90	0	200	0	200	0.0%	100.0%	205
527010	Maintenance of Equipment	1,392	794	1,500	1,132	1,500	0.0%	32.5%	1,538
527120	Maintenance of Facility	26,499	19,924	25,000	13,292	25,000	0.0%	88.1%	25,625
527210	Garage Rotary	2,614	2,800	2,000	500	1,900	-5.0%	280.0%	1,948
527220	Information Technology Rotary	83,214	83,214	116,500	87,375	120,000	3.0%	37.3%	123,000
531000	Office Supply	1,990	2,331	2,000	1,939	2,000	0.0%	3.1%	2,050
533000	Operating Supply	7,484	6,797	10,000	4,182	10,000	0.0%	139.1%	10,250
533035	Fuel Supply	2,251	1,819	2,100	1,601	2,100	0.0%	31.2%	2,153
539000	Small Equipment	0	0	0	0	0	100.0%	100.0%	0
539015	COVID Expenses	0	0	0	1,629	0	100.0%	-100.0%	0
550300	New Equip/Capital Outlay	4,698	9,720	56,000	44,918	56,000	0.0%	24.7%	57,400
	<b>TOTAL SMR ADMIN</b>	<b>873,690</b>	<b>890,393</b>	<b>982,907</b>	<b>887,217</b>	<b>970,985</b>	<b>-1.2%</b>	<b>9.4%</b>	<b>998,635</b>

**LINE ITEM DETAIL  
STREET MAINTENANCE & REPAIR FUND  
PUBLIC WORKS ADMINISTRATION**

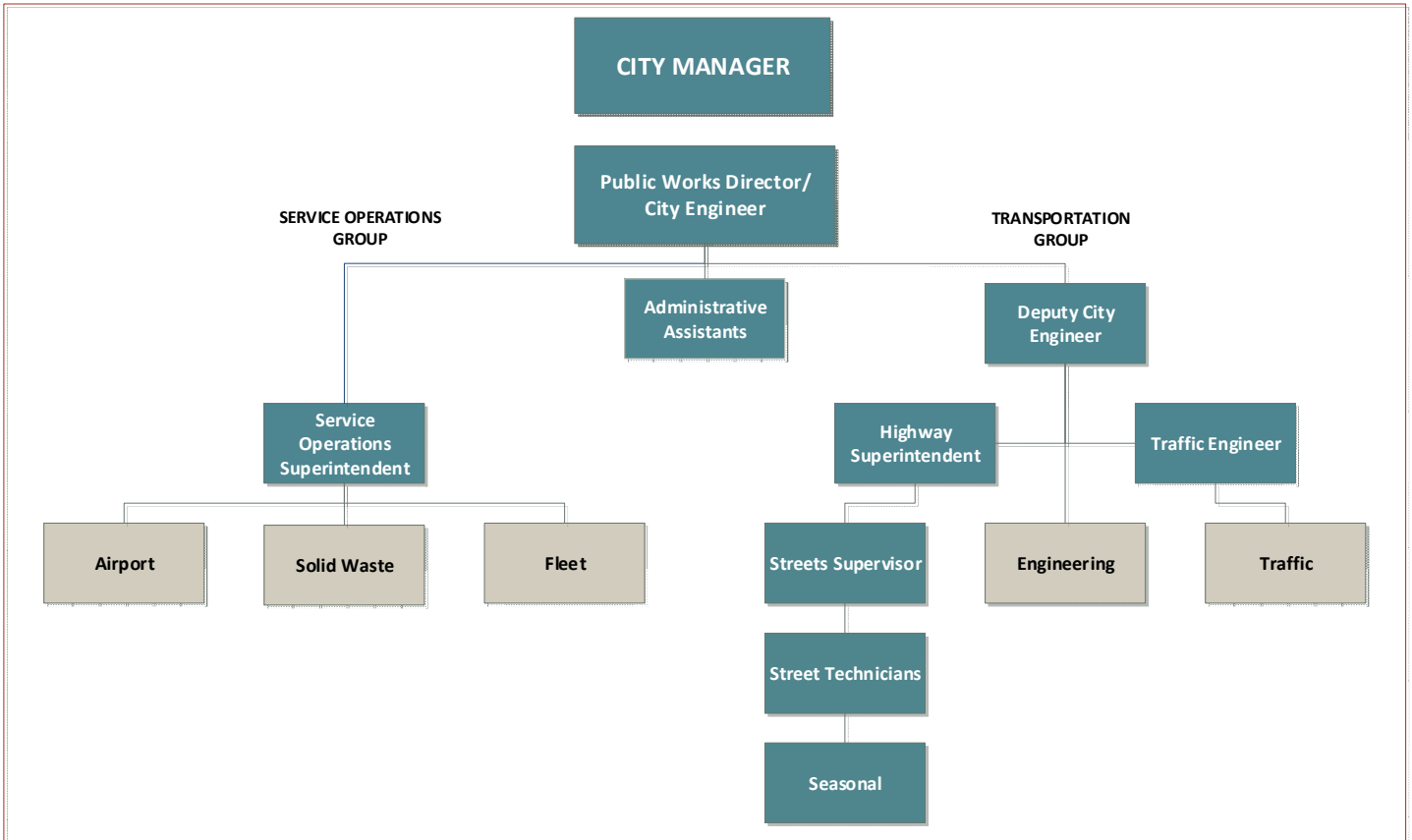
**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$510,011	Decrease in staff by one; moved to Engineering
Electric	521100	\$14,000	440 East William Street
Heat	521200	\$7,500	440 East William Street
Travel/Training	526000	\$5,000	Staff APWA, OTEC, CEOG, APWA Snow & Ice conference; APWA National Conference; GIS Training; Asphalt Workshop Training
Professional Services	523100	\$56,000	For scheduled annual maintenance to mechanical systems and custodial services performed by contractors within 440 E William facility; Increase services COVID-19 disinfection - \$15,000
Maintenance of Facility	527020	\$25,000	For unanticipated repairs to buildings and mechanical systems performed by staff or contractor in 440 E William Facility
Operating Supply	533000	\$10,000	For purchase of repair materials and custodial supplies for 440 E William Property
New Equip/Capital Outlay	550200	\$56,000	Overhead door replacement in the Traffic area - \$15,000; Man door with card access in the Traffic area - \$5,500; Install security system upgrades around Public Works - \$12,500; (3) Man doors in Parks area add card access with (1) access panel - \$3,600; insulation in Parks area-\$13,900; Streets washbay door & restroom door replacement-\$5.500



# STREET MAINTENANCE & REPAIR

The Public Works Street Division operates within the Public Works Department and maintains streets, concrete walks, parking lots, and pedestrian and bike paths; and oversees street sweeping, snow and ice management, and special event traffic management.



## 2020 Accomplishments

- ◆ Maintenance and grinding of City sidewalks through Safe Walks program and neighborhood sidewalk replacement.
- ◆ Filling of 2,324 lane feet of transverse cracks with Gap Mastic.

## 2021 Budget Summary

Personal Services	797,560
Materials & Supplies	737,200
Capital Outlay	687,773
Services & Charges	265,800
<b>Total SMR</b>	<b>2,488,333</b>

# STREET MAINTENANCE & REPAIR

## Strategic Goals

*Goal #1* Timely response to highway maintenance and repair.

*Goal #2* To assure the safest overall infrastructure network, work with community in providing assistance in the provision of maintenance of private infrastructure i.e. sidewalks and pedestrian

Authorized Personnel	2018	2019	2020	2021
Supervisor	1	1	1	1
Street Technicians	7	7	8	8
<i>Seasonal</i>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
<b>Total</b>	<b>9.6</b>	<b>9.6</b>	<b>10.6</b>	<b>10.6</b>

Performance Metrics	2020
Road Network (miles)	178
Tons of Asphalt Used	331
Cubic Yards of Concrete Used	196

### On the Horizon

- ◆ GPS integration of the Streets Maintenance and Repair fleet.
- ◆ On-demand Safe Walks repairs.
- ◆ Improved street maintenance coordination through Highway Superintendent Role.

2021 BUDGET DETAIL

FUND

STREET MAINTENANCE & REPAIR

DEPARTMENT

PUBLIC WORKS STREET DIVISION

Org-Object-Project	Description	2018 Actual	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
20016200- 510000	Wages	452,673	488,264	478,160	565,843	451,190	564,197	-0.3%	25.0%	578,302
511100	PERS	60,402	65,696	64,876	75,007	61,288	72,088	-3.9%	17.6%	73,890
511300	Medicare	6,157	7,080	6,520	8,205	6,592	8,181	-0.3%	24.1%	8,386
511400	Workers Compensation	6,972	9,765	9,765	11,317	10,836	11,284	-0.3%	4.1%	11,566
511600	Health Insurance	121,004	128,075	128,075	160,800	160,800	140,850	-12.4%	-12.4%	150,710
511700	Life Insurance	960	960	960	1,080	1,080	960	-11.1%	-11.1%	984
520100	Uniform	1,847	2,500	2,037	3,000	2,106	3,000	0.0%	42.5%	3,075
520110	Clothing	5,396	5,000	4,545	6,500	4,352	6,500	0.0%	49.4%	6,663
521200	Heat	6,980	8,500	3,740	8,500	16,023	8,500	0.0%	-47.0%	8,713
523100	Professional Services	26,257	80,000	58,332	80,000	9,643	80,000	0.0%	729.6%	82,000
526000	Travel/Training	680	3,000	54	2,000	1,625	2,000	0.0%	23.1%	2,050
526200	License & Other Fees	45	180	134	200	46	200	0.0%	334.8%	205
527010	Maintenance of Equipment	2,999	3,000	2,979	3,000	2,995	3,000	0.0%	0.2%	3,075
527020	Maintenance of Facility	1,257	3,000	2,813	3,000	1,820	3,000	0.0%	64.8%	3,075
527210	Garage Rotary	142,177	146,600	146,400	159,600	39,900	159,600	0.0%	300.0%	163,590
533000	Operating Supply	229,695	290,000	275,045	350,000	223,391	350,000	0.0%	56.7%	358,750
533035	Fuel Supply	57,343	57,200	52,150	60,200	27,975	60,200	0.0%	115.2%	61,705
533510	Snow/Ice Control Supply	266,667	170,000	170,000	196,500	151,096	196,500	0.0%	30.0%	201,413
539000	Small Equipment	8,504	6,024	5,913	10,500	10,500	10,500	0.0%	0.0%	10,763
539910	Pathway Maintenance	25,705	35,000	18,514	35,000	15,300	35,000	0.0%	128.8%	35,875
539930	Parking Lot Maintenance	25,000	47,500	44,265	60,000	0	85,000	41.7%	100.0%	87,125
550300	New Equip/Cap Outlay	50,367	61,733	61,658	37,773	17,695	37,773	0.0%	113.5%	38,717
550300 -ST001	Local Street Resurfacing	0	0	488,307	650,000	627,398	240,000	-63.1%	-61.7%	246,000
550300 -OPW21	OPWC - Local Match	0	0	0	0	0	360,000	100.0%	100.0%	369,000
550300 -ST006	Construction & Engineering	0	0	0	0	0	50,000	100.0%	100.0%	51,250
	<b>TOTAL STREET DIVISION</b>	<b>1,499,087</b>	<b>1,619,077</b>	<b>2,025,242</b>	<b>2,488,025</b>	<b>1,843,651</b>	<b>2,488,333</b>	<b>0.0%</b>	<b>35.0%</b>	<b>2,556,880</b>

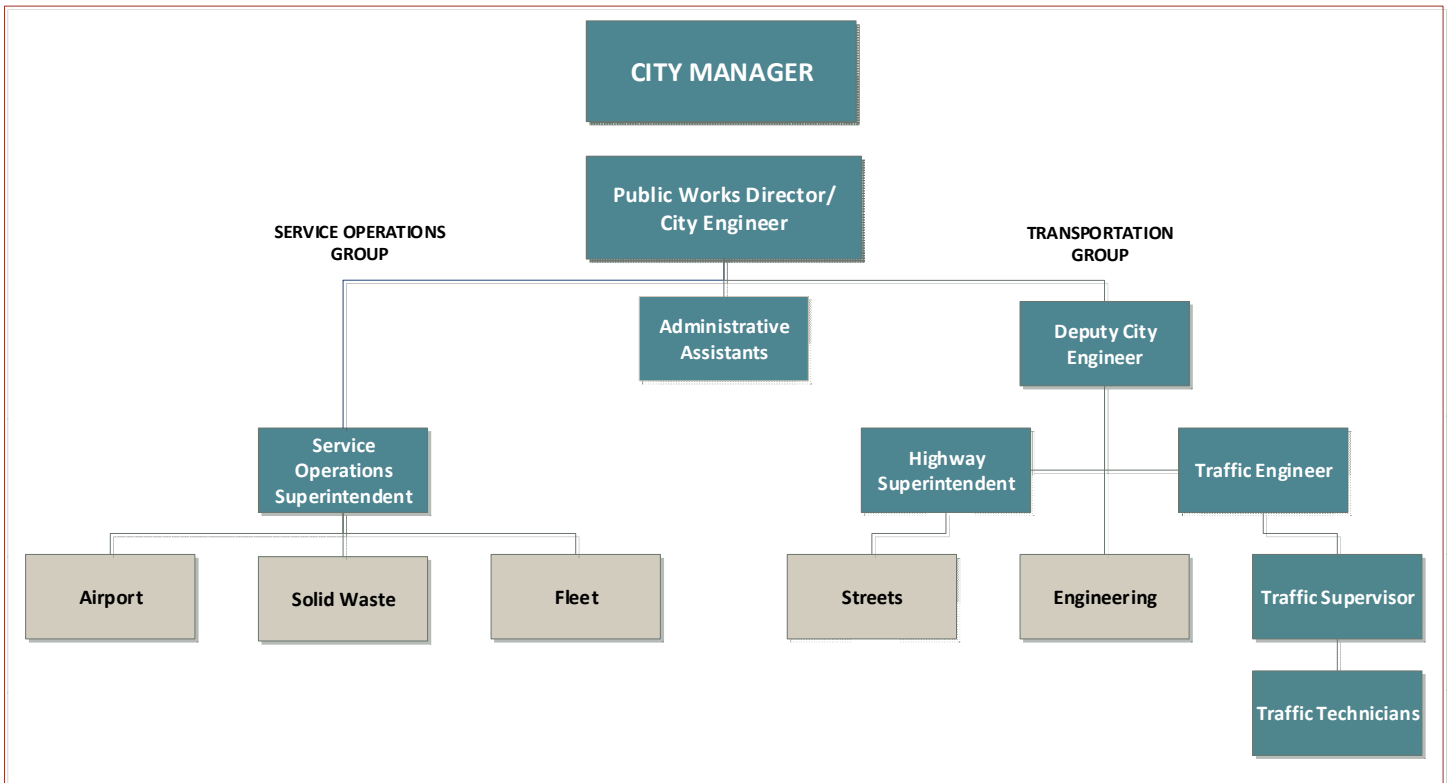
**LINE ITEM DETAIL  
STREET MAINTENANCE & REPAIR FUND  
PUBLIC WORKS STREETS DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$564,197	No staffing changes.
Professional Services	523100	\$80,000	Crackseal Program for State Highway/ Arterials/Local Streets \$70,000; ADA Ramps \$5,000; Disposal fees for concrete and asphalt \$5,000
Operating Supply	533000	\$350,000	Asphalt \$260,000; Concrete \$50,000; Crack sealant \$25,000; Stone for base & berm repairs \$15,000; Gap sealant-\$25,000
Pathway Maintenance	539910	\$35,000	Multiuse trails; Sidewalk infill; Streetscape pavers
Snow & Ice Control Materials	533510	\$196,500	Road Salt (2,000 tons@ est. cost of \$63.06 per ton via ODOT summer fill bid \$126,120; Deicing additives \$35,000; Tank/pump/equipment maintenance \$5,500; Deicing storage -\$29,880
Parking Lot Maintenance	539930	\$85,000	Pavement sealant, crack repair, resurfacing, striping.
Small Equipment	539000	\$10,500	Hand tools/street signs \$3,500; (2) Partner saws for cutting concrete/asphalt with diamond blades-\$5,500; traffic cones-\$1,500
New Equip/Cap Outlay	550300	\$37,773	Brine pump system \$25,500; Replacement 16 ft equipment tilt trailer-\$12,273

# TRAFFIC

The Traffic Management division operates within the Public Works Department and maintains and operates all traffic signals, pavement markings, signage, guardrail, and street lighting within the City. It helps maintain traffic for city projects, special events, emergencies, and snow removal. It also performs traffic analysis and provides recommendations.



## 2020 Accomplishments

- ◆ Integration of Gridsmart system and rewiring of all Downtown tree wells.
- ◆ Implementation of new Centrac Signal Software System.
- ◆ Installation of 5 RRFBs and 3 speed feedback signs.

2021 Budget Summary	
Personal Services	435,339
Services & Charges	301,084
Materials & Supplies	216,500
<b>Total Traffic</b>	<b>952,923</b>

# TRAFFIC

Strategic Goals	
<i>Goal #1</i>	Realtime management of traffic operations.
<i>Goal #2</i>	Strive towards timely infrastructure maintenance and repair.

Authorized Personnel	2018	2019	2020	2021
Traffic Supervisor	0	0	1	1
Traffic Technicians	4	4	3	3
<i>Seasonal</i>	<u>1</u>	<u>1.2</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>5</b>	<b>5.2</b>	<b>5</b>	<b>5</b>

Performance Metrics	2020
Traffic Signals	63
Signs Maintained	8,884
Street Lights	2,548

## On the Horizon

- ◆ Complete Phase 1 of Citywide Signals project.
- ◆ Improvements to the Central Avenue Pedestrian Crossing
- ◆ Installation of four new RRFBs.

2021 BUDGET DETAIL

FUND STREET MAINTENANCE & REPAIR  
 DEPARTMENT PUBLIC WORKS TRAFFIC DIVISION

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
20016400- 510000	Wages	257,089	260,373	299,128	233,636	303,456	1.4%	29.9%	311,042
511100	PERS	32,925	35,578	40,635	31,367	41,134	1.2%	31.1%	42,162
511300	Medicare	3,500	3,529	4,337	3,182	4,400	1.5%	38.3%	4,510
511400	Workers Compensation	3,973	5,424	5,983	5,983	6,069	1.4%	1.4%	6,221
511600	Health Insurance	70,324	72,500	79,800	79,800	79,800	0.0%	0.0%	85,386
511700	Life Insurance	480	480	480	480	480	0.0%	0.0%	492
520100	Uniform	859	1,974	4,000	2,837	4,000	0.0%	41.0%	4,100
520110	Clothing	2,806	2,348	3,500	1,100	3,500	0.0%	218.2%	3,588
521000	Cellular Telephone	482	482	3,500	402	2,500	-28.6%	521.9%	2,563
521100	Electric	18,925	17,207	17,500	19,776	0	-100.0%	-100.0%	0
523100	Professional Services	79,220	135,586	179,000	131,344	254,000	41.9%	93.4%	260,350
526000	Travel/Training	2,225	2,839	7,000	4,083	7,000	0.0%	71.4%	7,175
526100	Membership & Dues	340	340	600	425	600	0.0%	41.2%	615
526200	License & Other Fees	134	0	134	0	134	0.0%	100.0%	137
527010	Maintenance of Equipment	3,835	4,820	12,350	6,314	12,350	0.0%	95.6%	12,659
527210	Garage Rotary	12,592	16,400	17,000	4,250	17,000	0.0%	300.0%	17,425
533000	Operating Supply	185,849	188,317	198,500	174,539	198,500	0.0%	13.7%	203,463
533035	Fuel Supply	12,629	11,358	13,100	8,295	13,000	-0.8%	56.7%	13,325
539000	Small Equipment	4,000	9,600	5,000	4,750	5,000	0.0%	5.3%	5,125
550300	New Equip/Capital Outlay	11,435	2,955	0	0	0	100.0%	100.0%	0
	<b>TOTAL TRAFFIC</b>	<b>703,622</b>	<b>772,110</b>	<b>891,547</b>	<b>712,563</b>	<b>952,923</b>	<b>6.9%</b>	<b>33.7%</b>	<b>980,337</b>

**LINE ITEM DETAIL  
STREET MAINTENANCE & REPAIR FUND  
DIVISION OF TRAFFIC**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$303,456	No staffing changes.
Professional Services	523100	\$254,000	Guardrail Maintenance & Repairs \$50,000; Long Line Striping \$80,000; Short Line Striping/Downtown Striping \$16,850; CSX ROW Fee for Toledo Street \$650; Utility Location Service - OUPS Annual Fee/Ticket Management Software \$1,500; Street Lighting Infrastructure Repairs \$10,000; Traffic Calming Program \$20,000; Traffic Signal Repair Contract \$75,000
Travel/Training	526000	\$7,000	IMSA Certification Test Fees \$5,500; Traffic Training Courses \$1,500
Membership & Dues	526100	\$600	IMSA Membership Dues/Certification Renewals \$600;
Maintenance of Equipment	527010	\$12,350	Sign Machine Calibration & Maintenance \$1,550: Conflict Monitor Tester Calibration \$600; Locators Calibration & Routine Maintenance \$1,150; Sign Truck Crane Inspection \$400; Arrow & Portable Message Boards Maintenance \$1,500; Paint Machine Maintenance \$800; Centrac Traffic Signal Software System Annual Maintenance \$6,000; Voltage Meter Calibration \$350
Operating Supply	533000	\$198,500	Annual Signal Maintenance \$25,000; Annual Street Light Maintenance \$40,000; Annual Signage Maintenance \$30,000; Annual Short Line Striping Program \$15,000, Signal LED Replacements \$2,000; Signal Head, Wiring & Vehicle Detection Replacements \$51,800; Battery Back-up Battery Replacements & Inverter Maintenance \$11,500; Regulatory \$20,000; Speed Feedback Signs Communication Renewal \$3,200;
Small Equipment	539000	\$5,000	Replacement Generators \$2,000; Replacement MOT Equipment \$3,000



**2021 BUDGET DETAIL**

**FUND: STATE HIGHWAY IMPROVEMENT**

The State Highway Improvement Fund receives money from the state and county through collected state license fees and gasoline and excise Taxes. License fee taxes collected by the state are allocated between the State's highway bond retirement fund and local governments. Municipalities where vehicles are registered, receive 34% of the amount collected for their jurisdiction. The City also receives a percentage of gasoline taxes collected by the state. This money is used in the repairing of state highways running through the City.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>211,818</b>	<b>219,665</b>	<b>353,397</b>	<b>353,397</b>	<b>39,904</b>	<b>41,404</b>
20100023- 430100	Interest Income	3,323	6,332	1,500	1,365	1,500	1,500
20100403- 420400	License Fees	18,982	18,082	18,393	17,355	18,000	18,180
420500	Gasoline Tax	89,442	112,742	145,000	140,278	132,000	133,320
	<b>Total Revenue</b>	<b>111,747</b>	<b>137,156</b>	<b>164,893</b>	<b>158,998</b>	<b>151,500</b>	<b>153,000</b>
20120100- 523100	Professional Services	0	0	0	111	0	0
550300 -ST001	Urban Resurfacing City Share	103,900	0	180,000	175,876	150,000	0
550300 -ST002	US 36/E. William Improvements	0	3,424	0	296,504	0	0
	<b>Total Expenditures</b>	<b>103,900</b>	<b>3,424</b>	<b>180,000</b>	<b>472,491</b>	<b>150,000</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>219,665</b>	<b>353,397</b>	<b>338,290</b>	<b>39,904</b>	<b>41,404</b>	<b>194,404</b>

**2021 BUDGET DETAIL**

**FUND: LICENSE FEES**

The City has enacted a \$10 per vehicle permissive license fee. This fee is collected by the BMV when license plates are renewed and remitted to the City on a monthly basis. These funds must be spent on road improvements.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>222,084</b>	<b>238,083</b>	<b>426,904</b>	<b>426,904</b>	<b>336,500</b>	<b>280,500</b>
20200023- 430100	Interest Income	7,328	9,129	4,000	1,708	4,000	4,000
20200403- 420400	License Fees	431,218	439,272	440,000	443,869	620,000	626,200
	<b>Total Revenue</b>	<b>438,546</b>	<b>448,401</b>	<b>444,000</b>	<b>445,577</b>	<b>624,000</b>	<b>630,200</b>
20220200- 550300 -ST001	Resurfacing	91,250	181,502	200,000	36,118	0	0
550300 -OPW21	OPWC City Share	331,297	78,078	180,000	350,353	440,000	440,000
550300 -ST003	US 23/36 Exit Bin Wall Improvement	0	0	50,000	121,560	0	0
550300	Hills Miller Resurfacing Contribution	0	0	0	0	10,000	0
550300	Feasibility Studies (Central & Merrick)	0	0	0	0	50,000	0
550300 -ST014	Bridge Improvements	0	0	50,000	0	0	0
550300 -ST007	Pedestrian & Roadway Safety	0	0	0	0	180,000	180,000
	<b>Total Expenditures</b>	<b>422,547</b>	<b>259,580</b>	<b>480,000</b>	<b>508,031</b>	<b>680,000</b>	<b>620,000</b>
	<i>Carryover PO's</i>				27,950		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>238,083</b>	<b>426,904</b>	<b>390,904</b>	<b>336,500</b>	<b>280,500</b>	<b>290,700</b>

**2021 BUDGET DETAIL**

**FUND: PERFORMANCE BOND FUND**

This Fund accounts for performance bonds/cash deposited with the City pending completion of repairs or public improvements. Deposits are made with the City and are returned when the work is performed satisfactorily.

<i>Account #</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>185,077</b>	<b>667,238</b>	<b>694,228</b>	<b>694,228</b>	<b>552,151</b>	<b>552,151</b>
20400101- 482100	Performance Bonds	486,309	359,928	250,000	50,800	250,000	250,000
	<b>Total Revenue</b>	<b>486,309</b>	<b>359,928</b>	<b>250,000</b>	<b>50,800</b>	<b>250,000</b>	<b>250,000</b>
20420400- 560030	Performance Bond Reimbursements	4,148	332,938	900,000	192,877	250,000	250,000
	<b>Total Expenditures</b>	<b>4,148</b>	<b>332,938</b>	<b>900,000</b>	<b>192,877</b>	<b>250,000</b>	<b>250,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>667,238</b>	<b>694,228</b>	<b>44,228</b>	<b>552,151</b>	<b>552,151</b>	<b>552,151</b>

2021 BUDGET DETAIL

FUND:

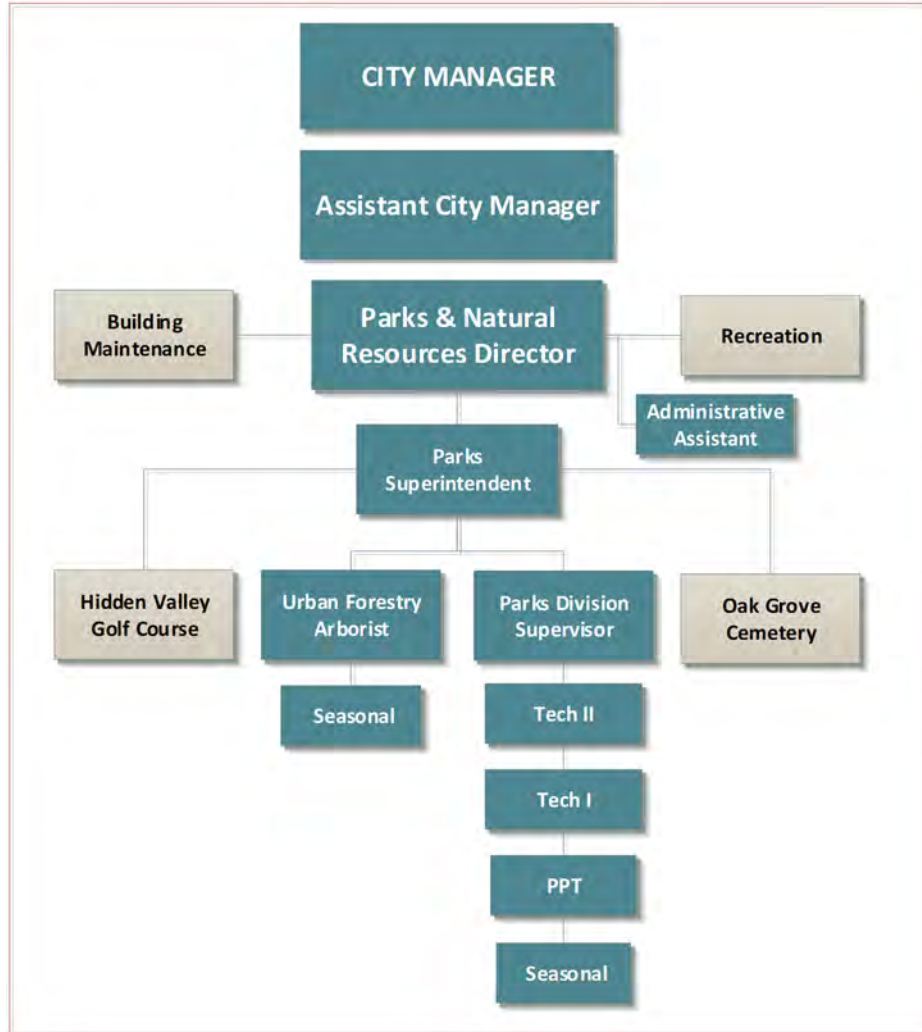
PARKS & NATURAL RESOURCES

DEPARTMENT:

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1st</b>	<b>295,953</b>	<b>218,433</b>	<b>266,459</b>	<b>266,459</b>	<b>0</b>			<b>1,745</b>
<b>Revenues</b>									
21000025- 493020	Transfer from General Fund	1,200,000	1,400,000	1,487,673	937,485	1,609,392	8.2%	71.7%	1,662,815
472210	Pool Revenue	0	0	0	0	357,000	100.0%	100.0%	360,570
472210	Program Revenue	0	0	0	0	164,200	100.0%	100.0%	165,842
472220	Mingo Park Concessions	1,050	1,100	1,500	0	2,500	66.7%	100.0%	2,525
475100	Shelter Rental	20,550	24,892	25,000	614	19,000	-24.0%	2994.5%	19,190
475100	Facility Rent	1,000	0	1,000	0	1,000	0.0%	100.0%	1,010
480100	Sponsor Revenue	0	0	0	0	12,000	100.0%	100.0%	12,120
490100	Reimb Golf Course Fund	0	25,628	50,000	0	50,000	0.0%	100.0%	50,500
490100	Urban Forestry Revenue	95,000	95,000	95,000	0	95,000	0.0%	100.0%	95,950
21000252- 420600	Federal Operating Grants	0	0	0	29,242	0	100.0%	-100.0%	0
484300	Miscellaneous Other	5,253	6,709	2,500	2,075	2,500	0.0%	20.5%	2,525
484300	Veteran Plaza Bricks	3,000	1,000	500	1,200	500	0.0%	-58.3%	505
492010	Sale of Assets	0	1,276	500	0	0	-100.0%	100.0%	0
	<b>Total Revenue</b>	<b>1,325,853</b>	<b>1,555,605</b>	<b>1,663,673</b>	<b>970,616</b>	<b>2,313,092</b>	<b>39.0%</b>	<b>138.3%</b>	<b>2,373,552</b>
<b>Expenditures</b>									
21012000-	Park Maintenance	1,070,385	1,166,753	1,318,942	1,060,012	1,338,693	1.5%	26.3%	1,376,058
21012300-	Programs	0	0	0	0	410,131	100.0%	100.0%	421,109
21012400-	Swimming Pool	0	0	0	0	378,350	100.0%	100.0%	387,170
21012900-	Urban Forestry	134,186	137,054	167,778	107,851	184,173	9.8%	70.8%	189,215
21012300- 523100	Recreation Services - YMCA	198,802	203,772	208,866	52,217	0	-100.0%	-100.0%	0
	<b>Total Expenditures</b>	<b>1,403,373</b>	<b>1,507,579</b>	<b>1,695,586</b>	<b>1,220,080</b>	<b>2,311,347</b>	<b>36.3%</b>	<b>89.4%</b>	<b>2,373,552</b>
	Carryover PO's				16,995				
	<b>Fund Balance - December 31st</b>	<b>218,433</b>	<b>266,459</b>	<b>234,546</b>	<b>0</b>	<b>1,745</b>			<b>1,745</b>

# PARKS AND NATURAL RESOURCES

The Parks and Natural Resources department promotes health and wellness by providing access to parks and trails, and by overseeing recreational programs for all ages and interests. The department maintains the City's diverse, 24-park system and operation of the Jack Florance pool. It also maintains all City right of way property, ensuring vegetation control and litter removal, and healthy management of Delaware's urban forest.



## 2020 Accomplishments

- ◆ Improvements at Mingo, Smith, Blue Limestone, Smith, Boulder, Wetlands and Veterans Parks.
- ◆ New park signage throughout the City and at the Hayes Statue.
- ◆ Shelter and restroom roof replacements.
- ◆ Watering and maintaining hanging baskets and planters.

## 2021 Budget Summary

	Parks	Urban Forestry
Personal Services	1,015,705	92,123
Services & Charges	207,688	85,300
Materials & Supplies	109,300	1,750
Capital Outlay	6,000	5,000
<b>Total Parks &amp; Urban Forestry</b>	<b>1,338,693</b>	<b>184,173</b>

# PARKS AND NATURAL RESOURCES

## Strategic Goals

<i>Goal #1</i>	Promote health and wellness in the community by providing access to parks to all residents and a strong recreation program.
<i>Goal #2</i>	Protect natural features and open spaces and connecting them to the community for wellness and education.
<i>Goal #3</i>	Promote active transportation corridors to offer alternative travel routes.
<i>Goal #4</i>	Advance greenway corridors that connect communities, protect natural space and promote natural habitat.

Authorized Personnel	2018	2019	2020	2021
Parks & Natural Res. Director	1	1	1	1
Parks Superintendent	1	1	1	1
Division Supervisor	1	1	1	1
Arborist	1	1	1	1
Tech II	1	1	1	1
Tech I	3	3	3	3
Administrative Assistant	0	0	0	1
Laborer— <i>Part-time</i>	2	2	2	2
Intern— <i>Seasonal</i>	<u>4.81</u>	<u>4.81</u>	<u>4.81</u>	<u>4.81</u>
<b>Total</b>	<b>14.81</b>	<b>14.81</b>	<b>14.81</b>	<b>15.81</b>

Performance Metrics	2020
City Parks	24
Tree Removals	136
Trees Planted	123
Trees Pruned	1,400

## On the Horizon

- ◆ Improvements at Boulder, Ross Street, Carson Farms and Veterans Parks
- ◆ Staff utilization of iPads for working with inventory and recreation software
- ◆ Increase public communication regarding pruning schedules and tree care
- ◆ Develop Parks and Recreation and Urban Forestry Master Plans

2021 BUDGET DETAIL

FUND: PARKS & NATURAL RESOURCES  
 DEPARTMENT: PARK MAINTENANCE

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
21012000- 510000	Wages	586,143	664,888	737,230	627,923	765,813	3.9%	22.0%	784,958
511100	PERS	77,434	87,169	96,804	85,163	99,809	3.1%	17.2%	102,304
511300	Medicare	8,035	9,277	10,690	8,711	11,104	3.9%	27.5%	11,382
511400	Workers Compensation	8,867	14,073	14,745	14,745	15,316	3.9%	3.9%	15,699
511600	Health Insurance	102,356	122,526	132,468	132,468	122,493	-7.5%	-7.5%	131,068
511700	Life Insurance	1,050	1,200	1,230	1,230	1,170	-4.9%	-4.9%	1,199
511800	Unemployment	0	0	0	798	0	100.0%	-100.0%	0
520100	Uniform	1,619	1,174	2,288	567	2,288	0.0%	303.5%	2,334
520110	Clothing	2,407	1,525	3,000	1,763	3,000	0.0%	70.2%	3,060
521000	Cellular Telephone	2,559	2,389	6,820	2,513	3,000	-56.0%	19.4%	3,060
521100	Electric	67,733	57,793	68,340	36,867	65,000	-4.9%	76.3%	66,300
521200	Heat	19,312	15,086	17,000	12,493	17,000	0.0%	36.1%	17,340
523100	Professional Services	10,813	7,900	20,000	28,781	20,000	0.0%	-30.5%	20,400
526000	Travel/Training	4,100	3,547	4,800	29	4,800	0.0%	16451.7%	4,896
526100	Membership and Dues	1,249	1,360	2,000	1,410	2,000	0.0%	41.8%	2,040
527010	Maintenance of Equipment	249	664	2,500	2,538	2,500	0.0%	-1.5%	2,550
527020	Maintenance of Facility	24,621	20,458	20,500	6,363	20,500	0.0%	222.2%	20,910
527210	Garage Rotary	57,474	57,100	61,800	15,450	62,100	0.5%	301.9%	63,342
527220	Information Technology Rotary	3,662	3,662	5,127	3,845	5,500	7.3%	43.0%	5,610
531000	Office Supply	98	295	300	200	300	0.0%	50.0%	306
533000	Operating Supply	54,704	54,748	65,000	43,387	69,000	6.2%	59.0%	70,380
533035	Fuel Supply	31,967	32,235	35,800	22,127	35,500	-0.8%	60.4%	36,210
534030	Landscape Materials	1,236	832	2,500	1,021	2,500	0.0%	144.9%	2,550
534050	Veteran's Bricks	834	295	1,000	248	1,000	0.0%	303.2%	1,020
539000	Small Equipment	400	792	1,000	898	1,000	0.0%	11.4%	1,020
539015	COVID Expenses	0	0	0	1,939	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	1,275	5,715	6,000	5,873	6,000	0.0%	2.2%	6,120
560020	Refunds	188	50	0	662	0	100.0%	-100.0%	0
	TOTAL PARK MAINTENANCE	<b>1,070,385</b>	<b>1,166,753</b>	<b>1,318,942</b>	<b>1,060,012</b>	<b>1,338,693</b>	<b>1.5%</b>	<b>26.3%</b>	<b>1,376,058</b>

**LINE ITEM DETAIL  
PARKS & NATURAL RESOURCES  
PARK MAINTENANCE**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$765,813	Increase in seasonal staffing by 800 hours to assist with additional ROW mowing, tree pruning and general park maintenance.
Cell Phone	521000	\$3,000	Staff cell service for 9 IPADS
Professional Services	523100	\$20,000	Portable Toilets \$4,400; Brush Clearing \$15,600
Travel/Training	526000	\$4,800	Staff training including: National Parks and Recreation seminar \$1,000; OPRA conferences and seminars \$1,000; Professional training and development certification classes \$1,000; Professional CEUs, MORPC Greenways and licensing classes \$1,800
Membership/Dues	526100	\$2,000	Dues to Ohio Parks and Natural Resources, National Recreation and Parks, Ohio State Landscape Architect license and CDL licensing
Operating Supply	533000	\$69,000	Hanging baskets (80) in downtown \$4,500; Sanitation, cleaning products and supplies \$5,500; Grass seed, herbicides, pesticides, fertilizer \$11,000; Paint \$500; Playground mulch \$10,000; Landscape mulch \$12,500; Building materials and supplies \$6,000; Ballfield materials and supplies \$12,000; downtown lighting \$3,000; Veterans Plaza photo update-\$4,000
Small Equipment	539000	\$1,000	Push mowers/ weed eaters \$1,000
New Equip/Cap Outlay	550300	\$6,000	Field Striper / Watering Equipment



**2021 BUDGET DETAIL**

**FUND: PARKS & NATURAL RESOURCES**

**DEPARTMENT: URBAN FORESTRY**

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
21012900- 510000	Wages	54,736	54,753	64,758	21,555	61,347	-5.3%	184.6%	62,881
511100	PERS	7,347	7,530	8,666	2,838	8,589	-0.9%	202.6%	8,804
511300	Medicare	794	746	939	286	890	-5.2%	211.2%	912
511400	Workers Compensation	793	1,121	1,295	1,295	1,227	-5.3%	-5.3%	1,258
511600	Health Insurance	17,210	18,125	19,950	19,950	19,950	0.0%	0.0%	21,347
511700	Life Insurance	120	120	120	120	120	0.0%	0.0%	123
520100	Uniform	123	231	300	149	300	0.0%	101.3%	306
523100	Professional Services	46,183	49,237	60,000	52,906	80,000	33.3%	51.2%	81,600
526000	Travel/Training	0	0	0	0	0	100.0%	100.0%	0
527030	Tree Maintenance	5,000	4,022	5,000	3,021	5,000	0.0%	65.5%	5,100
533000	Operating Supply	775	610	1,250	731	1,250	0.0%	71.0%	1,275
539000	Small Equipment	672	464	500	0	500	0.0%	100.0%	510
550200	Tree Purchases	433	95	5,000	5,000	5,000	0.0%	0.0%	5,100
	<b>TOTAL URBAN FORESTRY</b>	<b>134,186</b>	<b>137,054</b>	<b>167,778</b>	<b>107,851</b>	<b>184,173</b>	<b>9.8%</b>	<b>70.8%</b>	<b>189,215</b>

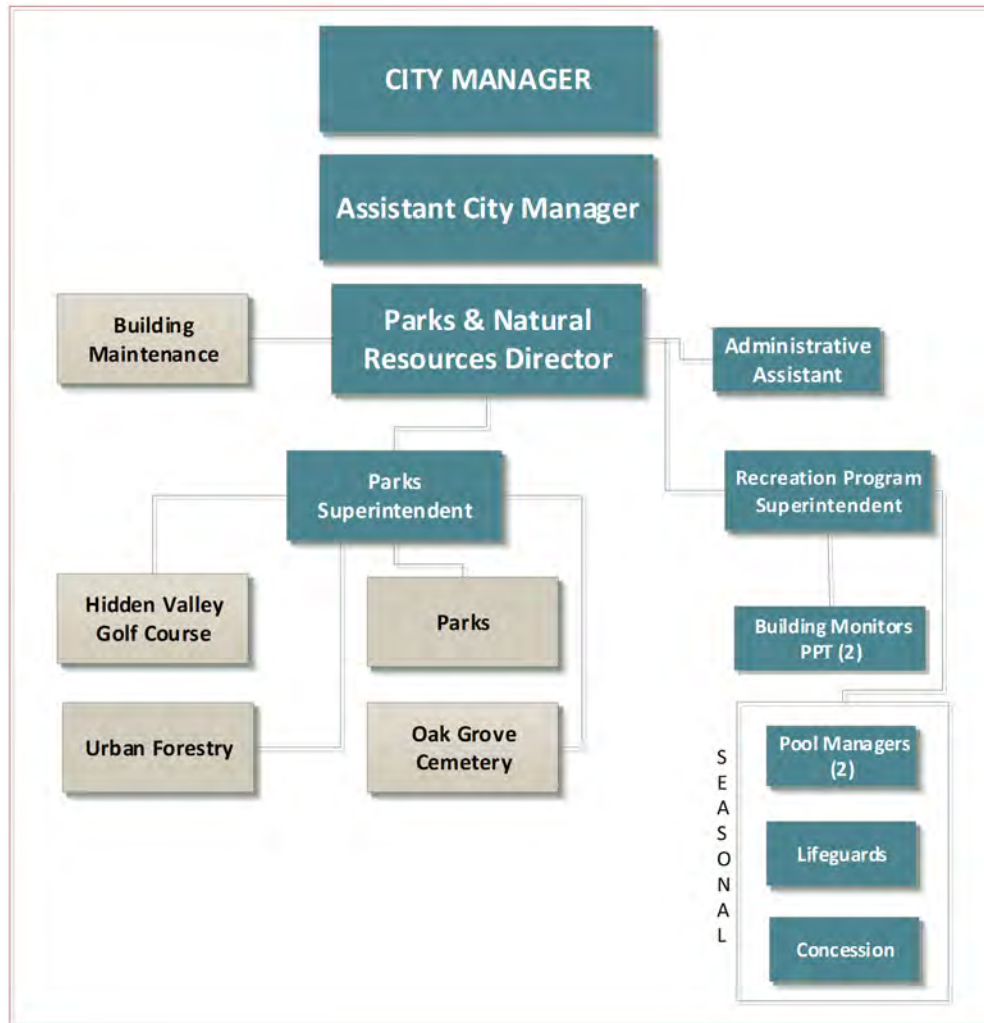
**LINE ITEM DETAIL  
PARKS & NATURAL RESOURCES  
URBAN FORESTRY**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$61,347	Addition of 500 Seasonal hours. Includes wages for City Arborist.
Professional Services	523100	\$80,000	Cost for contractor to perform pruning work, tree removal, and tree installation. Increase \$10,000 for removal of mature trees.
Tree Maintenance	527030	\$5,000	Cost for typical tree maintenance including fertilizer, re-staking, and tree installations.

# RECREATION

The Parks and Natural Resources department promotes health and wellness by providing access to parks and trails, and by overseeing recre. on programs for all ages and interests. This new division maintains operation of the Jack Florance pool and recreation programming.



2021 Budget Summary			
	Recreation Programming	Swimming Pool	Concessions
Personal Services	196,056	190,700	52,650
Services & Charges	154,700	22,000	
Materials & Supplies	41,150	39,000	37,000
Capital Outlay	8,000	25,000	10,000
Refunds/Reimbursements	6,225	2,000	
<b>Total Recreation</b>	<b>410,131</b>	<b>278,700</b>	<b>99,650</b>

# RECREATION

## Strategic Goals

<i>Goal #1</i>	Promote health and wellness in the community by providing access to parks to all residents and a strong recreation program.
<i>Goal #2</i>	Re-establish management of the Jack Florance pool with COVID restrictions.
<i>Goal #3</i>	Work with local partners to support and promote recreational programming.

Authorized Personnel	2018	2019	2020	2021
Parks & Natural Res. Director	1	1	1	1
Rec. Programming Superintendent	0	0	0.5	1
Building Monitors— <i>Part-time</i>	0	0	0	2
Pool Managers— <i>Seasonal</i>	0	0	0	2
Lifeguards— <i>Seasonal</i>	0	0	0	23*
Cashiers— <i>Seasonal</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5*</u>
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1.5</b>	<b>34*</b>

\*Numbers are tentative and both staffing and budget will be adjusted to accommodate the addition of the pool and recreation programming.

