

Report of the
City of Delaware
Financial Review Task Force

January 20, 2023

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I. EXECUTIVE SUMMARY

The Delaware Financial Review Task Force, recommended by Delaware's City Manager, was formed on March 14, 2022, upon passage of City Council Resolution 22-18. Nine members of the Delaware community, possessing a variety of expertise and backgrounds, volunteered and were appointed to serve on the Task Force. Its members were specifically charged with:

- Conducting a high-level review of the City's current financial status and overall outlook,
- Exploring collaborative service delivery opportunities and cost-containment measures,
- Assessing existing City of Delaware service levels,
- Assessing the status of transportation and other capital investments made to date, and the outlook/plans for future Capital Improvement Program budgets.

Throughout the course of nine months, the Task Force members met bi-weekly to address these items, gathering information from the City Manager, Finance Director and staff, and officials from 10 city offices and departments. After review of financial information gathered through these meetings, the task force developed numerous recommendations within the categories of Fees for Services, City Efficiencies and Cost Reduction, and Economic Development. While all the recommendations could improve the financial health of the City of Delaware, the Task Force identified three key recommendations that will have a near-term and sustainable positive impact on the City's financial viability:

1. Increase the overall income tax rate to 2.25%, with no change in the current credit of 50% for tax paid to other cities.
2. Renew and restructure the current recreation levy of 0.15%.
3. Introduce soft billing for Emergency Medical Services (EMS) and examine the possibility for restructuring the current tax (0.7%) that supports Fire and EMS.

Perhaps the most important of these recommendations – increasing the overall income tax rate from the current 1.85% to 2.25% – has been echoed in another recent study. Economist Dr. Bill LaFayette made recommendations related to the tax rate and credit as part of a fiscal analysis of Delaware he developed for city officials in 2020.

In its work over the past nine months the Task Force has noted that Delaware residents receive a high level of services relative to other Central Ohio communities, while currently paying one of the lowest tax rates. However, as the city continues to grow this relationship is no longer sustainable. Task Force members strongly believe that the adoption of its recommendations, particularly the three key recommendations noted above, is critical to maintain current services and the high quality of life enjoyed by Delaware residents.

II. INTRODUCTION AND CHARGE OF THE TASK FORCE

On March 14, 2022, the Delaware City Council appointed nine residents of the city to serve on a Citizen Financial Review Task Force. The purpose is to undertake a high-level review of the City of Delaware’s current financial status and overall outlook and report back to the City Council. The Council adopted Resolution No. 22-18 which established the Delaware City Financial Review Task Force.

The task force was charged with the following responsibilities.

- A high-level review of the City’s current financial status and overall outlook
- Exploring collaborative service-delivery opportunities and cost containment measures
- Assessing existing City of Delaware service levels
- Assessing the status of transportation and other capital investments made to date and the outlook/plans for future Capital Improvement Program budgets

Membership. The 2022 Delaware City Financial Review Task Force was comprised of the following members:

Michael Guzzo, Chairman
Ben Kelly, Vice-Chairman
Jonathan Connar
Maura Donahue
Richard Hicks
Liz Owens
Zach Price
Lonny Ransaw
Brian Smith

Methodology

Given the high-level review suggested by the City Council and the time frame to complete the work, the Task Force worked from April to August every other week. During the months of September, October, and November the committee met weekly as needed. The meetings were held in the Executive Conference Room from 5:00 p.m. to 7:00 p.m. All meetings were conducted in sessions that were open to the public and video-recordings of the meetings were available on the City of Delaware website. Minutes were kept of each meeting and any information requested by a member of the Task Force was distributed to all members.

The initial sessions were devoted to fact finding. At the first meeting the Task Force received a book containing the current 2022 fiscal budget, prior year department budgets and actuals, and a copy of the current 5-year capital plan. Over this period the task force met with department directors and department heads to obtain in-depth analysis of the city's revenue sources, capital improvement needs, and expenditures.

The Task Force asked each Director/Department head to prepare a brief introduction to his/her department. Each department reviewed their current budget, prior year expenditure history, revenue sources including grants, staff requirements, and current and future capital and infrastructure needs. As the task force reviewed materials presented, members usually submitted requests for additional information. Staff would promptly provide responses by the next meeting.

Additionally, during the months of September and October the task Force divided into subcommittees (Fees for Services/Efficiencies and Economic Development) to develop final recommendations.

The Task Force schedule of meeting dates and city department presenters is shown in the chart below.