## On the Horizon

- ◆ Develop a Parks and Recreation Master Plan
- ◆ Re-establish a full recreation department
- ◆ Manage social programming and partner with YMCA to continue legacy programs

2021 BUDGET DETAIL

FUND: PARKS & NATURAL RESOURCES  
 DEPARTMENT: RECREATION ADMIN

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
21012300- 510000	Wages	0	0	0	132,751	100.0%	100.0%	136,070
511100	PERS	0	0	0	18,585	100.0%	100.0%	19,050
511300	Medicare	0	0	0	1,925	100.0%	100.0%	1,973
511400	Workers Compensation	0	0	0	2,655	100.0%	100.0%	2,721
511600	Health Insurance	0	0	0	39,900	100.0%	100.0%	42,693
511700	Life Insurance	0	0	0	240	100.0%	100.0%	246
520100	Uniform	0	0	0	1,200	100.0%	100.0%	1,224
521000	Cellular Telephone	0	0	0	500	100.0%	100.0%	510
523100	Professional Services	0	0	0	17,290	100.0%	100.0%	17,636
523107	Public Information	0	0	0	8,400	100.0%	100.0%	8,568
523410	Special Events	0	0	0	3,460	100.0%	100.0%	3,529
526000	Travel/Training	0	0	0	1,900	100.0%	100.0%	1,938
526100	Membership and Dues	0	0	0	550	100.0%	100.0%	561
527020	Maintenance of Facility	0	0	0	6,200	100.0%	100.0%	6,324
527220	Information Technology Rotary	0	0	0	30,000	100.0%	100.0%	30,600
531000	Office Supply	0	0	0	3,500	100.0%	100.0%	3,570
533000	Operating Supply	0	0	0	3,200	100.0%	100.0%	3,264
550300	New Equip / Cap Outlay	0	0	0	8,000	100.0%	100.0%	8,160
560020	Reimbursement	0	0	0	625	100.0%	100.0%	638
	TOTAL RECREATION ADMIN	<b>0</b>	<b>0</b>	<b>0</b>	<b>280,881</b>	<b>100.0%</b>	<b>100.0%</b>	<b>289,274</b>

**LINE ITEM DETAIL  
PARKS & RECREATION FUND  
PARKS & RECREATION ADMIN**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$132,751	New department to include Recreation Superintendent, Administrative Assistant, 2 Indoor Rec. Monitor (PPT),
Cell Phone	521000	\$500	1 cell phone reimbursement
Professional Services	523100	\$17,290	Credit card fees, Security System, cleaning contract
Public Information	523107	\$8,400	Program brochure
Special Events	523410	\$3,460	Special Events shared with YMCA - TBD
Travel/Training	526000	\$1,900	Staff training including: OPRA conferences and seminars \$1,000; Professional training and development certification classes \$900; Professional CEUs
Membership/Dues	526100	\$550	Dues to Ohio Parks and Natural Resources, National Recreation and Parks
Maintenance of Facility	527020	\$6,200	Bases/Pitching rubbers-\$2,000; Diamond Dry- \$3,000; Miscellaneous startup equipment
Information Technology	527220	\$30,000	Tyler Technologies Rec Software \$16,000; Tyler Technologies Annual Fee \$11,000;
Office Supply	531000	\$3,500	New office supplies, paper, miscellaneous supplies
Operating Supply	533000	\$3,200	ID supplies, advertising costs, concession food license
New Equip/Cap Outlay	550300	\$8,000	Miscellaneous start up costs

2021 BUDGET DETAIL

FUND: PARKS & NATURAL RESOURCES  
 DEPARTMENT: PROGRAMS

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Program Revenue</b>									
21000251- 472210	-RSP01 Adult Sports Fees	0	0	0	0	20,000	100.0%	100.0%	20,200
472210	-RSP02 Adult Program Fees	0	0	0	0	2,200	100.0%	100.0%	2,222
472210	-RSP03 Youth Program Fees	0	0	0	0	110,000	100.0%	100.0%	111,100
472210	-RSP04 Youth Baseball/Softball	0	0	0	0	32,000	100.0%	100.0%	32,320
480100	Baseball/Softball Sponsor Fees	0	0	0	0	12,000	100.0%	100.0%	12,120
	<b>Total Programs Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176,200</b>	100.0%	100.0%	<b>177,962</b>
	<b>Total Programs Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129,250</b>	100.0%	100.0%	<b>131,835</b>
<b>Program Expense</b>									
21012300- 523100	-RSP01 Professional Services	0	0	0	0	4,000	100.0%	100.0%	4,080
523106	-RSP01 Umpires	0	0	0	0	5,000	100.0%	100.0%	5,100
533000	-RSP01 Operating Supply	0	0	0	0	4,000	100.0%	100.0%	4,080
560020	-RSP01 Refunds	0	0	0	0	1,000	100.0%	100.0%	1,020
	<b>Total Adult Sports</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000</b>	100.0%	100.0%	<b>14,280</b>
523100	-RSP02 Professional Services	0	0	0	0	1,500	100.0%	100.0%	1,530
533000	-RSP02 Operating Supply	0	0	0	0	0	100.0%	100.0%	0
560020	-RSP02 Refunds	0	0	0	0	0	100.0%	100.0%	0
	<b>Total Adult Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	100.0%	100.0%	<b>1,530</b>
523100	-RSP03 Professional Services	0	0	0	0	62,500	100.0%	100.0%	63,750
533000	-RSP03 Operating Supply	0	0	0	0	11,000	100.0%	100.0%	11,220
539000	-RSP03 Small Equipment	0	0	0	0	1,500	100.0%	100.0%	1,530
560020	-RSP03 Refunds	0	0	0	0	3,800	100.0%	100.0%	3,876
	<b>Total Youth Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,800</b>	100.0%	100.0%	<b>80,376</b>
523100	-RSP04 Professional Services	0	0	0	0	1,800	100.0%	100.0%	1,836
523106	-RSP04 Umpires	0	0	0	0	10,400	100.0%	100.0%	10,608
533000	-RSP04 Operating Supply	0	0	0	0	750	100.0%	100.0%	765
533002	-RSP04 Equipment	0	0	0	0	10,000	100.0%	100.0%	10,200
533003	-RSP04 Uniforms	0	0	0	0	11,200	100.0%	100.0%	11,424
560020	-RSP04 Refunds	0	0	0	0	800	100.0%	100.0%	816
	<b>Total Baseball/Softball</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,950</b>	100.0%	100.0%	<b>35,649</b>
	<b>TOTAL PROGRAMS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129,250</b>	100.0%	100.0%	<b>131,835</b>

2021 BUDGET DETAIL

FUND: PARKS & NATURAL RESOURCES  
 DEPARTMENT: SWIMMING POOL

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
21000251- 472210	RSP06 Pool Memberships	0	0	0	0	130,000	100.0%	100.0%	131,300
472210	RSP07 Pool Daily Admissions	0	0	0	0	90,000	100.0%	100.0%	90,900
472210	RSP08 Pool Concessions	0	0	0	0	75,000	100.0%	100.0%	75,750
472210	RSP09 Pool Rental/Misc.	0	0	0	0	8,000	100.0%	100.0%	8,080
472210	RSP10 Pool Programs	0	0	0	0	4,000	100.0%	100.0%	4,040
472210	RSP11 Swim Lessons	0	0	0	0	50,000	100.0%	100.0%	50,500
	<b>Total Pool Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357,000</b>	100.0%	100.0%	<b>360,570</b>
	<b>Total Pool Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>378,350</b>	100.0%	100.0%	<b>387,170</b>
<b>Swimming Pool</b>									
21012400- 510000	Wages	0	0	0	0	160,500	100.0%	100.0%	164,513
511100	PERS	0	0	0	0	22,500	100.0%	100.0%	23,063
511300	Medicare	0	0	0	0	2,300	100.0%	100.0%	2,358
511400	Workers Compensation	0	0	0	0	5,400	100.0%	100.0%	5,535
523100	Professional Services	0	0	0	0	7,250	100.0%	100.0%	7,431
527010	Maintenance of Equipment	0	0	0	0	1,500	100.0%	100.0%	1,530
527020	Maintenance of Facility	0	0	0	0	6,250	100.0%	100.0%	6,375
528000	Insurance	0	0	0	0	7,000	100.0%	100.0%	7,140
531000	Office Supply	0	0	0	0	1,000	100.0%	100.0%	1,020
533000	Operating Supply	0	0	0	0	34,600	100.0%	100.0%	35,292
533001	Program Supply	0	0	0	0	3,400	100.0%	100.0%	3,468
537000	Repair Materials	0	0	0	0	0	100.0%	100.0%	0
550300	New Equip / Cap Outlay	0	0	0	0	25,000	100.0%	100.0%	25,500
560020	Refunds	0	0	0	0	2,000	100.0%	100.0%	2,040
	<b>TOTAL SWIMMING POOL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278,700</b>	100.0%	100.0%	<b>285,264</b>
<b>Concessions</b>									
21012500- 510000	Wages	0	0	0	0	44,300	100.0%	100.0%	45,408
511100	PERS	0	0	0	0	6,200	100.0%	100.0%	6,355
511300	Medicare	0	0	0	0	650	100.0%	100.0%	666
511400	Workers Compensation	0	0	0	0	1,500	100.0%	100.0%	1,538
534010	Concessions	0	0	0	0	37,000	100.0%	100.0%	37,740
550300	New Equip / Cap Outlay	0	0	0	0	10,000	100.0%	100.0%	10,200
	<b>TOTAL CONCESSIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,650</b>	100.0%	100.0%	<b>101,906</b>
	<b>TOTAL POOL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>378,350</b>	100.0%	100.0%	<b>387,170</b>



**LINE ITEM DETAIL  
PARKS & NATURAL RESOURCES  
SWIMMING POOL**

**Explanation of significant line items**

<i>Description:</i>	<i>Code:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$160,500	Pool Managers Hours Pool Guards/Cashiers
Professional Services	523100	\$7,250	Temp Labor; License Fee; Training; Misc
Maintenance of Facility	527020	\$6,250	Awning Cleaning & Repair; Landscaping; Concrete Repair; Misc
Operating Supply	533000	\$34,600	Chlorine; DE; CO2;Advertising;First Aid; Identification Supplies; Cleaning Supplies
New Equip./Cap. Outlay	550300	\$35,000	Lounge Chairs; Diving Board; Entry system; Concession equipment

# OAK GROVE CEMETERY

Oak Grove Cemetery was established in 1851 and is the largest cemetery in Delaware County, encompassing about 80 acres and approximately 22,000 interments, including those in the adjoining St. Mary Cemetery. The City's Cemetery Division maintains the grounds and offers burial services consistent with Oak Grove's park-like setting and community history.



## 2020 Accomplishments

- ◆ Landscaping of the mound along Liberty Road underway
- ◆ Removal of caretaker house
- ◆ Implementation of Cemetery Master Plan

## 2021 Budget Summary

Personal Services	242,699
Services & Charges	23,250
Materials & Supplies	12,900
Refunds/Reimbursements	5,000
<b>Total Cemetery</b>	<b>283,849</b>

# OAK GROVE CEMETERY

## Strategic Goals

*Goal #1* Establish Oak Grove Cemetery as a model of financial resiliency.

*Goal #2* Implement master plan for management and maintenance of Oak Grove Cemetery.

Authorized Personnel	2018	2019	2020	2021
Facility Maintenance Supervisor	1	1	1	1
Financial Specialist I*	0.65	0.65	0.65	0.65
Facility Maint. Tech II— <i>Part-time</i>	1	1	1	1
Seasonal Staff— <i>Seasonal</i>	<u>1.30</u>	<u>1.30</u>	<u>1.30</u>	<u>1.30</u>
<b>Total</b>	<b>3.95</b>	<b>3.95</b>	<b>3.95</b>	<b>3.95</b>

\*Position is split between Cemetery and Finance Departments

Performance Metrics	2020
Monument Restoration	441
Foundation Work Orders	60
Cremations & Burials	95

## On the Horizon

- ◆ Continue implementation of the Oak Grove Cemetery Master Plan
- ◆ Work to expand burial options
- ◆ Continue the restoration of monuments throughout the grounds

2021 BUDGET DETAIL

FUND: CEMETERY  
 DEPARTMENT: OAK GROVE CEMETERY

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>297,627</b>	<b>265,769</b>	<b>276,700</b>	<b>276,700</b>	<b>102,139</b>			<b>3,290</b>
21200025- 493020	Transfer-General Fund	95,004	100,000	150,000	53,750	20,000	-86.7%	-62.8%	82,975
21200251- 472110	Pre-need Spaces	35,551	35,486	50,000	53,796	60,000	20.0%	11.5%	60,600
472120	At-need Spaces	9,213	28,600	20,000	14,088	20,000	0.0%	42.0%	20,200
472130	Interments	63,195	81,275	65,000	78,600	65,000	0.0%	-17.3%	65,650
472140	Foundations	19,969	17,312	17,000	19,753	20,000	17.6%	1.3%	20,200
475100	House/Land Rent	900	0	0	0	0	100.0%	100.0%	0
21200252- 4206000	Federal Operating Grants	0	0	0	4,314	0	100.0%	-100.0%	0
480100	Donations	225	384	0	200	0	100.0%	-100.0%	0
484300	Miscellaneous	50	0	0	115	0	100.0%	-100.0%	0
<b>Total Revenue</b>		<b>224,107</b>	<b>263,057</b>	<b>302,000</b>	<b>224,616</b>	<b>185,000</b>	<b>-38.7%</b>	<b>-17.6%</b>	<b>249,625</b>
<b>Total Expenditures</b>		<b>255,965</b>	<b>252,126</b>	<b>345,479</b>	<b>299,327</b>	<b>283,849</b>	<b>-17.8%</b>	<b>-5.2%</b>	<b>293,455</b>
<i>Carryover PO's</i>					99,850				
<b>Fund Balance - December 31st</b>		<b>265,769</b>	<b>276,700</b>	<b>233,221</b>	<b>102,139</b>	<b>3,290</b>			<b>(40,540)</b>
21212600- 510000	Wages	137,260	151,125	164,367	134,141	178,392	8.5%	33.0%	182,852
511100	PERS	13,777	17,097	23,011	13,885	24,975	8.5%	79.9%	25,599
511300	Medicare	1,990	2,118	2,433	1,841	2,648	8.8%	43.8%	2,714
511400	Workers Compensation	2,066	2,850	3,287	3,287	3,568	8.5%	8.5%	3,657
511600	Health Insurance	28,727	29,906	32,918	32,918	32,918	0.0%	0.0%	35,222
511700	Life Insurance	198	198	198	198	198	0.0%	0.0%	203
520110	Clothing	229	278	350	259	350	0.0%	35.1%	368
521100	Electric	3,193	1,852	2,500	2,099	2,500	0.0%	19.1%	2,625
521200	Heat	605	422	600	364	600	0.0%	64.8%	630
523100	Professional Services	8,255	3,426	30,000	51,197	10,000	-66.7%	-80.5%	10,500
526000	Travel/Training	574	234	1,200	0	1,200	0.0%	100.0%	1,260
526100	Membership and Dues	95	95	200	95	200	0.0%	110.5%	210
527010	Maintenance of Equipment	161	0	500	0	500	0.0%	100.0%	525
527020	Maintenance of Facility	0	1,061	5,000	5	1,500	-70.0%	29900.0%	1,575
527210	Garage Rotary	6,247	5,900	6,700	1,675	5,900	-11.9%	252.2%	6,195
527220	Information Technology Rotary	3,415	3,415	3,415	2,561	0	-100.0%	-100.0%	0
528000	Insurance	0	0	500	0	500	0.0%	100.0%	525
531000	Office Supply	0	0	0	0	0	100.0%	100.0%	0
533000	Operating Supply	4,116	2,622	5,500	2,366	5,500	0.0%	132.5%	5,775
533035	Fuel Supply	6,484	6,638	7,800	3,584	7,400	-5.1%	106.5%	7,770
534030	Landscape Supply	0	0	0	104	0	100.0%	-100.0%	0
539000	Equipment	11,694	0	0	0	0	100.0%	100.0%	0
550300	Capital Impr. Oak Grove Funds	21,779	21,168	50,000	44,798	0	-100.0%	-100.0%	0
560020	Refunds	0	0	0	100	0	100.0%	-100.0%	0
560210	Lot Repurchases	5,100	1,721	5,000	3,850	5,000	0.0%	29.9%	5,250
570000	Transfer to Perpetual Care Fund	0	0	0	0	0	100.0%	100.0%	0
<b>TOTAL CEMETERY</b>		<b>255,965</b>	<b>252,126</b>	<b>345,479</b>	<b>299,327</b>	<b>283,849</b>	<b>-17.8%</b>	<b>-5.2%</b>	<b>293,455</b>

**LINE ITEM DETAIL  
CEMETERY FUND  
OAK GROVE CEMETERY**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$178,392	Additional seasonal hours -500
Professional Services	523100	\$10,000	Tree removal \$10,000
Travel/ Training	526000	\$1,200	Staff to attend cemetery conference and Round Tables
Membership and Dues	526100	\$200	CDL reimbursement and membership to Cemetery Association
Maintenance of Facility	527020	\$1,500	Barn and maintenance facility

**2021 BUDGET DETAIL**

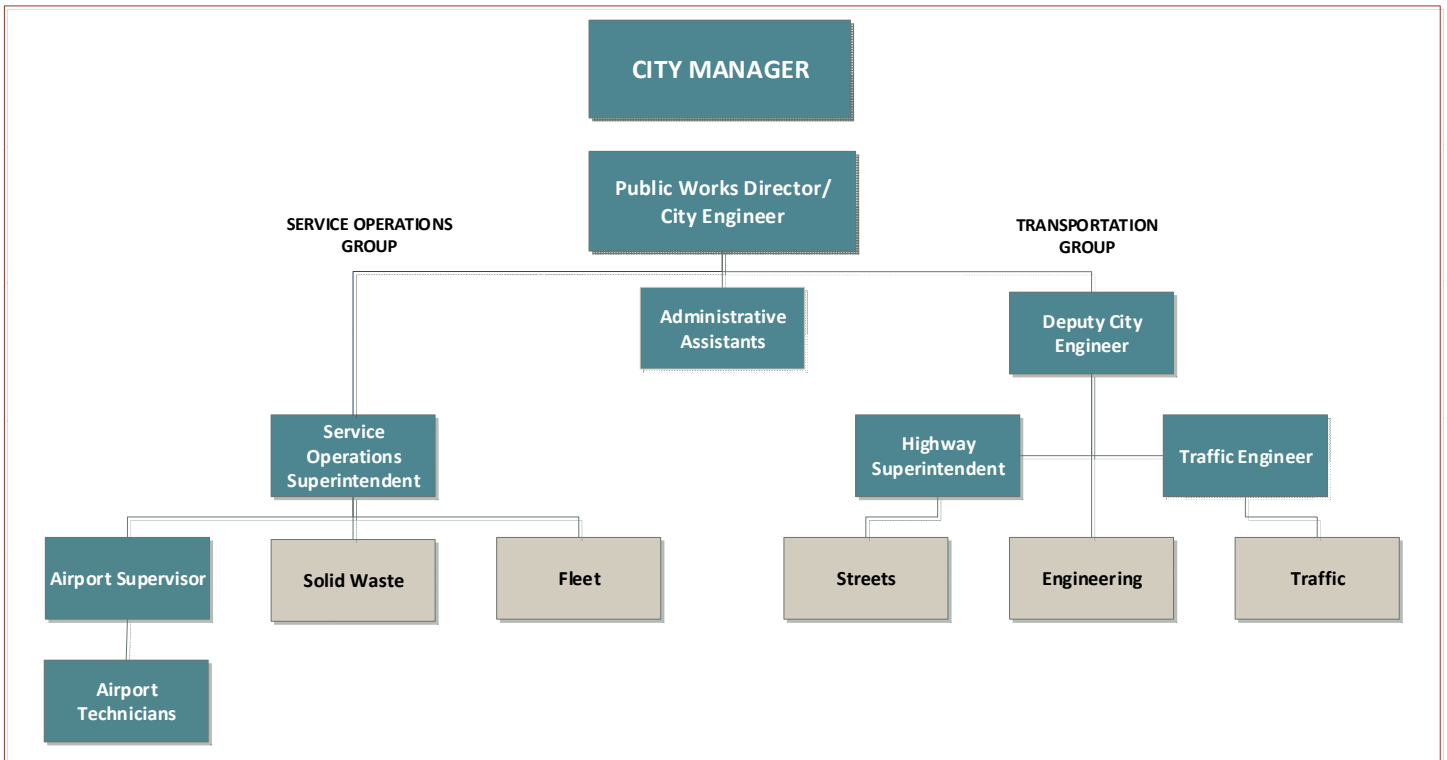
**FUND: TREE FUND**

The Tree Fund is used to account for fees and donations received to assist in the purchase and maintenance of trees that populate the City's streets and neighborhoods.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1st</b>	<b>216,317</b>	<b>156,124</b>	<b>119,237</b>	<b>119,237</b>	<b>212,454</b>	<b>157,454</b>
21500025- 493020	Transfer - General Fund	0	0	0	0	0	0
21500251- 471300	Developer Tree Fees	8,600	26,387	10,000	107,860	10,000	10,000
21500252- 484300	Miscellaneous	150	0	0	0	0	0
	<b>Total Revenue</b>	<b>8,750</b>	<b>26,387</b>	<b>10,000</b>	<b>107,860</b>	<b>10,000</b>	<b>10,000</b>
21512900- 550300	Tree Purchases	18,943	13,274	15,000	14,643	15,000	15,150
560010	Transfer To Parks Fund	50,000	50,000	50,000	0	50,000	50,000
	<b>Total Expenditures</b>	<b>68,943</b>	<b>63,274</b>	<b>65,000</b>	<b>14,643</b>	<b>65,000</b>	<b>65,150</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>156,124</b>	<b>119,237</b>	<b>64,237</b>	<b>212,454</b>	<b>157,454</b>	<b>102,304</b>

# AIRPORT

Airport operations included as part of the Public Works Department supports safe and efficient general aviation and private jet aircraft air services to the surrounding aviation community. Nearly 40,000 flight operations take place annually using the 5,800-foot runway



## 2020 Accomplishments

- ◆ Developed Strategic Business Plan for the airport.
- ◆ New aircraft maintenance FBO.

## 2021 Budget Summary

Materials & Supplies	436,100
Personal Services	221,091
Services & Charges	219,800
Capital Outlay	55,000
Refunds/Reimbursements	1,500
<b>Total Airport</b>	<b>933,491</b>

# AIRPORT

## Strategic Goals

*Goal #1* Provide economical and efficient FBO support services to our airport tenants, visitors and businesses.

Authorized Personnel	2018	2019	2020	2021
Airport Operations Supervisor	1	1	1	1
Airport Technician	1	1	1	1
Airport Technician— <i>Part-time Seasonal</i>	1 <u>0.25</u>	1 <u>0.25</u>	1 <u>0.25</u>	1 <u>0.25</u>
<b>Total</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>

Performance Metrics	2020
Air Operations	39,000
Jet A Fuel (Gallons)	86,115
General Aviation Fuel (Gallons)	57,503

### On the Horizon

- ◆ Paving of Hangars A, B and C.
- ◆ Roof replacement on Hangar A.
- ◆ Upgrading of the Airport website.



2021 BUDGET DETAIL

FUND: AIRPORT OPERATIONS  
 DEPARTMENT: AIRPORT

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>271,974</b>	<b>272,195</b>	<b>184,989</b>	<b>184,989</b>	<b>275,797</b>			<b>203,756</b>
22200025- 493020	Transfer In - General Fund	30,000	30,000	30,000	10,000	0	-100.0%	-100.0%	0
22200351- 475200	Land Rent	11,892	12,075	11,900	10,513	12,000	0.8%	14.1%	12,120
477110	Hangar Rent	78,482	77,980	86,000	79,752	86,000	0.0%	7.8%	86,860
477120	Late Fees	60	60	0	40	200	100.0%	400.0%	202
477130	Tie-Down	2,385	2,581	2,200	3,251	2,000	-9.1%	-38.5%	2,020
477140	AvGas Fuel Sales	242,788	296,733	290,000	280,047	300,000	3.4%	7.1%	303,000
477150	Jet A Fuel Sales	399,605	385,010	410,000	301,984	400,000	-2.4%	32.5%	404,000
477160	Call Out Fees	5,920	4,375	5,000	3,580	5,000	0.0%	39.7%	5,050
477170	GPU Fees	1,260	990	1,000	840	1,000	0.0%	19.0%	1,010
477180	Ramp Fees	8,110	8,012	6,500	7,275	6,500	0.0%	-10.7%	6,565
477200	Prist	744	1,068	900	658	1,000	11.1%	52.0%	1,010
477210	Oil	1,350	928	1,350	647	1,200	-11.1%	85.5%	1,212
477220	Gate Cards	60	100	100	30	100	0.0%	233.3%	101
482100	Hangar Deposits	752	2,233	750	2,816	1,200	60.0%	-57.4%	1,212
22200352- 420600	Federal Operating Grants	0	0	0	75,985	0	100.0%	-100.0%	0
483100	Real Estate Tax Reimbursements	28,406	39,355	41,000	39,028	41,000	0.0%	5.1%	41,410
484300	Miscellaneous	2,977	3,182	3,750	3,003	4,250	13.3%	41.5%	4,293
<b>Total Revenue</b>		<b>814,791</b>	<b>864,682</b>	<b>890,450</b>	<b>819,449</b>	<b>861,450</b>	<b>-3.3%</b>	<b>5.1%</b>	<b>870,065</b>
<b>Total Expenditures</b>		<b>814,570</b>	<b>951,888</b>	<b>947,110</b>	<b>727,697</b>	<b>933,491</b>	<b>-1.4%</b>	<b>28.3%</b>	<b>955,062</b>
<i>Carryover PO's</i>					944				
<b>Fund Balance - December 31st</b>		<b>272,195</b>	<b>184,989</b>	<b>128,329</b>	<b>275,797</b>	<b>203,756</b>			<b>118,759</b>
22217000- 510000	Wages	132,626	135,661	145,980	136,440	154,622	5.9%	13.3%	158,488
511100	PERS	18,026	18,773	20,437	19,004	20,935	2.4%	10.2%	21,458
511300	Medicare	1,915	1,870	2,117	1,847	2,242	5.9%	21.4%	2,298
511400	Workers Compensation	2,031	2,781	2,920	2,920	3,092	5.9%	5.9%	3,169
511600	Health Insurance	35,189	36,250	39,900	39,900	39,900	0.0%	0.0%	42,693
511700	Life Insurance	300	300	300	300	300	0.0%	0.0%	308
520110	Clothing & Safety	855	831	1,800	973	1,800	0.0%	85.0%	1,836
521100	Electric	17,464	15,524	19,000	17,129	19,000	0.0%	10.9%	19,380
521200	Heat	765	744	1,000	571	1,000	0.0%	75.1%	1,020
522000	Postage	256	58	200	0	200	0.0%	100.0%	204
523100	Professional Services	6,828	49,391	2,000	826	2,000	0.0%	142.1%	2,040
523410	Promotions/Marketing	195	435	400	201	400	0.0%	99.0%	408
526000	Travel / Training	190	544	1,000	508	1,400	40.0%	175.6%	1,428
526100	Membership and Dues	114	913	1,000	309	1,000	0.0%	223.6%	1,020
527020	Maintenance of Facility	24,367	30,359	30,000	27,424	30,000	0.0%	9.4%	30,600
527210	Garage Rotary	17,670	17,900	19,200	480	20,000	4.2%	4066.7%	20,400
527220	Information Technology Rotary	3,754	3,754	5,256	3,942	5,500	4.6%	39.5%	5,610
528000	Insurance	5,063	0	17,000	0	17,000	0.0%	100.0%	17,340
529210	Real Estate Taxes	62,403	59,458	62,000	58,147	62,000	0.0%	6.6%	63,240
529220	Sales Tax	37,702	42,730	42,000	36,702	42,000	0.0%	14.4%	42,840
529310	Credit Card Fees	16,034	16,686	16,500	13,971	16,500	0.0%	18.1%	16,830
531000	Office Supply	323	103	350	0	350	0.0%	100.0%	357
533000	Fuel Supply AvGas	184,147	216,494	190,000	159,739	190,000	0.0%	18.9%	193,800
533020	Fuel Supply Jet A	240,552	225,340	245,000	128,125	240,000	-2.0%	87.3%	244,800
533035	Fuel Supply - Vehicles	3,482	4,468	2,500	1,025	5,000	100.0%	387.8%	5,100
534020	Merchandise	1,305	705	750	730	750	0.0%	2.7%	765
550300	New Equip / Cap Outlay	0	68,404	77,000	75,911	55,000	-28.6%	-27.5%	56,100
560030	Security Deposits	1,014	1,412	1,500	573	1,500	0.0%	161.8%	1,530
<b>TOTAL AIRPORT</b>		<b>814,570</b>	<b>951,888</b>	<b>947,110</b>	<b>727,697</b>	<b>933,491</b>	<b>-1.4%</b>	<b>28.3%</b>	<b>955,062</b>

**LINE ITEM DETAIL  
AIRPORT  
OPERATIONS**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$154,622	No staffing level changes
Professional Services	523100	\$2,000	Weather Service, Fuel Farm Inspection, NDB Security Access System - \$2,000
Travel/Training	526000	\$1,400	NATA Tape Training \$600; Airport Conferences \$800
Maintenance of Facility	527020	\$30,000	AWOS/NDB Maintenance Contract/Repairs \$4,400; HVAC Maintenance Contract \$450; Airfield Lighting Maintenance \$2,100; Terminal & Rental Building Maintenance \$3,500; HVAC Maintenance Contract \$400; Other Facility Maintenance (Sand, Fuel Truck/Farm Repairs, Fire Extinguishers, landscaping, weed control, lighting) \$12,200; Fuel Farm Maintenance Contract \$1,650; Contracted Electrical Repairs \$2,000; Maint. Hangar \$3,300
New Equip/Cap Outlay	550300	\$55,000	Hangar C Roof replacement \$49,900; Updates to Maintenance Hangar floor, insulation, and door \$5,100

**2021 BUDGET DETAIL**

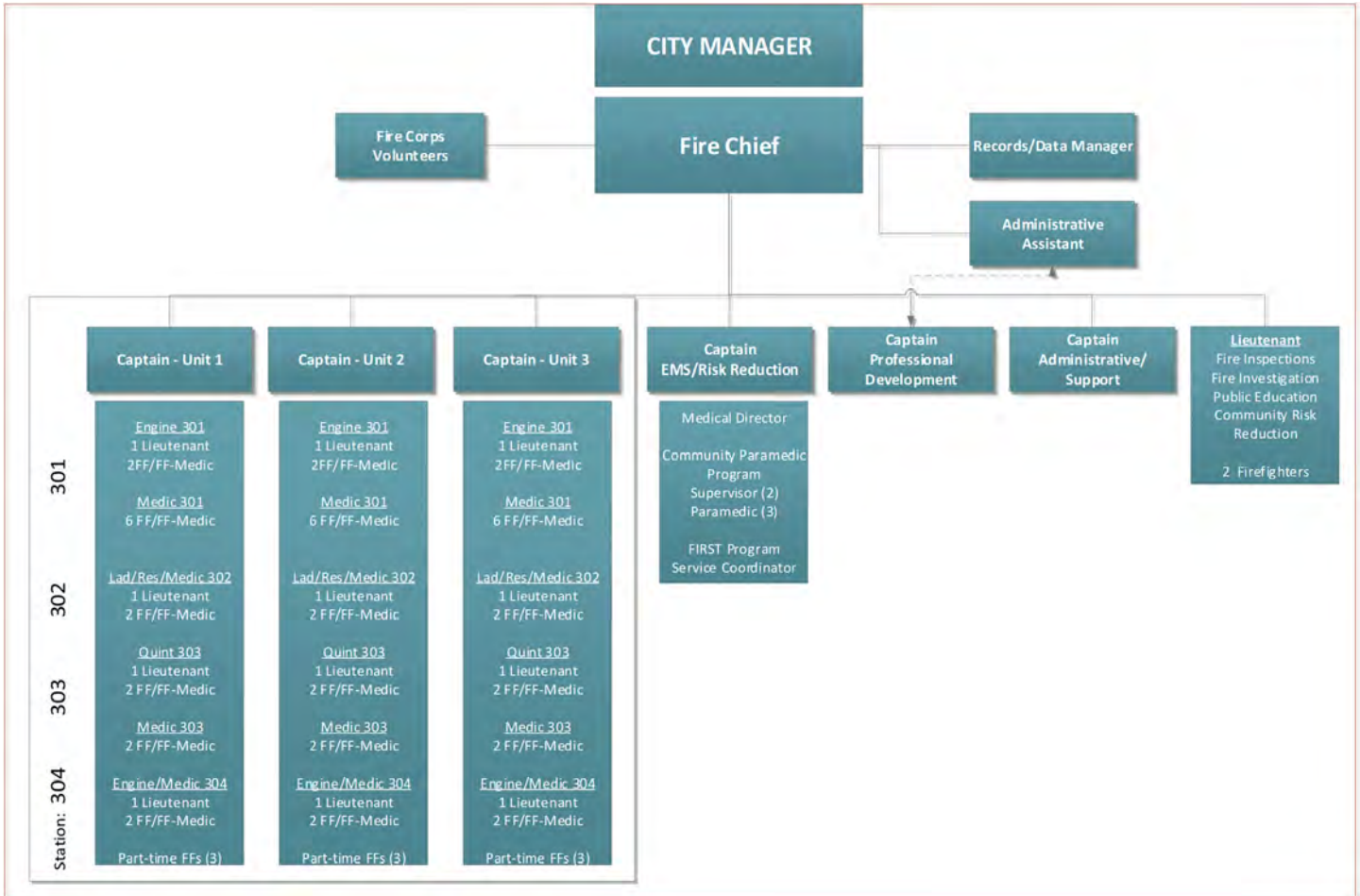
**FUND: AIRPORT 2000 T-HANGAR**

The Airport 2000 T-Hangar Fund was established to separately account for the operating revenues and expenses from the three t-hangar buildings (30 units) constructed by the City in 2000. Rents generated by the t-hangars needs to be sufficient to cover the annual maintenance cost and debt service for money borrowed to construct.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1st</b>	<b>164,197</b>	<b>173,352</b>	<b>180,443</b>	<b>180,443</b>	<b>184,910</b>	<b>195,254</b>
22300351- 477110	Hangar Rent	100,042	100,240	100,000	95,580	104,000	105,040
477120	Late Fees	100	0	0	20	100	101
482100	Hangar Deposits	0	40	400	1,140	400	404
22300352- 484300	Miscellaneous	1,290	0	0	0	0	0
	<b>Total Revenue</b>	<b>101,432</b>	<b>100,280</b>	<b>100,400</b>	<b>96,740</b>	<b>104,500</b>	<b>105,545</b>
22317000- 521100	Electric	3,690	2,463	3,750	2,907	3,300	3,366
527020	Maintenance of Facility	591	852	1,000	0	1,000	1,020
529210	Real Estate Taxes	19,753	19,884	21,000	19,446	21,000	21,420
560020	Refunds	0	0	0	850	0	0
560030	Security Deposits	346	927	1,000	892	1,000	1,020
570000	Transfer to Bond Retirement Fund	67,897	69,063	68,179	68,178	67,856	68,511
	<b>Total Expenditures</b>	<b>92,277</b>	<b>93,189</b>	<b>94,929</b>	<b>92,273</b>	<b>94,156</b>	<b>95,337</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>173,352</b>	<b>180,443</b>	<b>185,914</b>	<b>184,910</b>	<b>195,254</b>	<b>205,462</b>

# FIRE

The department provides fire protection, advanced life support and paramedic service, special operations with hazardous material and technical rescue, fire inspection and fire investigation as well as public education. The department averages about 6,500 responses a year, or about 18 per day, from four fire stations.



## 2020 Accomplishments

- ◆ Purchased a new fire engine scheduled for delivery April 2021
- ◆ Continuation and focus of emergency services amid a pandemic
- ◆ Continued to work regionally on development of a Pre-Hospital care system
- ◆ Updated the Standard of Cover and Community Risk Reduction Plan
- ◆ Implemented a new record management system to streamline operations
- ◆ Began implementation of Traffic Pre-Emption System citywide

2021 Budget Summary	
Personal Services	9,875,992
Services & Charges	1,025,722
Capital Outlay	845,998
Refunds/Reimbursements	500,000
Transfers	396,224
Materials & Supplies	391,296
Debt Service	515
<b>Total Fire</b>	<b>12,980,650</b>

# FIRE

## Strategic Goals

<i>Goal #1</i>	Update the department training program to accomplish the organizational mission and vision.
<i>Goal #2</i>	Improve the hiring and retention of Fire Department personnel.
<i>Goal #3</i>	Improve the response times from the current baseline (70%) to our desired benchmark (90%).
<i>Goal #4</i>	Improve Communication Processes/Systems
<i>Goal #5</i>	Develop a staffing plan to meet the needs of the City and Fire Department based on growth.
<i>Goal #6</i>	Manage growth of the Department with the growth of the City

Authorized Personnel	2018	2019	2020	2021
Fire Chief	1	1	1	1
Captain	6	6	6	6
Lieutenant	12	13	13	13
Firefighter	45	44	44	44
Mobile Integrated Health Technician/Advance Practice Specialist	0	0	4	3
Advance Practice Specialist Supervisor	0	0	2	2
Service Coordinator	0	0	0	1
Administrative Assistant	1	1	1	1
Records/Data Manager	1	1	1	1
Firefighter (Part-Time)	5.19	5.19	5.19	5.19
<b>Total</b>	<b>71.19</b>	<b>71.19</b>	<b>77.19</b>	<b>77.19</b>

Performance Metrics	2018	2019	2020	2021
Total number of Incidents	6,252	6,359	6,047	6,464
Number of Medical Transports	2,900	3,101	2,722	3,325
Property Saved	98.91	98.98%	99.92%	99.40%
For additional Performance Metrics, please see our web site.				

## On the Horizon

- ◆ Pursuit International Accreditation by the end of the 2nd Quarter 2021
- ◆ Request an ISO re-evaluation to make improvements with the insurance rating by 2<sup>nd</sup> Quarter 2021.
- ◆ Continue to pursue the update and modernization of a regional pre-hospital care system, including the increased reimbursement to the City by December 2021.
- ◆ Development of conceptual plan for Fire Station 305 and fire training grounds by December 2021.

2021 BUDGET DETAIL

FUND:

FIRE/EMS

DEPARTMENT:

FIRE DEPARTMENT

Account #	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>10,568,833</b>	<b>9,031,814</b>	<b>9,399,950</b>	<b>9,399,950</b>	<b>8,730,811</b>			<b>7,773,807</b>
23100016- 411100	0.7% Income Tax Collections	10,524,572	10,896,589	11,500,000	10,898,746	10,995,889	-4.4%	0.9%	11,105,848
23100025- 493020	Transfer In - Fire Pension Fund	237,790	254,136	240,717	254,262	268,257	11.4%	5.5%	270,940
23100152- 420600	Federal Operating Grants	0	0	0	59,507	0	100.0%	-100.0%	0
420800	Grant Reimbursement	0	38,270	2,765	0	3,000	8.5%	100.0%	3,030
483100	EMS Reimbursements County	855,957	775,178	750,000	661,950	750,000	0.0%	13.3%	757,500
483100	Reimbursements	0	0	35,695	1,500	0	-100.0%	-100.0%	0
484300	Miscellaneous	7,472	4,048	3,500	7,500	3,500	0.0%	-53.3%	3,535
486000	Debt Proceeds	0	0	0	0	0			1,250,000
492010	Sale of Assets	317	0	0	1,175	3,000	100.0%	155.3%	3,030
	<b>Total Revenues</b>	<b>11,626,108</b>	<b>11,968,221</b>	<b>12,532,677</b>	<b>11,884,640</b>	<b>12,023,646</b>	<b>-4.1%</b>	<b>1.2%</b>	<b>13,393,882</b>
	<b>Total Expenditures</b>	<b>13,163,127</b>	<b>11,600,085</b>	<b>13,283,816</b>	<b>11,220,614</b>	<b>12,980,650</b>			<b>14,894,487</b>
	<i>Carryover PO's</i>				1,333,165				
	<b>Fund Balance - December 31st</b>	<b>9,031,814</b>	<b>9,399,950</b>	<b>8,648,811</b>	<b>8,730,811</b>	<b>7,773,807</b>			<b>6,273,202</b>
23114500- 510000	Wages	5,408,694	5,898,652	6,776,767	6,149,697	7,029,026	3.7%	14.3%	7,204,752
511100	PERS	9,156	11,271	12,833	12,574	14,007	9.1%	11.4%	14,357
511200	Police/Fire Pension	1,188,491	1,335,814	1,420,854	1,379,334	1,478,242	4.0%	7.2%	1,515,198
511300	Medicare	74,509	81,547	96,585	84,808	100,024	3.6%	17.9%	102,525
511400	Workers Compensation	90,460	122,796	135,535	135,535	140,581	3.7%	3.7%	144,096
511500	Social Security	350	918	12,806	1,024	12,806	0.0%	1150.6%	13,126
511600	Health Insurance	951,055	898,536	1,025,554	1,025,554	1,025,554	0.0%	0.0%	1,097,343
511700	Life Insurance	19,380	19,530	20,655	20,655	20,655	0.0%	0.0%	21,171
511800	Unemployment	6,331	0	0	0	0	100.0%	100.0%	0
520100	Uniform	45,107	21,321	57,671	15,542	55,097	-4.5%	254.5%	56,199
521000	Cellular Phone	11,520	14,246	15,040	13,869	15,040	0.0%	8.4%	15,341
521100	Electric	35,311	36,774	43,500	40,566	43,500	0.0%	7.2%	44,370
521200	Heat	13,686	12,982	20,000	9,204	15,000	-25.0%	63.0%	15,300
522000	Postage	1,623	309	1,200	146	1,200	0.0%	721.9%	1,224
523100	Professional Services	135,971	150,974	227,526	200,142	227,526	0.0%	13.7%	232,077
526000	Travel/Training	43,178	65,741	83,029	36,426	91,480	10.2%	151.1%	93,310
526100	Membership & Dues	4,279	3,204	3,770	2,767	8,770	132.6%	216.9%	8,945
526200	EMS Training Grant	1,999	4,653	2,765	2,711	2,500	-9.6%	-7.8%	2,550
527010	Maintenance of Equipment	39,666	47,189	55,217	42,051	55,217	0.0%	31.3%	56,321
527020	Maintenance of Facility	48,016	96,783	127,250	106,638	127,250	0.0%	19.3%	129,795
527210	Garage Rotary	82,554	87,200	110,800	27,700	120,600	8.8%	335.4%	123,012
527220	Information Technology Rotary	187,530	187,530	262,542	196,907	262,542	0.0%	33.3%	267,793
531000	Office Supply	2,190	1,703	4,500	3,028	6,000	33.3%	98.2%	6,120
533000	Operating Supply	39,177	32,460	44,755	32,755	43,255	-3.4%	32.1%	44,120
533035	Fuel/Lube Supply	47,825	50,243	53,700	36,396	53,900	0.4%	48.1%	54,978
533120	EMS Supply	46,267	60,103	61,000	58,404	65,000	6.6%	11.3%	66,300
537000	Repair Material	3,543	3,715	5,750	4,853	5,750	0.0%	18.5%	5,865
539000	Small Equipment	111,509	119,174	217,672	111,153	217,391	-0.1%	95.6%	221,739
539015	COVID Expenses	0	0	0	56,742	0	100.0%	-100.0%	0
550300	New Equip/Capital Outlay	84,941	165,450	84,299	0	84,750	0.5%	100.0%	166,470
550300	-TR003 Signals - Traffic Pre-Emption	0	0	0	0	385,000	100.0%	100.0%	392,700
550300	-FD001 Training Tower	0	0	0	0	250,000	100.0%	100.0%	1,250,000
550300	Station 304 Construction	3,084,922	902,839	0	0	0	100.0%	100.0%	0
550320	CIP Equipment	204,333	0	952,197	362,502	126,248	-86.7%	-65.2%	163,908
560020	Tax Refunds	343,377	522,080	500,000	429,654	500,000	0.0%	16.4%	510,000
570000	Transfer To Bond Service Fund	629,883	602,261	610,541	383,774	158,721	-74.0%	-58.6%	610,705
570000	Transfer to General Fund	0	0	237,503	237,503	237,503	0.0%	0.0%	242,253
580300	Equipment Lease Payment	166,294	42,087	0	0	515	100.0%	100.0%	525
	<b>Total Expenditures</b>	<b>13,163,127</b>	<b>11,600,085</b>	<b>13,283,816</b>	<b>11,220,614</b>	<b>12,980,650</b>	<b>12.1%</b>	<b>32.7%</b>	<b>14,894,487</b>

**LINE ITEM DETAIL  
FIRE/EMS FUND  
FIRE DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$7,029,026	Includes negotiated pay-increases for firefighters, the reclassification of a firefighter position to a Lieutenant position and six new community paramedics
Professional Services	523100	\$227,526	County Emergency Mgmt., Text Paging Reimbursement, Civil Service Testing, Medical Director, Medical Licenses, Labor Attorney, Physical/Wellness Program, Ceremony Costs, Active 911, Part-time Hiring, Social Worker, Volunteer FFs Dependent Fund
Travel/Training	526000	\$91,480	FFs Paramedic Training, EMS Certifications, Fire Certifications, HazMat, Rescue Tech, Fire Officer, Risk Reduction, Vehicle Technician, Personnel Development, Tuition Reimbursement, Resuscitation Quality Improvement Program
Maintenance of Equipment	527010	\$55,217	Fire Extinguishers, Breathing Air Compressor, Test SCBA, EMS Cot Maintenance, Cardiac Monitor Maintenance, Zoll Auto Pulse, Extrication Equipment Testing, Ladder Testing, Annual Ladder PM, Pump Testing, Vehicle Exhaust, Appliance Repair, General Maintenance
Maintenance of Facility	527020	\$127,250	Grounds & Equipment, Mattress Replacement, Kitchen Fire Suppression, Kitchen Hood Cleaning, Fire Alarm & Sprinkler Maintenance, HVAC Maintenance, Asbestos Inspection/Removal, Emergency Generator Repair/PM, Apparatus Door Maintenance, Plumbing Repairs, Electrical Repairs, Pest Control, Concrete Repairs, Station Carpet/Floor Cleaning, Parking Lot Repair, Station Radio, Station Locker Replacement, Fire Station 301 Interior Painting, Basic Cable TV
Information Tech. Rotary	527220	\$262,542	Response Map Maint, Record Management System Maint, First Arriving, Staffing Software, Analytic Software, GIS License , ALERTS CAD Interface, WEB-DMS Policy Software
Small Equipment	539000	\$217,391	Fire Gear Replacement, NFPA Inspection of Gear, EMS Jackets , Furniture Replacement, Ballistic Vest, Hose, Hand Tools, Radio Batteries, CPR, SCBA Masks\Voice Amps, Regional EMS Database, New Hire Turnout Gear
New Equipment	550300	\$84,750	AutoPulse Preplacement, New Equipment, Training Props, Thermal Camera, Community Health Software
CIP Equipment	550300	\$761,248	Phase 2 Traffic Pre-Emption, Staff Vehicles, Training Tower Planning, Station Mower Replacements

**2021 BUDGET DETAIL**

**FUND: RECREATION FACILITIES INCOME TAX**

This fund was set up to account for the 0.15 % income tax passed in 2008 to be used to construct a new recreation center and to make other park improvements. After the improvements are completed this fund will be used to pay the debt issued to make the improvements.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>4,002,841</b>	<b>4,583,228</b>	<b>5,065,049</b>	<b>5,065,049</b>	<b>4,808,218</b>	<b>4,508,755</b>
23300017- 411100	Income Tax Collections	2,256,245	2,335,384	2,426,500	2,335,859	2,320,717	2,343,924
23300023- 430100	Investment Income	84,456	112,807	95,000	33,029	5,800	5,800
	<b>Total Revenue</b>	<b>2,340,701</b>	<b>2,448,191</b>	<b>2,521,500</b>	<b>2,368,888</b>	<b>2,326,517</b>	<b>2,349,724</b>
23323300- 550300	Parks General Construction Projects	148,270	48,464	39,859	0	0	0
550300	Miscellaneous Park Improvements	0	235,000	0	0	28,000	0
550300	Wayfinding and Signage	2,590	61,357	98,900	30,758	0	0
550300	Splashpad Construction	34,302	0	0	0	0	0
560020	Tax Refunds	73,593	111,909	100,000	92,085	100,000	102,000
580100	Transfer Parks Bond Fund. - Principal	572,917	607,917	640,000	1,826,555	1,790,000	1,880,000
580100	Transfer to Gen Bond - Principal	125,000	125,000	130,000	130,000	130,000	135,000
580200	Transfer Parks Bond Fund - Interest	725,412	700,993	691,202	464,950	507,350	435,750
580200	Transfer to Gen Bond - Interest	78,230	75,730	73,230	73,230	70,630	68,030
580250	Debt Issuance	0	0	175,000	1,356	0	0
	<b>Total Expenditures</b>	<b>1,760,314</b>	<b>1,966,370</b>	<b>1,948,191</b>	<b>2,618,934</b>	<b>2,625,980</b>	<b>2,620,780</b>
	<i>Carryover PO's</i>				6,785		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>4,583,228</b>	<b>5,065,049</b>	<b>5,638,358</b>	<b>4,808,218</b>	<b>4,508,755</b>	<b>4,237,699</b>



**2021 BUDGET DETAIL**

**FUND: AIRPORT TIF**

The Airport TIF Fund is used to account for the tax increment financing real estate tax payments received. The TIF funds are generated from property taxes paid on the corporate hangar and the private t-hangars constructed at the airport. TIF proceeds must be used for public improvements at the Airport identified when the TIF was established in 2004.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>82,416</b>	<b>109,485</b>	<b>136,736</b>	<b>136,736</b>	<b>163,387</b>	<b>1,195</b>
23500022- 414100	PILOT Revenue	27,069	27,251	27,500	26,651	28,500	28,785
	<b>Total Revenue</b>	<b>27,069</b>	<b>27,251</b>	<b>27,500</b>	<b>26,651</b>	<b>28,500</b>	<b>28,785</b>
23523500- 550300 -DZ005	Corporate Parking Access Drive	0	0	0	0	190,692	0
23523500- 550300	Airport Improvements	0	0	0	0	0	15,000
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>190,692</b>	<b>15,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>109,485</b>	<b>136,736</b>	<b>164,236</b>	<b>163,387</b>	<b>1,195</b>	<b>14,980</b>

2021 BUDGET DETAIL

FUND:

GLENN ROAD BRIDGE TIF FUND

The Glenn Road Bridge TIF Fund accounts for costs incurred with the construction of Glenn Road from a point 1,000 feet south of the Glenn Road railroad bridge to a point 2,000 feet immediately north of the Glenn Road railroad bridge.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,000,559</b>	<b>2,878,283</b>	<b>2,011,525</b>	<b>2,011,525</b>	<b>1,959,517</b>	<b>2,028,511</b>
23600022- 491010	Note Proceeds	0	0	2,000,000	2,004,550	1,400,000	700,000
23600022- 414100	PILOT Revenue	1,035,245	846,285	900,000	1,493,216	900,000	909,000
23600023- 430100	Investment Income	51,090	50,454	50,000	16,583	0	0
23600402- 420100	Homestead	1,109	1,125	1,300	1,361	1,300	1,313
420200	Rollback	86,410	106,733	100,000	146,964	110,000	111,100
	<b>Total Revenue</b>	<b>1,173,854</b>	<b>1,004,597</b>	<b>3,051,300</b>	<b>3,662,674</b>	<b>2,411,300</b>	<b>1,721,413</b>
23623600- 523100	Professional Services	86,849	180,903	248,000	127,931	90,000	90,000
550300	Land Acquisition Berlin Station Phase	0	1,487,971	0	3,685	0	0
550300	Construction Berlin Station Phase	0	0	4,275,000	2,998,654	0	0
580100	Note Principal	0	0	0	0	2,000,000	1,400,000
580200	Note Interest	0	0	0	0	50,000	50,000
580100	Bond Principal - Phase 2B - \$1.6m	170,000	170,000	175,000	175,000	175,000	180,000
580200	Bond Interest - Phase 2B	39,281	32,481	29,932	29,932	27,306	24,682
	<b>Total Expenditures</b>	<b>296,130</b>	<b>1,871,355</b>	<b>4,727,932</b>	<b>3,335,202</b>	<b>2,342,306</b>	<b>1,744,682</b>
	<i>Carryover PO's</i>				379,480		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,878,283</b>	<b>2,011,525</b>	<b>334,893</b>	<b>1,959,517</b>	<b>2,028,511</b>	<b>2,005,242</b>

**2021 BUDGET DETAIL**

**FUND: SKY CLIMBER/V&P HYDRAULICS TIF FUND**

The Sky Climber/VP Hydraulics TIF Fund is used to account for the tax increment financing real estate tax payments received. The TIF funds are generated from property taxes paid on the improvements by these two businesses on Pittsburgh Drive. TIF proceeds are remitted to the businesses and DCSD when received. This TIF was established as an economic development inducement.