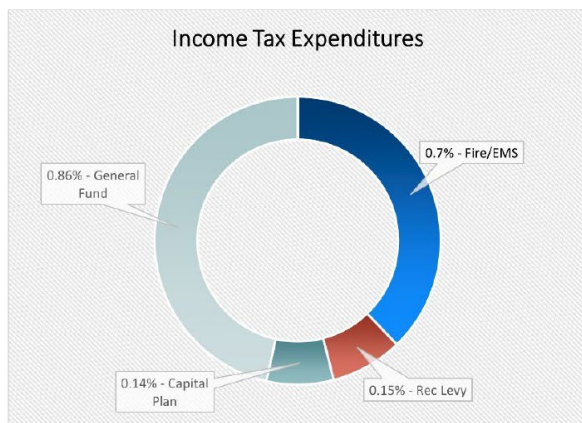
Meeting Date	Presenter
3/30/2022	Justin Nahvi, (former) Director, Finance
4/13/2022	Sean Hughes, Director, Economic Development
4/27/2022	Bruce Pijanowski, (retired) Police Chief John Donahue, Fire Chief Tim Pyle, Fire Captain Dana DePassio, Firefighter/Paramedic
5/11/2022	Bill Ferrigno, Director, Public Works
5/25/2022	Judge Marianne Hemmeter, Municipal Courts Justin Kudela, Municipal Courts
6/8/2022	Ted Miller, Director, Parks and Natural Resources
6/22/2022	David Efland, Director, Planning and Community Development
7/13/2022	Susie Daily, Director, Information Technology Blake Jordan, Director, Public Works
7/27/2022	Lory Johnson, Income Tax Administrator
8/10/2022	Task Force Meeting - City Finances, Budget, Capital Improvement Plan
8/17/2022	Task Force Meeting – Google document was created, group looked at neighboring cities income tax rates
8/31/2022	Task Force Meeting – Fund balance reviewed, changes were recommended and reviewed by the committee. Levy options were discussed.
9/14/2022	Task Force Meeting – Reviewed fees for service, economic development, and income tax rate changes.
9/28/2022	Task Force Meeting – Committee broke into groups to further delve into fees for service, economic development, and income tax rates.
10/05/2022	Task Force Meeting – Discussed suggestions for fees for service, economic development and income tax rates as a larger group
10/12/2022	Task Force Meeting – In depth discussion on task force recommendations.
10/19/2022	Task Force Meeting – Continued discussion on task force recommendations.
11/02/2022	Task Force Meeting – Worked on report
11/09/2022	Bill Lafayette, Ph.D., Regionomics presented
11/16/2022	Task Force Meeting – Worked on report
11/30/2022	Task Force Meeting – Worked on report
01/04/2023	Task Force Meeting – Worked on report
01/11/2023	Task Force Meeting – Worked on report

III. CITY OF DELAWARE FINANCIAL CONTEXT

The Task Force confirms that the city has managed the budget and reduced costs where needed without negative effects to City Services to residents. The City has maintained a conservative and lean budget but no longer collects sufficient revenues to maintain its existing infrastructure and extensive capital needs. As a result, the City's infrastructure is aging and needs repairs and maintenance. Soon, the City's revenues will also be insufficient to cover its General Operating Fund obligations.

The city continues to seek out grants for specific operating needs and has been very successful in receiving funds. The city seeks out infrastructure grants whenever possible. However, most infrastructure grants are specific, very competitive, and often may require matching funds. Grants are unreliable as a continuous source of revenue and insufficient to meet the City's extensive capital needs and ongoing maintenance.

The City's income tax level is currently 1.85% with 1.0% going to the General Fund for both operations and capital needs, 0.7% going to the Fire and EMS fund, and 0.15% going to pay off the debt associated with the construction of the community center, YMCA and other park improvements. Of the 1.0% of revenues going to the General Fund, 14% of this rate is allocated to the capital program. This equates to roughly \$2.5 million annually.



Income Tax

The City of Delaware has a 1.85% income tax.

- 0.7% is dedicated to Fire/EMS
- 0.15% is dedicated to the Recreation Facilities Debt
- 1.0% is dedicated to the General Fund
 - 0.14% of this is budgeted to the Capital Plan
 - 0.86% goes to the General Fund operations

*The 0.14% is not required to go to the CIP but has been the amount established for budgeting purposes.

The General Fund supports several operating departments. Police, Engineering, Planning and Community Development, Finance, City Manager's Office, Legal Affairs and Prosecutor's Office, Building Maintenance, Economic Development, Administrative Services and City Council are all solely supported by General Fund Revenues. The Public Works Divisions of Administration, Streets, Traffic and Airport, and the Parks divisions of Parks Maintenance, Swimming Pool, Concessions, Urban Forestry, Recreation, Programming and the Oak Grove Cemetery, are all operating divisions subsidized at least in part from the General Fund. Finally, the General Fund

supports transfers to the Capital Improvement Fund and reserve funds. The chart below outlines these budgeted expenditures for 2022.