<i>Account #</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
23700022- 414100	PILOT Revenue - Sky Climber	24,161	24,324	35,000	23,789	25,000	25,250
414150	PILOT Revenue - V&P	23,815	23,976	35,000	23,448	25,000	25,250
	<b>Total Revenue</b>	<b>47,976</b>	<b>48,300</b>	<b>70,000</b>	<b>47,237</b>	<b>50,000</b>	<b>50,500</b>
23723700 560110	TIF Distribution to Schools	28,786	28,980	42,000	28,342	30,000	30,300
560120	TIF Distribution to Sky Climber	9,664	9,730	14,000	9,448	10,000	10,100
560140	TIF Distribution to V&P Hydraulics	9,526	9,590	14,000	9,447	10,000	10,100
	<b>Total Expenditures</b>	<b>47,976</b>	<b>48,300</b>	<b>70,000</b>	<b>47,237</b>	<b>50,000</b>	<b>50,500</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL****FUND: MILL RUN TIF FUND**

The Mill Run TIF Fund is used to account for the tax increment financing real estate tax payments received related to the Glenwood Commons shopping center development. The TIF funds are to be used to pay for the cost of constructing Mill Run Blvd. and to reimburse the developer for onsite utility improvements. TIF proceeds are remitted to the developer as received.

<i>Account #</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
23800022- 414100	PILOT Revenue	147,824	151,840	170,000	133,006	120,000	121,200
	<b>Total Revenue</b>	<b>147,824</b>	<b>151,840</b>	<b>170,000</b>	<b>133,006</b>	<b>120,000</b>	<b>121,200</b>
23823800- 560130	TIF Distribution Zarcal	147,824	151,840	170,000	133,006	120,000	121,200
	<b>Total Expenditures</b>	<b>147,824</b>	<b>151,840</b>	<b>170,000</b>	<b>133,006</b>	<b>120,000</b>	<b>121,200</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# MUNICIPAL COURT

The Court’s two judges and two magistrates here from throughout Delaware County the following kinds of cases: felony (ini. al appearance /preliminary hearings), misdemeanor, traffic and parking violations, civil actions up to \$15,000, small claims actions up to \$6,000, and administrative appeals on BMV cases.



Judge Marianne Hemmeter was appointed to the Delaware Municipal Court in February 2015 by Governor John Kasich.

Judge Hemmeter has trained law enforcement officers and judges nationwide in the areas of domestic violence, strangulation, and sexual assault cases. She has received awards for her work, including a Special Achievement Award in 2013 from the Ohio Alliance to End Sexual Assault. Judge Hemmeter served on the Ohio Supreme Court’s Advisory Committee on Domestic Violence from 2008 through 2011. She has appeared on 20/20, American Justice, and E! Investigates.

Judge Kyle Rohrer was elected to the Delaware Municipal Court in November 2019.

Before his election to the bench, Judge Rohrer served on Delaware City Council, representing the Fourth Ward from 2015-2019. While on council he was a member of the Historic Preservation Commission, the Airport Commission, the Parks and Recreation Advisory Board, and was the Municipal Court Liaison.



2021 Budget Summary		
	Court Administration	Mission Court
Personal Services	1,660,546	89,426
Services & Charges	50,000	
Materials & Supplies	21,000	
<b>Total Courts</b>	<b>870,128</b>	<b>89,426</b>

2021 BUDGET DETAIL

FUND: MUNICIPAL COURT  
 DEPARTMENT: COURT ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>2,441,281</b>	<b>2,744,978</b>	<b>2,861,454</b>	<b>2,861,454</b>	<b>2,399,025</b>			<b>1,327,025</b>
24000023- 483200	County Reimbursement	247,855	246,033	230,000	251,021	250,000	8.7%	-0.4%	252,500
24000201- 450100	Court Costs	1,994,654	1,863,009	1,900,000	1,378,589	1,350,000	-28.9%	-2.1%	1,363,500
450200	Bail Bonds	12,730	12,610	10,000	9,293	10,000	0.0%	7.6%	10,100
450300	Immobilization Fees	3,820	4,080	3,500	2,765	3,500	0.0%	26.6%	3,535
450450	Highway Patrol Fines	59,371	61,308	55,000	49,760	0	-100.0%	-100.0%	0
24000201- 484100	Bank Service Charges	5	0	500	0	500	0.0%	100.0%	505
24000023- 420800	Reimbursement Mission Court	17,162	35,661	45,000	54,752	45,000	0.0%	-17.8%	45,450
24000202- 420600	Federal Operating Grant	0	0	0	96,589	0	100.0%	-100.0%	0
420810	Transfer from CLRS	100,000	100,000	100,000	100,000	100,000	0.0%	0.0%	100,000
420810	Transfer from Probation Services Fund	200,000	200,000	200,000	200,000	200,000	0.0%	0.0%	250,000
420810	Transfer from Special Projects Fund	300,000	200,000	150,000	150,000	150,000	0.0%	0.0%	250,000
<b>Total Revenue</b>		<b>2,935,597</b>	<b>2,722,701</b>	<b>2,694,000</b>	<b>2,292,769</b>	<b>2,109,000</b>	<b>-21.7%</b>	<b>-8.0%</b>	<b>2,275,590</b>
24015000-	Administration	1,388,023	1,425,600	1,534,444	1,476,639	1,731,546	12.8%	17.3%	1,787,569
24015500-	Mission Court	24,643	48,020	89,426	70,163	89,426	0.0%	27.5%	92,559
24015800-	Clerk of Court	1,219,234	1,132,605	1,288,926	1,198,734	1,360,028	5.5%	13.5%	1,403,187
<b>Total Expenditures</b>		<b>2,631,900</b>	<b>2,606,225</b>	<b>2,912,796</b>	<b>2,745,536</b>	<b>3,181,000</b>	<b>9.2%</b>	<b>15.9%</b>	<b>3,283,315</b>
Carryover PO's					9,662				
<b>Fund Balance - December 31st</b>		<b>2,744,978</b>	<b>2,861,454</b>	<b>2,642,658</b>	<b>2,399,025</b>	<b>1,327,025</b>			<b>319,300</b>

DEPARTMENT: COURT ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
24015000- 510000	Wages	945,789	949,713	1,012,819	991,235	1,173,672	15.9%	18.4%	1,203,014
511100	PERS	127,387	133,987	141,184	141,954	153,784	8.9%	8.3%	157,629
511300	Medicare	12,913	12,966	14,686	13,625	17,018	15.9%	24.9%	17,443
511400	Workers Compensation	14,555	20,358	20,256	20,256	23,473	15.9%	15.9%	24,060
511600	Health Insurance	242,216	264,377	270,924	270,924	290,874	7.4%	7.4%	311,235
511700	Life Insurance	1,635	1,635	1,575	1,575	1,725	9.5%	9.5%	1,768
520100	Uniforms	0	0	0	150	0	100.0%	-100.0%	0
523100	Professional Services-Interpreting	26,298	24,883	35,000	24,204	35,000	0.0%	44.6%	35,700
526000	Travel/Training	3,013	5,096	8,000	1,741	8,000	0.0%	359.5%	8,160
526100	Membership and Dues	1,300	2,505	4,000	980	4,000	0.0%	308.2%	4,080
527210	Garage Rotary	3,022	3,092	5,000	1,963	3,000	-40.0%	52.8%	3,060
533000	Operating Supply	9,895	6,988	21,000	8,032	21,000	0.0%	161.5%	21,420
<b>TOTAL ADMINISTRATION</b>		<b>1,388,023</b>	<b>1,425,600</b>	<b>1,534,444</b>	<b>1,476,639</b>	<b>1,731,546</b>	<b>12.8%</b>	<b>17.3%</b>	<b>1,787,569</b>
24015500- 510000	Wages	10,064	38,283	59,103	45,805	59,103	0.0%	29.0%	60,581
511100	PERS	4,433	9,227	8,274	2,544	8,274	0.0%	225.2%	8,481
511300	Medicare	146	510	857	622	857	0.0%	37.8%	878
511400	Workers Compensation	10,000	0	1,182	1,182	1,182	0.0%	0.0%	1,212
511600	Health Insurance	0	0	19,950	19,950	19,950	0.0%	0.0%	21,347
511700	Life Insurance	0	0	60	60	60	0.0%	0.0%	62
<b>TOTAL MISSION COURT</b>		<b>24,643</b>	<b>48,020</b>	<b>89,426</b>	<b>70,163</b>	<b>89,426</b>	<b>0.0%</b>	<b>27.5%</b>	<b>92,559</b>

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

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$1,173,672	Wage increase averaging approximately 3.3%. The court has hired an additional part-time Magistrate/Staff Attorney
Professional Services & Interpreting	523100	\$35,000	Interpreting services; mental health/psychiatric evaluations for defendants; written transcripts for indigent appeals
Travel/Training	526000	\$8,000	Annual judicial/magistrate conferences; Annual firearms qualifications for bailiffs and probation officers; Annual conference for jury commissioner; Bailiff and probation officer training; Tuition cost of Ohio Court Management Program for Jury Commissioner/Assignment Commissioner
Membership and Dues	526100	\$4,000	Annual membership dues for Chief Probation Officer, Jury Commissioner, Ohio Judicial Conference and Assn. of Muni. Court Judges; Ohio Assn. of Magistrates; Delaware County Bar Assn. dues; Ohio Bar Assn dues
Garage Rotary	527210	\$3,000	Maintenance of 3 vehicles that bailiffs use to serve required papers on parties in civil matters, and probation officers use to make home visits
Operating Supply	533000	\$21,000	Office and jury supplies including business cards for staff, books, ammunition for annual firearm qualifications for bailiffs/probation officers. Printed reference materials for judges and magistrate.

## CLERK OF COURT

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The office collects and distributes fees, fines, and forfeitures related to judgements carried through the Delaware Municipal Court.



Cindy Dinovo is Clerk of the Delaware Municipal Court. As Clerk of Court, Cindy is responsible for maintaining and protecting the court records and collecting and disbursing monies payable to the court. She is focused on customer service, fiscal accountability and protecting tax dollars. The Clerk of Court office serves all of Delaware County.

Cindy Dinovo has been Clerk of Court since January 1, 2008. She was elected to her first term in November 2007 and was re-elected in November 2013 and again November 2019. Clerk Dinovo brings an expansive knowledge of the court system, having worked 29 years in the Municipal Court. She previously served as the Clerk of Court for five years from 1997 to 2001.

<b>2021 Budget Summary</b>	
	<b>Clerk of Court</b>
Personal Services	1,274,128
Services & Charges	59,900
Materials & Supplies	26,000
<b>Total Courts</b>	<b>1,360,028</b>



2021 BUDGET DETAIL

FUND: MUNICIPAL COURT  
 DEPARTMENT: CLERK OF COURT

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
24015800- 510000	Wages	850,036	785,483	870,421	823,196	901,998	3.6%	9.6%	924,548
511100	PERS	109,569	100,853	121,841	114,336	125,580	3.1%	9.8%	128,720
511300	Medicare	11,832	10,915	12,621	11,367	13,006	3.1%	14.4%	13,331
511400	Workers Compensation	13,524	15,876	17,408	17,408	17,940	3.1%	3.1%	18,389
511600	Health Insurance	179,663	175,732	179,535	179,535	213,054	18.7%	18.7%	227,968
511700	Life Insurance	1,290	1,170	1,200	1,200	2,550	112.5%	112.5%	2,614
522000	Postage	32,881	32,996	45,000	33,902	45,000	0.0%	32.7%	45,900
523100	Professional Services	0	0	500	0	500	0.0%	100.0%	510
523220	Witness Fees	308	312	0	0	0	100.0%	100.0%	0
526000	Travel/Training	1,064	871	5,500	17	5,450	-0.9%	31958.8%	5,559
526100	Membership and Dues	825	835	900	950	950	5.6%	0.0%	969
527010	Maintenance of Equipment	1,388	1,398	3,000	1,055	3,000	0.0%	184.4%	3,060
529310	Bank Fees	331	337	5,000	349	5,000	0.0%	1332.7%	5,100
533000	Operating Supply	16,523	5,827	25,000	15,093	25,000	0.0%	65.6%	25,500
539000	Small Equipment	0	0	1,000	303	1,000	0.0%	230.0%	1,020
539015	COVID Expense	0	0	0	23	0	0.0%	-100.0%	0
	<b>TOTAL CLERK OF COURT</b>	<b>1,219,234</b>	<b>1,132,605</b>	<b>1,288,926</b>	<b>1,198,734</b>	<b>1,360,028</b>	<b>5.5%</b>	<b>13.5%</b>	<b>1,403,187</b>

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

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Postage	522000	\$45,000	Postage - utilizing pre-sort pricing
Travel/Training	526000	\$5,450	Clerk and Court Administrators conference and Judicial College courses.
Membership and Dues	526100	\$950	Ohio Association of Municipal & County Court Clerks Association, Ohio Association of Court Administrators, National Association of Court Administrators and Delaware County Criminal Justice Association
Maintenance of Equipment	527010	\$3,000	Maintenance of time-stamp machines
Operating Supply	533000	\$25,000	Office supplies, case folders, traffic tickets, envelopes, printed forms, etc.

**2021 BUDGET DETAIL**

**FUND: IDIAM FUND**

The IDIAM Fund (Indigent drivers interlock and alcohol monitoring fund) is a fund established under R.C. 4511.191 (I)(1). The fund receives money from the Ohio Bureau of Motor Vehicles whenever persons convicted of drunk driving pay a driver's license reinstatement fee at the end of their license suspensions. The money collected can be used only to pay the cost of an immobilizing or disabling device, including a certified ignition interlock device, or an alcohol monitoring device when a judge has both ordered the use of such a device and has determined that the defendant does not have the means to pay for the device.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>22,433</b>	<b>30,321</b>	<b>14,675</b>	<b>14,675</b>	<b>20,615</b>	<b>13,615</b>
24100201- 450500	IDIAM Fees	27,054	30,919	31,500	27,515	28,000	28,280
24115000- 523100	Professional Services <i>Carryover PO's</i>	19,166	46,565	50,000	18,189 3,386	35,000	35,700
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>30,321</b>	<b>14,675</b>	<b>(3,825)</b>	<b>20,615</b>	<b>13,615</b>	<b>6,195</b>

**2021 BUDGET DETAIL**

**FUND: DRUG ENFORCEMENT**

The Drug Enforcement Fund is used to account for a portion of money seized during drug-related arrests used in educating students in the consequences of using drugs.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>58,800</b>	<b>57,260</b>	<b>51,219</b>	<b>51,219</b>	<b>51,290</b>	<b>7,961</b>
25000201- 450700	Drug Enforcement Fines	3,106	5,565	6,500	3,379	6,500	6,500
25000202- 484300	Drug Enforcement Other	0	6,500	0	0	0	0
	<b>Total Revenues</b>	<b>3,106</b>	<b>12,065</b>	<b>6,500</b>	<b>3,379</b>	<b>6,500</b>	<b>6,500</b>
25013500- 523100	Professional Services	420	3,699	35,000	3,308	29,829	14,461
550300	Capital Outlay	4,226	14,407	14,822	0	20,000	0
	<b>Total Expenditures</b>	<b>4,646</b>	<b>18,106</b>	<b>49,822</b>	<b>3,308</b>	<b>49,829</b>	<b>14,461</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>57,260</b>	<b>51,219</b>	<b>7,897</b>	<b>51,290</b>	<b>7,961</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: INDIGENT ALCOHOL TREATMENT**

The Indigent Drivers Alcohol Treatment Fund established under R.C. 4511.191(H) receives money from the State of Ohio and also from court fines and costs paid by persons convicted of certain traffic violations. The money collected is administered by the Court to provide treatment to, and monitoring of, persons convicted of alcohol or drug-related traffic offenses.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>534,109</b>	<b>546,244</b>	<b>592,279</b>	<b>592,279</b>	<b>624,075</b>	<b>584,075</b>
25100201- 450400	Court Fees Indigent Driver	61,822	62,273	60,000	37,060	60,000	60,000
25115000- 523100	Professional Services	49,687	16,238	100,000	5,264	100,000	100,000
	<b>Total Expenditures</b>	<b>49,687</b>	<b>16,238</b>	<b>100,000</b>	<b>5,264</b>	<b>100,000</b>	<b>100,000</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>546,244</b>	<b>592,279</b>	<b>552,279</b>	<b>624,075</b>	<b>584,075</b>	<b>544,075</b>

**2021 BUDGET DETAIL****FUND: OMVI ENFORCEMENT AND EDUCATION**

The OMVI Enforcement and Education Fund receives money from an allocation of court fines charged against drivers caught operating a motor vehicle under the influence. The money is used to educate these drivers on the risk associated and for new equipment to aid in OMVI deterrence and enforcement.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>5,904</b>	<b>6,468</b>	<b>4,521</b>	<b>4,521</b>	<b>5,708</b>	<b>2,227</b>
25200201- 450400	Court Fees - OMVI	1,441	1,524	1,500	1,187	1,500	1,500
25213500- 550300	New Equip / Cap Outlay	877	3,471	4,445	0	4,981	1,500
	<b>Total Expenditures</b>	<b>877</b>	<b>3,471</b>	<b>4,445</b>	<b>0</b>	<b>4,981</b>	<b>1,500</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>6,468</b>	<b>4,521</b>	<b>1,576</b>	<b>5,708</b>	<b>2,227</b>	<b>2,227</b>

**2021 BUDGET DETAIL**

**FUND: POLICE JUDGMENT**

The Police Judgment Fund receives money from the seizure of cash made during an arrest, usually drug related. The money is used, in part, to purchase new police equipment.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>121,506</b>	<b>121,012</b>	<b>40,139</b>	<b>40,139</b>	<b>23,324</b>	<b>15,000</b>
25300152- 484300	Miscellaneous Income	57,966	18,494	15,000	229	15,000	15,000
	<b>Total Revenues</b>	<b>57,966</b>	<b>18,494</b>	<b>15,000</b>	<b>229</b>	<b>15,000</b>	<b>15,000</b>
25313500- 523100	Professional Services	5,450	1,603	0	0	0	0
526000	Travel/Training	0	0	10,000	0	7,924	8,082
550300	New Equip / Cap Outlay	53,010	97,764	11,636	0	15,400	0
570000	Transfer to Federal Judgement Fund	0	0	0	17,044	0	0
	<b>Total Expenditures</b>	<b>58,460</b>	<b>99,367</b>	<b>21,636</b>	<b>17,044</b>	<b>23,324</b>	<b>8,082</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>121,012</b>	<b>40,139</b>	<b>33,503</b>	<b>23,324</b>	<b>15,000</b>	<b>21,918</b>

**2021 BUDGET DETAIL**

**FUND: POLICE FEDERAL JUDGMENT FUND**

The Police Federal Judgment Fund receives money from the seizure of cash made during a Federal Justice arrest, usually drug related. The money is used, in part, to purchase new police equipment.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,886</b>	<b>11,109</b>
25400023- 430100	Interest Income	0	0	0	42	100	0
25400152- 420600	Federal Grant [Seizure]	0	0	0	0	10,000	0
484300	Miscellaneous Income	0	0	0	17,044	1,000	0
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,086</b>	<b>11,100</b>	<b>0</b>
25413500- 550300	New Equip / Cap Outlay	0	0	17,044	3,200	13,877	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>17,044</b>	<b>3,200</b>	<b>13,877</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>(17,044)</b>	<b>13,886</b>	<b>11,109</b>	<b>11,109</b>



**2021 BUDGET DETAIL**

**FUND: PARK EXACTION FEE**

The Park Exaction Fee Fund receives money from developers who choose to provide money in lieu of land to comply with the City's park exaction fee ordinance. The money is used to improve the City's public parklands.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>167,887</b>	<b>184,116</b>	<b>184,116</b>	<b>184,116</b>	<b>79,629</b>	<b>850</b>
25500251- 471300	Developers Fees -Parks	0	0	5,000	0	13,000	0
25500252- 420700	Grant ODNR Glenn Ross Park	43,729	0	0	0	0	0
	<b>Total Revenues</b>	<b>43,729</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>13,000</b>	<b>0</b>
25512000- 523100	Parks Master Plan	0	0	0	39,960	18,779	0
550300	Willowbrook Park	0	0	138,000	64,527	73,000	0
550300	Glen Ross Park	27,500	0	0	0	0	0
	<b>Total Expenditures</b>	<b>27,500</b>	<b>0</b>	<b>138,000</b>	<b>104,487</b>	<b>91,779</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>184,116</b>	<b>184,116</b>	<b>51,116</b>	<b>79,629</b>	<b>850</b>	<b>850</b>

**2021 BUDGET DETAIL**

**FUND: COMPUTER LEGAL RESEARCH**

The Computer Legal Research Fund established under R.C. 1901.261 receives money from the court costs paid by parties to both civil and criminal cases at the Court. The money is used by the Court and Clerk of Court to pay for legal research on cases and for purchasing and maintaining computer equipment.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>620,407</b>	<b>714,293</b>	<b>757,781</b>	<b>757,781</b>	<b>676,089</b>	<b>656,975</b>
25600201- 450400	Court Fees	289,267	263,806	275,000	187,856	216,000	218,160
	<b>Total Revenue</b>	<b>289,267</b>	<b>263,806</b>	<b>275,000</b>	<b>187,856</b>	<b>216,000</b>	<b>218,160</b>
25615000- 522200	Data Processing	6,012	8,818	11,000	4,642	12,000	12,240
523100	Professional Services	75,661	76,384	97,740	68,588	98,614	100,586
523175	Operations Chargeback - Muni Court Fur	100,000	100,000	100,000	100,000	50,000	100,000
550300	New Equip / Cap Outlay	13,708	35,116	89,500	30,340	74,500	75,990
	<b>Total Expenditures</b>	<b>195,381</b>	<b>220,318</b>	<b>298,240</b>	<b>203,570</b>	<b>235,114</b>	<b>288,816</b>
	<i>Carryover PO's</i>				65,978		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>714,293</b>	<b>757,781</b>	<b>734,541</b>	<b>676,089</b>	<b>656,975</b>	<b>586,319</b>

**2021 BUDGET DETAIL**

**FUND: COURT SPECIAL PROJECTS**

The Court Special Projects Fund established under R.C. 1901.26(B) receives money from the court costs paid by parties to both civil and criminal cases at the Court. The money may be used to purchase new court equipment, pay for the services of a consultant who assists with the Court's mediation program, and any other purposes for the efficient operation of the court. Within the Special Projects Fund, some funds are segregated under R.C. 4511.19(G)(5)(e) to cover the cost of interlock devices and other alcohol monitors for indigent offenders.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>867,015</b>	<b>752,409</b>	<b>749,712</b>	<b>749,712</b>	<b>620,659</b>	<b>546,104</b>
25700201- 450400	Court Fees	266,804	243,222	250,000	170,558	168,000	169,680
450500	IDIAM Fees	24,937	24,610	24,000	18,693	20,000	20,200
25700202- 420600	Federal Operating Grant	0	0	0	9,259	0	0
	<b>Total Revenue</b>	<b>291,741</b>	<b>267,832</b>	<b>274,000</b>	<b>198,510</b>	<b>188,000</b>	<b>189,880</b>
25715000- 523100	Professional Services	19,007	49,454	103,298	43,278	101,155	103,178
523110	IDIAM Expense	21,022	10,051	30,000	27,781	30,000	30,600
523175	Operations Chargeback - Muni Court Fund	300,000	200,000	150,000	150,000	25,000	250,000
539015	COVID Expense	0	0	0	9,259	0	0
550300	New Equip / Cap Outlay	66,318	11,024	95,000	95,028	106,400	108,528
	<b>Total Expenditures</b>	<b>406,347</b>	<b>270,529</b>	<b>378,298</b>	<b>325,346</b>	<b>262,555</b>	<b>492,306</b>
	<i>Carryover PO's</i>				2,217		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>752,409</b>	<b>749,712</b>	<b>645,414</b>	<b>620,659</b>	<b>546,104</b>	<b>243,678</b>

**2021 BUDGET DETAIL**

**FUND: COURT - PROBATION SERVICES**

The Court's Probation Services Fund established under R.C. 737.41 receives money from the court costs paid by persons who are placed on probation at the Court. The money is used to pay probation officers' salaries and to provide training to them.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>498,020</b>	<b>572,555</b>	<b>614,642</b>	<b>614,642</b>	<b>702,770</b>	<b>896,270</b>
25900201- 450400	Court Fees	317,706	314,629	310,000	297,359	300,000	303,000
25900202- 420700	State Grant	0	0	0	30,000	0	0
	<b>Total Revenue</b>	<b>317,706</b>	<b>314,629</b>	<b>310,000</b>	<b>327,359</b>	<b>300,000</b>	<b>303,000</b>
25915000- 523100	Professional Services	40,263	45,311	31,000	33,197	45,000	45,900
523175	Operations Chargeback - Muni Court Fund	200,000	200,000	200,000	200,000	50,000	250,000
550300	New Equip / Cap Outlay	2,908	27,231	10,350	1,800	11,500	11,730
	<b>Total Expenditures</b>	<b>243,171</b>	<b>272,542</b>	<b>241,350</b>	<b>234,997</b>	<b>106,500</b>	<b>307,630</b>
	<i>Carryover PO's</i>				4,234		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>572,555</b>	<b>614,642</b>	<b>683,292</b>	<b>702,770</b>	<b>896,270</b>	<b>891,640</b>

**2021 BUDGET DETAIL**

**FUND: POLICE DISABILITY PENSION**

The Police Disability Pension Fund receives money from a levy assessed on property owners in the City. The money is used to make pension payments for police officers.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
26100019- 412100	Real Property Tax	212,106	227,702	240,000	227,404	240,457	242,862
26100152- 420100	Homestead	3,856	3,814	3,850	3,728	3,800	3,838
26100152- 420200	Rollback	21,828	22,621	23,000	23,130	24,000	24,240
	<b>Total Revenues</b>	<b>237,790</b>	<b>254,137</b>	<b>266,850</b>	<b>254,262</b>	<b>268,257</b>	<b>270,940</b>
26113500- 570000	Transfers - General Fund	237,790	254,137	266,850	254,262	268,257	270,940
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: FIRE DISABILITY PENSION**

The Fire Disability Pension Fund receives money from a levy assessed on property owners in the City. The money is used to make pension payments for firefighters.

<i>Account #</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
26200019- 412100	Real Property Tax	212,106	227,702	240,000	227,404	240,457	242,862
26200152- 420100	Property Homestead Credit	3,856	3,814	3,850	3,728	3,800	3,838
26200152- 420200	Property Rollback	21,828	22,621	23,000	23,130	24,000	24,240
	<b>Total Revenues</b>	<b>237,790</b>	<b>254,137</b>	<b>266,850</b>	<b>254,262</b>	<b>268,257</b>	<b>270,940</b>
26214500- 570000	Transfers - Fire/EMS Fund	237,790	254,137	266,850	254,262	268,257	270,940
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: COMMUNITY PROMOTION FUND**

The Community Promotion Fund allocates revenues from the City's Hotel/Motel Occupancy Tax to events, organizations, and activities that promote the community and other cultural opportunities.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>62,077</b>	<b>69,220</b>	<b>84,604</b>	<b>84,604</b>	<b>2,652</b>	<b>2,652</b>
27200020- 412200	Hotel/Motel Tax	85,748	79,740	80,000	54,167	50,000	50,500
27200102- 480100	Donations	25,000	25,000	25,000	0	0	25,000
	<b>Total Revenues</b>	<b>110,748</b>	<b>104,740</b>	<b>105,000</b>	<b>54,167</b>	<b>50,000</b>	<b>75,500</b>
27227200- 523100	Community Promotions Distributions	0	0	0	0	50,000	50,500
523100	Main Street Support	25,000	22,500	35,000	42,500	0	0
523410 -CP001	Arts Castle	15,000	11,250	10,000	12,500	0	0
523410 -CP002	Central Ohio Symphony	10,000	0	10,000	20,000	0	0
523410 -CP003	Second Ward Community Initiative	11,530	8,625	11,500	14,350	0	0
523410	Ross Art Museum	0	5,000	0	0	0	0
523410	Arena Fair Theatre	0	0	5,000	5,000	0	0
523410 -CP004	Fireworks	35,000	35,000	35,000	40,000	0	25,000
523410	City of Delaware Special Events	5,375	2,055	2,500	0	0	0
529600	Sister City Promotion	1,700	426	5,000	899	0	0
550300	RB Hayes Statue	0	4,500	0	870	0	0
	<b>Total Expenditures</b>	<b>103,605</b>	<b>89,356</b>	<b>114,000</b>	<b>136,119</b>	<b>50,000</b>	<b>75,500</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>69,220</b>	<b>84,604</b>	<b>75,604</b>	<b>2,652</b>	<b>2,652</b>	<b>2,652</b>

**2021 BUDGET DETAIL**

**FUND: CORONA VIRUS RELIEF GRANT**

The Corona Virus-COVID 19 Relief Grant was used in maintaining a safe working environment during the pandemic.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
28400102- 420600	Federal Grant	0	0	0	2,808,275	0	0
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,808,275</b>	<b>0</b>	<b>0</b>
28411400- 533000	Operating Supplies	0	0	0	0		
550300	Capital Outlay	0	0	0	2,799,675	0	0
560020	Refunds	0	0	0	8,600		
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,808,275</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**2021 BUDGET DETAIL**

**FUND: COMMUNITY DEVELOPMENT BLOCK GRANT**

The Community Development Block Grant Fund receives federal grant money for the purpose of developing and improving roads, sidewalks, parks, etc. within targeted low and moderate income areas of the City.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,530</b>	<b>2,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
29100302- 420600	Federal Grant	0	136,470	11,000	11,000	154,000	154,000
	<b>Total Revenue</b>	<b>0</b>	<b>136,470</b>	<b>11,000</b>	<b>11,000</b>	<b>154,000</b>	<b>154,000</b>
29111800- 523150	Administration	0	10,000	10,000	10,000	11,000	11,000
523155	Fair Housing	0	1,000	1,000	1,000	2,000	4,000
523155	Fair Housing Impediments Analysis	0	8,000	0	0	0	0
550300 -CDB21	Street Improvements	0	120,000	0	0	140,000	140,000
	<b>Total Expenditures</b>	<b>0</b>	<b>139,000</b>	<b>11,000</b>	<b>11,000</b>	<b>153,000</b>	<b>155,000</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: POLICE FEDERAL TREASURY SEIZURES FUND**

The Police Federal Treasury Seizure Fund receives money from the seizure of cash made during a Federal Treasury arrest, usually drug related. The money is used, in part, to purchase new police equipment.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,542</b>	<b>10,103</b>
29200023- 430100	Interest Income	0	0	0	12	100	0
29200152- 420600	Federal Grant [Seizure]	0	0	0	3,530	10,000	10,000
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,542</b>	<b>10,100</b>	<b>10,000</b>
29213500- 523100	Professional Services	0	0	0	0	3,539	3,610
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,539</b>	<b>3,610</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,542</b>	<b>10,103</b>	<b>16,493</b>

**2021 BUDGET DETAIL**

**FUND: REVOLVING LOAN FUND**

The Revolving Loan Fund accounts for State of Ohio economic development funds loaned to qualified Delaware businesses. The loan payments are made available for future loans to new businesses.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>197,661</b>	<b>270,186</b>	<b>240,333</b>	<b>240,333</b>	<b>127,299</b>	<b>79,399</b>
29500023- 430100	Revolving Loan Fund Interest Income	4,637	5,671	4,500	1,598	2,000	2,000
29500301- 483110	Loan Principal Payments	87,970	80,069	92,000	82,207	76,300	76,300
483115	Loan Interest Payments	15,785	12,559	14,000	12,185	8,800	8,800
	<b>Total Revenues</b>	<b>108,392</b>	<b>98,299</b>	<b>110,500</b>	<b>95,990</b>	<b>87,100</b>	<b>87,100</b>
29511800- 550300 -RL001	RLF Projects	0	0	25,000	0	25,000	25,000
550300 -RL002	Façade Loan Program	15,249	57,578	75,000	10,840	60,000	60,000
550300 -RL003	RLF Administration	20,618	20,000	20,000	15,000	20,000	20,000
550300 -CDB21	CDBG City Share	0	25,984	0	0	30,000	30,000
550300	Blighted Property Demolitions	0	24,590	30,000	9,860	0	0
550300	Neighborhood Park Project	0	0	50,000	0	0	0
550300	SWCI/City Building Improvements	0	0	0	0	0	0
	<b>Total Expenditures</b>	<b>35,867</b>	<b>128,152</b>	<b>200,000</b>	<b>35,700</b>	<b>135,000</b>	<b>135,000</b>
	<i>Carryover PO's</i>				173,324		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>270,186</b>	<b>240,333</b>	<b>150,833</b>	<b>127,299</b>	<b>79,399</b>	<b>31,499</b>

**2021 BUDGET DETAIL**

**FUND: HOUSING PROGRAM INCOME FUND**

The Housing Program Income Fund accounts for CHIP (Comprehensive Housing Improvement Program) Grant Fund program income. Program income is generated when a past recipient of grant fund improvements sell their property. The program income can be rolled back into other housing improvement programs.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>8,150</b>	<b>8,150</b>	<b>0</b>	<b>0</b>
29600302- 420850	Home-Program Income	0	8,150	0	0	0	0
	<b>Total Revenues</b>	<b>0</b>	<b>8,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
29611800- 550300	CDBG Expenditures	0	0	0	8,150	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,150</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>8,150</b>	<b>8,150</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: CHIP GRANT**

The CHIP (Comprehensive Housing Improvement Program) Grant Fund receives federal grant money for the purpose of improving rental and owner occupied properties located in the City in accordance with the City's Comprehensive

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
29911800- 550300	New Construction - Habitat	401	0	0	0	0	0
	<b>Total Expenditures</b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# DEBT SERVICE FUNDS

2021 BUDGET DETAIL

FUND: GENERAL BOND RETIREMENT

The General Bond Retirement Fund is used to service the City's general debt obligations not assessed against individual land owners.

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Projected
<b>Fund Balance - January 1<sup>st</sup></b>		<b>331,642</b>	<b>336,521</b>	<b>621,579</b>	<b>621,579</b>	<b>492,655</b>	<b>36,880</b>
30000025- 491010	Debt Issuance	455,440	323,883	0	0	0	0
30000023- 430100	Investment Income	6,294	11,476	0	3,807	0	0
30000025- 493020	-DS001 Transfer Police Impact Fee Justice Center	60,099	59,565	58,891	58,639	58,216	57,534
493020	-DS002 Transfer Municipal Impact Fee	131,816	131,660	130,160	130,411	128,660	127,166
493020	-DS003 Transfer T-Hangar Fund	67,897	69,063	68,179	68,179	67,856	68,511
493020	-DS004 Transfer CIP 2012 G.O. Bonds	315,237	313,658	299,529	299,529	289,722	292,465
493020	Transfer CIP Sidewalk Improvements	6,044	458,023	0	0	0	0
493020	-DS005 Transfer Fire/EMS Fund	629,883	602,261	610,541	383,774	158,721	610,705
493020	-DS006 Transfer Fire Impact Fee Station 303	100,000	100,000	100,000	100,000	0	0
493020	-DS007 Transfer Park Levy Fund 2015 GO Debt	203,230	200,730	203,230	203,230	200,630	203,030
493020	-DS008 Transfer CIP 2019 Buildings/Software	0	5,439	385,000	544,801	542,153	545,150
<b>Total Revenue</b>		<b>1,975,940</b>	<b>2,275,758</b>	<b>1,855,530</b>	<b>1,792,370</b>	<b>1,445,958</b>	<b>1,904,561</b>
30030000- 523100	Professional Services	3,991	50,300	100,000	5,964	5,000	
580100	-DS002 Bond Principal- Streetscape/Houk Rd.	286,730	290,885	282,574	282,574	278,419	286,730
580100	-DS003 Bond Principal - T-hangars	42,259	44,272	44,272	44,272	45,278	47,291
580100	-DS006 Bond Principal - Fire Station 302	58,270	59,115	57,426	57,426	56,582	58,271
580100	-DS004 Bond Principal - Fire Station 303	125,000	130,000	130,000	130,000	130,000	135,000
580100	-DS005 Bond Principal - EMS Vehicles	80,000	80,000	85,000	85,000	85,000	85,000
580100	-DS001 Bond Principal - Justice Center/PW Gar.	140,000	145,000	145,000	145,000	145,000	145,000
580100	-DS007 Bond Principal - 2015 Rec Improve. GO	125,000	125,000	130,000	130,000	130,000	135,000
580100	-DS009 Bond Principal - Fire Station 304	285,000	265,000	180,000	180,000	190,000	195,000
580100	-DS008 Bond Principal - 2019 Bldg/Software	0	0	385,000	385,000	425,000	445,000
580100	Note Principal Sidewalks	450,000	450,000	0	0	0	0
580200	-DS002 Bond Interest - Streetscape/Houk Rd.	28,507	22,773	16,955	16,955	11,303	5,735
580200	-DS003 Bond Interest - T-hangars	25,638	24,790	23,907	23,907	22,579	21,221
580200	-DS006 Bond Interest - Fire Station 302	5,792	4,628	3,446	3,446	2,297	1,166
580200	-DS004 Bond Interest - Fire Station 303	51,519	46,519	44,569	44,568	42,619	40,669
580200	-DS005 Bond Interest - EMS Vehicles	12,350	10,750	9,150	9,150	7,450	5,750
580200	-DS001 Bond Interest - Justice Center/PW Gar.	51,825	46,226	44,050	44,050	41,875	39,701
580200	-DS007 Bond Interest - 2015 Rec Improve. GO	78,230	75,730	73,230	73,230	70,630	68,030
580200	-DS009 Bond Interest - Fire Station 304	111,950	106,250	100,950	100,950	95,550	89,850
580200	-DS008 Bond Interest - 2019 Bldg/Software	0	0	159,803	159,802	117,150	100,150
580200	Note Interest - Sidewalks	9,000	13,462	0	0	0	0
<b>Total Expenditures</b>		<b>1,971,061</b>	<b>1,990,700</b>	<b>2,015,332</b>	<b>1,921,294</b>	<b>1,901,732</b>	<b>1,904,564</b>
<i>Carryover PO's</i>							
<b>Fund Balance - December 31<sup>st</sup></b>		<b>336,521</b>	<b>621,579</b>	<b>461,777</b>	<b>492,655</b>	<b>36,880</b>	<b>36,877</b>

**2021 BUDGET DETAIL**

**FUND: PARK IMPROVEMENT BOND FUND**

The Park Improvement Bond Fund is used to accumulate the resources necessary to remit annual debt service payments on the \$20,000,000 Recreation Income Tax Revenue Bonds issued to finance construction of the recreation facility on Houk Road, and other park improvements.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>109,778</b>	<b>111,273</b>	<b>111,105</b>	<b>111,105</b>	<b>44,165</b>	<b>44,165</b>
30100023- 430100	Investment Income	8,517	11,323	4,000	531	0	0
30100025- 491010	Bond Proceeds	0	0	15,000,000	15,363,833	0	0
493020	Transfer In from Recreation Tax Fund	1,298,329	1,308,910	1,331,202	2,291,505	2,297,350	2,315,750
	<b>Total Revenue</b>	<b>1,306,846</b>	<b>1,320,233</b>	<b>16,335,202</b>	<b>17,655,869</b>	<b>2,297,350</b>	<b>2,315,750</b>
30130100- 523100	Professional Services	0	0	0	154,217	0	0
580100	Bond Principal	570,000	605,000	640,000	16,806,996	1,790,000	1,880,000
580200	Bond Interest	735,351	715,401	691,202	757,596	507,350	435,750
	<b>Total Expenditures</b>	<b>1,305,351</b>	<b>1,320,401</b>	<b>1,331,202</b>	<b>17,718,809</b>	<b>2,297,350</b>	<b>2,315,750</b>
	<i>Carryover PO's</i>				4,000		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>111,273</b>	<b>111,105</b>	<b>15,115,105</b>	<b>44,165</b>	<b>44,165</b>	<b>44,165</b>



**2021 BUDGET DETAIL**

**FUND: SE HIGHLAND SEWER BOND FUND**

The SE Highland Sewer Bond Fund is used to accumulate the resources necessary to remit annual debt service payments on the \$15,000,000 Sewer Income Tax Revenue Bonds issued to finance construction of the SE Highland Sewer.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>83,896</b>	<b>83,995</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>34</b>
30200023- 430100	Investment Income	6,441	64,325	401	565	0	0
30200025- 493020	Transfer In Sewer Funds	991,267	848,289	414,160	827,789	825,400	824,600
	<b>Total Revenue</b>	<b>997,708</b>	<b>912,614</b>	<b>414,561</b>	<b>828,354</b>	<b>825,400</b>	<b>824,600</b>
30230200- 580100	Bond Principal	420,000	440,000	327,520	548,320	395,000	410,000
580200	Bond Interest	577,609	556,609	0	280,000	430,400	414,600
	<b>Total Expenditures</b>	<b>997,609</b>	<b>996,609</b>	<b>327,520</b>	<b>828,320</b>	<b>825,400</b>	<b>824,600</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>83,995</b>	<b>0</b>	<b>87,041</b>	<b>34</b>	<b>34</b>	<b>34</b>

# CAPITAL FUNDS

**2021 BUDGET DETAIL**

**FUND: CAPITAL IMPROVEMENTS**

The Capital Improvement Fund is used to account for the majority of capital projects, as they relate to the City, including major road construction, building improvements, park improvements, and City beautification.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
<b>Fund Balance - January 1<sup>st</sup></b>		<b>1,333,336</b>	<b>2,037,626</b>	<b>4,666,224</b>	<b>4,666,224</b>	<b>0</b>	<b>931</b>
41000025- 413100	-SK001 Sidewalk Assessments - Auditor	57,225	59,051	40,000	49,629	96,630	0
41000025- 413110	Sidewalk Assessments - Direct Pay	8,294	245	0	0	0	0
41000025- 491010	Bond Sale	0	4,000,000	0	0	0	0
41000025- 493020	Transfer from General Fund	2,237,500	2,365,055	1,850,000	3,061,865	2,511,967	2,765,950
41000025- 494030	Advance from General Fund	1,236,286	(1,236,286)	0	0	0	0
41000403- 420600	-TR003 MORPC Grant - Citywide Signals	0	0	0	915,208	2,500,000	0
420600	Federal Operating Grant	0	0	0	765,120	0	0
420600	Federal Earmark Grant	277,331	1,530,557	0	502,551	0	0
420600	ODOT Safety Funds	0	90,815	315,000	533,012	0	0
420700	OPWC	406,083	363,633	992,000	497,250	0	0
420700	-SW013 OPWC Grant - John St Bridge	0	0	0	0	128,700	0
420700	ODOT Microsurfacing	267,972	50,720	0	0	0	0
483100	County Reimb - OPWC	0	90,282	260,000	200,627	0	0
483100	Reimbursements	0	20,397	0	63,577	0	0
<b>Total Revenue</b>		<b>4,490,691</b>	<b>7,334,469</b>	<b>3,457,000</b>	<b>6,588,839</b>	<b>5,237,297</b>	<b>2,765,950</b>
41030000- 570000	Transfer Bond Fund - 2012 G. O Debt	315,237	313,658	299,529	270,742	289,722	292,465
570000	Transfer Bond Fund - 2019 Bldg/Software	0	0	385,000	544,803	542,150	545,150
580200	Note Principal/Interest	6,044	463,462	0	28,786	0	0
41013500- 550300	-PD001 Police - BWC & Video Upgrades	0	0	0	0	260,000	0
550300	Parking Meter Replacement	0	0	0	0	0	425,965
550300	Evidence Storage Building	0	0	0	0	0	200,000
550300	Cruiser Video Replacement	0	0	0	0	0	0
550300	Police K9 Replacement	0	0	0	0	0	0
550300	Intovilyzer	0	0	0	0	0	16,000
41016200- 550300	Street Resurfacing	80,272	4,821	0	158,000	0	873,370
550300	US 23/Penn Interchange Improvements	0	4,522	0	0	0	0
550300	US 23/ Hull Dr. Safety Improvements	0	0	350,000	6,233	0	0
550300	US/23 Micro-surfacing Project	268,751	50,720	0	0	0	0
550300	OPWC Heffner St/Winter St	319,332	45,193	0	0	0	0
550300	OPWC Houk B+D, Union St.	0	30,225	0	584,664	0	0
550300	-OPW20 OPWC Belle Ave/US 36	0	0	645,000	198,715	0	0
550300	-SW013 John St Bridge	0	0	0	0	128,700	0
550300	SE Arterial Alternative	299,318	8,110	0	0	0	0
550300	US 36/E. William St. Corridor	0	1,600,027	100,000	3,341,733	0	0
550300	Point Intersection	369,999	200,000	200,000	200,000	0	0
550300	East Side Circulation Study	9,621	5,882	0	0	0	0
550300	Curtis St. Turn Lane	0	0	27,000	0	0	0
550300	DiGenova Way Extension	0	24,370	0	0	0	0
550300	PENCK Penick Ave Connector	0	0	0	0	365,000	0
550300	Bridge Improvements	78,906	1,486	0	0	0	0
550300	CSX @ Central Overheight Detection	90,815	0	0	0	0	0
550300	-SK001 Sidewalk/ADA Improvements	12,104	37,889	355,000	49,968	100,000	0
550300	Sidewalk Repair Program - City	55,612	10,248	0	0	0	0
41016400- 550300	Traffic Signal System Upgrades	89,486	142,570	100,000	90,780	0	0
550300	COVID Capital	0	0	0	789,769	0	0
550300	-TR003 Signal Improvement Phase I	0	10,098	100,000	96,788	2,500,000	0
550300	-ST007 Signal Improvements - Resurfacing	0	0	19,000	18,292	30,000	0
41016000- 570000	Equipment Acquisition	300,000	500,000	833,016	489,489	598,794	0
550300	SWCI	0	0	0	0	0	0
550300	Downtown Arch	0	0	25,000	10,900	0	0
41012000- 550300	-PK002 Playground Equipment	0	0	260,000	293,208	35,000	176,000
550300	-PK003 Other Park Development	65,001	69,636	35,000	33,359	13,000	92,000
550300	-PK006 Parks Master Plan	0	0	80,000	0	15,000	0

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
41011600- 550330	Network Improvements	47,636	0	0	9,576	0	0
550330	PC Replacement	29,889	30,001	0	0	0	0
550330	Fiber Installation	0	25,600	50,000	71,600	0	0
550330	Software Systems	7,074	329,756	622,849	193,626	0	0
550330	Copier Replacement	5,167	3,563	0	7,331	0	0
41011400- 550310	Building Renovations/Maintenance	0	67,030	740,385	1,093,490	0	0
550310	Unanticipated Projects	0	0	100,000	0	100,000	0
41016200- 550300 -ST015	CSX Curtis St Improvements	0	0	0	38,550	0	0
41016800- 550310	Public Works Building	12,980	0	35,000	9,554	0	0
550310	Carpet Replacement	11,400	0	25,000	36,512	0	0
550310	Justice Center Painting	0	0	25,000	0	0	0
550310	Emergency Backup Generators	0	0	61,000	58,060	0	0
550310 -BAX01	Annex Improvements	1,122,585	556,753	0	8,535	0	0
550310	Parks Maint. Bldg. E. William St. site	159,302	0	0	0	0	0
550310	HVAC Maintenance	29,870	146,083	25,000	72,656	0	0
550310	EV Charging Station	0	24,168	0	0	0	0
550310 -BJC01	Justice Center Improvements	0	0	0	0	75,000	145,000
550310 -BPW01	Public Works Building Improvements	0	0	0	0	134,000	0
550310 -BCH01	City Hall Improvements	0	0	0	0	50,000	0
	<b>Total Expenditures</b>	<b>3,786,401</b>	<b>4,705,871</b>	<b>5,497,779</b>	<b>8,805,719</b>	<b>5,236,366</b>	<b>2,765,950</b>
	<i>Carryover PO's</i>				2,449,344		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,037,626</b>	<b>4,666,224</b>	<b>2,625,445</b>	<b>0</b>	<b>931</b>	<b>931</b>

**2021 BUDGET DETAIL**

**FUND: OPWC PROJECT CAPITAL FUND**

The OPWC Project Capital Fund is used to account for the capital improvements funded, at least, in part by the Ohio Public Works Commission.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
41200403- 420700	-OPW21 OPWC State Grant	0	0	0	0	450,000	450,000
420800	-OPW21 OPWC County Grant	0	0	0	0	150,000	150,000
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>600,000</b>
550300	-OPW21 2021 OPWC Project	0	0	0	0	600,000	600,000
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>600,000</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

2021 BUDGET DETAIL

FUND: POINT PROJECT CAPITAL FUND

The Point Project Capital Fund is used to account for the capital improvements related to removing and replacing the railroad bridge on East William Street including associated grant activity.