	EXPENDITURES	2022 BUDGET	% OF BUDGET
General Fund Operating Departments	POLICE	11,082,869	37.76%
	ENGINEERING	2,362,832	8.05%
	PLANNING	1,788,869	6.10%
	FINANCE	1,743,716	5.94%
	CITY MANAGER	1,056,219	3.60%
	LEGAL AFFAIRS/PROSECUTOR	841,635	2.87%
	BUILDING MAINTENANCE	837,526	2.85%
	ECONOMIC DEVELOPMENT	701,797	2.39%
	ADMINISTRATIVE SERVICES	505,590	1.72%
	CITY COUNCIL	190,638	0.65%
Non-Operating	GENERAL ADMINISTRATION	866,000	2.95%
	INCOME TAX REFUNDS	675,000	2.30%
	RISK MANAGEMENT	349,600	1.19%
GF Subsidized Operating	STREETS	2,514,439	8.57%
	PARKS & REC	1,935,848	6.60%
	CEMETERY	92,449	0.32%
	AIRPORT	79,521	0.27%
Transfers	CAPITAL PLAN	1,572,684	5.36%
	GENERAL FUND RESERVE	75,000	0.26%
	ECON DEV RESERVE	75,000	0.26%
	TOTAL EXPENDITURES	29,347,232	100.00%

The task force reviewed the capital plan and determined the extent of delayed maintenance and lack of local resurfacing program. To address those needs, it was concluded that approximately \$5-6 million annually of locally generated funds (in addition to funds from outside sources, such as grant revenue) would be needed in the coming years to have a sustainable capital program.

Delaware City Council recently adopted the 2023 operating budget. While this budget once again reflected an increase in income tax revenues as citizens continue to work from home and adjust their withholdings accordingly, the structural imbalance the Task Force identified

remains. As seen below, city budget projections reflect a negative general fund balance by 2026, and significantly higher negative fund balances in both 2027 and 2028.

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Fund Balance - Jan 1st	\$ 10,323,009	\$ 10,323,009	\$ 7,226,123	\$ 2,624,821	\$ (2,427,866)	\$ (7,957,878)
General Fund Revenues	\$ 34,742,367	\$ 34,849,926	\$ 34,532,757	\$ 35,286,811	\$ 36,060,187	\$ 36,853,388
General Fund Expenditures	\$ 34,742,367	\$ 37,946,812	\$ 39,134,059	\$ 40,339,498	\$ 41,590,199	\$ 42,888,373
Unexpended Fund Balance - Dec 31st	\$ 10,323,009	\$ 7,226,123	\$ 2,624,821	\$ (2,427,866)	\$ (7,957,878)	\$ (13,992,863)

These numbers are driven in part by capital needs previously mentioned, the reinstatement of city recreation activities that were eliminated during the COVID-19 pandemic, and the subsidy that has been required to provide municipal court operations for the first time in decades.

In addition to these needs, the task force reviewed operations and which departments needed additional staffing to maintain service levels as the City grows. Just over \$1.8 million annually would be required to fund additional needed personnel in the Police, Planning and Community Development, Parks and Natural Resources and Public Works departments.

There has been a significant decline in revenue in the Municipal Courts in recent years. Court officials attribute this decline to several factors, including a significant decrease in traffic enforcement cases, as well as a shift in policing methods which has diverted some offenders away from case disposition through the court system. Another factor is the general impact of the recent COVID-19 outbreak, which has reduced the number of drivers on the road for much of the past three years. These factors have served to reduce the number of cases being processed through the court system, resulting in a reduction in revenue collected by the court through fines and penalties when cases are settled.

While decreases in traffic cases have reduced court revenue, they do not correspondingly cause a reduction in primary court costs, which are wages and benefits. There also are significant capital needs related to space at the Justice Center that will soon be required. There has been a significant decline in revenue but no corresponding reduction in expenses. In 2022, the courts received \$700,000 in American Rescue Plan Act funds to cover revenue losses because of COVID-19. The 2023 budget proposes an additional \$500,000 of ARPA funding and a General Fund transfer of \$815,000 be made to the Municipal Court Fund to cover the operations gap. It is very unlikely further ARPA funding will be available for the 2024 budget, requiring an even greater General Fund allocation to this department.

Two other departments partially relying on transfers from the general fund are the Delaware Municipal Airport and Oak Grove Cemetery. These funds are special revenue funds because they can operate in a business-like manner and create some revenues through user fees and charges for services.

City officials initiated discussions in 2020 to develop a clearer picture of Delaware's financial health as the severity of its financial situation and the growing imbalance of available revenues to expenditures became more apparent. Regionomics, an area firm specializing in econometric modeling, was selected to develop a detailed fiscal analysis of the City of Delaware and assess its long-term financial stability. The study, authored by owner and economist Bill LaFayette, Ph.D., was released in the fall of 2022. Among the key findings was that the number of persons employed within the limits of Delaware city is expected to increase by approximately 5,000 persons between 2019 and 2035.

Considering the city's financial situation and projected negative fund balance, the Task Force evaluated alternatives related to both reducing city expenditures and raising additional, new revenue. As its first step, it examined three specific areas: 1) city operations generating fees for service, 2) opportunities for city departments to increase efficiencies or reduce costs, and 3) possible strategies to increase the city's economic growth. These areas are further described in the section below.

IV. ANALYSIS AND RECOMMENDATIONS REGARDING FEES FOR SERVICES

The task force examined several city services where an increase in fees could improve revenue for operating activities. In general, increasing fees for services allows for more rapid infusion of additional revenue to support operations. Specific areas explored included services where revenue could be easily increased and where a given service is currently subsidized by the general fund.

Enterprise Funds

Enterprise funds are established for departments that have a fee to generate revenues and designed to be self-sustaining. Examples of these include water, sewer, storm water, refuse and the Hidden Valley Golf Course. On an annual basis revenue, operating expenses and capital expenses are reviewed and user rates are determined. Should rates need to be adjusted, this is done *via* legislation by City Council. The Task Force reviewed these funds and determined they are well managed. The planning process for these funds is important due to capital projects which are high cost but infrequent in nature.

Fee Review Process

While utility rates are reviewed annually as part of the budget process, fees and permits do not have such a schedule. As such, the task force recommends a standardized internal review schedule for other city service fees. This could be yearly across the city, or on rolling 2–3-year schedules. Additionally, the task force recommends having a consultant review every 5-7 years. Having these reviewed internally and externally regularly will ensure the city stays consistent, competitive, and that operating expenses and revenues do not get significantly out of order.

Parking Fees and Violations

The task force explored the current rates for parking in Delaware and the cost of parking tickets, the possibility of using plate readers, parking apps (mobile phone apps), and the costs of parking enforcement. It was clear that the cost to replace physical meters was far greater than the parking fees that would be collected through the physical meters.

Due to the failing infrastructure of the meters – 176 of the 324 total meters were either failing or inoperable, as of January 2023 - and the high cost of replacement of physical meters, the task force recommends that the city move to “app only” parking fees with plate reading enforcement and increasing the geographical areas in Delaware that are served by internet parking zone application. While the associated cost is estimated to be \$30,000, this represents the most cost-effective way to address current and future parking revenue and capital costs. Benefits include variable rate parking, prime parking rates, event specific parking, no physical infrastructure costs, and expanded capabilities for permitting. The task force also recommends increasing street and lot parking fees and fines to make parking operations closer to if not fully self-funded as well as offset some of the lot maintenance.

Municipal Court Operations

The task force discussed the upcoming necessary general fund increase to support the Municipal Court. The task force was informed by Judge Hemmeter that the court reviewed and raised certain fees where it was felt necessary, effective early in 2022, which brought Delaware Municipal Court in line with statewide averages for court costs. Additionally, communications were shared from the Ohio Supreme Court stating court fees cannot be raised simply to generate revenue. Courts have not recently required a transfer, relying on their Special Revenue Funds and more recently federal ARPA awards for operational costs, but moving forward transfers from the general fund will be necessary. In coming years, the additional funds needed to support the court may exceed \$1.5M.

We recommend that the City charge back to townships the costs incurred for processing their cases. Although this dollar value is small in comparison to the overall anticipated deficit, the task force recommends that all avenues such as this be pursued to recover costs.

Refuse and Recycling Program

The task force was informed that rates are reviewed yearly during budget season. Current operations are sufficiently covered by revenue for residential services, and the city is considering changes to commercial services to solidify the finances of these services. Given current quality of service and without any general fund relief gained by privatization of this city service, the task force recommends no significant changes.

Events and Cost Recovery

The task force inquired about the potential for charging for events, primarily to recover expenses incurred due to security, refuse handling, and other city services prior, during, and after private and public events. Recognizing that many events have public benefit, such as bringing people into the downtown area and/or recognizing significant anniversaries or groups worth celebrating, the task force recommends evaluating cost recovery options for privately sponsored events including the potential for building some of those costs into the permitting fees.

In addition to the existing types of events that are put on within the city, the task force recommends pursuing sporting events and tournaments at existing parks and developing a city or privately owned property into a sports park for regional and tournament events, as well as identifying or establishing property for the development of a city entertainment district.

Oak Grove Cemetery

After over one hundred years of ownership and operation, on September 27, 2012, the Oak Grove Cemetery Association's Board of Directors held a meeting and determined, due to financial constraints, the cemetery association would need to dissolve. State law requires that when a cemetery association discontinues operation of a cemetery, the city in which the cemetery is located becomes responsible for the ongoing operation and upkeep of the cemetery. In accordance, effective November 1, 2012, the City of Delaware became responsible for operating and maintaining Oak Grove Cemetery.