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Projected
<b>Fund Balance - January 1<sup>st</sup></b>		<b>0</b>	<b>565,337</b>	<b>933,692</b>	<b>933,692</b>	<b>1</b>	<b>355</b>
41500025- 493020	-POINT City Funds	350,000	200,000	200,000	200,000	377,000	0
493020	-POINT Debt Proceeds	0	0	0	0	0	2,345,768
41500402- 483100	-POINT Berkshire JEDD Tax Receipts	183,103	142,141	136,010	121,398	117,756	118,934
483100	-POINT Outlet Center NCA (1.5 mills)	131,712	19,540	55,597	55,598	55,598	56,154
41500403- 420600	-POINT ODOT Safety Grant (90/100)	299,071	360,069	0	1,344,775	300,000	0
420600	-POINT MORPC Grant	0	0	0	0	0	0
420600	-POINT SIB Loan	0	0	0	0	0	15,511,235
420600	-POINT TRAC Grant (75/25)	0	0	1,500,000	0	1,500,000	8,000,000
<b>Total Revenue</b>		<b>963,886</b>	<b>721,750</b>	<b>1,891,607</b>	<b>1,721,771</b>	<b>2,350,354</b>	<b>26,032,091</b>
41541500- 523100	-POINT Professional Services	398,549	334,029	600,000	1,494,195	300,000	1,750,000
550300	-POINT Right of Way Acquisition	0	0	2,000,000	0	2,000,000	0
550300	-POINT Construction	0	0	0	0	0	21,470,808
550300	-POINT Private Utility Relocation	0	0	0	0	50,000	0
550300	-POINT Debt Service	0	0	0	0	0	0
550300	-POINT Railroad Force Account	0	19,366	25,000	34,774	0	2,925,000
<b>Total Expenditures</b>		<b>398,549</b>	<b>353,395</b>	<b>2,625,000</b>	<b>1,528,969</b>	<b>2,350,000</b>	<b>26,145,808</b>
<i>Carryover PO's</i>					1,126,493		
<b>Fund Balance - December 31<sup>st</sup></b>		<b>565,337</b>	<b>933,692</b>	<b>200,299</b>	<b>1</b>	<b>355</b>	<b>(113,362)</b>

**2021 BUDGET DETAIL**

**FUND: FAA AIRPORT GRANT**

The FAA Airport Grant Fund is used to account for the City's relocation of the runways and renovations at the Municipal Airport.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>48,413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
43000353- 420700	State Funds	14,808	0	0	0	35,000	0
420600	Federal Funds	94,615	0	0	0	350,000	0
483100	Reimbursements	0	0	0	0	0	0
494030	General Fund Advance	0	0	0	0	0	0
493020	TIF Funds	0	0	0	0	0	0
493020	City Funds	0	0	0	0	0	0
	<b>Total Revenue</b>	<b>109,423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>385,000</b>	<b>0</b>
43017000- 550300 -DZ003	T-Hangar A,B,&C Resurfacing	0	0	0	0	385,000	0
550300	T-Hangar D,E,&F Resurfacing	0	0	0	0	0	0
550300	T-Hangar G,H,&I Resurfacing	0	0	0	0	0	0
570000	Transfer to FAA Airport AIP Grant Fund	0	48,413	0	0	0	0
570500	Advance back to General Fund	61,010	0	0	0	0	0
	<b>Total Expenditures</b>	<b>61,010</b>	<b>48,413</b>	<b>0</b>	<b>0</b>	<b>385,000</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>48,413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: FAA AIRPORT AIP GRANT FUND**

The FAA Airport AIP Grant Fund accounts for funds allocated to general aviation airports by the FAA for use with approved airport improvements. The City must provide a 10% match for these grant funds.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>47,948</b>	<b>95,193</b>	<b>95,193</b>	<b>74,409</b>	<b>14,270</b>
43100353- 420700	ODOT State Funds	8,606	0	349,400	0	0	0
420600	Federal Funds	64,377	10,511	0	48,897	309,866	0
43100025- 493020	City Transfer	0	48,413	0	0	0	0
	<b>Total Revenue</b>	<b>72,983</b>	<b>58,924</b>	<b>349,400</b>	<b>48,897</b>	<b>309,866</b>	<b>0</b>
43117000- 550300	Taxiway A Design/Construction	4,170	0	0	0	0	0
550310	Maintenance Bldg Improvements	0	0	0	0	15,000	0
550300 -DZ003	T Hanger Pavement Area Resurfacing	0	11,679	251,640	54,325	355,005	0
550300	Apron B Rehabilitation	0	0	52,000	0	0	0
570500	Advance back to General Fund	20,865	0	0	0	0	0
	<b>Total Expenditures</b>	<b>25,035</b>	<b>11,679</b>	<b>303,640</b>	<b>54,325</b>	<b>370,005</b>	<b>0</b>
	<i>Carryover PO's</i>				15,356		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>47,948</b>	<b>95,193</b>	<b>140,953</b>	<b>74,409</b>	<b>14,270</b>	<b>14,270</b>



**2021 BUDGET DETAIL**

**FUND: EQUIPMENT REPLACEMENT**

The Equipment Replacement Fund is used to account for the City's replacement of major equipment, mainly for the Public Works, Parks, Police and Fire Departments and the airport.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>141,957</b>	<b>158,550</b>	<b>217,510</b>	<b>217,510</b>	<b>20,924</b>	<b>241</b>
44000024- 493020	Transfer In	300,000	500,000	833,016	416,508	625,794	925,087
	<b>Total Revenue</b>	<b>300,000</b>	<b>500,000</b>	<b>833,016</b>	<b>416,508</b>	<b>625,794</b>	<b>925,087</b>
44016200- 550320	SMR Equipment Acquisition	88,994	169,999	291,100	114,615	359,000	552,500
44012000- 550320	Parks Equipment Acquisition	57,368	125,397	184,273	137,181	31,747	85,587
44013500- 550320	Police Equipment Acquisition	137,045	124,485	392,955	168,611	240,000	287,000
44017000- 550320	Airport Equipment	0	13,885	0	0	0	0
44012600- 550320	Cemetery	0	7,274	0	0	15,730	0
	<b>Total Expenditures</b>	<b>283,407</b>	<b>441,040</b>	<b>868,328</b>	<b>420,407</b>	<b>646,477</b>	<b>925,087</b>
	<i>Carryover PO's</i>				192,687		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>158,550</b>	<b>217,510</b>	<b>182,198</b>	<b>20,924</b>	<b>241</b>	<b>241</b>

**2021 BUDGET DETAIL**

**FUND: PARK IMPACT FEES IMPROVEMENT**

The Park Impact Fees Improvement Fund is used to improve the level of service at the City's public parks brought on by new development and increased housing. Residential development pays an impact fee of \$1,226 per new house.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,120,156</b>	<b>1,455,146</b>	<b>2,067,689</b>	<b>2,067,689</b>	<b>2,155,843</b>	<b>1,765,843</b>
49100252-	420700 Grant Income	0	21,752	0	0	0	0
49100251-	460100 Park Impact Fees	634,952	683,871	350,000	507,461	350,000	353,500
49100023-	430100 Investment Income	25,777	39,544	25,000	13,332	10,000	10,000
	<b>Total Revenue</b>	<b>660,729</b>	<b>745,167</b>	<b>375,000</b>	<b>520,793</b>	<b>360,000</b>	<b>363,500</b>
49112000-	523100 Professional Services	1,080	0	0	27,717	0	0
	550300 Trail Imp. SR 37 West Westfield-Trotters	302,881	0	0	0	0	0
	550300 PRS03 Ross St. Parkland Expansion	0	0	75,000	0	30,000	475,000
	550300 Trail Imp. SR 37 West Buehlers-Lexington	18,100	0	0	17,500	0	0
	550300 Trail Imp. SR 37, Lexington-Houk	0	66,993	0	2,250	0	175,000
	550300 Cheshire Trail Improvement	0	46,003	0	0	0	0
	550300 TL001 Central Avenue Pedestrian Corridor	0	0	490,000	9,889	250,000	350,000
	550300 TL004 Olentangy River Walk - Mingo	0	0	0	0	45,000	0
	550300 TL005 Delaware Run Greenway	0	0	0	0	425,000	35,000
	550300 South Community Park Land Acquisition	0	0	18,000	8,084	0	0
	560020 Refunds	3,678	19,628	0	4,904	0	0
	<b>Total Expenditures</b>	<b>325,739</b>	<b>132,624</b>	<b>583,000</b>	<b>70,344</b>	<b>750,000</b>	<b>1,035,000</b>
	<i>Carryover PO's</i>				362,295		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,455,146</b>	<b>2,067,689</b>	<b>1,859,689</b>	<b>2,155,843</b>	<b>1,765,843</b>	<b>1,094,343</b>

**2021 BUDGET DETAIL**

**FUND: POLICE IMPACT FEE IMPROVEMENT**

The Police Impact Fees Improvement Fund is used to improve the level of service from the City's Police force brought on by new development and increased housing. Residential development pays an impact fee of \$162 per new house.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>311,853</b>	<b>354,038</b>	<b>429,784</b>	<b>429,784</b>	<b>486,957</b>	<b>531,242</b>
49200151- 460100	Police Impact Fees	96,411	130,952	75,000	113,678	100,000	101,000
49200023- 430100	Investment Income	6,717	9,344	5,000	2,782	2,500	2,500
	<b>Total Revenue</b>	<b>103,128</b>	<b>140,296</b>	<b>80,000</b>	<b>116,460</b>	<b>102,500</b>	<b>103,500</b>
49213500- 523100	Professional Services	358	0	0	0	0	0
560020	Refunds	486	4,985	0	648	0	1,000
570000	Transfer Bond Fund - Justice Center Debt	60,099	59,565	58,891	58,639	58,216	57,534
	<b>Total Expenditures</b>	<b>60,943</b>	<b>64,550</b>	<b>58,891</b>	<b>59,287</b>	<b>58,216</b>	<b>58,534</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>354,038</b>	<b>429,784</b>	<b>450,893</b>	<b>486,957</b>	<b>531,242</b>	<b>576,207</b>

**2021 BUDGET DETAIL**

**FUND: FIRE IMPACT FEE IMPROVEMENT**

The Fire Impact Fees Improvement Fund is used to improve the level of service from the City's Fire Department brought on by new development and increased housing. Residential development pays an impact fee of \$314 per new house.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>305,460</b>	<b>397,705</b>	<b>544,494</b>	<b>544,494</b>	<b>622,208</b>	750,208
49300151- 460100	Fire Impact Fees	187,048	244,099	125,000	175,518	125,000	126,250
49300023- 430100	Investment Income	6,500	10,609	5,000	3,452	3,000	3,000
	<b>Total Revenue</b>	<b>193,548</b>	<b>254,708</b>	<b>130,000</b>	<b>178,970</b>	<b>128,000</b>	<b>129,250</b>
49314500- 523100	Professional Services	360	0	0	0	0	0
560020	Refund	943	7,919	0	1,256	0	0
570000	Transfer Bond Retirement Fund	100,000	100,000	100,000	100,000	0	0
	<b>Total Expenditures</b>	<b>101,303</b>	<b>107,919</b>	<b>100,000</b>	<b>101,256</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>397,705</b>	<b>544,494</b>	<b>574,494</b>	<b>622,208</b>	<b>750,208</b>	<b>879,458</b>

**2021 BUDGET DETAIL**

**FUND: MUNICIPAL IMPACT FEE IMPROVEMENT**

The Municipal Impact Fees Improvement Fund is used to expand the capacity of the City's municipal facilities. Residential development pays an impact fee of \$366 per new house.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>556,779</b>	<b>361,999</b>	<b>444,342</b>	<b>444,342</b>	<b>507,885</b>	<b>546,725</b>
49400023- 430100	Investment Income	9,241	9,145	7,500	2,941	2,500	2,500
49400101- 460100	Municipal Impact Fees	211,657	283,718	150,000	192,477	160,000	161,600
484300	Transfer In Sewer Cap - Cherry St. Fac.	65,000	65,000	65,000	0	8,000	0
	<b>Total Revenue</b>	<b>285,898</b>	<b>357,863</b>	<b>222,500</b>	<b>195,418</b>	<b>170,500</b>	<b>164,100</b>
49416800- 523100	Professional Services	360	0	0	0	0	0
550100	Land Acquisition - Public Works	0	0	180,000	0	0	0
550310 -BAX01	Annex Building Improvements	347,404	141,664	0	0	0	0
560020	Refund	1,098	2,196	3,000	1,464	3,000	3,000
570000	Transfer Bond Fund - Annex	0	0	35,000	0	0	0
570000	Transfer Bond Fund - PW/Justice Bldgs	131,816	131,660	130,160	130,411	128,660	127,166
	<b>Total Expenditures</b>	<b>480,678</b>	<b>275,520</b>	<b>348,160</b>	<b>131,875</b>	<b>131,660</b>	<b>130,166</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>361,999</b>	<b>444,342</b>	<b>318,682</b>	<b>507,885</b>	<b>546,725</b>	<b>580,659</b>

**2021 BUDGET DETAIL**

**FUND: GLENN ROAD SOUTH CONSTRUCTION FUND**

The Glenn Road South Construction Fund accounts for costs incurred with the construction of Glenn Road from the northern point of the Glenn Ross development south 8,700 feet to the intersection with US Route 23.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,870,049</b>	<b>2,749,561</b>	<b>926,596</b>	<b>926,596</b>	<b>1,385,273</b>	<b>1,660,723</b>
49600025- 491010	Note Proceeds	9,815,000	0	0	0	0	0
491010	Note Premium	118,663	0	0	0	0	0
491010	Bond Proceeds	0	7,150,000	0	0	0	0
491010	Bond Premium	0	389,826	0	0	0	0
49600022- 414200 -SGLEN	Community Authority Fees	607,335	735,442	860,000	878,262	900,000	909,000.00
49600403- 420800 -SGLEN	DACC Intersection Funds	0	0	0	44,296	0	0
49600401- 460100 -SGLEN	Transportation Impact Fees	140,156	123,306	100,000	149,539	100,000	101,000
471300 -SGLEN	Developer Payments	0	172,834	0	0	0	0
483100 -SGLEN	County Storm Reimbursement	0	0	0	50,000	0	0
49600025- 492010	Land Sale	0	583,471	0	0	0	0
49600023- 430100	Investment Income	0	0	0	6,997	8,000	0
	<b>Total Revenue</b>	<b>10,681,154</b>	<b>9,154,879</b>	<b>960,000</b>	<b>1,129,094</b>	<b>1,008,000</b>	<b>1,010,000</b>
49649600- 523100	Professional Services	22,342	116,321	25,000	2,367	0	0
550300 -SGLEN	Construction Glenn Road Phase 1B	0	138,592	0	0	0	0
560020 -SGLEN	Transportation Fee Refunds	3,000	8,000	10,000	2,000	8,000	8,000
580100 -SGLEN	Note Principal	10,565,000	9,815,000	0	0	0	0
580100 -SGLEN	Bond Principal	0	440,000	430,000	430,000	510,000	600,000
580200 -SGLEN	Note Interest	211,300	293,632	0	0	0	0
580200 -SGLEN	Bond Interest	0	166,299	236,050	236,050	214,550	189,050
	<b>Total Expenditures</b>	<b>10,801,642</b>	<b>10,977,844</b>	<b>701,050</b>	<b>670,417</b>	<b>732,550</b>	<b>797,050</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,749,561</b>	<b>926,596</b>	<b>1,185,546</b>	<b>1,385,273</b>	<b>1,660,723</b>	<b>1,873,673</b>

**2021 BUDGET DETAIL**

**FUND: GLENN ROAD NORTH CONSTRUCTION FUND**

The Glenn Road North Construction Fund accounts for costs incurred with the construction of Glenn Road from Curve Road 5,500 feet north to US Route 36/37

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>384,602</b>	<b>362,801</b>	<b>330,021</b>	<b>330,021</b>	<b>290,330</b>	<b>240,435</b>
49800022- 414200 -NGLEN	Comm Auth Charges	95,173	93,635	95,000	100,179	110,000	111,100
	<b>Total Revenue</b>	<b>95,173</b>	<b>93,635</b>	<b>95,000</b>	<b>100,179</b>	<b>110,000</b>	<b>111,100</b>
49849800- 523100 -NGLEN	Professional Services	2,079	2,220	10,000	1,575	2,800	2,856
580100 -NGLEN	Bond Principal	35,000	45,000	60,000	60,000	80,000	100,000
580200 -NGLEN	Bond Interest	79,895	79,195	78,295	78,295	77,095	75,495
	<b>Total Expenditures</b>	<b>116,974</b>	<b>126,415</b>	<b>148,295</b>	<b>139,870</b>	<b>159,895</b>	<b>178,351</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>362,801</b>	<b>330,021</b>	<b>276,726</b>	<b>290,330</b>	<b>240,435</b>	<b>173,184</b>

2021 BUDGET DETAIL

FUND:

STORM SEWER

DEPARTMENT:

STORM SEWER CAPITAL PROJECTS

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1st</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
52400025- 493020	Transfers In	0	0	0	0	900,000			895,000
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900,000</b>			<b>895,000</b>
52419400- 550300	-SW012 Storm Sewer Replacement	23,090	4,451	125,000	84,203	125,000	0.0%	48.5%	795,000
550300	Inflow/Infiltration Remediation	0	0	100,000	20,000	0	-100.0%	-100.0%	100,000
550300	Birch Terrace	0	35,927	120,000	115,174	0	-100.0%	-100.0%	0
550300	Olentangy Avenue	0	0	0	12,923	0	100.0%	-100.0%	0
550300	Houk Rd. Project	0	0	0	0	0	100.0%	100.0%	0
550300	-SW004 Bernard Ave.	0	0	0	0	400,000	100.0%	100.0%	0
550300	Equipment	51,489	135,049	70,000	70,000	0	-100.0%	-100.0%	0
550300	Dogwood Drive	13,423	9,490	0	217,697	0	100.0%	-100.0%	0
550300	-SW007 US 23/Rt. 42 ODOT Culvert Repair	0	0	250,000	0	210,000	-16.0%	100.0%	0
550300	Stratford Rd. Culvert Repair	0	0	230,000	163,403	0	-100.0%	-100.0%	0
550300	Retaining Wall	0	0	0	76,971	0	100.0%	-100.0%	0
550300	Utilities Maint. Bldg. Evaluation	0	0	0	0	0	100.0%	100.0%	0
550300	100 Pinecrest Slope Remediation	0	20,000	0	0	0	100.0%	100.0%	0
550300	Montrose/Columbus/Toledo	0	0	200,000	0	0	-100.0%	100.0%	0
550300	St Swr NPDES Ph II Masterplan	0	0	0	0	0	100.0%	100.0%	0
550300	-SW013 John St. Bridge Repair	0	0	0	0	135,000	100.0%	100.0%	0
550300	-PENCK Penick Storm Extension	0	0	0	0	30,000	100.0%	100.0%	0
	<b>Total Expenses</b>	<b>88,002</b>	<b>204,917</b>	<b>1,095,000</b>	<b>760,371</b>	<b>900,000</b>			<b>895,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0</b>



**2021 BUDGET DETAIL**

**FUND: WATER CONSTRUCTION**

The Water Construction Fund accounts for maintenance related capital improvements within the water fund. Projects are taken from the five-year Capital Improvement Plan (CIP) adopted by City Council.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,146,540</b>	<b>2,323,260</b>	<b>2,479,461</b>	<b>2,479,461</b>	<b>1,338,639</b>	<b>827,839</b>
53100025- 493020	Transfer from Water Fund	775,000	300,000	800,000	800,000	800,000	379,197
493020	Transfer from Water Fund Surcharge	1,085,912	1,907,631	1,129,783	564,892	1,200,000	568,795
	<b>Total Revenues</b>	<b>1,860,912</b>	<b>2,207,631</b>	<b>1,929,783</b>	<b>1,364,892</b>	<b>2,000,000</b>	<b>947,992</b>
53118000- 580100	OWDA Principal Debt Service - Plant	643,082	663,800	685,194	685,193	707,300	730,104
580200	OWDA Interest Debt Service - Plant	642,645	621,928	600,534	600,534	578,500	555,624
53118200- 550300	West Lagoon Valving Changes	0	0	0	0	60,000	0
550300	Plant SCADA Hardware Upgrades	0	0	0	0	25,000	0
550310	Treatment Building Improvements	0	84,000	0	0	0	0
550310 -WT003	Plant Maintenance	91,660	103,470	125,000	156,567	100,000	775,000
550310	Building Improvement/Evaluation	3,185	0	0	0	0	0
550320	Equipment Purchase	60,850	107,238	0	0	90,000	150,000
53118400- 550300 -WT001	Elevated Tank Painting	0	9,309	650,000	698,487	0	0
550300 -WT002	Elevated Tank Maintenance	0	37,738	0	0	0	0
550300	Waterline Replacements	0	0	0	0	0	90,000
550300 -WT016	Blymer St. Waterline	93,767	357	0	0	0	0
550300 -WT017	East Winter St. Waterline	69,756	0	0	0	0	0
550300 -EWILL	East William St. Waterline	0	300,000	0	38,157	0	0
550300 -WT015	Lincoln Ave. Waterline	0	0	300,000	156,931	60,000	0
550300 -WT019	Pennsylvania Ave. Waterline	0	0	0	0	525,000	0
550300 -WT006	Water Meter Replacement	28,828	1,889	25,000	33,411	0	25,000
550300 -WT004	Small Main Replacement	18,789	48,965	50,000	27,225	50,000	50,000
550300 -WT005	Fire Flow Improvement	20,732	72,736	75,000	45,339	75,000	75,000
550300 -WT010	Rt. 23 Turn Lane Improvements	0	0	250,000	4,009	240,000	0
550300 -WT008	Automated Meter Reading System	10,898	0	0	0	0	0
	<b>Total Expenses</b>	<b>1,684,192</b>	<b>2,051,430</b>	<b>2,760,728</b>	<b>2,445,853</b>	<b>2,510,800</b>	<b>2,450,728</b>
	<i>Carryover PO's</i>				59,861		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,323,260</b>	<b>2,479,461</b>	<b>1,648,516</b>	<b>1,338,639</b>	<b>827,839</b>	<b>(674,897)</b>

**2021 BUDGET DETAIL**

**FUND:**

**WATER CAPACITY FEE**

The Water Construction Fund accounts for capital improvements within the water fund. Projects are taken from the five-year Capital Improvement Plan adopted by City Council.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>6,003,395</b>	<b>8,005,102</b>	<b>10,619,957</b>	<b>10,619,957</b>	<b>11,490,685</b>	<b>11,391,703</b>
53600451- 481400	Capacity Fees	3,081,171	3,867,658	2,000,000	2,444,939	2,000,000	2,000,000
	<b>Total Revenues</b>	<b>3,081,171</b>	<b>3,867,658</b>	<b>2,000,000</b>	<b>2,444,939</b>	<b>2,000,000</b>	<b>2,000,000</b>
53618000- 580100	OWDA Principal	377,460	390,072	403,112	403,111	416,593	430,533
580200	OWDA Interest	373,292	360,679	347,641	347,640	334,159	320,222
580100	G.O. Bond Principal	130,926	137,161	137,161	137,161	140,278	146,513
580200	G.O. Bond Interest	79,428	76,810	74,067	74,067	69,952	65,744
53618400- 523120	Water Master Plan Update	0	0	0	0	100,000	0
550300 -WT018	Gleasonkamp Dam Breach	0	0	0	0	25,000	250,000
550300 -NSWML	Sawmill Parkway Waterline	0	0	0	0	100,000	1,100,000
550300 -GLENN	Glenn Rd Waterline Extension	0	0	0	409,861	0	0
550300 -WT011	Olentangy Ave. River Crossing	0	31,891	0	4,704	0	0
550300 -WT013	Panhandle Bridge Waterline	0	0	570,000	1,105	570,000	570,000
550300 -WT014	Vernon Ave. Waterline	1,750	0	0	0	0	0
550300 -PENCK	Penick Ave. Watermain Extension	0	0	0	0	55,000	0
550300 -WT007	Water Line Extensions/Oversizing	94,008	222,290	250,000	2,498	250,000	360,000
560020	Refunds	22,600	33,900	25,000	22,600	38,000	0
	<b>Total Expenses</b>	<b>1,079,464</b>	<b>1,252,803</b>	<b>1,806,981</b>	<b>1,402,747</b>	<b>2,098,982</b>	<b>3,243,012</b>
	<i>Carryover PO's</i>				171,464		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>8,005,102</b>	<b>10,619,957</b>	<b>10,812,976</b>	<b>11,490,685</b>	<b>11,391,703</b>	<b>10,148,691</b>

**2021 BUDGET DETAIL**

**FUND: WASTEWATER CONSTRUCTION**

The Wastewater Construction Fund accounts for maintenance related capital improvements within the wastewater fund. Projects are taken from the five-year Capital Improvement Plan (CIP) adopted by City Council.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>3,462,422</b>	<b>2,749,019</b>	<b>3,088,062</b>	<b>3,088,062</b>	<b>3,447,832</b>	<b>2,553,674</b>
54100025- 493020	Transfer in - Sewer Fund	1,419,363	1,447,750	1,476,705	1,476,705	1,500,000	0
	<b>Total Revenue</b>	<b>1,419,363</b>	<b>1,447,750</b>	<b>1,476,705</b>	<b>1,476,705</b>	<b>1,500,000</b>	<b>0</b>
54118600- 580100	OWDA Principal	116,461	120,679	125,051	125,050	129,580	134,274
580200	OWDA Interest	35,542	32,016	28,364	28,363	24,578	20,656
54118800- 550300	-WW001 Inflow/Infiltrate Remediation	0	0	175,000	0	175,000	175,000
550300	-WW010 Hayes Colony Sewer Rehab	0	0	0	0	0	0
550300	Belt Filter Press Replacement	0	0	0	0	750,000	0
550310	-WW002 Plant Improvement	1,614,581	249,730	0	0	0	0
550310	-WW003 Wastewater Plant Maintenance	229,175	472,851	725,000	373,918	715,000	1,065,000
550310	Building Improvement/Evaluation	3,552	9,558	0	32,487	100,000	0
550310	Maintenance Building Expansion	0	0	150,000	0	150,000	0
54119000- 550300	-WW005 Sanitary Sewer Replacement	7,625	3,927	75,000	0	75,000	100,000
550300	-WW004 Meter Replacement	28,956	1,762	0	0	25,000	0
550300	South Central Sewer Repair	0	0	0	0	75,000	0
550300	W. William St CIPP Lining	0	0	150,000	0	0	0
550300	Weslyan Woods Sewer Rehab	0	0	0	0	150,000	0
550300	Pump Station Repair	0	35,936	25,000	34,747	0	25,000
550300	Equipment	85,976	182,248	130,000	10,139	25,000	0
550300	-WW012 Automated Meter Reading System	10,898	0	0	0	0	0
	<b>Total Expenses</b>	<b>2,132,766</b>	<b>1,108,707</b>	<b>1,583,415</b>	<b>604,704</b>	<b>2,394,158</b>	<b>1,519,930</b>
	<i>Carryover PO's</i>				512,231		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,749,019</b>	<b>3,088,062</b>	<b>2,981,352</b>	<b>3,447,832</b>	<b>2,553,674</b>	<b>1,033,744</b>

**2021 BUDGET DETAIL**

**FUND: WASTEWATER CAPACITY FEE**

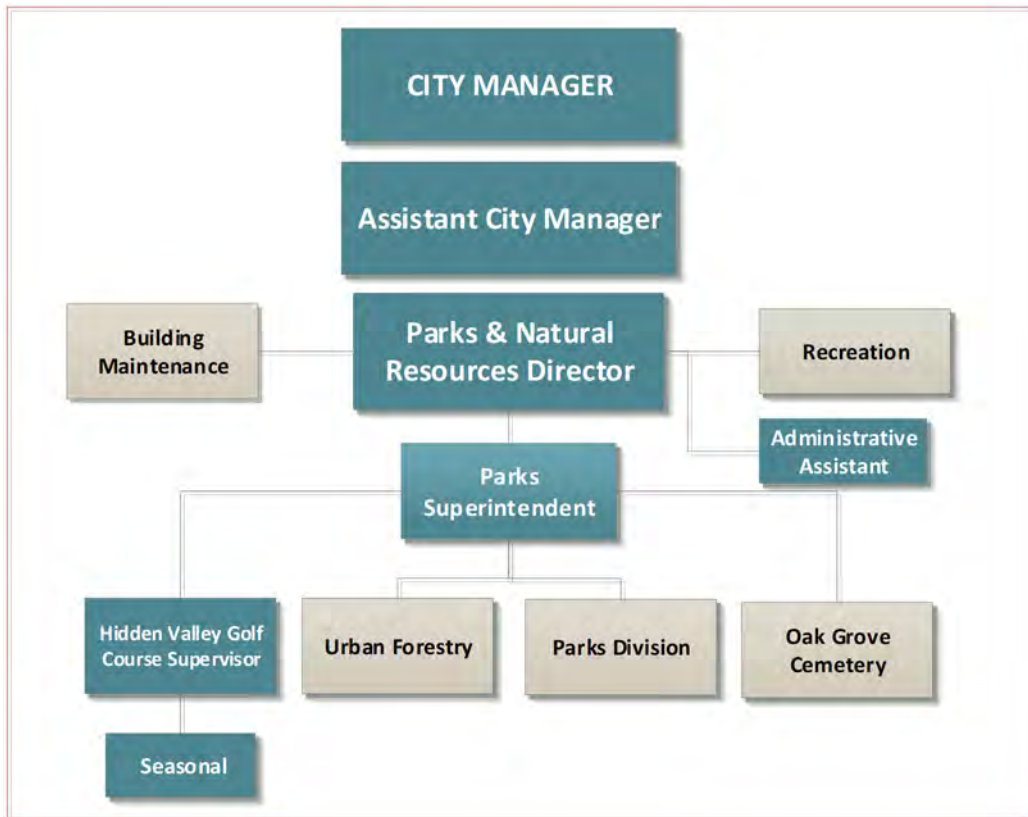
The Wastewater Capacity Fee Construction Fund accounts for wastewater capital improvements that improve or increase capacity in the system. These projects are funded by enacted capacity fees on new development.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,940,990</b>	<b>3,802,018</b>	<b>6,796,916</b>	<b>6,796,916</b>	<b>7,976,286</b>	<b>8,990,365</b>
54600025- 491010	Premium	0	1,972,122	0	0	0	0
491010	Bond Proceeds	0	10,165,000	0	0	0	0
54600025- 493020	Transfer in - Sewer Fund/SE Highland	1,631,020	1,663,640	1,696,913	1,696,913	1,700,000	0
54600501- 481400	Capacity Charges	2,961,459	3,699,495	2,000,000	2,311,546	2,000,000	2,000,000
483100	Riverby Sewer Reimbursements	0	0	325,000	0	250,000	0
	<b>Total Revenue</b>	<b>4,592,479</b>	<b>17,500,257</b>	<b>4,021,913</b>	<b>4,008,459</b>	<b>3,950,000</b>	<b>2,000,000</b>
54618600- 580100	G.O. Bond Principal	331,815	12,413,568	0	323,568	290,000	295,000
580100	OWDA Principal	1,234,591	1,279,311	0	1,325,651	1,373,669	1,423,426
580200	G.O. Bond Interest	51,734	45,098	0	38,227	11,700	5,900
580200	OWDA Interest	376,772	339,402	0	300,678	260,552	218,972
54619000- 523100	Professional Services	0	0	0	2,500	0	0
550300 -WW006	Sewer Extension/Oversizing	0	0	100,000	98,316	200,000	900,000
550300 -NSWML	Sawmill Parkway Sewer Extension	0	0	0	0	50,000	0
550300 -WW008	Riverby Sewer Extension	0	5,670	325,000	1,559	250,000	0
550300 -WW009	Spring Street Sewer Upsizing	0	0	250,000	43,825	0	0
550300 -WW013	Slack Rd - Force Main	0	0	0	0	150,000	0
550300	Other Projects	0	0	0	23,409	0	0
560010	Reimburse Cherry St. Fac.	65,000	65,000	65,000	0	65,000	65,000
560020	Refunds	21,539	32,310	25,000	21,540	35,000	35,000
570000	Transfer to SE Highland Sewer	650,000	325,000	250,000	250,000	250,000	375,000
	<b>Total Expenses</b>	<b>2,731,451</b>	<b>14,505,359</b>	<b>1,015,000</b>	<b>2,429,273</b>	<b>2,935,921</b>	<b>3,318,298</b>
	<i>Carryover PO's</i>				399,816		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>3,802,018</b>	<b>6,796,916</b>	<b>9,803,829</b>	<b>7,976,286</b>	<b>8,990,365</b>	<b>7,672,067</b>

# ENTERPRISE FUNDS

# HIDDEN VALLEY GOLF COURSE

Hidden Valley Golf Course is a 9-hole, par-28 execu. ve-style golf course, featuring tee-boxes, fairways, and greens for the beginner and intermediate golfer. A clubhouse provides concessions, merchandise, driving range and a practice putting green.



## 2020 Accomplishments

- ◆ Opened successfully with COVID restrictions in place.
- ◆ Increased youth rounds 111%.
- ◆ Saw renewed public interest in the course.

## 2021 Budget Summary

Capital Outlay	110,000
Services & Charges	87,700
Personal Services	59,500
Materials & Supplies	28,600
Refunds/Reimbursements	400
<b>Total Golf Course</b>	<b>286,200</b>

# HIDDEN VALLEY GOLF COURSE

## Strategic Goals

<i>Goal #1</i>	Provide a quality experience on a well-maintained course.
<i>Goal #2</i>	Evolve services to compete for changing needs of the public.
<i>Goal #3</i>	Review revenue sources and look for opportunities to increase revenues.
<i>Goal #4</i>	Identify a Capital Improvement Plan funding repair and replacement of facility infrastructure.

Authorized Personnel	2018	2019	2020	2021
Golf Course Superintendent	1	1	1	1
Seasonal Staff— <i>Seasonal</i>	<u>1.96</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>
<b>Total</b>	<b>2.96</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>

Performance Metrics	2020
Days Open	175
Rounds Played	17,359
Driving Range	1,612
Riding Carts Rented	8,930

## On the Horizon

- ◆ Upgrade the golfing experience with new golf carts
- ◆ Reconvene the Strategic planning Committee to establish future goals
- ◆ Continue to increase youth play
- ◆ Make improvements to the driving range including target greens and fencing

2021 BUDGET DETAIL

FUND:

GOLF COURSE

DEPARTMENT:

PARK MAINTENANCE

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>68,498</b>	<b>39,762</b>	<b>81,057</b>	<b>81,057</b>	<b>218,943</b>			<b>120,743</b>
50100651- 472210	-GC001 Green Fees	83,521	83,535	95,000	115,678	100,000	5.3%	-13.6%	101,000
472210	-GC002 Cart and Club Rental	28,247	39,167	30,000	60,770	30,000	0.0%	-50.6%	30,300
472210	-GC003 League Fees	5,084	6,224	6,000	6,934	6,000	0.0%	-13.5%	6,060
472210	-GC004 Memberships	16,841	16,205	17,000	17,582	19,000	11.8%	8.1%	19,190
472210	-GC005 Driving Range	13,733	10,345	14,500	10,957	15,000	3.4%	36.9%	15,150
472210	-GC006 Concessions	6,308	7,119	10,000	6,136	10,000	0.0%	63.0%	10,100
472210	-GC007 Merchandise Sales	2,325	1,650	2,000	1,889	3,500	75.0%	85.3%	3,535
472320	Alcohol Sales	0	2,370	3,000	3,602	3,500	16.7%	-2.8%	3,535
475100	Rentals	0	0	1,000	0	1,000	0.0%	100.0%	1,010
484200	Miscellaneous	4,671	2,927	1,500	1,635	0	-100.0%	-100.0%	0
484200	Gift Certificates	328	192	0	150	0	100.0%	-100.0%	0
50100652- 420600	Federal Operating Grant	0	0	0	452	0	100.0%	-100.0%	0
<b>Total Revenue</b>		<b>161,058</b>	<b>169,734</b>	<b>180,000</b>	<b>225,785</b>	<b>188,000</b>	<b>4.4%</b>	<b>-16.7%</b>	<b>189,880</b>
<b>Total Expenditures</b>		<b>189,794</b>	<b>128,439</b>	<b>178,657</b>	<b>85,699</b>	<b>286,200</b>	<b>60.2%</b>	<b>234.0%</b>	<b>185,522</b>
<i>Carryover PO's</i>					2,200				
<b>Fund Balance - December 31st</b>		<b>39,762</b>	<b>81,057</b>	<b>82,400</b>	<b>218,943</b>	<b>120,743</b>			<b>125,102</b>
50113200- 510000	Wages	104,276	43,598	49,175	37,419	50,660	3.0%	35.4%	51,927
511100	PERS	13,428	7,217	6,885	5,223	7,092	3.0%	35.8%	7,269
511300	Medicare	1,512	632	713	543	735	3.1%	35.4%	753
511400	Workers Compensation	1,712	1,166	984	984	1,013	2.9%	2.9%	1,038
511600	Health Insurance	17,821	0	0	0	0	100.0%	100.0%	0
511700	Life Insurance	150	0	0	0	0	100.0%	100.0%	0
520110	Clothing	430	132	500	119	500	0.0%	320.2%	510
521100	Electric	5,308	4,044	5,000	4,030	5,000	0.0%	24.1%	5,100
523100	Professional Services	4,677	7,334	5,000	6,298	5,000	0.0%	-20.6%	5,100
523175	Operations Chargeback to Parks	0	25,628	50,000	0	50,000	0.0%	100.0%	51,000
526000	Travel/Training	0	240	200	160	200	0.0%	25.0%	204
526100	Memberships and Dues	611	135	800	135	800	0.0%	492.6%	816
527010	Maintenance of Equipment	1,152	1,060	4,500	1,318	4,500	0.0%	241.4%	4,590
527020	Maintenance of Facility	1,266	936	5,000	4,171	5,000	0.0%	19.9%	5,100
527210	Garage Rotary	6,808	8,600	10,900	2,725	10,800	-0.9%	296.3%	11,016
527220	Information Technology Rotary	3,500	3,500	4,900	3,675	5,000	2.0%	36.1%	5,100
528000	Insurance	900	0	0	0	0	100.0%	100.0%	0
529220	Sales Tax	494	1,030	900	752	900	0.0%	19.7%	918
531000	Office Supply	97	181	200	0	200	0.0%	100.0%	204
533000	Operating Supply	12,330	10,684	15,000	9,470	17,000	13.3%	79.5%	17,340
534020	Concession/Merchandise Supply	3,698	3,436	5,500	3,521	5,500	0.0%	56.2%	5,610
534040	Alcohol Purchases	0	742	1,200	1,196	1,500	25.0%	25.4%	1,530
537000	Repair Material	84	0	0	0	0	100.0%	100.0%	0
539000	Small Equipment	4,040	2,694	4,400	400	4,400	0.0%	1000.0%	4,488
539015	COVID Expense	0	0	0	452	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	5,500	5,356	6,500	3,000	110,000	1592.3%	3566.7%	5,500
560020	Refunds	0	94	400	108	400	0.0%	270.4%	408
<b>TOTAL GOLF COURSE</b>		<b>189,794</b>	<b>128,439</b>	<b>178,657</b>	<b>85,699</b>	<b>286,200</b>	<b>60.2%</b>	<b>234.0%</b>	<b>185,522</b>



**LINE ITEM DETAIL  
GOLF COURSE FUND  
HIDDEN VALLEY**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$50,660	Full-time position moved to Park and Recreation Budget
Travel Training	526000	\$200	Pesticide Applicator's CEU's
Memberships/ Dues	526100	\$800	CDL, Golf Course Superintendent's Association membership, Pesticide Certification, alcohol permit Ohio Turf Grass Foundation
Operating Supply	533000	\$17,000	Increase to purchase additional fertilizer and herbicide.
Alcohol Purchases	534040	\$1,500	Increase to add 1-2 additional brands
New Equip/ Cap Outlay	550300	\$110,000	Purchase new netting for driving range- \$12,000; purchase 20 new golf carts-\$91,000; boom sprayer - \$7,000
Operations Chargeback to Parks	523175	\$50,000	Transfer to Recreation Fund to cover golf course support staff

**2021 BUDGET DETAIL**

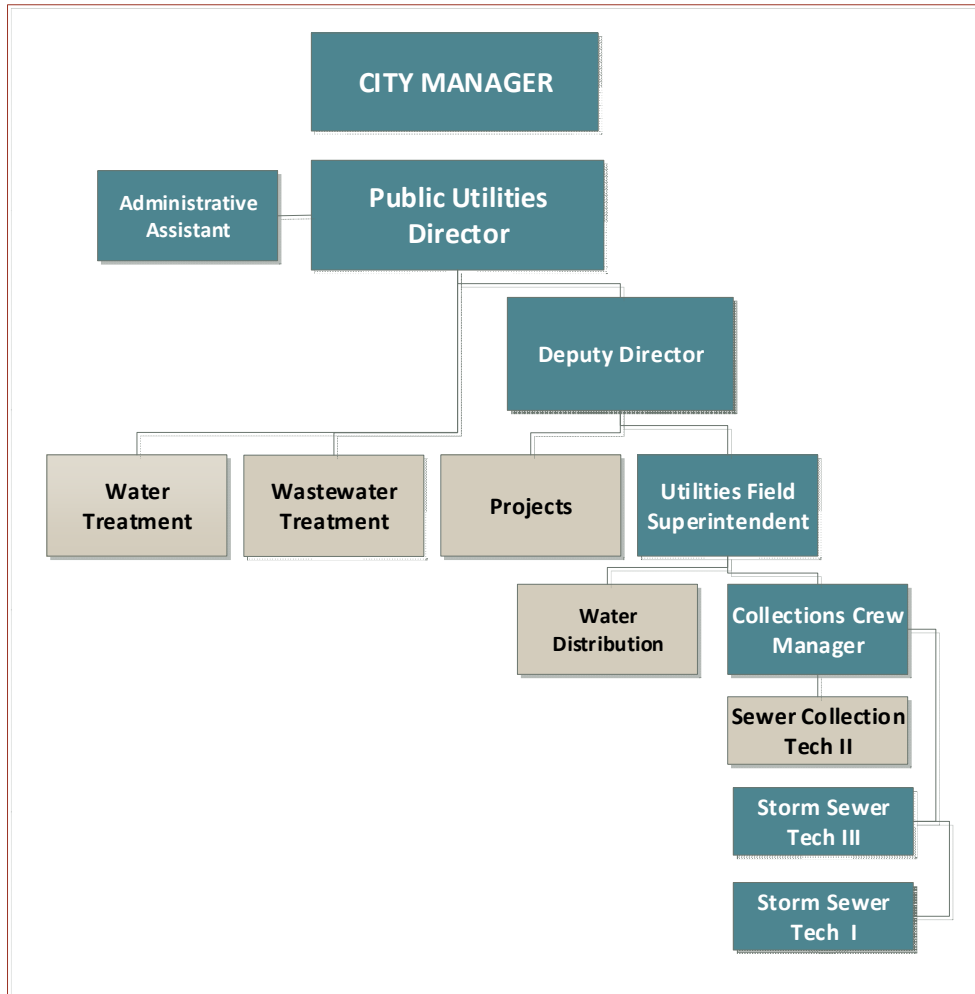
**FUND: PARKING LOTS**

The Parking Lots Fund is used to account for lots owned by the City and rented to businesses and for parking meter revenue and related expenses.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>42,271</b>	<b>45,944</b>	<b>52,087</b>	<b>52,087</b>	<b>44,610</b>	<b>43,310</b>
52000701- 476120 -LT001	Meter Collections Lot #1	8,423	8,968	8,500	5,452	4,250	4,293
476120 -LT002	Meter Collections Lot #2	2,302	2,593	2,500	1,895	1,250	1,263
476120 -LT003	Meter Collections Lot #3	12,932	14,559	13,500	12,407	6,750	6,818
476120 -LT004	Meter Collections Lot #4	20,111	20,094	20,000	13,821	10,000	10,100
476125 -LT001	Passport Collections Lot #1	0	0	0	0	4,250	4,293
476125 -LT002	Passport Collections Lot #2	0	0	0	0	1,250	1,263
476125 -LT003	Passport Collections Lot #3	0	0	0	0	6,750	6,818
476125 -LT004	Passport Collections Lot #4	0	0	0	0	10,000	10,100
	<b>Total Revenues</b>	<b>43,768</b>	<b>46,214</b>	<b>44,500</b>	<b>33,575</b>	<b>44,500</b>	<b>44,945</b>
52052000- 523100	Professional Services	4,995	2,920	5,000	2,580	5,000	5,100
570000	Transfer to General	6,625	10,000	10,000	10,000	10,000	10,000
521100 -LT001	Electric - Lot #1	429	396	500	496	500	510
527010 -LT001	Maintenance of Equipment - Lot #1	480	122	500	216	500	510
529210 -LT001	Taxes - Lot #1	3,403	3,426	3,600	3,350	3,600	3,672
	<b>Total Parking Lot #1</b>	<b>4,312</b>	<b>3,944</b>	<b>4,600</b>	<b>4,062</b>	<b>4,600</b>	<b>4,692</b>
521100 -LT002	Electric - Lot #2	429	396	500	396	500	510
523500 -LT002	Rent of Parking Lot	1,694	2,493	2,600	3,467	2,600	2,652
527010 -LT002	Maintenance of Equipment - Lot #2	260	58	300	50	300	306
	<b>Total Parking Lot #2</b>	<b>2,383</b>	<b>2,947</b>	<b>3,400</b>	<b>3,913</b>	<b>3,400</b>	<b>3,468</b>
521100 -LT003	Electric - Lot #3	1,256	975	1,300	975	1,300	1,326
523500 -LT003	Rent UM Church	696	452	750	481	750	765
527010 -LT003	Maintenance of Equipment - Lot #3	765	146	250	171	250	255
529210 -LT003	Taxes - Lot #3	3,552	3,577	3,900	3,498	3,900	3,978
	<b>Total Parking Lot #3</b>	<b>6,269</b>	<b>5,150</b>	<b>6,200</b>	<b>5,125</b>	<b>6,200</b>	<b>6,324</b>
521100 -LT004	Electric - Lot #4	1,100	1,200	1,200	1,100	1,200	1,224
527010 -LT004	Maintenance of Equipment - Lot #4	702	166	400	260	400	408
529210 -LT004	Taxes - Lot #4	4,800	4,832	5,100	4,726	5,100	5,202
	<b>Total Parking Lot #4</b>	<b>6,602</b>	<b>6,198</b>	<b>6,700</b>	<b>6,086</b>	<b>6,700</b>	<b>6,834</b>
529210 -LT005	Taxes - Lot #5	509	512	650	501	650	663
	<b>Total Parking Lot #5</b>	<b>509</b>	<b>512</b>	<b>650</b>	<b>501</b>	<b>650</b>	<b>663</b>
523500 -LT009	Church Rent - Lot #9	8,400	8,400	9,250	8,400	9,250	9,435
	<b>Total Expenses</b>	<b>40,095</b>	<b>40,071</b>	<b>45,800</b>	<b>40,667</b>	<b>45,800</b>	<b>46,516</b>
	<i>Carryover PO's</i>				385		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>45,944</b>	<b>52,087</b>	<b>50,787</b>	<b>44,610</b>	<b>43,310</b>	<b>41,739</b>

# STORMWATER

The Stormwater division is responsible for operating and maintaining 204 miles of storm water mains and approximately 11,833 catch basins for the conveyance of storm water to the Olentangy River. The division is also responsible for meeting the requirements of the Municipal Storm Sewer Separation System (MS4) permit, granted through the Ohio EPA which is a required piece of the City's National Pollutant Discharge Elimination System permit allowing for the operation of Delaware's Wastewater Treatment Plant.



## 2020 Accomplishments

- ◆ The Stormwater division was able to meet all outreach and community focused requirements, a task requiring much ingenuity and critical thinking due to COVID-19 restrictions.
- ◆ Installation of ~1,700 linear feet of new storm sewer main along Woodrow Ave and Magnolia Dr, to better serve the entire area due to substantial water inflow during rain events.

2021 Budget Summary	
Transfers	900,000
Personal Services	261,315
Services & Charges	193,250
Materials & Supplies	75,600
Capital Outlay	20,000
<b>Total Storm Water</b>	<b>1,450,165</b>

# STORMWATER

## Strategic Goals

<i>Goal #1</i>	Successful completion of a 9-element plan, and submission to the OEPA, both setting direction for watershed focus, as well as allowing the City access to 319-grant funding for projects.
<i>Goal #2</i>	Seamless integration of newly appointed watershed/sustainability coordinator into currently ongoing initiatives.

Authorized Personnel	2018	2019	2020	2021
*Utilities Field Superintendent	0	0	.10	.10
Tech III	1	1	1	1
Tech I	2	2	2	2
<i>Seasonal</i>	<u>0.67</u>	<u>0.67</u>	<u>0.67</u>	<u>0.67</u>
<b>Total</b>	<b>3.67</b>	<b>3.67</b>	<b>3.77</b>	<b>3.77</b>

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

Performance Metrics	2020
Storm Mains Cleaned (ft)	390
Ditches Cleaned (ft)	1,190
Grates Cleaned	707
Catch Basins	
Repaired	48
Cleaned	352

## On the Horizon

- ◆ Stormwater improvements on Bernard Avenue from Sandusky to Liberty Street
- ◆ Stormwater design of Oak Hill Avenue, Montrose Avenue, Columbus Avenue and Toledo Street

2021 BUDGET DETAIL

FUND:

STORM SEWER

DEPARTMENT:

STORM SEWER DIVISION

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1st</b>	<b>1,482,842</b>	<b>1,868,735</b>	<b>2,113,380</b>	<b>2,113,380</b>	<b>1,579,749</b>			<b>961,434</b>
52300551- 481200	Storm Sewer Fees	850,672	856,076	899,850	854,224	829,500	-7.8%	-2.9%	837,795
481300	Collection Agency	469	365	350	175	2,000	471.4%	1042.9%	2,020
484300	Miscellaneous	696	769	500	8,758	350	-30.0%	-96.0%	354
52300553- 420600	Federal Operating Grant	0	0	0	14,075	0	100.0%	-100.0%	0
	<b>Total Revenue</b>	<b>851,837</b>	<b>857,210</b>	<b>900,700</b>	<b>877,232</b>	<b>831,850</b>	<b>-7.6%</b>	<b>-5.2%</b>	<b>840,169</b>
52319200-	Operations	377,942	407,648	568,516	396,116	550,165	-3.2%	38.9%	564,055
52419200-	Capital Projects	88,002	204,917	1,095,000	760,371	900,000	-17.8%	18.4%	895,000
	<b>Total Expenditures</b>	<b>465,944</b>	<b>612,565</b>	<b>1,663,516</b>	<b>1,156,487</b>	<b>1,450,165</b>	<b>-12.8%</b>	<b>25.4%</b>	<b>1,459,055</b>
	<i>Carryover PO's</i>				254,376				
	<b>Fund Balance - December 31st</b>	<b>1,868,735</b>	<b>2,113,380</b>	<b>1,350,564</b>	<b>1,579,749</b>	<b>961,434</b>			<b>342,548</b>
	<b>STORM SEWER OPERATIONS</b>								
52319200- 510000	Wages	162,543	162,595	189,816	204,082	193,225	1.8%	-5.3%	198,056
511100	PERS	21,172	22,040	25,350	25,930	25,951	2.4%	0.1%	26,600
511300	Medicare	2,318	2,269	2,752	2,824	2,802	1.8%	-0.8%	2,872
511400	Workers Compensation	2,531	3,635	3,796	3,796	3,865	1.8%	1.8%	3,962
511600	Health Insurance	31,204	31,901	35,112	35,112	35,112	0.0%	0.0%	37,570
511700	Life Insurance	360	360	360	360	360	0.0%	0.0%	369
520100	Uniform	915	1,881	2,525	2,557	3,000	18.8%	17.3%	3,060
520110	Clothing	1,857	1,635	1,900	2,173	4,000	110.5%	84.1%	4,080
521100	Electric	800	4,800	7,500	4,800	5,000	-33.3%	4.2%	5,100
521200	Heat	1,039	3,001	6,200	1,821	4,000	-35.5%	119.7%	4,080
523100	Professional Services	24,722	56,010	80,105	22,510	70,000	-12.6%	211.0%	71,400
523310	Street Sweeping	47,474	53,718	65,000	47,081	70,000	7.7%	48.7%	71,400
526000	Travel/Training/Safety/Security	1,714	1,556	3,300	274	3,200	-3.0%	1067.9%	3,264
526200	License & Other Fees	29	174	250	81	250	0.0%	208.6%	255
527010	Maintenance of Equipment	8,196	5,481	24,500	6,389	20,000	-18.4%	213.0%	20,400
527020	Maintenance of Facility	753	3,439	9,400	3,219	9,300	-1.1%	188.9%	9,486
527210	Garage Rotary	3,488	2,600	2,800	700	2,600	-7.1%	271.4%	2,652
528000	Insurance Liability/Property	0	0	1,900	0	1,900	0.0%	100.0%	1,938
529500	Collection Fees	104	39	1,000	22	0	-100.0%	-100.0%	0
533000	Operating Supply	54,359	34,299	68,000	22,049	60,000	-11.8%	172.1%	61,200
533035	Fuel Supply	2,650	2,884	3,500	1,778	3,100	-11.4%	74.4%	3,162
537200	Maintenance Supply	1,016	3,457	1,000	75	1,000	0.0%	1233.3%	1,020
539000	Small Equipment	1,730	1,350	11,450	8,191	11,500	0.4%	40.4%	11,730
539015	COVID Expense	0	0	0	292	0	100.0%	-100.0%	0
550300	New Equipment/Capital Outlay	6,923	8,524	20,000	0	20,000	0.0%	100.0%	20,400
560200	Refunds	45	0	1,000	0	0	-100.0%	100.0%	0
570000	Transfer Out	0	0	0	0	900,000	100.0%	100.0%	895,000
	<b>TOTAL STORM SEWER OPERATIONS</b>	<b>377,942</b>	<b>407,648</b>	<b>568,516</b>	<b>396,116</b>	<b>1,450,165</b>	<b>155.1%</b>	<b>266.1%</b>	<b>1,459,055</b>

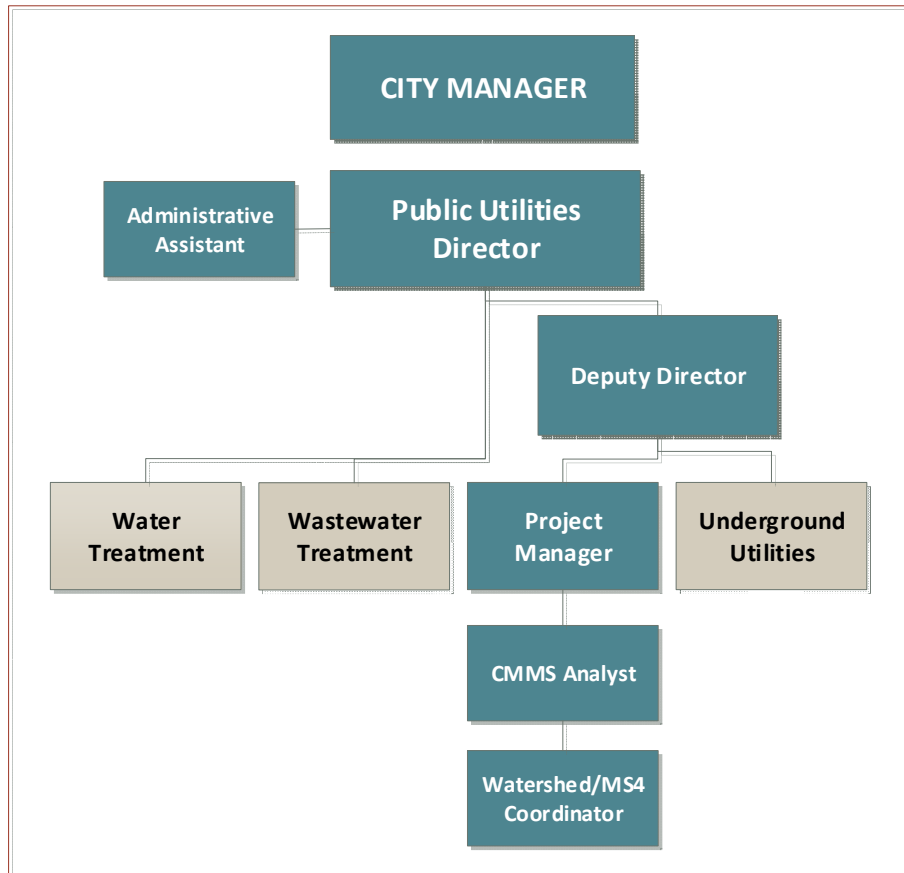
**LINE ITEM DETAIL  
STORM SEWER FUND  
STORM SEWER DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$193,225	No Changes in Personnel
Professional Services	523100	\$70,000	MS4 Engineering Services \$22,000; Asphalt Repairs \$10,000; Equipment Rental \$12,000; Spoils Disposal Fees \$1,500; Lift Station SCADA \$600; Misc Professional Services \$23,900
Street Sweeping	523310	\$70,000	Spring Sweep, Special Events, Downtown (All City Parking Lots and on/off Ramps), Emergency Sweeps (Any Spills and Debris), US 23 Annual Cleaning, Tipping Fees
Travel/Training	526000	\$3,200	Licenses & Memberships \$300; OTCO and OWEA Professional Development \$300; Regulatory & Maintenance Training \$1,600; Stormwater Conference \$1,000.
Maintenance of Equipment	527010	\$20,000	Jet Truck Equipment Repairs \$10,500; CCTV Camera Van Equipment Repairs \$3,500; Miscellaneous Equipment Repairs \$6,000
Maintenance of Facility	527020	\$9,300	Mechanical Repairs/Upgrades \$500; Insulation split w/ Sewer \$1,000; Miscellaneous Facility Repairs \$7,800
Operating Supply	533000	\$60,000	Repair Materials \$40,500; Concrete/CDF \$11,000; Asphalt \$8,500
Small Equipment	539000	\$11,500	Mobile Device for CMMS \$2,200; CSE Equipment split w/Sewer \$1,250; Traffic Control Devices split w/Sewer \$1,500; Security Equipment split w/Sewer \$1,000; Dewatering Pump & Equipment \$2,500; Miscellaneous Equipment \$3,050
Capital Outlay	550300	\$20,000	GPS Equipment \$20,000

# PUBLIC UTILITIES ADMINISTRATION

Public Utilities Administration division oversees and assists all department divisions, including project planning and execution, and integration of utility services with other City departments.



## 2020 Accomplishments

- ◆ Addition of a new full-time position, in our new Project Manager, which will play a very important role in helping the Utilities Dept. succeed in staying ahead of a newly aggressive capital projects plan.

2021 Budget Summary		
	Water Administration	Wastewater Administration
Transfers	1,952,379	3,237,090
Services & Charges	1,048,925	1,103,050
Personal Services	324,395	324,440
Capital Outlay	25,000	25,000
Refunds/Reimbursements	10,000	8,500
Materials & Supplies	750	900
<b>Total Public Utilities Admin</b>	<b>3,361,449</b>	<b>4,598,980</b>

# PUBLIC UTILITIES ADMINISTRATION

## Strategic Goals

<i>Goal #1</i>	Initiation of the planned Southwest Corridor Utilities roll-out. This successful beginning will set the stage for a very intense 5-year plan to serve the entire region.
<i>Goal #2</i>	New office space creation. As the department has grown to meet the needs of the City, so have staff levels. Admin office space is constrained to the point of two staff members currently working from a conference room. By the end of 2021 new space is to be completed to allow for adequate work spaces for all employees.

Authorized Personnel	2018	2019	2020	2021
Utilities Director	1	1	1	1
Maintenance & Project Manager	1	1	0	0
Deputy Director	0	0	1	1
Project Manager	0	0	1	1
CMMS/GIS Analyst	1	1	1	1
Administrative Assistant	1	1	1	1
*Watershed Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

\*All positions except Watershed Coordinator are split between Water, Wastewater and Stormwater funds.

Performance Metrics	2020
Customer Accounts	13,644
COVID-19 Hardship Program	
Applications	106
Aid Provided	\$10,361

## On the Horizon

- ◆ The administrative project team is currently gearing up for over \$10M in self-driven new utility line installation projects over the next 5-years.



2021 BUDGET DETAIL

FUND: WATER  
DEPARTMENT: WATER ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>1,230,846</b>	<b>1,219,585</b>	<b>1,504,061</b>	<b>1,504,061</b>	<b>2,006,220</b>			<b>1,085,543</b>
53000023- 430100	Investment Income	227,655	326,545	300,000	102,144	7,500	-97.5%	-92.7%	7,575
53000451- 475100	Land Rent	10,132	0	11,000	1,000	12,000	9.1%	1100.0%	12,120
479210	Service Fees	62,265	65,743	65,000	80,882	65,000	0.0%	-19.6%	65,650
479220	Reconnect Fees	48,920	52,558	50,000	14,509	50,000	0.0%	244.6%	50,500
481200	Meter Charges	5,592,718	5,779,832	6,100,000	5,799,046	5,548,427	-9.0%	-4.3%	5,603,911
481300	Collection Agency	4,374	3,443	5,000	1,412	5,000	0.0%	254.1%	5,050
492010	Sale of Assets	3,330	0	0	6,549	10,000	100.0%	52.7%	10,100
53000452- 420600	Federal Operating Grant	0	0	0	53,754	0	100.0%	-100.0%	0
484300	Miscellaneous	25,809	41,354	25,000	29,896	25,000	0.0%	-16.4%	25,250
<b>Total Revenue</b>		<b>5,975,203</b>	<b>6,269,475</b>	<b>6,556,000</b>	<b>6,089,192</b>	<b>5,722,927</b>	<b>-12.7%</b>	<b>-6.0%</b>	<b>5,780,156</b>
53018000-	Administrative Expenses	3,199,247	3,171,031	3,290,197	2,621,501	3,361,449	2.2%	28.2%	2,388,942
53018200-	Treatment Expenses	1,902,683	1,941,672	2,220,838	2,047,583	2,244,686	1.1%	9.6%	2,301,498
53018400-	Distribution Expenses	884,534	872,296	1,025,768	865,753	1,037,469	1.1%	19.8%	1,067,084
<b>Total Expenditures</b>		<b>5,986,464</b>	<b>5,984,999</b>	<b>6,536,803</b>	<b>5,534,837</b>	<b>6,643,604</b>	<b>1.6%</b>	<b>20.0%</b>	<b>5,757,524</b>
Carryover PO's					52,196				
<b>Fund Balance - December 31st</b>		<b>1,219,585</b>	<b>1,504,061</b>	<b>1,523,258</b>	<b>2,006,220</b>	<b>1,085,543</b>	<b>-28.7%</b>	<b>-45.9%</b>	<b>1,108,175</b>

WATER ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
53018000- 510000	Wages	321,424	193,124	240,019	232,511	238,738	-0.5%	2.7%	244,706
511100	PERS	38,839	51,194	31,515	40,300	31,475	-0.1%	-21.9%	32,262
511300	Medicare	3,471	2,696	4,800	3,258	2,763	-42.4%	-15.2%	2,832
511400	Workers Compensation	3,217	3,922	2,781	2,781	4,775	71.7%	71.7%	4,894
511600	Health Insurance	26,077	37,520	46,144	46,144	46,144	0.0%	0.0%	49,374
511700	Life Insurance	480	480	500	500	500	0.0%	0.0%	513
520100	Uniform	750	450	750	750	750	0.0%	0.0%	765
521000	Cellular Telephones	2,120	1,559	2,750	2,003	2,500	-9.1%	24.8%	2,550
523100	Professional Services	59,282	76,766	75,000	76,774	125,000	66.7%	62.8%	127,500
523175	Chargeback - General Fund	695,000	715,850	730,000	669,167	730,000	0.0%	9.1%	744,600
526000	Travel/Training	2,740	3,386	5,000	600	5,000	0.0%	733.3%	5,100
526100	Membership and Dues	48	198	275	197	275	0.0%	39.6%	281
527220	Information Technology Rotary	75,968	75,968	106,355	79,766	100,000	-6.0%	25.4%	102,000
528000	Liability/Property Insurance	80,000	80,000	80,000	83,713	80,000	0.0%	-4.4%	81,600
529210	Real Estate Taxes	2,910	5,431	6,000	5,355	5,400	-10.0%	0.8%	5,508
529500	Collection Charges	1,020	375	1,500	177	0	-100.0%	-100.0%	0
531000	Office Supply	741	705	775	719	750	-3.2%	4.3%	765
550300	Capital Outlay	2,584	0	0	0	0	100.0%	100.0%	0
550320	Staff Vehicles	0	0	0	0	25,000	100.0%	100.0%	25,500
560020	Refunds	21,664	13,776	25,000	11,894	10,000	-60.0%	-15.9%	10,200
560230	Delco Water Company	0	0	1,250	0	0	-100.0%	100.0%	0
570000	Transfer - Water CIP	775,000	800,000	800,000	400,000	800,000	0.0%	100.0%	379,197
570000	Transfer - Plant CIP/Cap. Debt	1,085,912	1,107,631	1,129,783	964,892	1,152,379	2.0%	19.4%	568,795
<b>TOTAL WATER ADMINISTRATIVE</b>		<b>3,199,247</b>	<b>3,171,031</b>	<b>3,290,197</b>	<b>2,621,501</b>	<b>3,361,449</b>	<b>2.2%</b>	<b>28.2%</b>	<b>2,388,942</b>

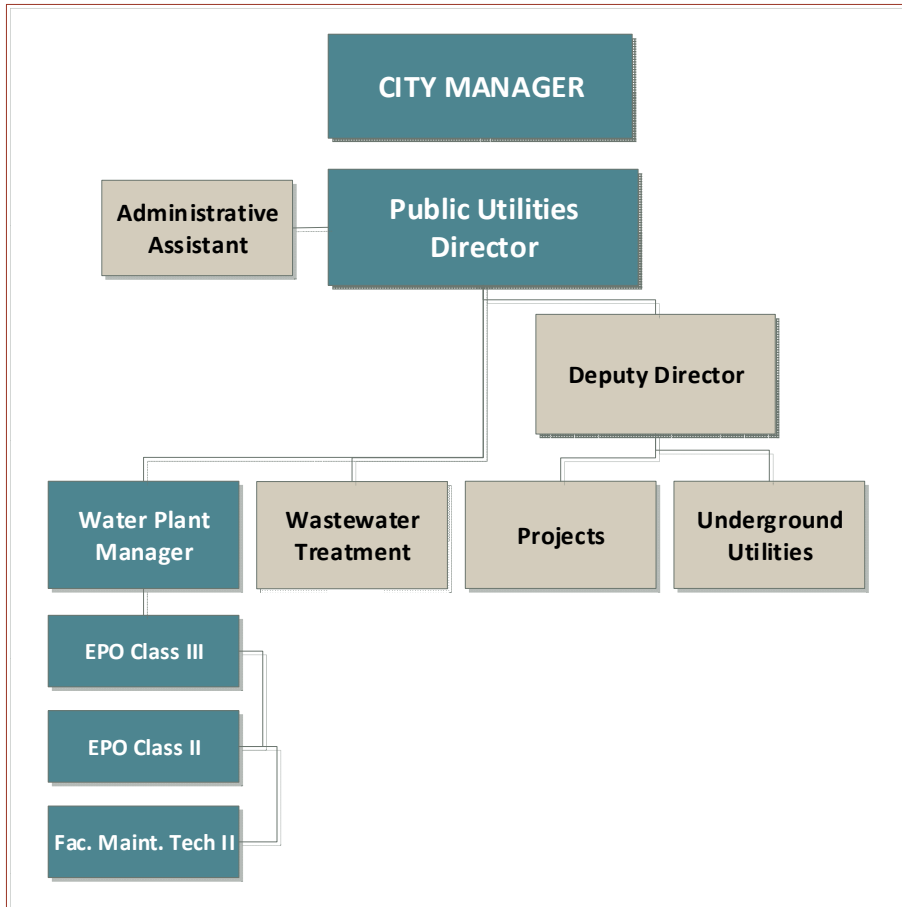
**LINE ITEM DETAIL**  
**WATER FUND**  
**WATER ADMINISTRATION Division**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$238,738	Additions of Project Manager and reclassification of Project and Maintenance Manager to Deputy Director, Assistant Wastewater Manager position to Superintendent, and increasing the pay of the Watershed/Sustainability Coordinator position.
Cellular Telephones	521000	\$2,500	Monthly Stipend for Director and Management Staff. Department Verizon cell phones
Professional Services	523100	\$125,000	Penry Road Wellfield Easement \$28,900; Professional Engineering Services for Utilities Projects \$36,100; AMI Maintenance Software Support Services \$10,000; Legal Fees/Litigation Costs \$50,000
Travel/Training	526000	\$5,000	Professional Seminars & Conferences including one National Conference (CMMS, AWWA, OWEA, AMTA)
Staff Vehicles	550320	\$25,000	Administrative SUV

# WATER TREATMENT

The division is responsible for the disinfection of surface and ground waters, ensuring an average of 3.35 million gallons per day of safe and healthy potable water for resident consumption. Meeting Ohio EPA guidelines is a daily task that water treatment staff ensure via constant sampling and testing.



## 2020 Accomplishments

- ◆ 2020 included treatment of over 1.1 Billion gallons of water to the City's users.

2021 Budget Summary	
Personal Services	947,336
Services & Charges	790,850
Materials & Supplies	414,500
Capital Outlay	92,000
<b>Total Water Treatment</b>	<b>2,244,686</b>

# WATER TREATMENT

## Strategic Goals

<i>Goal #1</i>	Re-draft the water department’s Risk and Resiliency plan to meet newly instituted U.S. EPA requirements.
<i>Goal #2</i>	Completion of pipe and valving changes while plant is in operation to allow greater flexibility with current plant operations.

Authorized Personnel	2018	2019	2020	2021
Water Plant Manager	1	1	1	1
Water EPO III	3	5	5	5
Water EPO II	1	2	1	1
Water EPO I	2	0	1	1
Water EPO OIT	1	0	0	0
Seasonal	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>

Performance Metrics	2020
Daily Potable Water (MGD)	3.08
Total Potable Water (MG)	1.129
Average Water Hardness (mg/l)	116
Water Quality Violations	0

## On the Horizon

- ◆ Planned for 2021 is the replacement of the hardware and software that controls the plants logic and controls. This will ensure that the plant controls remain as robust and redundant as possible.

2021 BUDGET DETAIL

FUND: WATER  
 DEPARTMENT: WATER TREATMENT

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
53018200- 510000	Wages	591,029	589,683	659,175	601,377	674,216	2.3%	12.1%	691,071
511100	PERS	66,173	72,798	88,801	82,871	90,473	1.9%	9.2%	92,735
511300	Medicare	7,151	7,099	8,237	7,179	8,431	2.4%	17.4%	8,642
511400	Workers Compensation	9,431	13,044	13,053	13,053	13,344	2.2%	2.2%	13,678
511600	Health Insurance	125,094	145,000	159,600	159,600	159,600	0.0%	0.0%	170,772
511700	Life Insurance	1,272	1,272	1,272	1,272	1,272	0.0%	0.0%	1,304
520100	Uniform	3,688	4,519	5,800	4,936	5,500	-5.2%	11.4%	5,610
520110	Clothing, Safety, Security	3,189	5,811	4,500	4,400	3,500	-22.2%	-20.5%	3,570
521000	Cellular Telephone	1,776	1,400	1,800	684	1,500	-16.7%	119.3%	1,530
521100	Electric	437,147	388,557	450,000	381,889	440,000	-2.2%	15.2%	448,800
521200	Heat	33,862	32,533	41,500	21,786	41,000	-1.2%	88.2%	41,820
521300	Generator Fuel	5,119	1,593	7,000	1,407	7,000	0.0%	397.5%	7,140
522000	Postage	1,100	488	700	338	600	-14.3%	77.5%	612
523100	Professional Services	39,537	54,664	60,000	59,004	62,500	4.2%	5.9%	63,750
523630	Outside Lab	31,445	37,364	42,000	32,463	36,000	-14.3%	10.9%	36,720
526000	Travel / Training	4,951	3,913	4,500	2,445	4,250	-5.6%	73.8%	4,335
526100	Membership and Dues	887	893	1,000	970	1,200	20.0%	23.7%	1,224
526200	Licensing Fees	17,920	16,579	32,000	32,180	19,500	-39.1%	-39.4%	19,890
527010	Maintenance of Equipment	72,886	73,449	88,500	94,650	91,800	3.7%	-3.0%	93,636
527020	Maintenance of Facility	40,271	54,073	61,000	60,668	68,500	12.3%	12.9%	69,870
527210	Garage Rotary	3,000	3,100	3,000	750	8,000	166.7%	966.7%	8,160
529020	Incidentals	31	0	100	0	0	-100.0%	100.0%	0
531000	Office Supply	838	1,077	1,000	1,030	800	-20.0%	-22.3%	816
533035	Fuel Supply	3,877	4,352	5,300	2,370	2,900	-45.3%	22.4%	2,958
533210	Chemical Supply	325,268	353,769	375,000	354,270	365,000	-2.7%	3.0%	372,300
533410	Lab Supply	25,541	23,101	25,000	20,878	25,000	0.0%	19.7%	25,500
537000	Repair Materials	14,633	16,356	16,000	14,528	15,000	-6.3%	3.2%	15,300
537200	Fac.Maintenance Supply	3,174	3,521	3,500	4,863	3,800	8.6%	-21.9%	3,876
539000	Small Equipment	1,762	2,000	2,000	1,756	2,000	0.0%	13.9%	2,040
539015	COVID Expense	0	0	0	44	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	30,631	29,664	59,500	83,922	92,000	54.6%	9.6%	93,840
<b>TOTAL WATER TREATMENT</b>		<b>1,902,683</b>	<b>1,941,672</b>	<b>2,220,838</b>	<b>2,047,583</b>	<b>2,244,686</b>	<b>1.1%</b>	<b>9.6%</b>	<b>2,301,498</b>

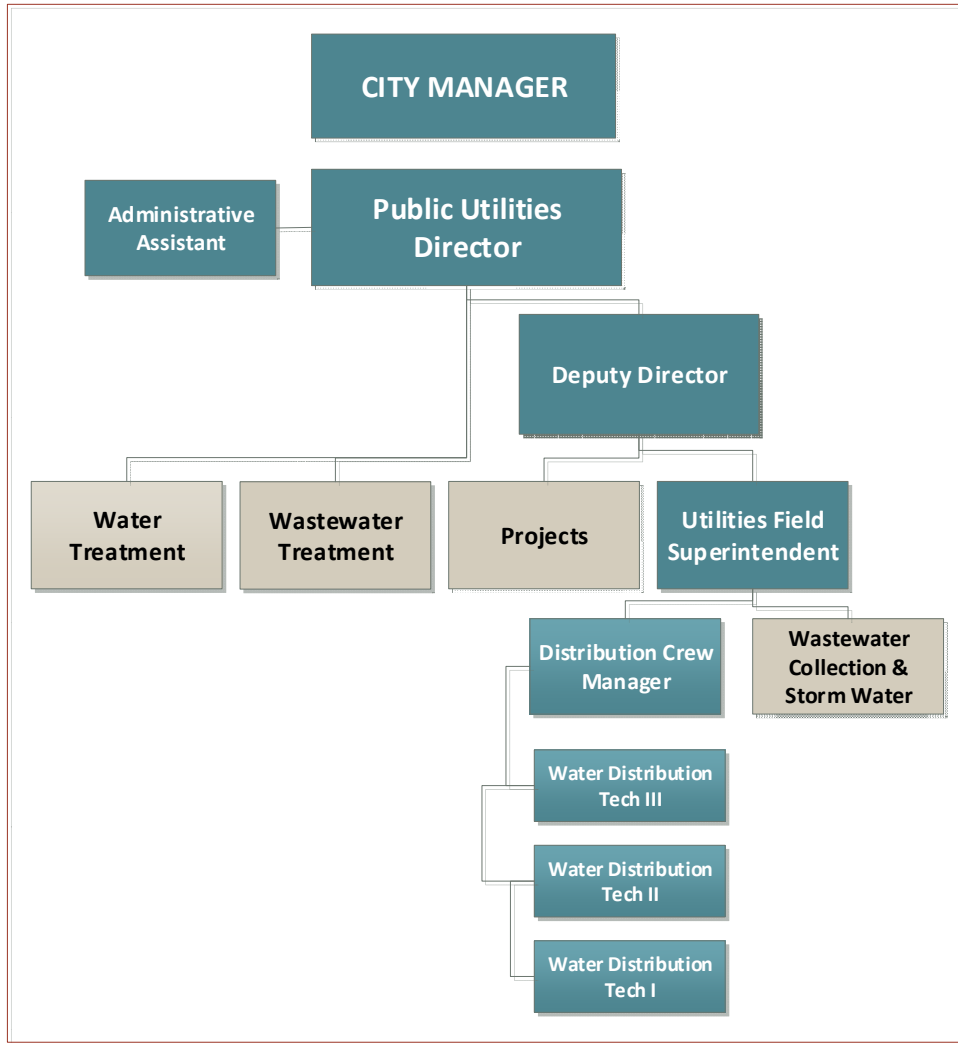
**LINE ITEM DETAIL  
WATER FUND  
WATER TREATMENT DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$674,216	No Changes in Staff Requested
Electric	521100	\$440,000	Electric service for water plant and wellfields
Professional Services	523100	\$62,500	Membrane Maint. Program \$15,000; OEPA Consumer Confidence Report \$2,950; SOS Integration Support Fees \$10,800; Engineering Services \$16,000; Rotork Valve PM Program \$15,000; Cath. Protection Insp. \$2,250;
Outside Lab	523630	\$36,000	OEPA Lab Analysis for water plant & wellfields
Travel / Training	526000	\$4,250	Workshops and conferences for OEPA required contact hours.
Licensing Fees	526200	\$19,500	OEPA annual fees for: WTP, CL2 risk mgt., NPDES, & the plant operators OEPA water licenses
Maintenance of Equipment	527010	\$91,800	Chemical pump maintenance \$13,000; NF membrane cartridge filter maintenance \$38,000; Membrane Maintenance \$7,500; Equipment Calibration \$7,500; CIP Cartridge filters \$14,000; Chemical Tanks Maintenance \$7,300; Generator Services \$2,700; Lube Supply \$1,800
Maintenance of Facility	527020	\$68,500	AC Drive Maint. \$10,000; Clear well and cascade aerator maintenance \$22,500; General Facility Maintenance \$36,000;
Chemical Supply	533210	\$365,000	Orthophosphate \$103,951; Aluminum Chloralhydrate \$70,851; RO Antiscalant \$66,608; Caustic Soda \$21,123; Sodium Bisulfite \$19,950; Sodium Hypochlorite \$16,623; Fluoride \$16,550; Chlorine \$17,123; Citric Acid \$12,923; UF & RO cleaning chemicals \$19,298
Capital Outlay	550300	\$92,000	Ground Water Holding Tank Valve Repairs \$40,000; Pressure Filter Feed Pump Improvements \$36,000; AC Drive \$16,000

# WATER DISTRIBUTION

The division is responsible for the delivery of treated drinking water to over 14,000 customers daily through 213 miles of water lines and 2,734 fire hydrants. The division is also a first responder for water line emergencies, to isolate and make repairs as quickly as possible.



## 2020 Accomplishments

- ◆ In 2020 the distribution team completed 993 work orders, which primarily are requests from or for city residents. As well there were 206 utility locates performed within the division.

2021 Budget Summary	
Personal Services	627,619
Materials & Supplies	259,000
Services & Charges	135,850
Capital Outlay	15,000
<b>Total Water Distribution</b>	<b>1,037,469</b>

# WATER DISTRIBUTION

## Strategic Goals

*Goal #1*

The Distribution division strives to be the first line response to any and all needs of the residents in regard to drinking water issues. Whether it be water outages due to main breaks, low/high pressure concerns or water quality, the distribution division aims to ensure Delaware City residents receive consistent and quality flow from the treatment plant to their home.

Authorized Personnel	2018	2019	2020	2021
*Utilities Field Superintendent	0	0	0.45	0.45
Crew Leader	1	1	1	1
Water Distribution III	1	1	1	1
Water Distribution II	1	1	1	1
Water Distribution	4	4	4	4
<i>Seasonal</i>	<u>0.72</u>	<u>0.72</u>	<u>0.72</u>	<u>0.72</u>
<b>Total</b>	<b>7.72</b>	<b>7.72</b>	<b>7.72</b>	<b>7.72</b>

Performance Metrics	2020
Completed Work Orders	1,017
Utility Locates	5,699
Water Main Replaced (ft)	3,112
Meter Pits Installed	130

### On the Horizon

- ◆ Water main replacements on W Lincoln Avenue, W Harrison Street, N Liberty Street, Pennsylvania Avenue and Griswold Street
- ◆ Water main extension complete design on Pollock Road, Panhandle Road and US 42 South Sawmill Parkway



2021 BUDGET DETAIL

FUND: WATER  
 DEPARTMENT: PUBLIC UTILITIES - DISTRIBUTION SYSTEMS DIVISION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
53018400- 510000	Wages	397,429	384,674	418,713	388,051	427,408	2.1%	10.1%	438,093
511100	PERS	49,084	52,707	56,524	53,094	57,315	1.4%	8.0%	58,748
511300	Medicare	5,445	5,207	6,071	5,843	6,197	2.1%	6.1%	6,352
511400	Workers Compensation	5,940	7,820	8,374	7,822	8,548	2.1%	9.3%	8,762
511600	Health Insurance	122,730	115,638	127,281	127,281	127,281	0.0%	0.0%	136,191
511700	Life Insurance	870	870	870	870	870	0.0%	0.0%	892
520100	Uniform	1,571	2,415	2,785	2,611	2,900	4.1%	11.1%	2,958
520110	Clothing	3,396	3,319	3,000	2,611	3,000	0.0%	14.9%	3,060
521000	Cellular Telephone	1,681	1,652	1,900	1,452	1,800	-5.3%	24.0%	1,836
521100	Electric	17,075	14,200	19,000	13,411	17,000	-10.5%	26.8%	17,340
521200	Heat	5,467	3,001	5,000	1,821	3,600	-28.0%	97.7%	3,672
521300	Generator Fuel	0	0	500	0	500	0.0%	100.0%	510
522000	Postage	0	0	50	0	50	0.0%	100.0%	51
523100	Professional Services	56,652	21,513	45,000	39,074	55,000	22.2%	40.8%	56,100
523500	Rent	338	587	2,200	802	2,200	0.0%	174.3%	2,244
526000	Travel/Training/Safety/Security	333	445	1,200	465	1,200	0.0%	158.1%	1,224
526100	Memberships	245	245	250	245	250	0.0%	2.0%	255
526200	Licenses	101	126	250	0	250	0.0%	100.0%	255
527010	Maintenance of Equipment	1,345	3,632	4,000	1,598	4,000	0.0%	150.3%	4,080
527020	Maintenance of Facility	1,062	3,522	3,000	3,571	9,300	210.0%	160.4%	9,486
527210	Garage Rotary	34,527	34,800	34,500	8,625	34,800	0.9%	303.5%	35,496
533000	Operating Supply	105,366	125,931	170,000	122,589	170,000	0.0%	38.7%	173,400
533035	Fuel Supply	27,607	24,181	28,300	20,903	27,000	-4.6%	29.2%	27,540
533110	Meter Replacement	44,967	49,486	65,000	56,933	55,000	-15.4%	-3.4%	56,100
537000	Repair Material	580	8	2,000	261	2,000	0.0%	666.3%	2,040
539000	Small Equipment	723	6,168	5,000	5,528	5,000	0.0%	-9.6%	5,100
539015	COVID Expense	0	0	0	292	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	0	10,149	15,000	0	15,000	0.0%	100.0%	15,300
<b>TOTAL WATER DISTRIBUTION</b>		<b>884,534</b>	<b>872,296</b>	<b>1,025,768</b>	<b>865,753</b>	<b>1,037,469</b>	<b>1.1%</b>	<b>19.8%</b>	<b>1,067,084</b>

**LINE ITEM DETAIL  
WATER FUND  
DISTRIBUTION SYSTEMS DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$427,408	No Changes in Staff Requested
Electric	521100	\$17,000	Electric costs for three elevated water storage tanks and for 241 Cherry Street Facility
Heat	521200	\$3,600	Natural gas costs for 241 Cherry Street Facility
Professional Services	523100	\$55,000	Laboratory analysis, OUPS program fees, equipment rental, emergency plumbing services, spoils disposal fees, materials fabrication, testing equipment calibration charges, service line boring projects, asphalt restoration projects, printed forms fabrication, excavation contractor services \$18,000; Emergency Contractor Services \$25,000; Engineering services \$12,000
Training/Security	526000	\$1,200	OTCO & AWWA training workshops, Water Distribution training courses, Backflow Prevention training workshops
Operating Supply	533000	\$170,000	Water system maintenance & repair materials; brass goods (angle ball valves, dual check valves, dual check cartridges, curb valves, corporation valves, couplers, fittings), copper tubing, meter pits, pit castings \$91,000; main line valves, main valve boxes, main line couplers, main line fittings, main repair bands, ductile iron pipe, replacement fire hydrants, hydrant repair kits \$21,000; Stone, asphalt, concrete, topsoil \$41,000; Operating supplies; hardware items, plumbing materials, hydrant paint, marking paint, safety equipment, lubricants, hand and specialty tools, office and cleaning supplies \$8,000; Water Tank Equipment \$9,000
Meter Replacement	533110	\$55,000	New Residential Meters \$35,000; Meter Replacement \$20,000
New Equip/Cap Outlay	550300	\$15,000	Distribution Monitoring Equipment & GPS Equipment \$15,000

**2021 BUDGET DETAIL**

**FUND: WATER UTILITY RESERVE FUND**

The Water Utility Reserve Fund was created in compliance with bond covenants from the last water bond issue. Operational reserves are transferred from the water operating fund to be used for future projects and oversizing projects.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Carryover Encumbrances						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

**2021 BUDGET DETAIL**

**FUND: WATER CUSTOMER DEPOSIT**

The Water Customer Deposit Fund is used to account for the City residents' water deposits. After 24 months of timely payments, the deposit is first applied to their account; the remainder refunded to the customer.