The cemetery represents a financial challenge, but also is a city asset and provides a necessary service for the community. Thus, the task force recommends exploring cost saving measures such as outsourcing maintenance and groundskeeping, as well as continuing the city's efforts to implement high-cost recovery options for patrons.

Delaware Municipal Airport

The city's airport is well-run operationally, but it is financially challenged and has required a small annual financial subsidy from the general fund. The airport represents a significant economic opportunity for the city. The task force recommends the city engage with Delaware County officials to explore the process by which a joint venture could be formed to establish a Port Authority in conjunction with Delaware County. These efforts could reduce or potentially eliminate the subsidy that is required to operate the airport. We also recommend that the city explore increasing fees for service for those who utilize the airport.

V. ANALYSIS AND RECOMMENDATIONS REGARDING EFFICIENCIES AND COST REDUCTION

The task force reviewed opportunities for reductions in operational expenditures; however, it felt significantly cutting city expenditures would be insufficient to meaningfully address its growing budget problem. Many expenditure reductions would provide only short-term "one-time" savings that are not ongoing. Extensive cuts to balance the budget and meet capital needs would have a significant impact on public safety, the quality of services offered to residents, and the staffing required to provide these services. In addition, there is a great likelihood that expenditure reductions would be offset by inflationary pressures soon.

Grants

The city's departments have been very successful in applying for and receiving grants for capital needs, such as equipment purchases and infrastructure improvements. It should be noted that grants do not typically exist to support annual operating and maintenance activities. The task force explored the idea of centralizing grant writing efforts through the creation of a position that would support grant writing for all departments; however, it was determined that it was not feasible due to the technical knowledge needed within each department. The task force supports continued efforts to seek out grant opportunities when available.

Outsourcing and Privatization Through Attrition

The task force discussed outsourcing, not only in the context of a means to reduce expenditures but also as retirements and resignations occur for positions that are challenging or expensive to replace. While there are departments that currently outsource specific projects, the task force recommends further exploration for planning and inspections, in addition to studying how other communities utilize this strategy.

Health Insurance Plans

The task force explored opportunities to reduce healthcare costs to the City but due to collective bargaining units, it was determined this is not currently feasible. As contracts are renegotiated, the City should continue to update language to allow for more plan options, wellness incentives and increased opt out payments.

Public/Public Partnership Spending and Resource Utilization

The task force sees significant opportunities for reducing operational and capital costs and the potential increased revenue in public/public partnerships. As such the task force recommends increasing communications with other municipalities to identify opportunities for cost savings and increased purchasing power of bulk goods without state bid pricing. Additionally, the task force recommends identifying city assets which may be attractive for use by other regional government departments as well as investigate if there are high-cost low-use resources available elsewhere that may be more cost effective to utilize rather than build or purchase.

VI. ECONOMIC DEVELOPMENT OPPORTUNITIES

The task force devoted significant energy to conversation and exploration of strategies designed to enhance the economic base of the City of Delaware. These initiatives generally have a longer time horizon and, in many cases, require investment of funds; however, their impact on the city's future competitiveness and financial sustainability renders them essential. The task reviewed the City's Economic Development Plan, Comprehensive Plan, and Downtown Delaware Vision Plan, as well as the Regionomics Fiscal Analysis that includes development strategies and recommendations. Below are some of the strategies the task force focused on as most essential for further review and implementation. The task force recommends near-term implementation of the objectives outlined in the comprehensive plan. We believe that these initiatives will drive long term economic growth for the city, and we support continued investment. Specific items discussed and recommended by the task force are outlined below:

Target incentives for new mixed-use and infill development within downtown district

The downtown district is loosely defined and outlined in the Downtown Delaware Vision Plan and includes the riverfront, near east side, and south Sandusky Street corridor. Mixed use and high-density development have the tendency to result in increased property values and reduced financial burden on local municipalities by capitalizing on existing infrastructure. Additionally, mixed use development may incorporate various housing price points. According to the Regionomics presentation, higher priced housing subsidizes the cost of

affordable/attainable/low-income housing; however, lower priced housing is critical to supporting retail, restaurant, lodging and lower wage jobs. Housing options incorporated into urban developments can be more attainable by low wage salary workers when there exists necessary amenities and work opportunities within a walkable environment with less reliance on private transportation and longer commute times. New developments of scale provide the opportunity to incorporate exciting new uses that would not otherwise be economically feasible to construct within a historic structure or permitted by local building codes. Such uses may include farmers markets, arcades, bowling alleys, outdoor concert pavilions or other entertainment venues.

Encourage public and private partnerships using allowable economic development entities

- Explore public/private partnerships through not-for-profit entities such as a Community Investment Corporation (CIC). A CIC may engage in land acquisition or development in circumstances that may not be feasible for either the private sector, often due to economic obstacles, or the public sector due to extensive regulatory processes.
- Explore the possibility of a downtown Special Improvement District (SID) and implementation of priority projects outlined in the Downtown Delaware Vision Plan.
- In addition to items set forth in the comprehensive plan, we also suggest the following:
 - a. Foster Start-ups and the arts.
 - b. Consider maintaining and/or increasing the financial investment over the next three years in the partnership with Delaware County and Ohio Wesleyan University to allow for the hiring of a full-time director for development of Entrepreneurial Center with defined responsibilities and outcomes.

Invest in expansion of entrepreneurial resources.

Professional or administrative resources and training may be provided to start-up businesses to support, foster, and grow start-ups and supplement needed skills of entrepreneurs. Currently the Entrepreneurial Center incubator space is full and may not continue to suit the city's needs in the future. Begin to plan for additional space for future expansion for startup incubator space. It is important that incubator space be short-term or limited in terms of rent subsidies. Subsidized rent competes with private sector owners/investors attempting to lease small downtown office spaces by reduction of market rates and downtown property values. Charge the economic development team to figure out these details and create an overall plan for an ecosystem for new businesses and collaborate with the director of the Entrepreneurial Center for implementation.

Study possibility for developing Delaware as a thematic "District"

The task force recommends that the city administration engage in a study of other cities that have attracted “district” (arts, riverfront, entertainment, etc.) tenants through nationwide recruitment and provision of tax breaks or other incentives (i.e., artists relocating to Paducah, KY, for establishment of “arts district”). What are other communities doing to carve out an identity and attract residents and businesses to those communities? Leverage the existing assets that make Delaware unique such as recreational opportunities and a small hometown sense of place. Marketing a specific district should be studied carefully to not create confusion and increased focus on a specific area versus the overall downtown.

Showcase Delaware as home for boutique manufacturing related to technology, innovation, and automotive/motor sports

Delaware has already invested in creating a reputation tied to automotive and motorsports. Focus branding and marketing outreach to highlight existing assets related to the automotive industry and the potential motorsports park and proving grounds. Try to capture suppliers to Marysville Honda or Dayton. This could include efforts to capture primary, secondary, and tertiary suppliers.

Targeting Growth-Sector businesses to locate in Delaware:

In addition to boutique manufacturing related to the automotive industry, we recommend that the city explore establishing designated locations for “growth sector businesses,” such as a medical campus and regional education campus. In addition, the city could provide economic incentives for emerging future tech (i.e., green energy, biofuels, battery storage, etc.).

Explore partnerships with primary and higher education to enhance quality of life in Delaware and support the workforce.

We recommend that the city explore partnerships with primary and higher education institutions to establish an early learning and child care development center, staffed by students majoring in Early Childhood Education and /or Child Development at those institutions, as a means to market city to potential employers and relocating employees; public/private partnerships; necessary service to support workforce development and to enhance the quality of life in the Delaware community to support economic growth.

Activate and implement recommendations from Comprehensive Plan and Downtown Vision Plan

The city has already invested greatly in the development of a Comprehensive Plan and the Downtown Vision Plan. The task force recommends that Delaware continue to explore those recommendations; however, we wish to highlight the following that could serve to catalyze economic growth within the City.

- Support Joint Economic Development Districts (JEDDs) where appropriate. *Action B.7.5 of Delaware Together Comprehensive Plan*
- Encourage infill and redevelopment in the Riverfront, Near East Side and South Sandusky Street Focus Areas. *Objective A.15 of the Delaware Together Comprehensive Plan* and listed as priority projects in the Downtown Vision Plan.
- Focus new development to the Southeast, Southwest and portions of the Far East Focus Areas. *Objective A.16 of the Delaware Together Comprehensive Plan*
- Develop a local incentive program for green energy. *Action E.8.2 of the Delaware Together Comprehensive Plan*

Identify and collaborate with Intel suppliers (aka “the followers”)

Establish a volunteer commission of private and city business staff/leaders to study and identify possible special needs or niche supplies for the announced Intel development. This work would necessitate that Delaware remove obstacles to enhance the attractiveness of Delaware for new businesses.

To that end, the task force recommends that the city devote staff time to developing a strategy to result in specific actions necessary to attract and support these “follower” businesses, and that the City develop a coordinated plan with the State of Ohio and Delaware County for contacting the followers and showing them how Delaware can support their businesses.

VII. CAPITAL PLANNING and DEFERRED MAINTENANCE

Unlike the city’s general operating budget, which includes year-to-year expenditures for personnel, supplies, fees for services, debt service and equipment generally with a useful life of 5 years, a portion of the annual city budget is also used to fund its capital needs. Capital improvement projects are generally large in scale, require significant investment of money, and have a long-term useful life.

A city’s capital improvement projects are projects that acquire, develop, improve or maintain various facilities, infrastructure or equipment. Examples could include building or bridge construction, renovation, or repair; construction of or improvement to playgrounds and parks; street and sidewalk resurfacing and repair; and street light installation. Unlike year-to-year general operating costs, they represent a city’s long-term investments in the community.