<i>Account #</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>216,141</b>	<b>227,199</b>	<b>228,318</b>	<b>228,318</b>	<b>190,360</b>	<b>190,360</b>
53500451- 482100	Water Customer Deposits	15,758	6,223	32,000	0	35,000	35,000
53553500- 560030	Deposit Refunds	4,700	5,104	32,000	37,958	35,000	35,000
	<b>Total Expenditures</b>	<b>4,700</b>	<b>5,104</b>	<b>32,000</b>	<b>37,958</b>	<b>35,000</b>	<b>35,000</b>
	Carryover Encumbrances						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>227,199</b>	<b>228,318</b>	<b>228,318</b>	<b>190,360</b>	<b>190,360</b>	<b>190,360</b>

2021 BUDGET DETAIL

FUND: WASTEWATER  
DEPARTMENT: ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>2,657,780</b>	<b>3,134,518</b>	<b>3,724,670</b>	<b>3,724,670</b>	<b>3,857,798</b>			<b>3,210,939</b>
54000023- 430100	Investment Income	208,496	302,698	275,000	100,112	23,000	-91.6%	-77.0%	23,000
54000501- 479110	Surcharges	97,959	78,516	95,000	28,876	95,000	0.0%	229.0%	95,950
479120	Septic Receiving Charges	163,521	205,201	175,000	292,502	250,000	42.9%	-14.5%	252,500
481200	Meter Charges	6,636,884	6,937,687	7,150,000	6,890,085	6,657,924	-6.9%	-3.4%	6,724,503
481300	Collection Agency	6,232	4,867	6,500	1,972	6,500	0.0%	229.6%	6,500
492010	Sale of Assets	0	0	0	7,423	15,000	100.0%	102.1%	15,000
54000502- 420600	Federal Operating Grant	0	0	0	44,732	0	100.0%	-100.0%	0
484300	Miscellaneous	14,763	775	10,000	19,207	25,000	150.0%	30.2%	25,000
<b>Total Revenue</b>		<b>7,127,855</b>	<b>7,529,744</b>	<b>7,711,500</b>	<b>7,384,909</b>	<b>7,072,424</b>	<b>-8.3%</b>	<b>-4.2%</b>	<b>7,142,453</b>
54018600-	Administrative Expenses	4,173,907	4,425,173	4,553,026	4,456,615	4,698,980	3.2%	5.4%	1,494,826
54018800-	Treatment Expenses	1,838,330	1,889,348	2,175,731	2,043,653	2,370,839	9.0%	16.0%	2,430,704
54019000-	Collection Expenses	638,880	625,071	665,050	517,157	649,464	-2.3%	25.6%	666,086
<b>Total Expenditures</b>		<b>6,651,117</b>	<b>6,939,592</b>	<b>7,393,807</b>	<b>7,017,425</b>	<b>7,719,283</b>	<b>4.4%</b>	<b>10.0%</b>	<b>4,591,616</b>
<i>Carryover PO's</i>					234,356				
<b>Fund Balance - December 31st</b>		<b>3,134,518</b>	<b>3,724,670</b>	<b>4,042,363</b>	<b>3,857,798</b>	<b>3,210,939</b>	<b>-20.6%</b>	<b>-16.8%</b>	<b>5,761,776</b>

WASTEWATER ADMINISTRATIVE

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
54018600- 510000	Wages	102,344	150,391	233,172	202,598	238,783	2.4%	17.9%	244,753
511100	PERS	19,319	3,138	30,825	18,647	31,475	2.1%	68.8%	32,262
511300	Medicare	1,008	2,030	2,686	2,839	2,763	2.9%	-2.7%	2,832
511400	Workers Compensation	2,626	3,055	4,663	4,663	4,775	2.4%	2.4%	4,894
511600	Health Insurance	24,680	30,632	51,710	51,710	46,144	-10.8%	-10.8%	49,374
511700	Life Insurance	360	360	500	500	500	0.0%	0.0%	513
520100	Uniforms	0	300	300	0	300	0.0%	100.0%	306
521000	Cellular Telephone	3,039	3,158	2,750	3,056	3,000	9.1%	-1.8%	3,060
522000	Postage	300	0	0	0	0	100.0%	100.0%	0
523100	Professional Services	27,497	163,663	50,000	67,557	100,000	100.0%	48.0%	102,000
523175	Chargeback - General Fund	781,000	808,335	823,000	754,417	823,000	0.0%	9.1%	839,460
526000	Travel/Training	2,978	2,429	5,000	821	5,000	0.0%	509.0%	5,100
526100	Membership and Dues	48	0	250	102	250	0.0%	145.1%	255
527220	Information Technology Rotary	49,680	49,680	69,552	52,164	75,000	7.8%	43.8%	76,500
528000	Liability/Property Insurance	95,000	95,000	95,000	99,251	95,000	0.0%	-4.3%	96,900
528100	Judgments	0	0	1,500	0	1,500	0.0%	100.0%	1,530
529500	Collection Charges	1,392	529	0	247	0	100.0%	-100.0%	0
531000	Office Supply	795	836	1,000	661	900	-10.0%	36.2%	918
550300	Capital Outlay	2,584	0	0	0	0	100.0%	100.0%	0
550320	Staff Vehicles	0	0	0	0	25,000	100.0%	100.0%	25,500
560020	Refunds	8,874	247	7,500	23,764	8,500	13.3%	-64.2%	8,670
570000	Transfer - Sewer CIP	1,419,363	1,447,750	1,476,705	1,476,705	1,506,239	2.0%	2.0%	0
570000	Transfer - Sewer Capacity Fund	1,631,020	1,663,640	1,696,913	1,696,913	1,730,851	2.0%	2.0%	0
<b>TOTAL WASTEWATER ADMIN</b>		<b>4,173,907</b>	<b>4,425,173</b>	<b>4,553,026</b>	<b>4,456,615</b>	<b>4,698,980</b>	<b>3.2%</b>	<b>5.4%</b>	<b>1,494,826</b>

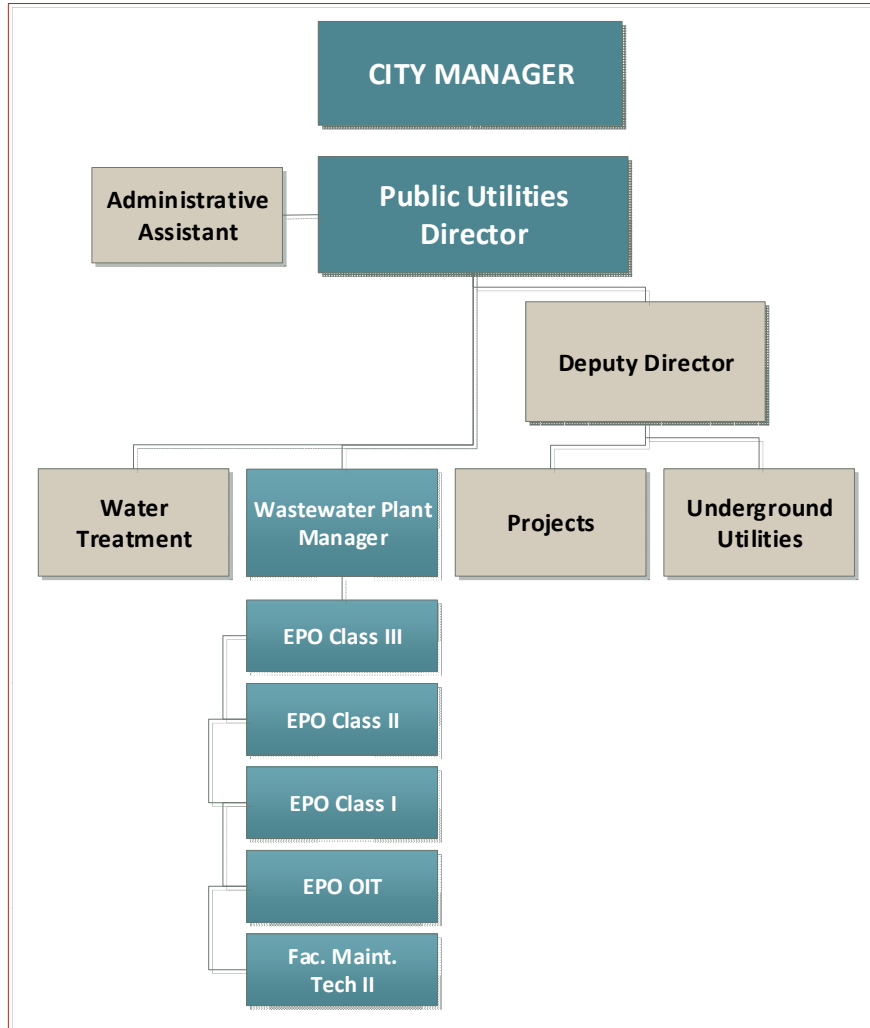
**LINE ITEM DETAIL  
WASTEWATER FUND  
WASTEWATER ADMINISTRATION DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$238,783	Additions of Project Manager and reclassification of Project and Maintenance Manager to Deputy Director, Assistant Wastewater Manager position to Superintendent, and increasing the pay of the Watershed/Sustainability Coordinator position.
Cellular Telephone	521000	\$3,000	Monthly Stipend for Director and Management Staff. Department Verizon Fees.
Professional Services	523100	\$100,000	Professional Engineering Services for Utilities Projects \$38,000; AMI Maintenance Software Support Services \$12,000; Legal Fees/Litigation Costs \$50,000
Travel/Training	526000	\$5,000	Workshops and Seminars for Professional Development (CMMS, OWEA, WEF)
Staff Vehicles	550320	\$25,000	Administrative SUV

# WASTEWATER TREATMENT

The Wastewater Treatment division treats domestic and industrial wastewater and returns it to the Olen-tangy River in an environmentally safe and clean way. The treatment plant is staffed at all hours, every day of the year, by a rotation of shift and maintenance operators.



## 2020 Accomplishments

- ◆ In 2020 the City’s wastewater treatment plant treated 1.69 Billion gallons of wastewater for return to the Olen-tangy River.

2021 Budget Summary	
Services & Charges	1,131,300
Personal Services	984,939
Materials & Supplies	254,600
<b>Total Wastewater Treatment</b>	<b>2,370,839</b>

# WASTEWATER TREATMENT

## Strategic Goals

<i>Goal #1</i>	Plan and prepare for takeover of sludge hauling services within 2022. City has contracted out these services since 2013.
<i>Goal #2</i>	Upgrade of plant dewatering process equipment without disrupting the overall daily operations of the plant.

Authorized Personnel	2018	2019	2020	2021
Waste Water Plant Manager	0	0	1	1
EPO Class III	4	4	3	3
EPO Class II	0	0	1	0
EPO Class I	1	3	3	3
EPO Class OIT	3	1	0	1
Facilities Maintenance Tech II	1	1	1	1
<i>Seasonal</i>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>

Performance Metrics	2020
Average Daily Flow Treated (MGD)	5.25
Total Flow (MG)	1,916
Sludge Disposal (Wet Tons)	6,986
OEPA NPDES Violations	5

## On the Horizon

- ◆ WWTP staff are always striving for more efficient means of operation, in 2021 internal plant piping changes to help this cause are planned, along with various equipment upgrades and the expansion of an equipment maintenance building.



2021 BUDGET DETAIL

FUND: WASTEWATER  
 DEPARTMENT: WASTEWATER TREATMENT

Org-Object-Project	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
54018800- 510000	Wages	645,657	633,707	693,157	638,326	700,377	1.0%	9.7%	717,886
511100	PERS	84,533	85,328	90,095	87,562	92,032	2.1%	5.1%	94,333
511300	Medicare	9,023	8,704	9,885	8,739	9,991	1.1%	14.3%	10,241
511400	Workers Compensation	9,531	13,642	13,863	13,863	14,008	1.0%	1.0%	14,358
511600	Health Insurance	137,037	151,888	167,181	167,181	167,181	0.0%	0.0%	178,884
511700	Life Insurance	1,350	1,350	1,350	1,350	1,350	0.0%	0.0%	1,384
520100	Uniform	3,364	4,939	6,500	4,351	5,000	-23.1%	14.9%	5,100
520110	Clothing/Safety	2,846	3,049	4,000	3,080	4,000	0.0%	29.9%	4,080
521000	Cellular Telephone	1,038	996	1,200	550	1,200	0.0%	118.2%	1,224
521100	Electric	285,525	260,637	290,000	285,735	300,000	3.4%	5.0%	306,000
521200	Heat	27,936	21,011	30,000	12,744	30,000	0.0%	135.4%	30,600
521300	Generator Fuel	3,090	2,621	4,000	1,072	4,000	0.0%	273.1%	4,080
522000	Postage	0	37	150	24	150	0.0%	525.0%	153
523100	Professional Services	28,109	32,577	40,000	38,647	52,000	30.0%	34.6%	53,040
523610	Sludge Removal	252,408	279,357	300,000	345,290	400,000	33.3%	15.8%	408,000
523630	Outside Lab	11,842	10,800	14,000	12,208	14,000	0.0%	14.7%	14,280
526000	Travel / Training	2,033	1,763	4,000	520	6,000	50.0%	1053.8%	6,120
526100	Membership and Dues	760	570	750	605	750	0.0%	24.0%	765
526200	Licensing Fees	6,605	5,623	9,000	5,393	15,000	66.7%	178.1%	15,300
527010	Maintenance of Equipment	57,212	74,002	115,000	76,243	150,000	30.4%	96.7%	153,000
527020	Maintenance of Facility	51,367	70,962	130,000	128,595	140,000	7.7%	8.9%	142,800
527210	Garage Rotary	16,119	13,900	15,000	3,750	9,200	-38.7%	145.3%	9,384
531000	Office Supply	367	595	600	344	600	0.0%	74.4%	612
533035	Fuel Supply	5,622	5,117	6,000	3,081	6,000	0.0%	94.7%	6,120
533210	Chemical Supply	142,273	176,576	190,000	172,644	230,000	21.1%	33.2%	234,600
533410	Lab Supply	8,732	12,503	12,500	12,010	15,000	20.0%	24.9%	15,300
537000	Repair Materials	14,460	13,420	0	4,776	500	100.0%	-89.5%	510
537200	Maintenance Supply	970	1,023	0	0	0	100.0%	100.0%	0
538100	Incidentals	126	596	500	99	500	0.0%	405.1%	510
539000	Small Equipment	1,205	2,055	2,000	656	2,000	0.0%	204.9%	2,040
539015	COVID Expense	0	0	0	230	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	27,190	0	25,000	13,985	0	-100.0%	-100.0%	0
<b>TOTAL WASTEWATER TREATMENT</b>		<b>1,838,330</b>	<b>1,889,348</b>	<b>2,175,731</b>	<b>2,043,653</b>	<b>2,370,839</b>	<b>9.0%</b>	<b>16.0%</b>	<b>2,430,704</b>

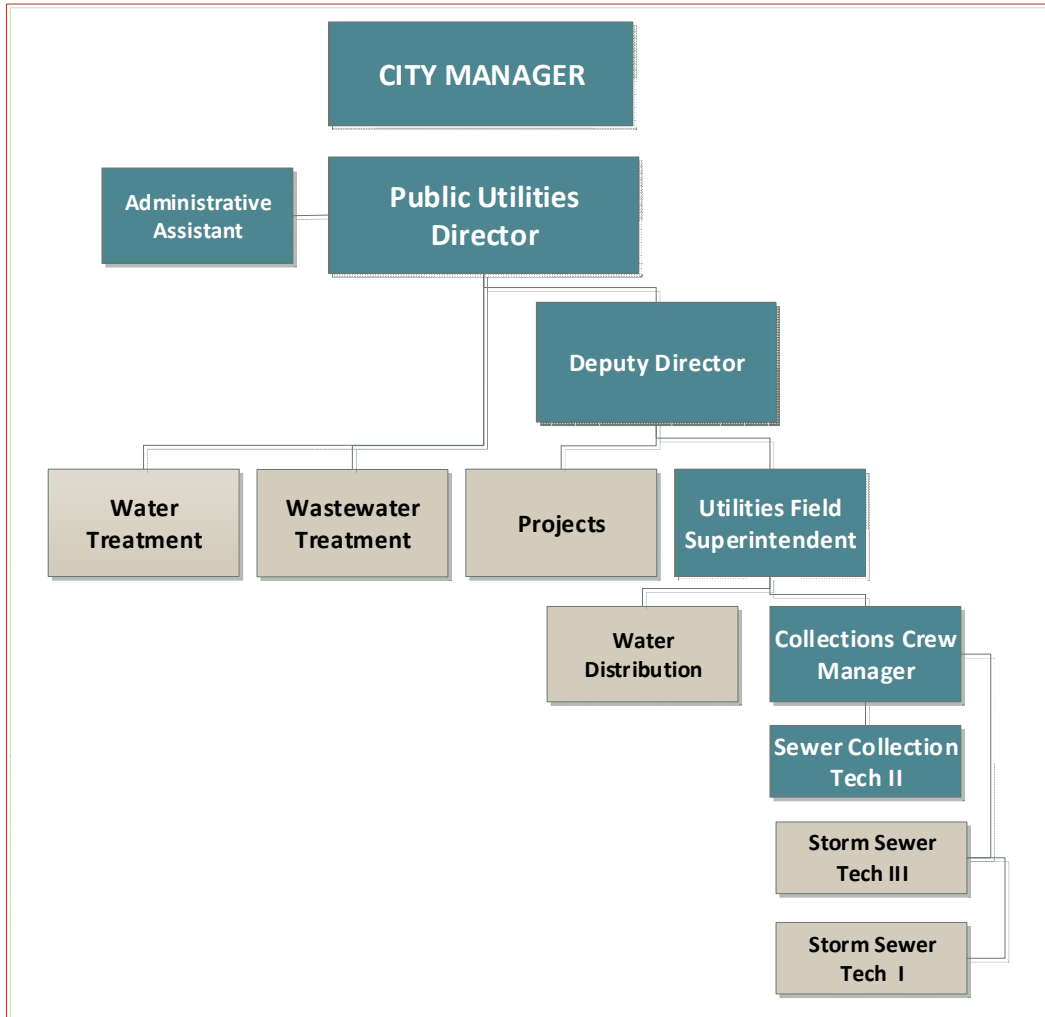
**LINE ITEM DETAIL  
WASTEWATER FUND  
WASTEWATER TREATMENT DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$700,377	No Change in Staff
Professional Services	523100	\$52,000	Transformer Testing \$15,000; Hach Service Contract \$12,000; Odor Control Acid Wash \$8,000; Engineering Services for Storm Pump \$5,000; HVAC Work \$5,000; SCADA Work \$3,000; Generator Service Contract \$2,000; Crane Inspection \$2,000
Outside Lab	523630	\$14,000	NPDES Lab Analysis \$10,000; Priority Pollutants Analysis \$4,000
Sludge Removal	523610	\$400,000	Disposal of Sludge at Biogas Facility (\$31/ton) \$225,000; Transportation (\$475/trip) \$175,000
Maintenance of Equipment	527010	\$150,000	General Equipment Repair \$40,000; Mixed Liquor Recycle Pump Repair \$25,000; VFD Equipment Upgrades \$20,000; PLC Equipment Replacement \$15,000; UV Disinfection Equipment \$15,000; Aeration Tank Mixer Repair \$15,000; Lube and Maintenance Supply \$15,000; Belt Filter Press Replacement Belts \$5,000
Maintenance of Facility	527020	\$140,000	Insulated Steel Building for Odor Control \$30,000; Concrete Repairs \$30,000; Overhead Door Replacement(2 total) \$30,000; Water Line Repairs \$20,000; Post Aeration Building Roof Repairs \$15,000; General Facility Maintenance \$10,000; HVAC Repairs \$5,000
Chemical Supply	533210	\$230,000	Ferric Chloride \$80,000; Polymer \$80,000; VX 456 - Sludge Oxidizer \$50,000; Defoamer \$10,000; Caustic \$5,000; Bleach \$5,000

# WASTEWATER COLLECTION

The division is responsible for 177 miles of sanitary sewer gravity mains, 5.4 miles of sanitary sewer force mains and 4,007 manholes that comprise the City's wastewater collec. on system. Crews maintain the pump stations and performs sewer line maintenance and inspection.



## 2020 Accomplishments

- ◆ In 2020 the Collections team completed 665 work orders, which primarily are requests from or for city residents.

2021 Budget Summary	
Personal Services	299,174
Services & Charges	193,890
Materials & Supplies	139,900
Capital Outlay	16,500
<b>Total Wastewater Collection</b>	<b>649,464</b>

# WASTEWATER COLLECTION

## Strategic Goals

*Goal #1* A great deal of the City’s commitment to protecting the environment from the community’s wastewater lies within a safe and efficient collections system. The Collections divisions’ oversight and management of this system is always focused on resident and environment safety first.

Authorized Personnel	2018	2019	2020	2021
*Utilities Field Superintendent	1	1	0.45	0.45
Crew Leader	1	1	1	1
Sewer Collection Tech II	2	2	2	2
<i>Seasonal</i>	<u>0.62</u>	<u>0.62</u>	<u>0.62</u>	<u>0.62</u>
<b>Total</b>	<b>4.62</b>	<b>4.62</b>	<b>4.62</b>	<b>4.62</b>

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

Performance Metrics	2020
Miles of CCTV Performed	19.5
Lift Stations	
Inspections Performed	786
Repair Work Orders Completed	124
Feet of Sewer Pipe Repaired	35
Feet of Sewer Pipe Cleaned	32,550
Feet of New Sewer Pipe Installed	500

## On the Horizon

- ◆ Inflow and infiltration reduction by lining and grouting sanitary sewer mains at Hayes Colony, Wesleyan Woods and W William Street.
- ◆ Lift station upgraders at Sunnyview and Georgetown
- ◆ Riverby Sewer Extension
- ◆ Slack Road Pump Station Force Main
- ◆ US 42 South Sawmill Parkway Southwest complete design

2021 BUDGET DETAIL

FUND: WASTEWATER  
 DEPARTMENT: WASTEWATER COLLECTION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
54019000- 510000	Wages	281,197	293,163	208,011	193,125	215,481	3.6%	11.6%	220,868
511100	PERS	36,916	38,528	28,032	26,165	28,388	1.3%	8.5%	29,098
511300	Medicare	4,001	4,073	3,016	2,650	3,124	3.6%	17.9%	3,202
511400	Workers Compensation	4,301	5,871	4,160	4,160	4,310	3.6%	3.6%	4,418
511600	Health Insurance	59,738	61,263	47,481	47,481	47,481	0.0%	0.0%	50,805
511700	Life Insurance	510	510	390	390	390	0.0%	0.0%	400
520100	Uniform	596	1,711	2,525	2,426	2,700	6.9%	11.3%	2,754
520110	Clothing	2,506	1,460	2,500	1,884	3,600	44.0%	91.1%	3,672
521000	Cellular Telephone	0	0	1,440	0	1,440	0.0%	100.0%	1,469
521100	Electric	22,955	18,732	25,000	20,044	19,000	-24.0%	-5.2%	19,380
521200	Heat	5,467	3,001	6,200	1,821	4,000	-35.5%	119.7%	4,080
522000	Postage	10	0	100	0	100	0.0%	100.0%	102
523100	Professional Services	28,675	28,549	66,445	79,413	56,700	-14.7%	-28.6%	57,834
523500	Rent	1,318	892	2,000	594	2,000	0.0%	236.7%	2,040
526000	Travel/Training/Safety/Security	1,362	1,069	3,500	919	3,500	0.0%	280.8%	3,570
526200	Licensing Fees	0	167	250	196	250	0.0%	27.6%	255
527010	Maintenance of Equipment	43,831	30,721	54,000	22,930	50,000	-7.4%	118.1%	51,000
527020	Maintenance of Facility	952	4,013	12,700	3,635	9,300	-26.8%	155.8%	9,486
527210	Garage Rotary	20,912	20,100	21,000	5,377	41,300	96.7%	668.1%	42,126
533000	Operating Supply	31,276	22,990	52,000	14,259	52,000	0.0%	264.7%	53,040
533035	Fuel Supply	18,902	16,397	28,000	12,532	17,900	-36.1%	42.8%	18,258
533110	Meter Replacement	44,966	49,486	65,000	56,933	55,000	-15.4%	-3.4%	56,100
537200	Maintenance Supply	41	588	1,500	1,206	1,500	0.0%	24.4%	1,530
539000	Small Equipment	6,838	3,924	13,700	8,377	13,500	-1.5%	61.2%	13,770
539015	COVID Expense	0	0	0	574	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	21,610	17,863	16,100	10,066	16,500	2.5%	63.9%	16,830
	<b>TOTAL WW COLLECTION</b>	<b>638,880</b>	<b>625,071</b>	<b>665,050</b>	<b>517,157</b>	<b>649,464</b>	<b>-2.3%</b>	<b>25.6%</b>	<b>666,086</b>

**LINE ITEM DETAIL  
WASTEWATER  
WASTEWATER COLLECTION DIVISION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$215,481	No Changes in Staff Requested
Electric	521100	\$19,000	Lift Stations \$13,300; 241 Cherry Street - Storage \$5,700
Heat	521200	\$4,000	241 Cherry Street - Storage \$4,000
Professional Services	523100	\$56,700	Asphalt Repairs \$8,500; Concrete & Landscape Work \$4,500; Chemical Root Treatment \$20,000; Spoils Disposal Fees \$1,500; Lift Station SCADA \$6,700; Misc. Professional Services \$15,500
Travel/Training	526000	\$3,500	Licenses & Memberships \$300; OTCO and OWEA Professional Development \$1,500; Regulatory & Maintenance Training \$1,700
Maintenance of Equipment	527010	\$50,000	Jet Truck Equipment Repairs \$12,000; CCTV Camera Van Equipment Repairs \$3,500; Lift Station Repairs \$29,000; Misc. Equipment Repairs \$5,500
Maintenance of Facility	527020	\$9,300	Mechanical Repairs/Upgrades \$500; Insulation \$1,800; Miscellaneous Facility Repairs \$7,000
Operating Supply	533000	\$52,000	Repair Materials \$34,000; Concrete/CDF \$9,000; Asphalt \$9,000
Small Equipment	539000	\$13,500	Mobile Device for CMMS \$2,200; CSE Equipment split w/Storm \$1,250; Traffic Control Devices split w/Storm \$1,500; Lifting & Securing Equipment split w/Storm \$1,250; Security Equipment split w/Storm \$1,000; Sewer Plugs split w/Storm \$2,500; Miscellaneous Tools \$3,800
New Equip/Cap Outlay	550300	\$16,500	Collections System/Lift Station Level Pump Control \$16,500

**2021 BUDGET DETAIL**

**FUND: WASTEWATER UTILITY RESERVE FUND**

The Wastewater Utility Reserve Fund provides resources to address unforeseen or unanticipated financial impacts to the wastewater treatment system. This reserve fund has a targeted balance of \$2,000,000. In the event funds are utilized, payback of the amount will occur over succeeding years.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

**2021 BUDGET DETAIL**

**FUND: SE HIGHLAND SEWER FUND**

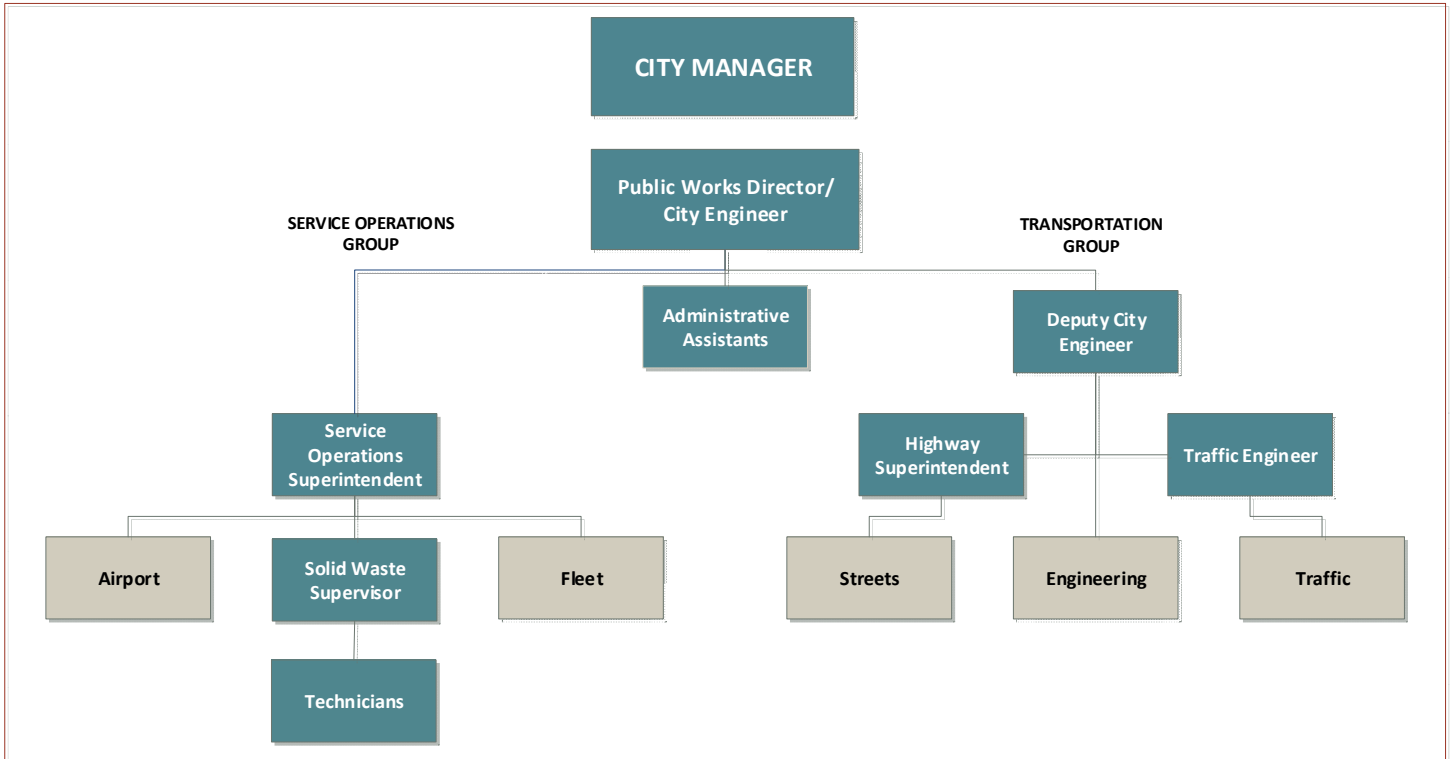
The Southeast Highland Sewer Fund accounts for construction of the SE Highland Sewer and the payback of the debt issued to finance the project. Residents served by the sewer will pay a \$3,200 ERU charge when they tie into the sewer.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>161,159</b>	<b>270,078</b>	<b>268,389</b>	<b>268,389</b>	<b>268,389</b>	<b>82,989</b>
54800025- 493020	Transfer In Sewer Capacity Fee Fund	650,000	325,000	250,000	250,000	250,000	375,000
54800501- 460110	ERU Charges	459,785	528,000	400,000	563,100	400,000	400,000
	<b>Total Revenue</b>	<b>1,109,785</b>	<b>853,000</b>	<b>650,000</b>	<b>813,100</b>	<b>650,000</b>	<b>775,000</b>
54818600- 560020	ERU Refunds	9,600	6,400	10,000	9,600	10,000	10,000
580100	Bond Principal	421,666	366,667	280,000	280,000	395,000	410,000
580200	Bond Interest	569,600	481,622	548,320	547,789	430,400	414,600
	<b>Total Expenses</b>	<b>1,000,866</b>	<b>854,689</b>	<b>838,320</b>	<b>837,389</b>	<b>835,400</b>	<b>834,600</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>270,078</b>	<b>268,389</b>	<b>80,069</b>	<b>244,100</b>	<b>82,989</b>	<b>23,389</b>



# SOLID WASTE

The Solid Waste division operates within the Public Works Department providing weekly curbside household solid waste, recyclables, and yard waste collec. on from single-family homes, multi-family and condominium developments and commercial properties. Participation in commercial service is optional at the request of the property owners. Bulk item collection service is provided twice a month. The division is also responsible for managing two closed landfills. It meets requirements regarding diverting solid waste from landfills by providing curbside recycling and yard waste collection.



2021 Budget Summary			
	Collection	Recycling	Refuse Administration
Services & Charges	1,312,900	271,800	462,030
Personal Services	806,002	486,408	
Capital Outlay	528,300	306,000	
Materials & Supplies	189,400	120,600	
<b>Total Solid Waste</b>	<b>2,836,602</b>	<b>1,184,808</b>	<b>462,030</b>

# SOLID WASTE

## Strategic Goals

*Goal #1* Provide efficient and economical solid waste, recycling and yard waste collection service to ar-

### 2020 Accomplishments

- ◆ Piloted articulating refuse collection.
- ◆ Successful bulk collection program.
- ◆ Implemented online payments.

Authorized Personnel	2018	2019	2020	2021
Division Supervisor	1	1	1	1
Refuse Technicians	<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Performance Metrics	2020
Residential Stops	399,348
Tons of Solid Waste Collected	19,469
Tons of Recycling Collected	2,066
Tons of Yard Waste Collected	1,880

### On the Horizon

- ◆ Piloting curbside tip cart recycling.
- ◆ GPS tracking of Solid Waste fleet.
- ◆ Implementation of work order records management.

2021 BUDGET DETAIL

FUND: REFUSE  
DEPARTMENT: ADMINISTRATION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
	<b>Fund Balance - January 1st</b>	<b>2,391,566</b>	<b>909,634</b>	<b>1,159,867</b>	<b>1,159,867</b>	<b>444,226</b>			<b>286</b>
55000023- 430100	Investment Income	0	24,568	12,000	7,895	13,500	12.5%	71.0%	13,500
55000601- 478100	Bag Tags	7,570	8,327	8,000	11,275	9,000	12.5%	-20.2%	9,090
478300	Toter Fees	25,133	22,518	23,000	22,610	23,000	0.0%	1.7%	23,230
481200	Refuse Fees	3,482,445	3,571,209	3,745,350	3,537,310	3,917,000	4.6%	10.7%	3,956,170
481250	Bulk Waste	13,848	15,527	14,500	8,813	14,500	0.0%	64.5%	14,645
481300	Collection Agency	2,864	2,252	2,500	921	2,500	0.0%	171.4%	2,500
492010	Sale of Assets	21,386	13,251	10,000	5,166	10,000	0.0%	93.6%	10,000
55000602- 420600	Federal Operating Grant	0	0	0	38,002	0	100.0%	-100.0%	0
420800	Grant Income	0	0	0	43,894	0	100.0%	-100.0%	0
483100	Reimbursements	9,540	157	250,000	5,663	50,000	-80.0%	782.9%	50,000
	<b>Total Revenue</b>	<b>3,562,786</b>	<b>3,657,809</b>	<b>4,065,350</b>	<b>3,681,549</b>	<b>4,039,500</b>	<b>-0.6%</b>	<b>9.7%</b>	<b>4,079,135</b>
55017400-	Administrative Expenses	2,347,445	458,357	445,530	393,842	462,030	3.7%	17.3%	469,639
55017600-	Collection Expenses	2,090,904	2,235,255	2,695,203	2,271,538	2,836,602	5.2%	24.9%	3,146,578
55017800-	Recycling Expenses	606,369	713,964	1,087,696	976,774	1,184,808	8.9%	21.3%	902,533
	<b>Total Expenditures</b>	<b>5,044,718</b>	<b>3,407,576</b>	<b>4,228,429</b>	<b>3,642,154</b>	<b>4,483,440</b>	<b>6.0%</b>	<b>23.1%</b>	<b>4,518,750</b>
	<i>Carryover PO's</i>				755,036				
	<b>Fund Balance - December 31st</b>	<b>909,634</b>	<b>1,159,867</b>	<b>996,788</b>	<b>444,226</b>	<b>286</b>	<b>-100.0%</b>	<b>-99.9%</b>	<b>(439,329)</b>

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Budget
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REFUSE ADMINISTRATION

55017400- 521100	Electric	500	611	650	619	700	7.7%	13.1%	700
523100	Landfill Monitoring Service	74,812	92,091	72,700	52,569	80,280	10.4%	52.7%	80,280
523100	Professional Services	2,672	0	0	0	0	100.0%	100.0%	0
523175	Operations Chargeback--Gen Fund	202,500	208,000	212,250	194,563	216,750	2.1%	11.4%	221,085
523175	Operations Chargeback--SMR	149,800	154,300	158,930	145,686	163,700	3.0%	12.4%	166,974
529500	Collection Charges	640	245	1,000	115	600	-40.0%	421.7%	600
550300	Building Improvements	1,916,376	2,643	0	0	0	100.0%	100.0%	0
560020	Refunds	145	467	0	290	0	100.0%	-100.0%	0
	<b>TOTAL REFUSE ADMIN</b>	<b>2,347,445</b>	<b>458,357</b>	<b>445,530</b>	<b>393,842</b>	<b>462,030</b>	<b>3.7%</b>	<b>17.3%</b>	<b>469,639</b>

2021 BUDGET DETAIL

FUND REFUSE  
DEPARTMENT COLLECTION

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
55017600- 510000	Wages	477,072	476,308	515,752	493,854	533,789	3.5%	8.1%	547,134
511100	PERS	63,772	65,255	70,655	68,604	73,137	3.5%	6.6%	74,965
511300	Medicare	6,493	6,377	7,478	6,661	7,740	3.5%	16.2%	7,934
511400	Workers Compensation	7,317	10,056	10,315	10,315	10,676	3.5%	3.5%	10,943
511600	Health Insurance	146,994	151,888	179,550	179,550	179,550	0.0%	0.0%	192,119
511700	Life Insurance	1,110	1,110	1,100	1,100	1,110	0.9%	0.9%	1,138
520100	Uniforms	1,825	1,778	2,100	1,969	2,100	0.0%	6.7%	2,142
520110	Clothing	4,938	5,070	5,500	3,624	5,500	0.0%	51.8%	5,610
521100	Electric	1,521	3,093	4,500	2,535	3,500	-22.2%	38.1%	3,570
521200	Heat	1,536	1,481	2,500	1,064	2,300	-8.0%	116.2%	2,346
523100	Professional Services	3,427	3,599	4,000	6,211	4,000	0.0%	-35.6%	4,080
523620	Tipping Fees	881,168	907,357	1,000,800	988,367	1,075,000	7.4%	8.8%	1,096,500
526100	Membership and Dues	223	223	300	223	300	0.0%	34.5%	306
526200	Licensing Fees	306	159	300	318	300	0.0%	-5.7%	306
527010	Maintenance of Equipment	0	0	500	0	500	0.0%	100.0%	510
527020	Maintenance of Facility	0	150	2,000	110	1,500	-25.0%	1263.6%	1,530
527210	Garage Rotary	113,849	146,600	164,200	41,050	154,000	-6.2%	275.2%	157,080
527220	Information Technology Rotary	3,752	3,752	5,253	3,940	6,000	14.2%	52.3%	6,120
528000	Insurance	57,900	57,900	57,900	60,233	57,900	0.0%	-3.9%	59,058
533000	Operating Supply	3,843	3,748	9,500	4,849	9,500	0.0%	95.9%	9,690
533035	Fuel Supply	88,736	88,518	98,700	91,428	98,300	-0.4%	7.5%	100,266
537000	Repair Material	0	0	0	20	100	100.0%	400.0%	102
538500	Containers	44,663	56,798	80,000	41,937	80,000	0.0%	90.8%	81,600
539000	Small Equipment	2,975	498	2,000	2,000	1,500	-25.0%	-25.0%	1,530
539015	COVID Expense	0	0	0	669	0	100.0%	-100.0%	0
550300	New Equip/Capital Outlay	157,421	243,537	470,300	260,907	35,000	-92.6%	-86.6%	780,000
550320	Vehicle Purchases	0	0	0	0	493,300	100.0%	100.0%	0
580300	Truck Lease Payments	20,063	0	0	0	0	100.0%	100.0%	0
<b>TOTAL COLLECTION</b>		<b>2,090,904</b>	<b>2,235,255</b>	<b>2,695,203</b>	<b>2,271,538</b>	<b>2,836,602</b>	<b>5.2%</b>	<b>24.9%</b>	<b>3,146,578</b>

**LINE ITEM DETAIL  
REFUSE FUND  
REFUSE COLLECTION**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$533,789	
Professional Services	523100	\$4,000	Contracted land agreements for public ally accessible dumpsters \$4,000
Tipping Fees	523620	\$1,075,000	Anticipated 7% increase (fuel surcharge, tipping fees and city growth)
Operating Supply	533000	\$9,500	Updated Bag Stickers \$4,500; Misc. Equip. (shovels,brooms,floor dry) \$2,000; Street can liners \$1,000; Safety Equipment \$1,000
Containers	538500	\$80,000	Additional & replacements Toters (12-year cycle) - \$48,000; Replacement lids \$12,000; New Dumpsters/Repairs and Materials \$20,000
New Equip/Cap Outlay	550300	\$35,000	Franklin St. Lot \$35,000
Vehicle Purchases	550320	\$493,300	Automated Side Load Truck \$305,000; Rear Load Truck \$185,000; (2) radios \$1,800; Camera system \$1,500

2021 BUDGET DETAIL

FUND REFUSE  
DEPARTMENT RECYCLING

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>% Δ Prior Budget</i>	<i>% Δ Prior Actual</i>	<i>2022 Projected</i>
55017800- 510000	Wages	319,600	314,771	333,489	315,788	344,755	3.4%	9.2%	353,374
511100	PERS	42,566	43,082	46,688	43,499	46,446	-0.5%	6.8%	47,607
511300	Medicare	4,402	4,327	4,836	4,386	4,999	3.4%	14.0%	5,124
511400	Workers Compensation	4,766	6,609	6,670	6,670	6,895	3.4%	3.4%	7,067
511600	Health Insurance	73,004	75,039	82,593	82,593	82,593	0.0%	0.0%	88,375
511700	Life Insurance	720	720	720	720	720	0.0%	0.0%	738
520100	Uniforms	1,167	1,253	1,650	1,479	1,650	0.0%	11.6%	1,683
520110	Clothing	2,988	3,660	4,250	2,765	4,250	0.0%	53.7%	4,335
521100	Electric	674	0	0	0	0	100.0%	100.0%	0
523100	Professional Services	0	0	0	7,235	0	100.0%	-100.0%	0
523620	Tipping Fees	9,116	137,883	197,500	200,437	197,500	0.0%	-1.5%	201,450
527010	Maintenance of Equipment	0	1,067	1,500	0	1,000	-33.3%	100.0%	1,020
527020	Maintenance of Facility	0	0	1,500	0	1,000	-33.3%	100.0%	1,020
527210	Garage Rotary	62,440	68,000	76,300	19,075	66,400	-13.0%	248.1%	67,728
533000	Operating Supply	30,742	18,517	28,000	17,705	78,000	178.6%	340.6%	79,560
533035	Fuel Supply	42,067	39,036	43,600	18,651	42,200	-3.2%	126.3%	43,044
539000	Small Equipment	350	0	400	324	400	0.0%	23.5%	408
550300	New Equip/Cap Outlay	11,767	0	258,000	255,447	0	-100.0%	-100.0%	0
550320	Vehicle Purchases	0	0	0	0	306,000	100.0%	100.0%	0
	<b>TOTAL RECYCLING</b>	<b>606,369</b>	<b>713,964</b>	<b>1,087,696</b>	<b>976,774</b>	<b>1,184,808</b>	<b>8.9%</b>	<b>21.3%</b>	<b>902,533</b>

**LINE ITEM DETAIL  
REFUSE FUND  
RECYCLING**

**Explanation of significant line items**

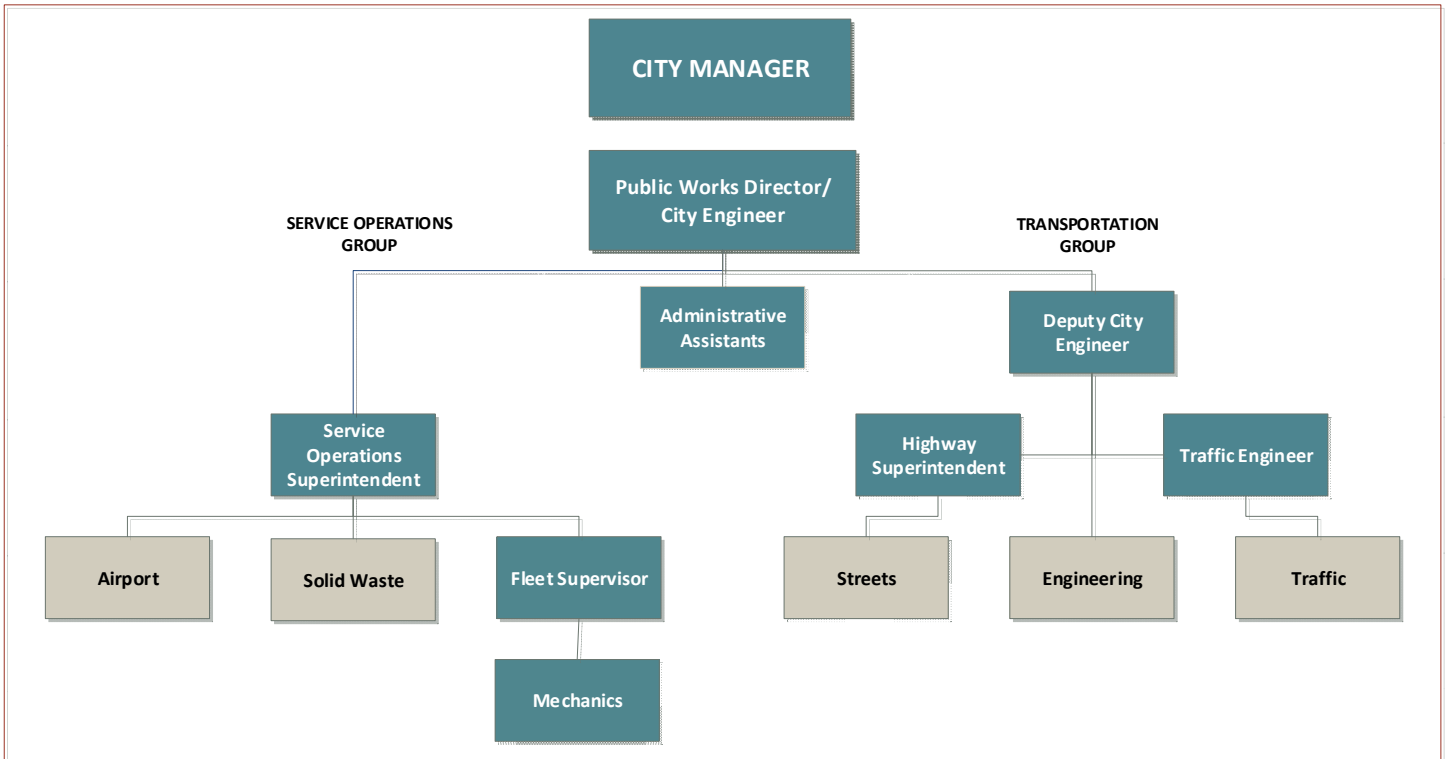
<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$344,755	No Changes
Tipping Fees	523620	\$197,500	Tipping Fees: Recycling \$178,000; Yardwaste \$19,500
Operating Supply	533000	\$78,000	Foul sheets \$2,000; Recycling bins \$25,000; Safety Equipment \$1,000; Pilot Recycling tipcart program - \$50,000
Vehicle Purchases	550320	\$306,000	New Recycling Truck \$305,000; Radio \$1,000;

# INTERNAL SERVICE FUNDS



# FLEET MAINTENANCE

The Fleet Maintenance division operates within the Public Works Department ensures that nearly 447 vehicles and pieces of equipment are maintained and operated safely. Staff provides scheduled preventive maintenance as well as emergency roadside assistance to all departments.



## 2020 Accomplishments

- ◆ Worked with Administrative Services to successfully adjust Mechanic wages to be competitive within the region.

2021 Budget Summary	
Personal Services	416,084
Materials & Supplies	327,700
Services & Charges	103,750
Capital Outlay	46,000
<b>Total Fleet</b>	<b>893,534</b>

# FLEET MAINTENANCE

## Strategic Goals

*Goal #1* Provide economical and efficient vehicle maintenance to support the City's fleet.

Authorized Personnel	2018	2019	2020	2021
Division Supervisor	1	1	1	1
Fleet Technicians	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Performance Metrics	2020
Licensed Equipment	237
Non-Licensed Equipment	210
Preventative Maintenance	476

### On the Horizon

- ◆ Implementation of a new work order system.
- ◆ Acquire an additional large truck lift.
- ◆ Create and offer mentorship program for vocational education students.