A total of 14% of the City of Delaware’s General Fund income tax dollars fund the city’s capital improvement needs annually. However, this total is (and has been) insufficient to address the

growing capital needs of the City – its aging infrastructure, maintenance needs for facilities and parks, and other new projects necessary to meet the demands of a growing community and its residents.

This has resulted in the City delaying needed capital projects. While these delays have temporarily reduced the city’s resource needs, they have only postponed work and created significant backlogs of important projects, making them more difficult and expensive with each year of delay.

Nowhere is this more evident than with the city’s transportation infrastructure. Per the [2022 Pavement Condition Report](#), the City of Delaware maintains 192 miles of local, connector and arterial streets - a network that is growing at a rate of about 3 miles annually. City officials estimate they require approximately \$4.2 million annually for a sustainable street resurfacing program, with an additional \$4.3 million for maintenance and repair, in total funds from local and grant sources. At this time, however, annual gas tax and license fees revenues provide \$2.87 million for these activities, leaving approximately \$5.6 million needed from grant and general fund sources.

But because of the structural imbalance that exists between the city’s capital needs and the resources to pay for them, Delaware has for years been unable to address its street needs in a timely manner. As a result, of the 167 miles of city streets maintained solely by the City, 56 miles or 34% of the public streets are currently rated as “poor” – a rating that officials say should not exceed 6% of a city’s street network at any one time.



POOR

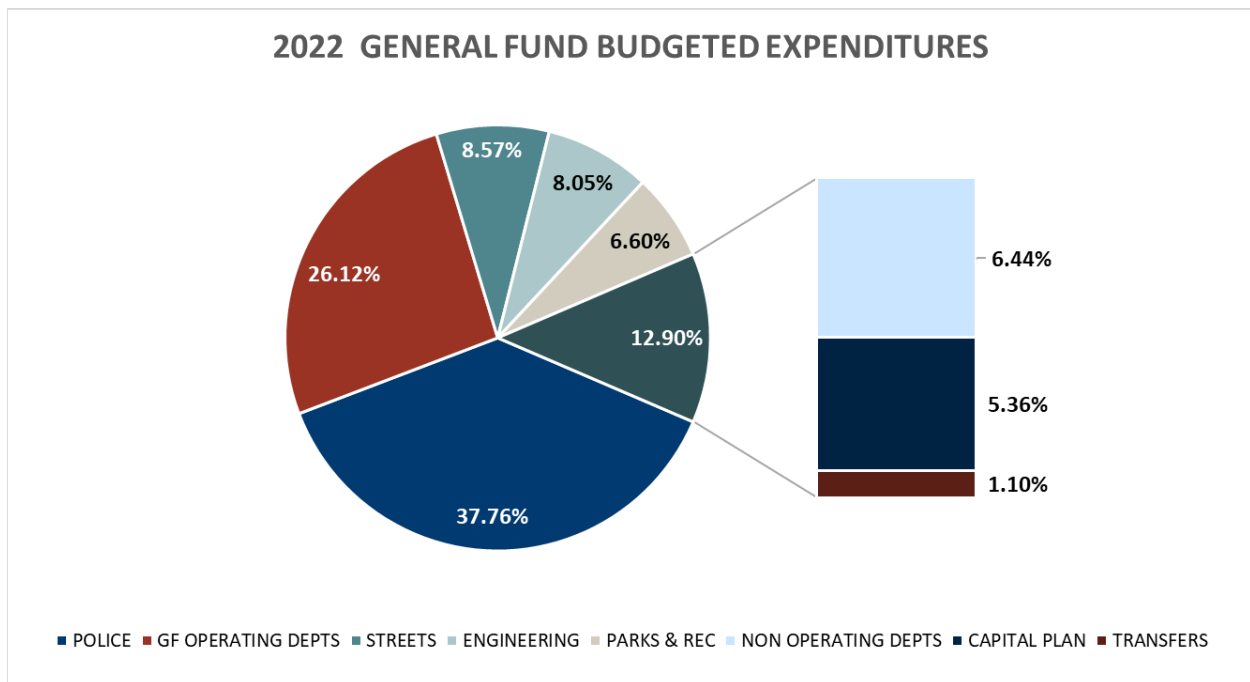
- Moderate to heavy amounts of cracking
- Minor to moderate structural deficiencies
- Repairs in areas are required
- Asphalt binder failing/light raveling
- Potholes begin to form
- Preservation treatments no longer extend the pavement life

Historically, gas taxes, license fees and general fund grant revenue have been used to fund street resurfacing, maintenance and repair. But annual combined gas taxes and license fees cover only about one-third of Delaware’s estimated street maintenance needs. In addition, reductions in funding available from the State of Ohio and changes to the state’s Community

Development Block Grant Program have put further strain on the city’s ability to provide adequate street funding.