2021 BUDGET DETAIL

FUND: GARAGE ROTARY  
 DEPARTMENT: PUBLIC WORKS

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>340,628</b>	<b>385,951</b>	<b>504,995</b>	<b>504,995</b>	<b>0</b>			<b>2,616</b>
60100401- 492010	Sale of Assets	1,333	0	0	259	2,000	100.0%	672.2%	2,040
490100	Transfer in Court	2,052	2,200	3,200	1,250	3,000	-6.3%	140.0%	3,060
490100	Transfer in Police	48,695	55,500	70,300	17,575	96,100	36.7%	446.8%	98,022
490100	Transfer in Fire	82,554	87,200	110,800	27,700	120,600	8.8%	335.4%	123,012
490100	Transfer in Planning	7,849	10,800	11,700	2,925	11,500	-1.7%	293.2%	11,730
490100	Transfer in Engineering	8,483	14,200	16,200	4,050	12,600	-22.2%	211.1%	12,852
490100	Transfer in SMR Administration	2,614	2,800	2,000	500	1,900	-5.0%	280.0%	1,938
490100	Transfer in SMR Streets	142,177	146,400	159,600	39,900	196,300	23.0%	392.0%	200,226
490100	Transfer in SMR Traffic	12,592	16,400	17,000	4,250	15,300	-10.0%	260.0%	15,606
490100	Transfer in Storm Sewer	3,488	2,600	2,800	700	2,600	-7.1%	271.4%	2,652
490100	Transfer in Parks	57,474	57,100	61,800	15,450	62,100	0.5%	301.9%	63,342
490100	Transfer in Golf Course	6,808	8,600	10,900	2,725	10,800	-0.9%	296.3%	11,016
490100	Transfer in Airport	17,670	17,900	19,200	480	13,000	-32.3%	2608.3%	13,260
490100	Transfer in Water Treatment	3,000	3,100	5,500	750	8,000	45.5%	966.7%	8,160
490100	Transfer in Water Distribution	34,527	34,800	34,500	8,625	34,800	0.9%	303.5%	35,496
490100	Transfer in Sewer Treatment	16,119	13,900	11,300	3,750	9,200	-18.6%	145.3%	9,384
490100	Transfer in Sewer Collection	20,912	20,100	22,500	5,250	41,300	83.6%	686.7%	42,126
490100	Transfer in Refuse	113,849	146,600	164,200	41,050	178,000	8.4%	333.6%	181,560
490100	Transfer in Recycling	62,440	68,000	76,300	19,075	66,400	-13.0%	248.1%	67,728
490100	Transfer in IT	948	900	500	225	700	40.0%	211.1%	714
490100	Transfer in Building Maintenance	1,994	3,600	4,000	1,000	3,800	-5.0%	280.0%	3,876
490100	Transfer in Cemetery	6,247	5,900	6,700	1,675	5,900	-11.9%	252.2%	6,018
60100402- 420600	Federal Operating Grant	0	0	0	14,669	0	100.0%	-100.0%	0
483100	Reimbursements	0	0	0	18	250	100.0%	1288.9%	255
<b>Total Revenue</b>		<b>653,825</b>	<b>718,600</b>	<b>811,000</b>	<b>213,851</b>	<b>896,150</b>	<b>10.5%</b>	<b>319.1%</b>	<b>914,073</b>
<b>Total Expenditures</b>		<b>608,502</b>	<b>599,556</b>	<b>844,970</b>	<b>671,908</b>	<b>893,534</b>	<b>5.7%</b>	<b>33.0%</b>	<b>916,519</b>
<i>Carryover PO's</i>					46,938				
<b>Fund Balance - December 31st</b>		<b>385,951</b>	<b>504,995</b>	<b>471,025</b>	<b>0</b>	<b>2,616</b>			<b>170</b>

2021 BUDGET DETAIL

FUND: GARAGE ROTARY  
 DEPARTMENT: PUBLIC WORKS

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
60117200- 510000	Wages	232,628	209,663	276,119	251,812	297,770	7.8%	18.3%	305,214
511100	PERS	31,667	27,083	37,214	33,887	40,131	7.8%	18.4%	41,134
511300	Medicare	3,205	2,891	4,004	3,445	4,317	7.8%	25.3%	4,425
511400	Workers Compensation	3,537	4,832	5,522	5,522	5,955	7.8%	7.8%	6,104
511600	Health Insurance	59,484	61,263	67,431	40,786	67,431	0.0%	65.3%	72,151
511700	Life Insurance	480	480	480	480	480	0.0%	0.0%	492
520100	Uniform	1,447	1,317	1,750	1,311	2,100	20.0%	60.2%	2,142
520110	Clothing	1,374	1,288	2,000	877	2,500	25.0%	185.1%	2,550
521100	Electric	13,873	12,172	16,000	12,590	16,000	0.0%	27.1%	16,320
521200	Heat	4,606	4,444	6,000	3,192	5,800	-3.3%	81.7%	5,916
523100	Professional Services	2,843	10,617	57,000	3,951	62,000	8.8%	1469.2%	63,240
526000	Travel/Training	49	70	13,000	0	12,000	-7.7%	100.0%	12,240
526200	Licensing Fees	45	0	100	93	100	0.0%	7.5%	102
527010	Maintenance of Equipment	0	39	750	561	750	0.0%	33.7%	765
527020	Maint of Facility	0	1,440	2,500	0	2,500	0.0%	100.0%	2,550
533000	Operating Supply	11,069	12,024	20,000	16,257	20,000	0.0%	23.0%	20,400
533035	Fuel Supply	1,423	1,022	1,850	639	1,200	-35.1%	87.8%	1,224
537000	Repair Materials	214,421	194,580	240,000	223,917	250,000	4.2%	11.6%	255,000
539000	Small Equipment	2,723	2,089	6,750	2,770	6,500	-3.7%	134.7%	6,630
539920	Outside Repair	23,628	30,695	60,000	61,988	50,000	-16.7%	-19.3%	51,000
550300	New Equip / Cap Outlay	0	21,547	26,500	7,830	46,000	73.6%	487.5%	46,920
	<b>TOTAL GARAGE ROTARY</b>	<b>608,502</b>	<b>599,556</b>	<b>844,970</b>	<b>671,908</b>	<b>893,534</b>	<b>5.7%</b>	<b>33.0%</b>	<b>916,519</b>

**LINE ITEM DETAIL  
GARAGE ROTARY FUND  
GARAGE**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
Wages	510000	\$297,770	Mechanics wages increase per wage analysis
Professional Services	523100	\$62,000	Towing bills \$2,000; Insurance deductibles \$10,000; Fleet Maintenance Software \$50,000
Outside Repair	539920	\$50,000	Overhaul engine for large truck \$15,000; Other outside repair(springs,tires,diagnostic,etc.) \$40,000; Fire Apparatus Contract Repairs \$5,000
Small Equipment	539000	\$6,500	Scanner Updates \$4,000; Shop Tools \$2,500
New Equip/Cap Outlay	550300	\$46,000	Challenger Column truck lift \$46,000

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



**2020 Accomplishments**

- ◆ Network infrastructure improvements including switch replacement and reconfiguration, firewall replacement, phone system replacement, fiber expansion and enhanced cybersecurity.
- ◆ City software updates to Office 365 and Teams, Cisco WebEx, ERP Project Phase 1, Data Analytics– Power BI, Virtualize Council Meetings, ImageTrend and Cityworks.
- ◆ Implementation of a Citizen Engagement software.
- ◆ Technical aspect of the City Hall renovation.

2021 Budget Summary			
	Technology Operations	System Support	GIS Operations
Services & Charges	13,655	770,263	46,012
Personal Services	553,226		174,172
Capital Outlay	10,250	205,000	12,500
Materials & Supplies	7,600	1,425	1,000
<b>Total IT</b>	<b>584,731</b>	<b>976,688</b>	<b>233,684</b>

Strategic Goals	
<i>Goal #1</i>	Enable the City of Delaware employees to execute their job responsibilities more effectively through access to data and technology.
<i>Goal #2</i>	Develop an IT department fit to deliver IT service excellence that is professional and friendly, recognizes leadership, cultivates collaboration, fosters continuous learning and promotes cross-functional teamwork.
<i>Goal #3</i>	Facilitate the exploration, development and adoption of new technologies that enhance City of Delaware, such as, data analytics, technical service enhancement and overall citizen support.
<i>Goal #4</i>	Support the City of Delaware in managing the risks related to information technology through increased user awareness, appropriate security practices and following of IT policies.

Authorized Personnel	2018	2019	2020	2021
Chief Information Officer	1	1	1	1
Network Administrator	1	1	1	1
GIS Coordinator	1	1	1	1
GIS CMMS Analyst	0	0	1	1
IT Project Coordinator	1	1	0	0
Technical Support Specialist	0	0	1	1
Application Specialist	0	1	1	1
Help Desk Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>7</b>

Performance Metrics	2020
City PCs	330
City Users	380
Application Software Systems	80
Servers	85

### On the Horizon

- ◆ Software implementations including—ERP Project Phases 2 and 3, Parks and Recreation software, Council software implementation and a Fleet solution.
- ◆ Updates to the City’s website.
- ◆ Traffic Centrac fiber network implementation.
- ◆ DR/Business continuity plan development.

2021 BUDGET DETAIL

FUND: IT ROTARY FUND  
 DEPARTMENT: INFORMATION TECHNOLOGY

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Fund Balance - January 1st</b>		<b>724,386</b>	<b>864,190</b>	<b>655,373</b>	<b>655,373</b>	<b>18,282</b>			<b>176</b>
60200101- 490100	Transfer in City Manager	48,783	48,783	68,296	51,222	80,539	17.9%	57.2%	82,150
490100	Transfer in Administrative Services	15,066	15,066	21,092	15,819	24,873	17.9%	57.2%	25,370
490100	Transfer in Economic Development	8,888	8,888	12,443	9,332	14,674	17.9%	57.2%	14,967
490100	Transfer in Legal	30,020	30,020	42,028	31,521	49,562	17.9%	57.2%	50,553
490100	Transfer in Finance	135,233	135,233	189,326	141,995	223,267	17.9%	57.2%	227,732
490100	Transfer in Police	299,972	299,972	419,961	314,971	495,249	17.9%	57.2%	505,154
490100	Transfer in Fire	187,530	187,530	262,542	196,907	309,609	17.9%	57.2%	315,801
490100	Transfer in Planning	67,205	67,205	94,087	70,565	110,955	17.9%	57.2%	113,174
490100	Transfer in Engineering	56,375	56,375	78,925	59,194	93,074	17.9%	57.2%	94,935
490100	Transfer in SMR Administration	83,214	83,214	116,500	87,375	137,385	17.9%	57.2%	140,133
490100	Transfer in Parks	3,662	3,662	5,127	3,845	6,045	17.9%	57.2%	6,166
490100	Transfer in Cemetery	3,415	3,415	4,781	2,561	5,638	17.9%	120.1%	5,751
490100	Transfer in Golf Course	3,500	3,500	4,900	3,675	5,778	17.9%	57.2%	5,894
490100	Transfer in Airport	3,754	3,754	5,256	3,942	6,198	17.9%	57.2%	6,322
490100	Transfer in Water Administration	75,968	75,968	106,355	79,766	125,421	17.9%	57.2%	127,929
490100	Transfer in Sewer Treatment	49,680	49,680	69,552	52,164	82,021	17.9%	57.2%	83,661
490100	Transfer in Refuse	3,752	3,752	5,253	3,940	6,195	17.9%	57.2%	6,319
60200102- 420600	Federal Operating Grant	0	0	0	21,214	0	100.0%	-100.0%	0
484300	Miscellaneous Revenue	0	205	0	2,181	514	100.0%	-76.4%	524
<b>Total Revenue</b>		<b>1,076,017</b>	<b>1,076,222</b>	<b>1,506,424</b>	<b>1,152,189</b>	<b>1,776,997</b>	<b>18.0%</b>	<b>54.2%</b>	<b>1,812,537</b>
60211500-	Staff Support	324,707	518,696	573,516	536,420	584,731	2.0%	9.0%	603,152
60211600-	System Support	497,778	642,621	943,247	1,042,783	976,688	3.5%	-6.3%	996,222
60211700-	GIS Operations	113,728	123,722	223,570	209,827	233,684	4.5%	11.4%	240,219
<b>Total Expenditures</b>		<b>936,213</b>	<b>1,285,039</b>	<b>1,740,333</b>	<b>1,789,030</b>	<b>1,795,103</b>	<b>3.1%</b>	<b>0.3%</b>	<b>1,839,592</b>
<i>Carryover PO's</i>					250				
<b>Fund Balance - December 31st</b>		<b>864,190</b>	<b>655,373</b>	<b>421,464</b>	<b>18,282</b>	<b>176</b>			<b>(26,880)</b>



2021 BUDGET DETAIL

FUND: IT ROTARY  
 EPARTMENT: INFORMATION TECHNOLOGY

Org-Object	Description	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	% Δ Prior Budget	% Δ Prior Actual	2022 Projected
<b>Technology Operations</b>									
<b>Staff Support</b>									
60211500- 510000	Wages	200,054	378,770	386,472	364,368	395,579	2.4%	8.6%	405,468
511100	PERS	26,427	45,626	54,106	50,373	55,381	2.4%	9.9%	56,766
511300	Medicare	2,854	5,321	5,604	5,069	5,736	2.4%	13.2%	5,879
511400	Workers Compensation	5,208	7,549	7,729	7,729	7,911	2.4%	2.4%	8,109
511600	Health Insurance	63,311	64,638	87,381	87,381	88,000	0.7%	0.7%	94,160
511700	Life Insurance	619	619	619	619	619	0.0%	0.0%	634
520100	Uniform	238	150	150	150	300	100.0%	100.0%	306
521000	Cellular Telephone	1,297	1,348	2,000	732	1,500	-25.0%	104.9%	1,530
522000	Postage	116	11	150	112	150	0.0%	33.9%	153
522300	Data Connectivity	482	1,449	700	0	500	-28.6%	100.0%	510
523100	Professional Services	0	1,600	2,500	1,500	2,500	0.0%	66.7%	2,550
526000	Travel/Training	1,750	3,561	6,200	10,578	6,500	4.8%	-38.6%	6,630
526100	Membership and Dues	115	200	2,050	0	2,000	-2.4%	100.0%	2,040
527010	Maintenance of Equipment	0	0	205	0	205	0.0%	100.0%	209
530500	Publications	0	0	100	0	100	0.0%	100.0%	102
531000	Office Supply	908	3,873	4,800	1,008	5,000	4.2%	396.0%	5,100
537000	Repair Materials	3	0	500	0	500	0.0%	100.0%	510
539000	Small Equipment	402	311	2,000	160	2,000	0.0%	1150.0%	2,040
550300	New Equip / Cap Outlay	9,033	3,670	5,125	5,103	5,125	0.0%	0.4%	5,228
550330	Software/Licenses	11,890	0	5,125	1,538	5,125	0.0%	233.2%	5,228
<b>TOTAL STAFF SUPPORT</b>		<b>324,707</b>	<b>518,696</b>	<b>573,516</b>	<b>536,420</b>	<b>584,731</b>	<b>2.0%</b>	<b>9.0%</b>	<b>603,152</b>
<b>System Support</b>									
60211600- 521000	Telephone Connectivity	26,054	19,274	32,491	15,462	25,000	-23.1%	61.7%	25,500
522300	Internet Connectivity	23,979	20,677	31,987	37,495	40,000	25.1%	6.7%	40,800
523100	Professional Services	24,520	59,339	53,844	39,593	50,000	-7.1%	26.3%	51,000
523101	Network Support	14,081	13,005	25,000	25,525	25,000	0.0%	-2.1%	25,500
523102	Software Support	298,179	346,934	410,000	569,504	546,413	33.3%	-4.1%	557,341
523103	Hardware Support	19,755	19,204	34,000	38,201	35,000	2.9%	-8.4%	35,700
527010	Maintenance of Equipment	5,644	6,560	8,150	1,810	8,150	0.0%	350.3%	8,313
527210	Garage Rotary	948	900	900	225	700	-22.2%	211.1%	714
527900	Copier Maintenance	31,415	29,293	42,108	19,248	40,000	-5.0%	107.8%	40,800
533035	Fuel Supply	289	319	541	30	400	-26.1%	1233.3%	408
539000	Small Equipment	810	1,255	1,025	1,028	1,025	0.0%	-0.3%	1,046
539015	COVID Expense	0	0	0	21,122	0	100.0%	-100.0%	0
550300	New Equip / Cap Outlay	12,989	28,302	220,165	200,524	155,000	-29.6%	-22.7%	158,100
550330	Software/Licenses	39,115	97,559	83,036	73,016	50,000	-39.8%	-31.5%	51,000
<b>TOTAL SYSTEM SUPPORT</b>		<b>497,778</b>	<b>642,621</b>	<b>943,247</b>	<b>1,042,783</b>	<b>976,688</b>	<b>3.5%</b>	<b>-6.3%</b>	<b>996,222</b>
<b>GIS Operations</b>									
60211700- 510000	Wages	64,091	67,380	119,939	115,820	129,333	7.8%	11.7%	132,566
511100	PERS	8,613	9,391	16,792	15,527	18,107	7.8%	16.6%	18,560
511300	Medicare	929	919	1,739	1,571	1,875	7.8%	19.4%	1,922
511400	Workers Compensation	912	1,348	2,399	2,399	2,587	7.8%	7.8%	2,652
511600	Health Insurance	1,200	1,200	21,150	21,150	22,000	4.0%	4.0%	23,540
511700	Life Insurance	150	150	270	270	270	0.0%	0.0%	277
523100	Professional Services	0	0	1,324	0	1,500	13.3%	100.0%	1,530
523102	Software Support	35,000	35,000	37,000	38,500	38,500	4.1%	0.0%	39,270
526000	Travel/Training	434	1,900	5,263	500	5,500	4.5%	1000.0%	5,610
527010	Maintenance of Equipment	0	0	512	0	512	0.0%	100.0%	522
531000	Office Supply	0	79	1,000	205	1,000	0.0%	387.8%	1,020
550300	New Equip / Cap Outlay	2,399	1,188	6,182	1,135	2,500	-59.6%	120.3%	2,550
550330	Software/Licenses	0	5,167	10,000	12,750	10,000	0.0%	-21.6%	10,200
<b>TOTAL GIS</b>		<b>113,728</b>	<b>123,722</b>	<b>223,570</b>	<b>209,827</b>	<b>233,684</b>	<b>4.5%</b>	<b>11.4%</b>	<b>240,219</b>
<b>TOTAL INFORMATION TECH.</b>		<b>936,213</b>	<b>1,285,039</b>	<b>1,740,333</b>	<b>1,789,030</b>	<b>1,795,103</b>	<b>3.1%</b>	<b>0.3%</b>	<b>1,839,592</b>

**LINE ITEM DETAIL  
IT ROTARY FUND  
INFORMATION TECHNOLOGY DEPARTMENT**

**Explanation of significant line items**

<i>Description:</i>	<i>Object:</i>	<i>Amount:</i>	<i>Explanation:</i>
<b><u>Staff Support</u></b>			
Wages	510000	\$395,579	Change Desktop Technician to Help Desk Support Technician; Create Technical Support Specialist Position, Create GIS Analyst Position
Travel/Training	526000	\$6,500	Lynda.com; Extreme Switch Training
New Equip / Cap Outlay	550300	\$5,125	Purchase testing equipment and new equipment
Software/Licenses	550330	\$5,125	Purchase new development software
<b><u>System Support</u></b>			
Telephone Connectivity	521000	\$25,000	Includes monthly phone access charges for telephones and voice lines for all City departments.
Internet Connectivity	522300	\$40,000	Includes internet connectivity charges for all City buildings, and police cruisers. Increased \$10,000 for new devices
Professional Services	523100	\$50,000	Website Hosting - \$2,495; External Consulting Services, Switch and Network configuration; Firewall update and implementation; Phase II Office 365
Software Support	523102	\$546,413	Includes software support for the system servers and other departmental application software.
Hardware Support	523103	\$35,000	Includes hardware support for the system computers and peripherals.
Copier Maintenance	527900	\$40,000	Maintenance costs for all City copiers and City Printers
New Equip/Cap Outlay	550300	\$155,000	Purchase PCs, copiers, scanners, firewalls, switches, data storage, telephone hardware, servers, wireless access points, iPads, radios, and cameras.
Software/Licenses	550330	\$50,000	Active Directory, Server DataCenter, Veeam Backup, Security Software, Office365, Adobe
<b><u>GIS Operations</u></b>			
Software Support	523102	\$38,500	ESRI license renewal \$35,000
Travel/Training	526000	\$5,500	Cityworks conference expenses \$2,000
New Software/Licenses	550330	\$10,000	Geofencing Module and additional APIs

**2021 BUDGET DETAIL**

**FUND: SELF INSURANCE TRUST FUND**

The Self Insurance Trust Fund is used to account for employee health insurance claims. The City self funds the health insurance program paying claims for medical, dental, and prescription coverage. Stop loss insurance is provided for individual claims that exceed \$85,000.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,918,596</b>	<b>1,508,194</b>	<b>522,535</b>	<b>522,535</b>	<b>2,009,397</b>	<b>1,363,397</b>
61000101- 474100	Premiums	4,420,557	4,841,473	5,542,331	5,550,023	5,550,000	5,938,500
474110	Employee Payments	876,015	972,908	1,019,200	951,132	1,040,000	1,112,800
474115	Employee Vision Care Payments	17,553	22,856	21,500	100,113	100,000	102,000
61000102- 483100	Reimbursements	823,391	497,664	500,000	1,581,537	500,000	535,000
	<b>Total Revenue</b>	<b>6,137,516</b>	<b>6,334,901</b>	<b>7,083,031</b>	<b>8,182,805</b>	<b>7,190,000</b>	<b>7,688,300</b>
61061000- 523100	Program Administration	94,248	98,317	100,000	111,012	110,000	112,200
523105	Preferred Provider Fees	36,779	37,835	40,000	38,100	40,000	40,800
523108	Other Service Fees	5,853	6,467	7,000	5,267	7,000	7,140
524000	Preventative Care	34,021	29,429	25,000	30,994	40,000	40,800
528010	Self-Insurance TPA Fees	0	0	0	0	72,000	73,440
528030	Life/ADD Insurance	11,231	25,535	27,000	25,444	27,000	27,540
528050	Vision Insurance Premiums	33,668	27,057	30,000	25,690	30,000	30,600
528110	Stop Loss Insurance	737,761	850,297	1,000,000	1,020,237	1,000,000	1,070,000
528120	Medical Claims	4,366,686	4,800,664	4,650,000	3,858,296	4,800,000	4,800,000
528130	Dental Claims	253,948	261,328	285,000	379,527	475,000	508,250
528150	Prescription	943,463	1,155,100	1,200,000	1,169,442	1,200,000	1,284,000
528220	Opt Out Payments	27,440	25,640	30,000	27,940	30,000	30,600
528310	Federal ACA Excise Tax	2,820	2,891	5,000	2,994	5,000	5,100
	<b>Total Expenditures</b>	<b>6,547,918</b>	<b>7,320,560</b>	<b>7,399,000</b>	<b>6,694,943</b>	<b>7,836,000</b>	<b>8,030,470</b>
	<i>Carryover PO's</i>				1,000		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,508,194</b>	<b>522,535</b>	<b>206,566</b>	<b>2,009,397</b>	<b>1,363,397</b>	<b>1,021,227</b>

**2021 BUDGET DETAIL**

**FUND: WORKERS COMPENSATION RESERVE FUND**

The Workers Compensation Reserve Fund is used to account for workers compensation payments and to provide reserve funding for future claims. The City is covered under the Bureau's retrospective rating program which allows the City to self-fund a portion of its liability.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>2,352,622</b>	<b>2,628,786</b>	<b>2,626,778</b>	<b>2,626,778</b>	<b>3,488,579</b>	<b>3,104,579</b>
62000101- 474100	Premiums	356,579	122,534	0	0	250,000	255,000
62000102- 483100	Reimbursements	191,859	279,535	0	1,061,912	25,000	25,500
	<b>Total Revenue</b>	<b>548,438</b>	<b>402,069</b>	<b>0</b>	<b>1,061,912</b>	<b>275,000</b>	<b>280,500</b>
62062000- 523100	Program Administration	8,000	8,000	10,000	8,000	8,000	8,160
523100	Professional Services	7,668	12,525	15,000	18,070	116,000	118,320
528000	BWC Premiums	172,904	175,358	250,000	11,462	250,000	255,000
528140	Workers Comp Claims	80,168	208,194	275,000	100	275,000	280,500
550200	Worker Safety Equipment	3,534	0	10,000	0	10,000	10,200
	<b>Total Expenditures</b>	<b>272,274</b>	<b>404,077</b>	<b>560,000</b>	<b>37,632</b>	<b>659,000</b>	<b>672,180</b>
	<i>Carryover PO's</i>				162,479		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>2,628,786</b>	<b>2,626,778</b>	<b>2,066,778</b>	<b>3,488,579</b>	<b>3,104,579</b>	<b>2,712,899</b>

# FIDUCIARY FUNDS

**2021 BUDGET DETAIL**

**FUND: FIRE DONATION FUND**

The Fire Donation Fund is used to account for donations received by the City's Fire Department. The donations are used, in part, to purchase equipment for the Fire Department.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>6,345</b>	<b>6,345</b>	<b>1,083</b>	<b>1,083</b>	<b>1,283</b>	<b>1,283</b>
70100152- 480100	Donations	0	200	0	200	0	0
	<b>Total Revenue</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>
70114500- 539000	Small Equipment	0	5,462	1,000	0	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>5,462</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>6,345</b>	<b>1,083</b>	<b>83</b>	<b>1,283</b>	<b>1,283</b>	<b>1,283</b>

**2021 BUDGET DETAIL**

**FUND: PARKS DONATION FUND**

The Parks Donation Fund is used to account for donations received by the City to help beautify and decorate the City's parks.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>6,810</b>	<b>16,410</b>	<b>13,214</b>	<b>13,214</b>	<b>7,749</b>	<b>7,749</b>
70200251- 480100	Donations Miscellaneous	12,000	139,598	0	6,500	0	0
480100 PK003	Cheshire Crossing HOA Donation	12,000	139,598	0	0	12,000	0
	<b>Total Revenue</b>	<b>12,000</b>	<b>139,598</b>	<b>0</b>	<b>6,500</b>	<b>12,000</b>	<b>0</b>
70212000- 550300	Capital Outlay	2,400	9,600	0	0	0	10,699
550300	Hayes Statue	0	133,194	0	11,965	0	0
550300 -PK003	Cheshire Basketball Court	0	0	0	0	12,000	0
550310	Tree Purchase Cemetery	0	0	6,315	0	0	0
	<b>Total Expenditures</b>	<b>2,400</b>	<b>142,794</b>	<b>6,315</b>	<b>11,965</b>	<b>12,000</b>	<b>10,699</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>16,410</b>	<b>13,214</b>	<b>6,899</b>	<b>7,749</b>	<b>7,749</b>	<b>(2,950)</b>

**2021 BUDGET DETAIL**

**FUND: POLICE DONATION FUND**

The Police Donation Fund is used to account for donations given to the City Police Department. The donations are used to purchase new equipment.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>7,796</b>	<b>7,809</b>	<b>10,837</b>	<b>10,837</b>	<b>8,908</b>	<b>1,072</b>
70300152- 480100	Donations	0	2,200	1,000	500	1,000	1,000
480100	K-9 Donations	775	1,510	0	0	0	0
	<b>Total Revenue</b>	<b>775</b>	<b>3,710</b>	<b>1,000</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>
70313500- 533000	Supplies	559	182	9,336	0	5,000	1,300
550300	Capital Outlay / New Equipment	203	500	0	2,000	3,836	0
	<b>Total Expenditures</b>	<b>762</b>	<b>682</b>	<b>9,336</b>	<b>2,000</b>	<b>8,836</b>	<b>1,300</b>
	<i>Carryover PO's</i>				429		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>7,809</b>	<b>10,837</b>	<b>2,501</b>	<b>8,908</b>	<b>1,072</b>	<b>772</b>



**2021 BUDGET DETAIL**

**FUND: MAYOR'S DONATION FUND**

The Mayor's Donation Fund is used to account, in part, for donations received for marriage ceremonies performed by the Mayor. Funds are used in support of City activities.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,657</b>	<b>1,202</b>	<b>898</b>	<b>898</b>	<b>1,448</b>	<b>2,248</b>
70400102- 480100	Donations	1,715	1,200	1,250	600	2,000	1,200
	<b>Total Revenue</b>	<b>1,715</b>	<b>1,200</b>	<b>1,250</b>	<b>600</b>	<b>2,000</b>	<b>1,200</b>
70410000- 523100	Professional Services	2,170	1,504	2,000	50	1,200	1,200
	<b>Total Expenditures</b>	<b>2,170</b>	<b>1,504</b>	<b>2,000</b>	<b>50</b>	<b>1,200</b>	<b>1,200</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,202</b>	<b>898</b>	<b>148</b>	<b>1,448</b>	<b>2,248</b>	<b>2,248</b>

**2021 BUDGET DETAIL**

**FUND: PROJECT TRUST FUND**

The Project Trust Fund is used to account for money received from developers as their contribution to infrastructure projects necessitated in part by their development. Moneys collected will be utilized on future improvements as identified.

<i>Org-Object-Project</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>546,221</b>	<b>693,554</b>	<b>1,129,527</b>	<b>1,129,527</b>	<b>1,124,541</b>	<b>1,152,041</b>
70500401- 471300	Curtis Farms Infrastructure Fees	7,773	9,827	10,000	14,252	7,500	0
471300	Ravines at Olentangy	0	142,000	30,000	32,000	0	0
471300	Ohio Health	0	195,000	65,000	65,000	0	0
471300	Developers Fees	139,560	93,265	0	0	20,000	0
471300	PENCK DCS Penick Ave Contribution	0	0	0	0	175,000	0
	<b>Total Revenue</b>	<b>147,333</b>	<b>440,092</b>	<b>105,000</b>	<b>111,252</b>	<b>202,500</b>	<b>0</b>
70570500- 523100	Professional Services	0	0	0	0	0	340,207
550300	Hills Miller Sidewalk	0	4,119	100,000	79,612	0	0
550300	Curtis St. Turn Lane	0	0	40,000	0	0	0
550300	Houk Rd. Pedestrian Crossing	0	0	105,000	36,626	0	0
550300	PENCK Pennick Ave Connector	0	0	0	0	175,000	0
	<b>Total Expenditures</b>	<b>0</b>	<b>4,119</b>	<b>245,000</b>	<b>116,238</b>	<b>175,000</b>	<b>340,207</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>693,554</b>	<b>1,129,527</b>	<b>989,527</b>	<b>1,124,541</b>	<b>1,152,041</b>	<b>811,834</b>

**2021 BUDGET DETAIL**

**FUND: UNCLAIMED FUNDS TRUST FUND**

The Unclaimed Fund Trust Fund is required by the Ohio Revised Code to account for various check payments made by the City and Municipal Court that remain uncashed or unclaimed. The funds are held for five years and then can be deposited/transferred to the General Fund.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
<b>CITY FUND</b>							
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>15,394</b>	<b>16,493</b>	<b>18,620</b>	<b>18,620</b>	<b>57,589</b>	<b>57,839</b>
70700202- 495000	UFTF Unclaimed Funds	7,480	6,410	5,000	43,699	5,000	5,000
	<b>Total Revenue</b>	<b>7,480</b>	<b>6,410</b>	<b>5,000</b>	<b>43,699</b>	<b>5,000</b>	<b>5,000</b>
70770700 560020	Unclaimed Funds Payment	0	0	0	0	0	0
570000	Transfer to General Fund	6,381	4,283	8,000	4,730	4,750	4,750
	<b>Total Expenditures</b>	<b>6,381</b>	<b>4,283</b>	<b>8,000</b>	<b>4,730</b>	<b>4,750</b>	<b>4,750</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>16,493</b>	<b>18,620</b>	<b>15,620</b>	<b>57,589</b>	<b>57,839</b>	<b>58,089</b>
<b>MUNICIPAL COURT FUND</b>							
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>57,425</b>	<b>68,877</b>	<b>86,376</b>	<b>86,376</b>	<b>106,922</b>	<b>121,922</b>
70800102- 495000	UFTF Unclaimed Funds	11,452	18,467	5,000	20,861	15,000	15,000
	<b>Total Revenue</b>	<b>11,452</b>	<b>18,467</b>	<b>5,000</b>	<b>20,861</b>	<b>15,000</b>	<b>15,000</b>
70870800- 560020	Unclaimed Funds Payment	0	968	7,500	315	0	0
	<b>Total Expenditures</b>	<b>0</b>	<b>968</b>	<b>7,500</b>	<b>315</b>	<b>0</b>	<b>0</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>68,877</b>	<b>86,376</b>	<b>83,876</b>	<b>106,922</b>	<b>121,922</b>	<b>136,922</b>

**2021 BUDGET DETAIL**

**FUND: DEVELOPMENT RESERVE FUND**

The Development Reserve Fund is a reserve fund to be used for future debt service obligations related to infrastructure constructed by the City in response to current and future development. In addition the funds are available for support of future economic development opportunities.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>924,886</b>	<b>964,886</b>	<b>1,008,886</b>	<b>1,008,886</b>	<b>678,717</b>	<b>2</b>
70900025- 493020	Transfer from General Fund	50,000	50,000	50,000	50,000	75,750	0
70900025- 493020	COVID Grant	0	0	0	1,148,270	0	0
	<b>Total Revenue</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>1,198,270</b>	<b>75,750</b>	<b>0</b>
70970900- 523100	Professional Services	10,000	6,000	60,000	50,000	10,000	10,000
570000	Transfer to General Fund	0	0	0	0	744,465	0
526015	COVID Small Business Grants	0	0	100,000	385,228	0	0
526016	COVID Agency Grants	0	0	0	793,211	0	0
526020	COVID Revolving Loan	0	0	300,000	300,000	0	0
	<b>Total Expenditures</b>	<b>10,000</b>	<b>6,000</b>	<b>460,000</b>	<b>1,528,439</b>	<b>754,465</b>	<b>10,000</b>
	<i>Carryover PO's</i>						
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>964,886</b>	<b>1,008,886</b>	<b>598,886</b>	<b>678,717</b>	<b>2</b>	<b>(9,998)</b>

**2021 BUDGET DETAIL**

**FUND: GENERAL RESERVE FUND**

The General Reserve Fund represents contingency funds equal to 5% of annual General Fund revenues. The fund shall be used to stabilize the City's General Fund against cyclical changes in revenues and expenditures. The fund balance will not be appropriated to provide for ongoing general operations of the City.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>1,047,056</b>	<b>1,163,864</b>	<b>1,188,864</b>	<b>1,188,864</b>	<b>1,213,864</b>	<b>0</b>
71000025- 493020	Transfer from General Fund	116,808	25,000	25,000	25,000	75,000	0
	<b>Total Revenue</b>	<b>116,808</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>75,000</b>	<b>0</b>
71071000- 570000	Transfer to General Fund	0	0	0	0	1,288,864	0
	<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,288,864</b>	<b>0</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>1,163,864</b>	<b>1,188,864</b>	<b>1,213,864</b>	<b>1,213,864</b>	<b>0</b>	<b>0</b>

**2021 BUDGET DETAIL**

**FUND: CEMETERY PERPETUAL CARE FUND**

The Cemetery Perpetual Care Fund is a Trust Fund accounting for money donated for the purpose of ongoing gravesite decorations at Oak Grove Cemetery. Investment earnings on funds provided by individuals are utilized for perpetual care of the identified gravesites.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>34,982</b>	<b>34,191</b>	<b>33,840</b>	<b>33,840</b>	<b>37,204</b>	<b>35,954</b>
75000023- 430100	Investment Income	657	771	650	208	750	0
75000252- 480100	Special Care Contributions	0	0	0	4,000	0	0
	<b>Total Revenue</b>	<b>657</b>	<b>771</b>	<b>650</b>	<b>4,208</b>	<b>750</b>	<b>0</b>
75075000- 533140	Easter Arrangements	280	280	400	0	400	408
533140	Memorial Day Arrangements	556	410	675	360	675	689
533140	Christmas Arrangements	612	432	675	484	675	689
533140	Other Event Arrangements	0	0	250	0	250	255
	<b>Total Expenditures</b>	<b>1,448</b>	<b>1,122</b>	<b>2,000</b>	<b>844</b>	<b>2,000</b>	<b>2,040</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>34,191</b>	<b>33,840</b>	<b>32,490</b>	<b>37,204</b>	<b>35,954</b>	<b>33,914</b>

# AGENCY FUNDS

**2021 BUDGET DETAIL**

**FUND: HIGHWAY PATROL FUND**

The Highway Patrol Fund is used to account for one-half of the fine money received in Municipal Court from the Highway Patrol citations. The money is remitted to the Delaware County Law Library in its entirety for use at their discretion.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>0</b>	<b>9,699</b>	<b>4,867</b>	<b>4,867</b>	<b>4,867</b>	<b>4,867</b>
80100151- 450400	Fines & Forfeitures	59,355	61,309	75,000	49,760	75,000	75,000
	<b>Total Revenue</b>	<b>59,355</b>	<b>61,309</b>	<b>75,000</b>	<b>49,760</b>	<b>75,000</b>	<b>75,000</b>
80180100- 523100	Professional Services	49,656	66,141	75,000	47,541	75,000	75,000
	<b>Total Expenditures</b>	<b>49,656</b>	<b>66,141</b>	<b>75,000</b>	<b>47,541</b>	<b>75,000</b>	<b>75,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>9,699</b>	<b>4,867</b>	<b>4,867</b>	<b>7,086</b>	<b>4,867</b>	<b>4,867</b>



**2021 BUDGET DETAIL**

**FUND: STATE BUILDING PERMIT FEE FUND**

The State Building Permit Fee Fund is used to account for the allocation of permit fees collected by the City that is due to the State.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>371</b>	<b>466</b>	<b>1,297</b>	<b>1,297</b>	<b>1,297</b>	<b>1,297</b>
80300151- 440300	3% State Building Permit Fee	5,403	8,813	10,000	4,881	10,000	10,000
440400	1% State Plumbing Fee	6,217	6,859	8,000	6,814	8,000	8,000
	<b>Total Revenue</b>	<b>11,620</b>	<b>15,672</b>	<b>18,000</b>	<b>11,695</b>	<b>18,000</b>	<b>18,000</b>
80380300- 560250	State Building Permit - 3%	5,396	8,366	10,000	6,416	10,000	10,000
560255	State Plumbing Permit - 1%	6,129	6,475	8,000	5,944	8,000	8,000
	<b>Total Expenditures</b>	<b>11,525</b>	<b>14,841</b>	<b>18,000</b>	<b>12,360</b>	<b>18,000</b>	<b>18,000</b>
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>466</b>	<b>1,297</b>	<b>1,297</b>	<b>632</b>	<b>1,297</b>	<b>1,297</b>

**2021 BUDGET DETAIL**

**FUND: JEDD INCOME TAX FUND**

The JEDD Income Tax Fund is an agency fund utilized to account for the Berkshire Joint Economic Development District tax collected by the City under an agreement with the JEDD Board. The tax rate is the same as the City's income tax rate and is disbursed as follows: 4% to the City of Delaware for fiscal services, 1% to the JEDD Board for administrative purposes, 60% of the remaining funds to Berkshire Township, and 40% of the remaining funds to the City of Delaware.

<i>Org-Object</i>	<i>Description</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Actual</i>	<i>2021 Budget</i>	<i>2022 Projected</i>
	<b>Fund Balance - January 1<sup>st</sup></b>	<b>203,703</b>	<b>57,099</b>	<b>84,718</b>	<b>84,718</b>	<b>27,937</b>	<b>89,047</b>
81100015- 411100	JEDD Income Tax Collections	339,489	402,798	525,000	392,778	380,995	384,805
	<b>Total Revenue</b>	<b>339,489</b>	<b>402,798</b>	<b>525,000</b>	<b>392,778</b>	<b>380,995</b>	<b>384,805</b>
81181100- 529500	Collection Fees	12	0	0	0	0	0
560020	JEDD Refunds	4,230	9,205	10,000	4,828	10,000	10,000
560410	JEDD Board Fees (1%)	4,819	3,660	50,000	3,195	3,099	3,006
560420	City General Fund (4%)	19,274	14,639	20,000	12,779	12,396	12,024
560430	Berkshire Township Distribution	274,655	208,605	285,000	182,097	176,634	171,335
560440	City of Delaware Distribution	183,103	139,070	190,000	121,398	117,756	114,223
	<b>Total Expenditures</b>	<b>486,093</b>	<b>375,179</b>	<b>555,000</b>	<b>324,297</b>	<b>319,885</b>	<b>310,588</b>
	<i>Carryover PO's</i>				125,262		
	<b>Fund Balance - December 31<sup>st</sup></b>	<b>57,099</b>	<b>84,718</b>	<b>54,718</b>	<b>27,937</b>	<b>89,047</b>	<b>163,263</b>

# APPENDIX A

# 2021-2025 CIP CALENDAR

TIMELINE	EVENT
May 4, 2020	CIP packets and guidance distributed to Department Heads
June 1, 2020	CIP requests submitted to Finance Department
June 15-19, 2020	CIP review with Department Heads, Finance and City Manager
June 22, 2020	Project Plan Narratives Due to Finance Department
July 8, 2020	Draft CIP distributed to City Manager
June 13-July 17, 2020	Final CIP updates by City Manager
July 27, 2020	CIP Submitted to City Council
Aug 10, 2020	First Public Hearing
Aug 24, 2020	Second Public Hearing
Sept 8, 2020	Council Work Session
Sept 14, 2020	CIP Resolution First Reading
Sept 28, 2020	CIP Resolution Second Reading
Oct 12, 2020	CIP Resolution Third Reading

## APPENDIX B

# DEBT SUMMARY

Debt Obligation	Purpose
2019 General Obligation Bonds	<ul style="list-style-type: none"> <li>• Acquisition and implementation of software systems for use by various City departments</li> <li>• Improvements and renovations to City Hall and related annex building</li> <li>• Refunding bonds previously issued for purpose of paying costs of improving City's Southeast Highland Sewer area</li> <li>• Glenn Road South construction on behalf of the Delaware South New Community Authority</li> </ul>
2017 General Obligation Bonds	<ul style="list-style-type: none"> <li>• Construction of Fire Station 304</li> <li>• Refund outstanding 2006 general obligation bonds</li> </ul>
2015 General Obligation Bonds	<ul style="list-style-type: none"> <li>• Glenn Road North construction</li> <li>• Purchasing and equipping three EMS vehicles</li> </ul>
2013 General Obligation Bonds	<ul style="list-style-type: none"> <li>• Glenn Road construction between certain termini</li> <li>• Constructing an addition to the Justice Center</li> <li>• Acquiring real property, remodeling, and improving the buildings located on the property for various City departments</li> <li>• Enhancing municipal fire safety facilities by constructing, furnishing, and equipping a new fire station</li> </ul>
2012 General Obligation Bonds	<p>Refunding of previously issued bonds for purposes of:</p> <ul style="list-style-type: none"> <li>• Constructing, equipping, and furnishing a fire substation and renovating an existing fire station</li> <li>• Improving Sandusky Street and Winter Street between certain termini by constructing and enhancing infrastructure and streetscapes</li> <li>• Improving the US 23/US 42 interchange in cooperation with ODOT</li> <li>• Streetscape of East Winter Street between certain termini</li> <li>• Improving the intersection of West William Street and Houk Road</li> <li>• Improving City's municipal sewer system by acquisition of real estate and extension of existing sewer system</li> </ul>
OWDA Water Projects	<ul style="list-style-type: none"> <li>• Construction and expansion of Water Treatment Plant</li> <li>• Construction of Penry Road Well Field 16" Raw Water Transmission Line</li> <li>• Construction of Hills-Miller Road 24" Water Transmission Line</li> </ul>
OWDA Sewer Projects	<ul style="list-style-type: none"> <li>• Construction and expansion of Wastewater Treatment Plant</li> </ul>
2020 Recreation Levy Bonds	<ul style="list-style-type: none"> <li>• Refunding previously issued bonds for improving the City's municipal recreation facilities, including the construction of a recreation center and athletic fields as well as the construction, renovation, and improvement of other municipal recreation facilities</li> </ul>

## City of Delaware

NCA South General Obligation Bonds, Series 2019B

Dated: April 9, 2019 \$7,150,000

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
06/01/2019		37,273.89		37,273.89		7,150,000.00
12/01/2019	<b>440,000.00</b>	129,025.00	<b>166,298.89</b>	569,025.00	<b>606,298.89</b>	6,710,000.00
06/01/2020		118,025.00		118,025.00		
12/01/2020	<b>430,000.00</b>	118,025.00	<b>236,050.00</b>	548,025.00	<b>666,050.00</b>	6,280,000.00
06/01/2021		107,275.00		107,275.00		
12/01/2021	<b>510,000.00</b>	107,275.00	<b>214,550.00</b>	617,275.00	<b>724,550.00</b>	5,770,000.00
06/01/2022		94,525.00		94,525.00		
12/01/2022	<b>600,000.00</b>	94,525.00	<b>189,050.00</b>	694,525.00	<b>789,050.00</b>	5,170,000.00
06/01/2023		79,525.00		79,525.00		
12/01/2023	<b>690,000.00</b>	79,525.00	<b>159,050.00</b>	769,525.00	<b>849,050.00</b>	4,480,000.00
06/01/2024		62,275.00		62,275.00		
12/01/2024	<b>795,000.00</b>	62,275.00	<b>124,550.00</b>	857,275.00	<b>919,550.00</b>	3,685,000.00
06/01/2025		42,400.00		42,400.00		
12/01/2025	<b>860,000.00</b>	42,400.00	<b>84,800.00</b>	902,400.00	<b>944,800.00</b>	2,825,000.00
06/01/2026		29,500.00		29,500.00		
12/01/2026	<b>905,000.00</b>	29,500.00	<b>59,000.00</b>	934,500.00	<b>964,000.00</b>	1,920,000.00
06/01/2027		19,200.00		19,200.00		
12/01/2027	<b>940,000.00</b>	19,200.00	<b>38,400.00</b>	959,200.00	<b>978,400.00</b>	980,000.00
06/01/2028		9,800.00		9,800.00		
12/01/2028	<b>980,000.00</b>	9,800.00	<b>19,600.00</b>	989,800.00	<b>999,600.00</b>	-
	<b>\$7,150,000.00</b>	<b>\$1,291,348.89</b>		<b>\$8,441,348.89</b>	<b>\$8,441,348.89</b>	

## City of Delaware

City Buildings & Software General Obligation Bonds, Series 2019B

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
06/01/2020		95,452.50				4,000,000.00
12/01/2020	<b>385,000.00</b>	64,350.00	<b>159,802.50</b>	385,000.00	<b>385,000.00</b>	3,615,000.00
06/01/2021		58,575.00		301.43		
12/01/2021	<b>425,000.00</b>	58,575.00	<b>117,150.00</b>	446,400.00	<b>446,701.43</b>	3,190,000.00
06/01/2022		50,075.00		32,113.55		
12/01/2022	<b>445,000.00</b>	50,075.00	<b>100,150.00</b>	495,075.00	<b>527,188.55</b>	2,745,000.00
06/01/2023		41,175.00		41,175.00		
12/01/2023	<b>465,000.00</b>	41,175.00	<b>82,350.00</b>	506,175.00	<b>547,350.00</b>	2,280,000.00
06/01/2024		34,200.00		34,200.00		
12/01/2024	<b>480,000.00</b>	34,200.00	<b>68,400.00</b>	514,200.00	<b>548,400.00</b>	1,800,000.00
06/01/2025		27,000.00		27,000.00		
12/01/2025	<b>160,000.00</b>	27,000.00	<b>54,000.00</b>	187,000.00	<b>214,000.00</b>	1,640,000.00
06/01/2026		24,600.00		24,600.00		
12/01/2026	<b>160,000.00</b>	24,600.00	<b>49,200.00</b>	184,600.00	<b>209,200.00</b>	1,480,000.00
06/01/2027		22,200.00		22,200.00		
12/01/2027	<b>165,000.00</b>	22,200.00	<b>44,400.00</b>	187,200.00	<b>209,400.00</b>	1,315,000.00
06/01/2028		19,725.00		19,725.00		
12/01/2028	<b>170,000.00</b>	19,725.00	<b>39,450.00</b>	189,725.00	<b>209,450.00</b>	1,145,000.00
06/01/2029		17,175.00		17,175.00		
12/01/2029	<b>175,000.00</b>	17,175.00	<b>34,350.00</b>	192,175.00	<b>209,350.00</b>	970,000.00
06/01/2030		14,550.00		14,550.00		
12/01/2030	<b>180,000.00</b>	14,550.00	<b>29,100.00</b>	194,550.00	<b>209,100.00</b>	790,000.00
06/01/2031		11,850.00		11,850.00		
12/01/2031	<b>190,000.00</b>	11,850.00	<b>23,700.00</b>	201,850.00	<b>213,700.00</b>	600,000.00
06/01/2032		9,000.00		9,000.00		
12/01/2032	<b>195,000.00</b>	9,000.00	<b>18,000.00</b>	204,000.00	<b>213,000.00</b>	405,000.00
06/01/2033		6,075.00		6,075.00		
12/01/2033	<b>200,000.00</b>	6,075.00	<b>12,150.00</b>	206,075.00	<b>212,150.00</b>	205,000.00
06/01/2034		3,075.00		3,075.00		
12/01/2034	<b>205,000.00</b>	3,075.00	<b>6,150.00</b>	208,075.00	<b>211,150.00</b>	-
	<b>\$4,000,000.00</b>	<b>\$838,352.50</b>		<b>\$4,565,139.98</b>	<b>\$4,565,139.98</b>	



## City of Delaware

Fire Station 304 and Refunding 2006 General Obligation Bonds, 2017

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
12/01/2017	<b>550,000.00</b>	139,778.75	<b>139,778.75</b>	689,778.75	<b>689,778.75</b>	6,785,000.00
06/01/2018		119,675.00		119,675.00		
12/01/2018	<b>495,000.00</b>	119,675.00	<b>239,350.00</b>	614,675.00	<b>734,350.00</b>	6,290,000.00
06/01/2019		114,725.00		114,725.00		
12/01/2019	<b>485,000.00</b>	114,725.00	<b>229,450.00</b>	599,725.00	<b>714,450.00</b>	5,805,000.00
06/01/2020		109,875.00		109,875.00		
12/01/2020	<b>400,000.00</b>	109,875.00	<b>219,750.00</b>	509,875.00	<b>619,750.00</b>	5,405,000.00
06/01/2021		103,875.00		103,875.00		
12/01/2021	<b>415,000.00</b>	103,875.00	<b>207,750.00</b>	518,875.00	<b>622,750.00</b>	4,990,000.00
06/01/2022		97,650.00		97,650.00		
12/01/2022	<b>430,000.00</b>	97,650.00	<b>195,300.00</b>	527,650.00	<b>625,300.00</b>	4,560,000.00
06/01/2023		91,200.00		91,200.00		
12/01/2023	<b>440,000.00</b>	91,200.00	<b>182,400.00</b>	531,200.00	<b>622,400.00</b>	4,120,000.00
06/01/2024		82,400.00		82,400.00		
12/01/2024	<b>450,000.00</b>	82,400.00	<b>164,800.00</b>	532,400.00	<b>614,800.00</b>	3,670,000.00
06/01/2025		73,400.00		73,400.00		
12/01/2025	<b>475,000.00</b>	73,400.00	<b>146,800.00</b>	548,400.00	<b>621,800.00</b>	3,195,000.00
06/01/2026		63,900.00		63,900.00		
12/01/2026	<b>490,000.00</b>	63,900.00	<b>127,800.00</b>	553,900.00	<b>617,800.00</b>	2,705,000.00
06/01/2027		54,100.00		54,100.00		
12/01/2027	<b>505,000.00</b>	54,100.00	<b>108,200.00</b>	559,100.00	<b>613,200.00</b>	2,200,000.00
06/01/2028		44,000.00		44,000.00		
12/01/2028	<b>525,000.00</b>	44,000.00	<b>88,000.00</b>	569,000.00	<b>613,000.00</b>	1,675,000.00
06/01/2029		33,500.00		33,500.00		
12/01/2029	<b>535,000.00</b>	33,500.00	<b>67,000.00</b>	568,500.00	<b>602,000.00</b>	1,140,000.00
06/01/2030		22,800.00		22,800.00		
12/01/2030	<b>560,000.00</b>	22,800.00	<b>45,600.00</b>	582,800.00	<b>605,600.00</b>	580,000.00
06/01/2031		11,600.00		11,600.00		
12/01/2031	<b>580,000.00</b>	11,600.00	<b>23,200.00</b>	591,600.00	<b>603,200.00</b>	-
	<b>\$7,335,000.00</b>	<b>\$2,185,178.75</b>		<b>\$9,520,178.75</b>	<b>\$9,520,178.75</b>	

## City of Delaware

Glenn Road North and EMS Vehicles General Obligation Bonds, 2015

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
06/01/2015	-	20,175.00		20,175.00		6,250,000.00
12/01/2015	<b>115,000.00</b>	90,787.50	<b>110,962.50</b>	205,787.50	<b>225,962.50</b>	6,135,000.00
06/01/2016	-	89,637.50		89,637.50		
12/01/2016	<b>215,000.00</b>	89,637.50	<b>179,275.00</b>	304,637.50	<b>394,275.00</b>	5,920,000.00
06/01/2017	-	87,487.50		87,487.50		
12/01/2017	<b>225,000.00</b>	87,487.50	<b>174,975.00</b>	312,487.50	<b>399,975.00</b>	5,695,000.00
06/01/2018	-	85,237.50		85,237.50		
12/01/2018	<b>240,000.00</b>	85,237.50	<b>170,475.00</b>	325,237.50	<b>410,475.00</b>	5,455,000.00
06/01/2019	-	82,837.50		82,837.50		
12/01/2019	<b>250,000.00</b>	82,837.50	<b>165,675.00</b>	332,837.50	<b>415,675.00</b>	5,205,000.00
06/01/2020	-	80,337.50		80,337.50		
12/01/2020	<b>275,000.00</b>	80,337.50	<b>160,675.00</b>	355,337.50	<b>435,675.00</b>	4,930,000.00
06/01/2021	-	77,587.50		77,587.50		
12/01/2021	<b>295,000.00</b>	77,587.50	<b>155,175.00</b>	372,587.50	<b>450,175.00</b>	4,635,000.00
06/01/2022	-	74,637.50		74,637.50		
12/01/2022	<b>320,000.00</b>	74,637.50	<b>149,275.00</b>	394,637.50	<b>469,275.00</b>	4,315,000.00
06/01/2023	-	71,437.50		71,437.50		
12/01/2023	<b>345,000.00</b>	71,437.50	<b>142,875.00</b>	416,437.50	<b>487,875.00</b>	3,970,000.00
06/01/2024	-	67,987.50		67,987.50		
12/01/2024	<b>365,000.00</b>	67,987.50	<b>135,975.00</b>	432,987.50	<b>500,975.00</b>	3,605,000.00
06/01/2025	-	63,425.00		63,425.00		
12/01/2025	<b>290,000.00</b>	63,425.00	<b>126,850.00</b>	353,425.00	<b>416,850.00</b>	3,315,000.00
06/01/2026	-	57,625.00		57,625.00		
12/01/2026	<b>315,000.00</b>	57,625.00	<b>115,250.00</b>	372,625.00	<b>430,250.00</b>	3,000,000.00
06/01/2027	-	51,325.00		51,325.00		
12/01/2027	<b>340,000.00</b>	51,325.00	<b>102,650.00</b>	391,325.00	<b>442,650.00</b>	2,660,000.00
06/01/2028	-	46,650.00		46,650.00		
12/01/2028	<b>360,000.00</b>	46,650.00	<b>93,300.00</b>	406,650.00	<b>453,300.00</b>	2,300,000.00
06/01/2029	-	41,700.00		41,700.00		
12/01/2029	<b>380,000.00</b>	41,700.00	<b>83,400.00</b>	421,700.00	<b>463,400.00</b>	1,920,000.00
06/01/2030	-	36,475.00		36,475.00		
12/01/2030	<b>350,000.00</b>	36,475.00	<b>72,950.00</b>	386,475.00	<b>422,950.00</b>	1,570,000.00
06/01/2031	-	31,400.00		31,400.00		
12/01/2031	<b>365,000.00</b>	31,400.00	<b>62,800.00</b>	396,400.00	<b>427,800.00</b>	1,205,000.00
06/01/2032	-	24,100.00		24,100.00		
12/01/2032	<b>385,000.00</b>	24,100.00	<b>48,200.00</b>	409,100.00	<b>433,200.00</b>	820,000.00
06/01/2033	-	16,400.00		16,400.00		
12/01/2033	<b>400,000.00</b>	16,400.00	<b>32,800.00</b>	416,400.00	<b>432,800.00</b>	420,000.00
06/01/2034	-	8,400.00		8,400.00		
12/01/2034	<b>420,000.00</b>	8,400.00	<b>16,800.00</b>	428,400.00	<b>436,800.00</b>	-
	<b>\$6,250,000.00</b>	<b>\$2,300,337.50</b>		<b>\$8,550,337.50</b>	<b>\$8,550,337.50</b>	

## City of Delaware

Glenn Road, Fire State, Justice Center and Public Works Building Improvements General Obligation Bonds, 2013

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
06/01/2013		36,452.30		36,452.30		8,260,000.00
12/01/2013	<b>480,000.00</b>	115,112.52	<b>151,564.82</b>	595,112.52	<b>631,564.82</b>	7,780,000.00
06/01/2014		105,512.52		105,512.52		
12/01/2014	<b>425,000.00</b>	105,512.52	<b>211,025.04</b>	530,512.52	<b>636,025.04</b>	7,355,000.00
06/01/2015		97,012.52		97,012.52		
12/01/2015	<b>425,000.00</b>	97,012.52	<b>194,025.04</b>	522,012.52	<b>619,025.04</b>	6,930,000.00
06/01/2016		88,512.52		88,512.52		
12/01/2016	<b>430,000.00</b>	88,512.52	<b>177,025.04</b>	518,512.52	<b>607,025.04</b>	6,500,000.00
06/01/2017		79,912.52		79,912.52		
12/01/2017	<b>430,000.00</b>	79,912.52	<b>159,825.04</b>	509,912.52	<b>589,825.04</b>	6,070,000.00
06/01/2018		71,312.52		71,312.52		
12/01/2018	<b>435,000.00</b>	71,312.52	<b>142,625.04</b>	506,312.52	<b>577,625.04</b>	5,635,000.00
06/01/2019		62,612.50		62,612.50		
12/01/2019	<b>445,000.00</b>	62,612.50	<b>125,225.00</b>	507,612.50	<b>570,225.00</b>	5,190,000.00
06/01/2020		59,275.02		59,275.02		
12/01/2020	<b>450,000.00</b>	59,275.02	<b>118,550.04</b>	509,275.02	<b>568,550.04</b>	4,740,000.00
06/01/2021		55,900.02		55,900.02		
12/01/2021	<b>450,000.00</b>	55,900.02	<b>111,800.04</b>	505,900.02	<b>561,800.04</b>	4,290,000.00
06/01/2022		52,525.02		52,525.02		
12/01/2022	<b>460,000.00</b>	52,525.02	<b>105,050.04</b>	512,525.02	<b>565,050.04</b>	3,830,000.00
06/01/2023		47,925.02		47,925.02		
12/01/2023	<b>475,000.00</b>	47,925.02	<b>95,850.04</b>	522,925.02	<b>570,850.04</b>	3,355,000.00
06/01/2024		43,175.02		43,175.02		
12/01/2024	<b>460,000.00</b>	43,175.02	<b>86,350.04</b>	503,175.02	<b>546,350.04</b>	2,895,000.00
06/01/2025		38,287.51		38,287.51		
12/01/2025	<b>470,000.00</b>	38,287.51	<b>76,575.02</b>	508,287.51	<b>546,575.02</b>	2,425,000.00
06/01/2026		33,000.01		33,000.01		
12/01/2026	<b>500,000.00</b>	33,000.01	<b>66,000.02</b>	533,000.01	<b>566,000.02</b>	1,925,000.00
06/01/2027		27,062.51		27,062.51		
12/01/2027	<b>500,000.00</b>	27,062.51	<b>54,125.02</b>	527,062.51	<b>554,125.02</b>	1,425,000.00
06/01/2028		20,812.51		20,812.51		
12/01/2028	<b>300,000.00</b>	20,812.51	<b>41,625.02</b>	320,812.51	<b>341,625.02</b>	1,125,000.00
06/01/2029		16,875.00		16,875.00		
12/01/2029	<b>310,000.00</b>	16,875.00	<b>33,750.00</b>	326,875.00	<b>343,750.00</b>	815,000.00
06/01/2030		12,225.00		12,225.00		
12/01/2030	<b>315,000.00</b>	12,225.00	<b>24,450.00</b>	327,225.00	<b>339,450.00</b>	500,000.00
06/01/2031		7,500.00		7,500.00		
12/01/2031	<b>320,000.00</b>	7,500.00	<b>15,000.00</b>	327,500.00	<b>335,000.00</b>	180,000.00
06/01/2032		2,700.00		2,700.00		
12/01/2032	<b>180,000.00</b>	2,700.00	<b>5,400.00</b>	182,700.00	<b>185,400.00</b>	-
	<b>\$8,260,000.00</b>	<b>\$1,995,840.30</b>		<b>\$10,255,840.30</b>	<b>\$10,255,840.30</b>	

## City of Delaware

Refunding of August and December 2002 Bonds, 2012

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
06/01/2013	-	36,452.30		36,452.30		3,395,000.00
12/01/2013	<b>335,000.00</b>	115,112.52	<b>151,564.82</b>	450,112.52	<b>486,564.82</b>	3,060,000.00
06/01/2014	-	105,512.52		105,512.52		
12/01/2014	<b>335,000.00</b>	105,512.52	<b>211,025.04</b>	440,512.52	<b>546,025.04</b>	2,725,000.00
06/01/2015	-	97,012.52		97,012.52		
12/01/2015	<b>335,000.00</b>	97,012.52	<b>194,025.04</b>	432,012.52	<b>529,025.04</b>	2,390,000.00
06/01/2016	-	88,512.52		88,512.52		
12/01/2016	<b>335,000.00</b>	88,512.52	<b>177,025.04</b>	423,512.52	<b>512,025.04</b>	2,055,000.00
06/01/2017	-	79,912.52		79,912.52		
12/01/2017	<b>340,000.00</b>	79,912.52	<b>159,825.04</b>	419,912.52	<b>499,825.04</b>	1,715,000.00
06/01/2018	-	71,312.52		71,312.52		
12/01/2018	<b>345,000.00</b>	71,312.52	<b>142,625.04</b>	416,312.52	<b>487,625.04</b>	1,370,000.00
06/01/2019	-	62,612.50		62,612.50		
12/01/2019	<b>350,000.00</b>	62,612.50	<b>125,225.00</b>	412,612.50	<b>475,225.00</b>	1,020,000.00
06/01/2020	-	59,275.02		59,275.02		
12/01/2020	<b>340,000.00</b>	59,275.02	<b>118,550.04</b>	399,275.02	<b>458,550.04</b>	680,000.00
06/01/2021	-	55,900.02		55,900.02		
12/01/2021	<b>335,000.00</b>	55,900.02	<b>111,800.04</b>	390,900.02	<b>446,800.04</b>	345,000.00
06/01/2022	-	52,525.02		52,525.02		
12/01/2022	<b>345,000.00</b>	52,525.02	<b>105,050.04</b>	397,525.02	<b>450,050.04</b>	-
	<b>\$3,395,000.00</b>	<b>\$1,496,715.14</b>		<b>\$4,891,715.14</b>	<b>\$4,891,715.14</b>	

## City of Delaware

OWDA Loan for Hills Miller, 2011

### Debt Service Schedule

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
01/01/2011							2,225,060.84
07/01/2011	27,545.03	<b>27,545.03</b>	40,829.87	<b>40,829.87</b>	68,374.90	<b>68,374.90</b>	2,197,515.81
01/01/2012	28,050.49		40,324.41		68,374.90		
07/01/2012	28,565.21	<b>56,615.70</b>	39,809.69	<b>80,134.10</b>	68,374.90	<b>136,749.80</b>	2,140,900.11
01/01/2013	29,089.38		39,285.52		68,374.90		
07/01/2013	29,623.17	<b>58,712.55</b>	38,751.73	<b>78,037.25</b>	68,374.90	<b>136,749.80</b>	2,082,187.56
01/01/2014	30,166.76		38,208.14		68,374.90		
07/01/2014	30,720.32	<b>60,887.08</b>	37,654.58	<b>75,862.72</b>	68,374.90	<b>136,749.80</b>	2,021,300.48
01/01/2015	31,284.04		37,090.86		68,374.90		
07/01/2015	31,858.10	<b>63,142.14</b>	36,516.80	<b>73,607.66</b>	68,374.90	<b>136,749.80</b>	1,958,158.34
01/01/2016	32,442.70		35,932.20		68,374.90		
07/01/2016	33,038.02	<b>65,480.72</b>	35,336.88	<b>71,269.08</b>	68,374.90	<b>136,749.80</b>	1,892,677.62
01/01/2017	33,644.26		34,730.64		68,374.90		
07/01/2017	34,261.64	<b>67,905.90</b>	34,113.26	<b>68,843.90</b>	68,374.90	<b>136,749.80</b>	1,824,771.72
01/01/2018	34,890.34		33,484.56		68,374.90		
07/01/2018	35,530.58	<b>70,420.92</b>	32,844.32	<b>66,328.88</b>	68,374.90	<b>136,749.80</b>	1,754,350.80
01/01/2019	36,182.56		32,192.34		68,374.90		
07/01/2019	36,846.52	<b>73,029.08</b>	31,528.38	<b>63,720.72</b>	68,374.90	<b>136,749.80</b>	1,681,321.72
01/01/2020	37,522.64		30,852.26		68,374.90		
07/01/2020	38,211.19	<b>75,733.83</b>	30,163.71	<b>61,015.97</b>	68,374.90	<b>136,749.80</b>	1,605,587.89
01/01/2021	38,912.36		29,462.54		68,374.90		
07/01/2021	39,626.41	<b>78,538.77</b>	28,748.49	<b>58,211.03</b>	68,374.90	<b>136,749.80</b>	1,527,049.12
01/01/2022	40,353.55		28,021.35		68,374.90		
07/01/2022	41,094.03	<b>81,447.58</b>	27,280.87	<b>55,302.22</b>	68,374.90	<b>136,749.80</b>	1,445,601.54
01/01/2023	41,848.11		26,526.79		68,374.90		
07/01/2023	42,616.02	<b>84,464.13</b>	25,758.88	<b>52,285.67</b>	68,374.90	<b>136,749.80</b>	1,361,137.41
01/01/2024	43,398.03		24,976.87		68,374.90		
07/01/2024	44,194.38	<b>87,592.41</b>	24,180.52	<b>49,157.39</b>	68,374.90	<b>136,749.80</b>	1,273,545.00
01/01/2025	45,005.35		23,369.55		68,374.90		
07/01/2025	45,831.20	<b>90,836.55</b>	22,543.70	<b>45,913.25</b>	68,374.90	<b>136,749.80</b>	1,182,708.45
01/01/2026	46,672.20		21,702.70		68,374.90		
07/01/2026	47,528.63	<b>94,200.83</b>	20,846.27	<b>42,548.97</b>	68,374.90	<b>136,749.80</b>	1,088,507.62
01/01/2027	48,400.78		19,974.12		68,374.90		
07/01/2027	49,288.94	<b>97,689.72</b>	19,085.96	<b>39,060.08</b>	68,374.90	<b>136,749.80</b>	990,817.90
01/01/2028	50,193.39		18,181.51		68,374.90		
07/01/2028	51,114.44	<b>101,307.83</b>	17,260.46	<b>35,441.97</b>	68,374.90	<b>136,749.80</b>	889,510.07
01/01/2029	52,052.39		16,322.51		68,374.90		
07/01/2029	53,007.55	<b>105,059.94</b>	15,367.35	<b>31,689.86</b>	68,374.90	<b>136,749.80</b>	784,450.13
01/01/2030	53,980.24		14,394.66		68,374.90		
07/01/2030	54,970.78	<b>108,951.02</b>	13,404.12	<b>27,798.78</b>	68,374.90	<b>136,749.80</b>	675,499.11
01/01/2031	55,979.49		12,395.41		68,374.90		
07/01/2031	57,006.72	<b>112,986.21</b>	11,368.18	<b>23,763.59</b>	68,374.90	<b>136,749.80</b>	562,512.90
01/01/2032	58,052.79		10,322.11		68,374.90		
07/01/2032	59,118.06	<b>117,170.85</b>	9,256.84	<b>19,578.95</b>	68,374.90	<b>136,749.80</b>	445,342.05
01/01/2033	60,202.88		8,172.02		68,374.90		

## City of Delaware

OWDA Loan for Hills Miller, 2011

### Debt Service Schedule

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
07/01/2033	61,307.59	<b>121,510.47</b>	7,067.31	<b>15,239.33</b>	68,374.90	<b>136,749.80</b>	323,831.58
01/01/2034	62,432.59		5,942.31		68,374.90		
07/01/2034	63,578.23	<b>126,010.82</b>	4,796.67	<b>10,738.98</b>	68,374.90	<b>136,749.80</b>	197,820.76
01/01/2035	64,744.89		3,630.01		68,374.90		
07/01/2035	65,932.96	<b>130,677.85</b>	2,441.94	<b>6,071.95</b>	68,374.90	<b>136,749.80</b>	67,142.91
01/01/2036	67,142.83		1,232.00		68,374.83		
07/01/2036	0.08	<b>67,142.91</b>	-	<b>1,232.00</b>	0.08	<b>68,374.91</b>	-
	<b>\$2,225,060.84</b>	<b>\$2,225,060.84</b>	<b>\$1,193,684.17</b>	<b>\$1,193,684.17</b>	<b>\$3,418,745.01</b>	<b>\$3,418,745.01</b>	

## City of Delaware

OWDA Loan for Penry, 2012

### Debt Service Schedule

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
07/01/2012							1,037,942.06
01/01/2013	13,064.31		18,423.47		31,487.78		
07/01/2013	13,296.20	<b>26,360.51</b>	18,191.58	<b>36,615.05</b>	31,487.78	<b>62,975.56</b>	1,011,581.55
01/01/2014	13,532.21		17,955.57		31,487.78		
07/01/2014	13,772.40	<b>27,304.61</b>	17,715.38	<b>35,670.95</b>	31,487.78	<b>62,975.56</b>	984,276.94
01/01/2015	14,016.86		17,470.92		31,487.78		
07/01/2015	14,265.66	<b>28,282.52</b>	17,222.12	<b>34,693.04</b>	31,487.78	<b>62,975.56</b>	955,994.42
01/01/2016	14,518.88		16,968.90		31,487.78		
07/01/2016	14,776.59	<b>29,295.47</b>	16,711.19	<b>33,680.09</b>	31,487.78	<b>62,975.56</b>	926,698.95
01/01/2017	15,038.87		16,448.91		31,487.78		
07/01/2017	15,305.81	<b>30,344.68</b>	16,181.97	<b>32,630.88</b>	31,487.78	<b>62,975.56</b>	896,354.27
01/01/2018	15,577.49		15,910.29		31,487.78		
07/01/2018	15,853.99	<b>31,431.48</b>	15,633.79	<b>31,544.08</b>	31,487.78	<b>62,975.56</b>	864,922.79
01/01/2019	16,135.40		15,352.38		31,487.78		
07/01/2019	16,421.80	<b>32,557.20</b>	15,065.98	<b>30,418.36</b>	31,487.78	<b>62,975.56</b>	832,365.59
01/01/2020	16,713.29		14,774.49		31,487.78		
07/01/2020	17,009.95	<b>33,723.24</b>	14,477.83	<b>29,252.32</b>	31,487.78	<b>62,975.56</b>	798,642.35
01/01/2021	17,311.88		14,175.90		31,487.78		
07/01/2021	17,619.16	<b>34,931.04</b>	13,868.62	<b>28,044.52</b>	31,487.78	<b>62,975.56</b>	763,711.31
01/01/2022	17,931.90		13,555.88		31,487.78		
07/01/2022	18,250.20	<b>36,182.10</b>	13,237.58	<b>26,793.46</b>	31,487.78	<b>62,975.56</b>	727,529.21
01/01/2023	18,574.14		12,913.64		31,487.78		
07/01/2023	18,903.83	<b>37,477.97</b>	12,583.95	<b>25,497.59</b>	31,487.78	<b>62,975.56</b>	690,051.24
01/01/2024	19,239.37		12,248.41		31,487.78		
07/01/2024	19,580.87	<b>38,820.24</b>	11,906.91	<b>24,155.32</b>	31,487.78	<b>62,975.56</b>	651,231.00
01/01/2025	19,928.43		11,559.35		31,487.78		
07/01/2025	20,282.16	<b>40,210.59</b>	11,205.62	<b>22,764.97</b>	31,487.78	<b>62,975.56</b>	611,020.41
01/01/2026	20,642.17		10,845.61		31,487.78		
07/01/2026	21,008.57	<b>41,650.74</b>	10,479.21	<b>21,324.82</b>	31,487.78	<b>62,975.56</b>	569,369.67
01/01/2027	21,381.47		10,106.31		31,487.78		
07/01/2027	21,760.99	<b>43,142.46</b>	9,726.79	<b>19,833.10</b>	31,487.78	<b>62,975.56</b>	526,227.21
01/01/2028	22,147.25		9,340.53		31,487.78		
07/01/2028	22,540.36	<b>44,687.61</b>	8,947.42	<b>18,287.95</b>	31,487.78	<b>62,975.56</b>	481,539.60
01/01/2029	22,940.45		8,547.33		31,487.78		
07/01/2029	23,347.65	<b>46,288.10</b>	8,140.13	<b>16,687.46</b>	31,487.78	<b>62,975.56</b>	435,251.50
01/01/2030	23,762.07		7,725.71		31,487.78		
07/01/2030	24,183.84	<b>47,945.91</b>	7,303.94	<b>15,029.65</b>	31,487.78	<b>62,975.56</b>	387,305.59
01/01/2031	24,613.11		6,874.67		31,487.78		
07/01/2031	25,049.99	<b>49,663.10</b>	6,437.79	<b>13,312.46</b>	31,487.78	<b>62,975.56</b>	337,642.49
01/01/2032	25,494.63		5,993.15		31,487.78		
07/01/2032	25,947.16	<b>51,441.79</b>	5,540.62	<b>11,533.77</b>	31,487.78	<b>62,975.56</b>	286,200.70
01/01/2033	26,407.72		5,080.06		31,487.78		
07/01/2033	26,876.45	<b>53,284.17</b>	4,611.33	<b>9,691.39</b>	31,487.78	<b>62,975.56</b>	232,916.53

**City of Delaware**

OWDA Loan for Penry, 2012

**Debt Service Schedule**

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
01/01/2034	27,353.51		4,134.27		31,487.78		
07/01/2034	27,839.04	<b>55,192.55</b>	3,648.74	<b>7,783.01</b>	31,487.78	<b>62,975.56</b>	177,723.98
01/01/2035	28,333.18		3,154.60		31,487.78		
07/01/2035	28,836.09	<b>57,169.27</b>	2,651.69	<b>5,806.29</b>	31,487.78	<b>62,975.56</b>	120,554.71
01/01/2036	29,347.93		2,139.85		31,487.78		
07/01/2036	29,868.86	<b>59,216.79</b>	1,618.92	<b>3,758.77</b>	31,487.78	<b>62,975.56</b>	61,337.92
01/01/2037	30,399.03		1,088.75		31,487.78		
07/01/2037	30,938.61	<b>61,337.64</b>	549.17	<b>1,637.92</b>	31,487.78	<b>62,975.56</b>	0.28
07/01/2037	0.28	-	0.00	-	-	-	-
	<b>\$1,037,942.06</b>	<b>\$1,037,941.78</b>	<b>\$536,447.22</b>	<b>\$536,447.22</b>	<b>\$1,574,389.00</b>	<b>\$1,574,389.00</b>	



**City of Delaware**

OWDA Loan for Water Plant, 2017

**Debt Service Schedule**

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
01/01/2017					-		29,251,759.18
07/01/2017	448,539.86	<b>448,539.86</b>	469,836.54	<b>469,836.54</b>	918,376.40	<b>918,376.40</b>	28,803,219.32
01/01/2018	455,704.29		462,672.11		918,376.40		
07/01/2018	462,984.79	<b>918,689.08</b>	455,391.61	<b>918,063.72</b>	918,376.40	<b>1,836,752.80</b>	27,884,530.24
01/01/2019	470,383.24		447,993.16		918,376.40		
07/01/2019	477,901.60	<b>948,284.84</b>	440,474.80	<b>888,467.96</b>	918,376.40	<b>1,836,752.80</b>	26,936,245.40
01/01/2020	485,541.82		432,834.58		918,376.40		
07/01/2020	493,305.92	<b>978,847.74</b>	425,070.48	<b>857,905.06</b>	918,376.40	<b>1,836,752.80</b>	25,957,397.66
01/01/2021	501,195.93		417,180.47		918,376.40		
07/01/2021	509,213.93	<b>1,010,409.86</b>	409,162.47	<b>826,342.94</b>	918,376.40	<b>1,836,752.80</b>	24,946,987.80
01/01/2022	517,362.01		401,014.39		918,376.40		
07/01/2022	525,642.34	<b>1,043,004.35</b>	392,734.06	<b>793,748.45</b>	918,376.40	<b>1,836,752.80</b>	23,903,983.45
01/01/2023	534,057.08		384,319.32		918,376.40		
07/01/2023	542,608.44	<b>1,076,665.52</b>	375,767.96	<b>760,087.28</b>	918,376.40	<b>1,836,752.80</b>	22,827,317.93
01/01/2024	551,298.66		367,077.74		918,376.40		
07/01/2024	560,130.06	<b>1,111,428.72</b>	358,246.34	<b>725,324.08</b>	918,376.40	<b>1,836,752.80</b>	21,715,889.21
01/01/2025	569,104.94		349,271.46		918,376.40		
07/01/2025	578,225.67	<b>1,147,330.61</b>	340,150.73	<b>689,422.19</b>	918,376.40	<b>1,836,752.80</b>	20,568,558.60
01/01/2026	587,494.68		330,881.72		918,376.40		
07/01/2026	596,914.38	<b>1,184,409.06</b>	321,462.02	<b>652,343.74</b>	918,376.40	<b>1,836,752.80</b>	19,384,149.54
01/01/2027	606,487.27		311,889.13		918,376.40		
07/01/2027	616,215.90	<b>1,222,703.17</b>	302,160.50	<b>614,049.63</b>	918,376.40	<b>1,836,752.80</b>	18,161,446.37
01/01/2028	626,102.79		292,273.61		918,376.40		
07/01/2028	636,150.59	<b>1,262,253.38</b>	282,225.81	<b>574,499.42</b>	918,376.40	<b>1,836,752.80</b>	16,899,192.99
01/01/2029	646,361.96		272,014.44		918,376.40		
07/01/2029	656,739.60	<b>1,303,101.56</b>	261,636.80	<b>533,651.24</b>	918,376.40	<b>1,836,752.80</b>	15,596,091.43
01/01/2030	667,286.22		251,090.18		918,376.40		
07/01/2030	678,004.66	<b>1,345,290.88</b>	240,371.74	<b>491,461.92</b>	918,376.40	<b>1,836,752.80</b>	14,250,800.55
01/01/2031	688,897.75		229,478.65		918,376.40		
07/01/2031	699,968.36	<b>1,388,866.11</b>	218,408.04	<b>447,886.69</b>	918,376.40	<b>1,836,752.80</b>	12,861,934.44
01/01/2032	711,219.43		207,156.97		918,376.40		
07/01/2032	722,653.95	<b>1,433,873.38</b>	195,722.45	<b>402,879.42</b>	918,376.40	<b>1,836,752.80</b>	11,428,061.06
01/01/2033	734,274.96		184,101.44		918,376.40		
07/01/2033	746,085.53	<b>1,480,360.49</b>	172,290.87	<b>356,392.31</b>	918,376.40	<b>1,836,752.80</b>	9,947,700.57
01/01/2034	758,088.83		160,287.57		918,376.40		
07/01/2034	770,288.01	<b>1,528,376.84</b>	148,088.39	<b>308,375.96</b>	918,376.40	<b>1,836,752.80</b>	8,419,323.73
01/01/2035	782,686.34		135,690.06		918,376.40		
07/01/2035	795,287.10	<b>1,577,973.44</b>	123,089.30	<b>258,779.36</b>	918,376.40	<b>1,836,752.80</b>	6,841,350.29
01/01/2036	808,093.67		110,282.73		918,376.40		
07/01/2036	821,109.44	<b>1,629,203.11</b>	97,266.96	<b>207,549.69</b>	918,376.40	<b>1,836,752.80</b>	5,212,147.18
01/01/2037	834,337.88		84,038.52		918,376.40		
07/01/2037	847,782.52	<b>1,682,120.40</b>	70,593.88	<b>154,632.40</b>	918,376.40	<b>1,836,752.80</b>	3,530,026.78
01/01/2038	861,446.96		56,929.44		918,376.40		
07/01/2038	875,334.83	<b>1,736,781.79</b>	43,041.57	<b>99,971.01</b>	918,376.40	<b>1,836,752.80</b>	1,793,244.99
01/01/2039	889,449.83		28,926.57		918,376.40		
07/01/2039	903,795.16	<b>1,793,244.99</b>	14,581.24	<b>43,507.81</b>	918,376.40	<b>1,836,752.80</b>	0.00
	<b>\$29,251,759.18</b>	<b>\$29,251,759.18</b>	<b>\$12,075,178.82</b>	<b>\$12,075,178.82</b>	<b>\$41,326,938.00</b>	<b>\$41,326,938.00</b>	

**City of Delaware**

OWDA Loan for WasteWater Plant, 2017

**Debt Service Schedule**

Date	Principal	Annual Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
07/01/2006					-		26,159,261.48
01/01/2007	464,421.88		481,751.09		946,172.97		
07/01/2007	472,758.25	<b>937,180.13</b>	473,414.72	<b>955,165.81</b>	946,172.97	<b>1,892,345.94</b>	25,222,081.35
01/01/2008	481,244.26		464,928.71		946,172.97		
07/01/2008	489,882.59	<b>971,126.85</b>	456,290.38	<b>921,219.09</b>	946,172.97	<b>1,892,345.94</b>	24,250,954.50
01/01/2009	498,675.99		447,496.98		946,172.97		
07/01/2009	507,627.22	<b>1,006,303.21</b>	438,545.75	<b>886,042.73</b>	946,172.97	<b>1,892,345.94</b>	23,244,651.29
01/01/2010	516,739.13		429,433.84		946,172.97		
07/01/2010	526,014.60	<b>1,042,753.73</b>	420,158.37	<b>849,592.21</b>	946,172.97	<b>1,892,345.94</b>	22,201,897.56
01/01/2011	535,456.56		410,716.41		946,172.97		
07/01/2011	531,273.20	<b>1,066,729.76</b>	390,953.75	<b>801,670.16</b>	922,226.95	<b>1,868,399.92</b>	21,135,167.80
<b>Loan Balance Adjustment</b>							21,248,873.91
01/01/2012	540,809.55		381,417.29		922,226.84		
07/01/2012	550,517.09	<b>1,091,326.64</b>	371,709.75	<b>753,127.04</b>	922,226.84	<b>1,844,453.68</b>	20,157,547.27
01/01/2013	560,398.87		361,827.97		922,226.84		
07/01/2013	570,458.03	<b>1,130,856.90</b>	351,768.81	<b>713,596.78</b>	922,226.84	<b>1,844,453.68</b>	19,026,690.37
01/01/2014	580,697.75		341,529.09		922,226.84		
07/01/2014	591,121.28	<b>1,171,819.03</b>	331,105.56	<b>672,634.65</b>	922,226.84	<b>1,844,453.68</b>	17,854,871.34
01/01/2015	601,731.90		320,494.94		922,226.84		
07/01/2015	612,532.98	<b>1,214,264.88</b>	309,693.84	<b>630,188.78</b>	922,226.82	<b>1,844,453.66</b>	16,640,606.46
01/01/2016	623,527.95		249,609.10		873,137.05		
07/01/2016	634,720.28	<b>1,258,248.23</b>	240,256.18	<b>489,865.28</b>	874,976.46	<b>1,748,113.51</b>	15,382,358.23
01/01/2017	646,113.51		230,735.37		876,848.88		
07/01/2017	657,711.24	<b>1,303,824.75</b>	221,043.68	<b>451,779.05</b>	878,754.92	<b>1,755,603.80</b>	14,078,533.48
01/01/2018	669,517.16		211,178.00		880,695.16		
07/01/2018	681,535.00	<b>1,351,052.16</b>	201,135.24	<b>412,313.24</b>	882,670.24	<b>1,763,365.40</b>	12,727,481.32
01/01/2019	693,768.55		190,912.22		884,680.77		
07/01/2019	706,221.70	<b>1,399,990.25</b>	180,505.69	<b>371,417.91</b>	886,727.39	<b>1,771,408.16</b>	11,327,491.07
01/01/2020	718,898.38		169,912.36		888,810.74		
07/01/2020	731,802.61	<b>1,450,700.99</b>	159,128.88	<b>329,041.24</b>	890,931.49	<b>1,779,742.23</b>	9,876,790.08
01/01/2021	744,938.46		148,151.85		893,090.31		
07/01/2021	758,310.10	<b>1,503,248.56</b>	136,977.78	<b>285,129.63</b>	895,287.88	<b>1,788,378.19</b>	8,373,541.52
01/01/2022	771,921.77		125,603.13		897,524.90		
07/01/2022	785,777.77	<b>1,557,699.54</b>	114,024.29	<b>239,627.42</b>	899,802.06	<b>1,797,326.96</b>	6,815,841.98
01/01/2023	799,882.48		102,237.62		902,120.10		
07/01/2023	814,240.36	<b>1,614,122.84</b>	90,239.40	<b>192,477.02</b>	904,479.76	<b>1,806,599.86</b>	5,201,719.14
01/01/2024	828,855.98		78,025.79		906,881.77		
07/01/2024	843,733.94	<b>1,672,589.92</b>	65,592.96	<b>143,618.75</b>	909,326.90	<b>1,816,208.67</b>	3,529,129.22
01/01/2025	858,878.97		52,936.94		911,815.91		
07/01/2025	874,295.85	<b>1,733,174.82</b>	40,053.75	<b>92,990.69</b>	914,349.60	<b>1,826,165.51</b>	1,795,954.40
01/01/2026	889,989.46		26,939.32		916,928.78		
07/01/2026	905,964.94	<b>1,795,954.40</b>	13,589.30	<b>40,528.62</b>	919,554.24	<b>1,836,483.02</b>	-
	<b>\$26,272,967.59</b>	<b>\$26,272,967.59</b>	<b>\$10,232,026.10</b>	<b>\$10,232,026.10</b>	<b>\$36,504,993.69</b>	<b>\$36,504,993.69</b>	

## City of Delaware

Parks & Recreation Income Tax Special Obligation Bonds, Series 2020

Debt Service 2010-2034

Dated: March 4, 2020 \$15,260,000

### Debt Service Schedule

Date	Principal	Interest	Annual Interest	Debt Service	Annual Debt Service	Principal Balance
03/04/2020			-	-	-	13,690,000.00
06/01/2020	-	479,846.45		479,846.45		
12/01/2020	<b>1,605,000.00</b>	277,750.00	<b>757,596.45</b>	1,882,750.00	<b>2,362,596.45</b>	12,085,000.00
06/01/2021	-	253,675.00		253,675.00		
12/01/2021	<b>1,790,000.00</b>	253,675.00	<b>507,350.00</b>	2,043,675.00	<b>2,297,350.00</b>	10,295,000.00
06/01/2022	-	217,875.00		217,875.00		
12/01/2022	<b>1,880,000.00</b>	217,875.00	<b>435,750.00</b>	2,097,875.00	<b>2,315,750.00</b>	8,415,000.00
06/01/2023	-	180,275.00		180,275.00		
12/01/2023	<b>1,965,000.00</b>	180,275.00	<b>360,550.00</b>	2,145,275.00	<b>2,325,550.00</b>	6,450,000.00
06/01/2024	-	140,975.00		140,975.00		
12/01/2024	<b>2,055,000.00</b>	140,975.00	<b>281,950.00</b>	2,195,975.00	<b>2,336,950.00</b>	4,395,000.00
06/01/2025	-	109,875.00		109,875.00		
12/01/2025	<b>2,135,000.00</b>	109,875.00	<b>219,750.00</b>	2,244,875.00	<b>2,354,750.00</b>	2,260,000.00
06/01/2026	-	56,500.00		56,500.00		
12/01/2026	<b>2,260,000.00</b>	56,500.00	<b>113,000.00</b>	2,316,500.00	<b>2,373,000.00</b>	-
<b>Total</b>	<b>\$13,690,000.00</b>	<b>\$2,675,946.45</b>		<b>\$16,365,946.45</b>	<b>\$16,365,946.45</b>	

# GLOSSARY

# GLOSSARY

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**Account** – Accounts are sometimes referred to as ‘Line Items’. They are used to track revenues or expenditures from a common source or for a common use. They are unique to a given department, division, or fund, but are often used within various departments, divisions, and funds. Income tax revenues and professional services expenditures are examples of accounts that you would account for all of each in one line item within a department but would have several throughout various departments and funds.

**Administrative charge** - Reimbursements to the General Fund for indirect costs incurred against General Fund budgets.

**Ad valorem tax** - A tax levied on the assessed value of both real and personal property in proportion to the value of the property (also known as "property tax").

**Adopted Budget** - A budget that has been approved by the City Council.

**Allocation** - Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

**Appraised value** - Market dollar value given to real estate, utilities, and personal property; established through notification, hearing and appeals, and certification process.

**Appropriation** - Expenditure authority created by City Council.

**Assessed value** - Appraised value of property adjusted downward by a classification factor, to determine the basis for distributing the tax burden to property owners. (See calculation elsewhere in this document.)

**Attrition** - Estimated savings from temporarily unfilled positions.

**Audit** - A review of the City's accounts by an independent accounting firm to substantiate year-end fund balances, reserves, and cash on hand.

**Bond** - A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. A bond differs from a note in two ways: A bond is issued for a longer period of time than a note and requires greater legal formality. The City sells bonds as a means of borrowing revenue for costly projects. The City repays this debt to its lender over an extended period of time similar to the manner in which a homeowner repays a mortgage.

**Budget** - Financial plan consisting of estimated revenues and expenditures (purposes) for a specified time. The *operating budget* provides for direct services and support functions of the City (e.g., Police, Fire, Public Works, etc.). The *capital budget* (Capital Improvement Program) provides for improvements to the City's infrastructure and facilities, and utilizes long-term financing instruments.

**Budget message** - A general policy discussion of the budget as presented in writing by the budget-making authority to the City Council. The message outlines the budget plan and its main points of interest. The City's budget message is presented as the City Manager's letter in the proposed and adopted budget documents.

**CDBG** - Community Development Block Grant; these grants are federal moneys, typically used for the construction or rehabilitation of housing, and road resurfacing.

# GLOSSARY

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**Capital Improvement Program (CIP)** - A five-year expenditure plan financing new and improved infrastructure needs and facilities.

**Carry-over** - Appropriated funds which remain unspent at the end of a fiscal year, which are allowed to be retained in the budget to which they were appropriated so that they may be expended in the next fiscal year for the purpose designated.

**Debt service** - Principal and interest requirements on outstanding debt.

**Deficit**- An excess of current-year expenditures over current-year resources.

**Department** - an organizational and/or budgetary unit established by the City Council to carry out specified public services and implement policy directives. Administrative Services, Fire, and Public Utilities are examples of City departments.

**Division** - A sub-unit of a department which encompasses a substantial portion of the duties assigned to a department. May consist of several sections, which in turn may consist of activities.

**Encumbrance**- A legal obligation to pay funds, the expenditure of which has not yet occurred.

**Enterprise fund** - Enterprise Funds are established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the enterprise fund is that the full cost of providing goods or services be financed primarily through charges and fees specific to the good or services, and not with general tax revenues.

**Expenditure** - Actual outlay of funds. Expenditures are budgeted by function: personal services (salaries and benefits), materials and supplies, services and charges, capital outlays, refunds, transfers, and debt services.

**Expense** – As expenditures, but used for Enterprise and Internal Service funds.

**Fiscal year** - The twelve-month budget period. The fiscal year for the City of Delaware is the January through December calendar year.

**Full-time equivalent position (FTE)** - A position converted to the decimal equivalent based on 2,080 hours per year. For example, a summer lifeguard working 8 hours per day for four months, or 690 hours, would be equivalent to .3 of a full-time position.

**Fund** - Accounting entity with accounts for recording revenues and expenditures to carry on specific purposes.

**Fund balance** - The total dollars remaining after current expenditures for operations are subtracted from the sum of the beginning fund balance and current revenues.

**General Fund** - The City's principal operating account, which is supported primarily by taxes and fees.

**Governmental funds** - A fund group used to account for operations that rely mostly on current assets and current liabilities. Governmental funds include the General Fund, special revenue funds, debt service funds, and capital improvement funds.

# GLOSSARY

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**Grant** - a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

**Infrastructure** - The physical assets or foundation of the City, including its buildings, streets, and water and sewer systems.

**Interfund Transfer** - payments from one to another which results in the recording of a receipt and an expenditure.

**Internal service fund** - Used for operations that provide services for City departments at cost. Like enterprise funds, internal service funds belong to the "proprietary" group of funds.

**JEDD** - A Joint Economic Development District (JEDD) is an arrangement in Ohio where one or more municipalities and a township agree to work together to develop township land for commercial or industrial purposes. The benefit to the municipality is that they get a portion of the taxes levied in the JEDD without having to annex it. The benefits to the township are that it does not lose prime development land, it can still collect property taxes as well as a portion of the income tax collected, and it normally receives water from the municipality, which it may not otherwise have.

**Line item** - The smallest expenditure detail presented in department budgets. The line item also is referred to as an "object," with numerical "object codes" used to identify expenditures in the accounting system. Within the accounting system, "objects" are further divided into "subobjects."

**Mill** - One dollar tax per \$1,000 of assessed valuation.

**Modified Accrual** - basis of accounting for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due.

**Object Code** - A unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also know as a "line item."

**Operating budget** - A budget which applies to all outlays other than capital improvements. Authorized expenditures for on-going municipal services; a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

**Performance measures** - A means (usually quantitative) of assessing the efficiency and effectiveness of department work programs.

**Personal services** - All costs related to compensating employees, including employee benefit costs such as the City's contribution for retirement, social security, and health and life insurance.

**Proprietary funds** - Accounting entities to account for operations managed much like a business, with one balance sheet for all current expenses and long-term debt obligations, assets and liabilities, and depreciation. *Enterprise funds and internal service funds* are "proprietary" funds.

**Purchase Order** - authorization and incidence of debt for the delivery of specific goods or services.

# GLOSSARY

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**Recommended Budget** - a draft annual budget that has been prepared pursuant to state statute and city ordinance by the City Manager and is presented to the City Council for consideration and approval.

**Reimbursement** - a fee received as payment for the provision of specific municipal services.

**Revenue** - The taxes, user fees and other sources of income that the City collects and receives into its treasury for public use.

**Special assessment** - A compulsory levy made against certain properties to defray part or all of the costs of a specific improvement deemed primarily to benefit the assessed properties.

**Special revenue fund** - An accounting entity used for revenues that are legally destined for a specific purpose.

**Taxes** - Compulsory assessments levied by a government for the purpose of financing services performed for the common benefit of the citizens. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.