The committee recognizes that additional new revenue is needed to prevent further delay in addressing this – and other – types of important capital improvement projects. Absent this additional revenue, Delaware risks a larger backlog of necessary projects, further increasing their eventual price tag, reducing the quality of life for its current residents, and making it more difficult for continued economic development.

The income tax allocation for capital projects represents approximately 7.6% of the total city income tax dollars collected, while Fire/EMS represent approximately 37.8%, recreation 8.1%, and the remaining 46.5% of income tax revenues are used to support all remaining general fund and general fund subsidized departments. Therefore, the task force recommends Council consider new revenue via an overall income tax increase in conjunction with rebalancing overall expenditures, inclusive of Fire/EMS and recreation to provide flexibility in deploying funds where needed most in coming years.



VIII. INCOME TAXES AND CITY SERVICES

The Task Force spent an entire meeting learning the details of the income tax rate and the income tax credit¹ from Tax Administrator Lory Johnson. They utilized tax calculators that modeled the impact on revenue that would result from changes in the stated tax rate and changes to the credit that residents receive for tax paid to other cities. Because 78% of resident taxpayers work outside of the City of Delaware, a change in the credit offered for tax paid to other cities has a significant impact on city revenue. As part of the analysis, the task force members examined the impact on “full tax burden” paid by citizens of Delaware that would result from changes in the tax rate and changes in the credit.

COMPARISON OF FULL TAX BURDEN BY MUNICIPALITY

Rank	City	Population	Area (sq mi)	Median Income	Income Tax Rate	Credit for Taxes Paid Other Cities	City Income Tax on \$75,000	Property			Tax/Fee Burden
								Taxes to the City**	P/T Fire Levy**±	Utilities##	
1	Reynoldsburg	41,050	11.16	\$ 65,623	2.50%	100.00%	\$ 1,875	\$ 42.67	\$ 887.56	\$ 189.45	\$ 2,995
2	Gahanna	35,440	12.43	\$ 89,945	2.50%	83.30%	\$ 1,875	\$ 147.12	\$ 665.91	\$ 165.24	\$ 2,853
3	Hilliard	36,892	13.17	\$ 102,283	2.50%	100.00%	\$ 1,875	\$ 97.80	\$ 529.85	\$ 167.73	\$ 2,670
4	Grove City	41,787	16.2	\$ 77,865	2.00%	100.00%	\$ 1,500	\$ 214.51	\$ 734.03	\$ 158.13	\$ 2,607
5	Grandview Heights	8,253	1.33	\$ 93,367	2.50%	100.00%	\$ 1,875	\$ 445.50	\$ -	\$ 152.40	\$ 2,473
6	Westerville	38,862	12.47	\$ 92,287	2.00%	100.00%	\$ 1,500	\$ 831.57	\$ -	\$ 123.98	\$ 2,456
7	Upper Arlington	36,295	9.84	\$ 124,688	2.50%	100.00%	\$ 1,875	\$ 348.13	\$ -	\$ 151.20	\$ 2,374
8	Worthington	14,564	5.54	\$ 105,373	2.50%	100.00%	\$ 1,875	\$ 306.20	\$ -	\$ 167.73	\$ 2,349
9	Dublin	49,085	24.44	\$ 138,372	2.00%	100.00%	\$ 1,500	\$ 207.36	\$ 406.37	\$ 171.20	\$ 2,285
10	New Albany	10,854	11.56	\$ 200,580	2.00%	100.00%	\$ 1,500	\$ 118.75	\$ 450.65	\$ 179.12	\$ 2,249
11	Lancaster	40,763	18.84	\$ 44,794	2.20%	57.14%	\$ 1,650	\$ 359.90	\$ -	\$ 145.44	\$ 2,155
12	Powell	14,286	4.93	\$ 159,368	2.00%	100.00%	\$ 1,500	\$ 107.27	\$ 309.20	\$ 112.54	\$ 2,029
13	Delaware	42,814	18.95	\$ 74,130	1.85%	50.00%	\$ 1,388	\$ 173.58	\$ -	\$ 89.48	\$ 1,651
14	Marysville	26,223	16.27	\$ 79,016	1.50%	0.00%	\$ 1,125	\$ 219.53	\$ -	\$ 164.18	\$ 1,509
15	Sunbury	7,344	3.28	\$ 80,663	1.00%	0.00%	\$ 750	\$ 88.34	\$ 257.96	\$ 140.12	\$ 1,236

** Based on a \$200,000 home

± Fire Levy attached to property tax because a neighboring Township fire department provides the protection.

Based on family of 4 for Franklin County Cities and 8ccf for Delaware and Union County Cities

Delaware is actual average bill for over 11,300 residents.

The above chart shows that Delaware residents pay one of the lowest totals in “full tax burden” compared to 14 other nearby and/or similar municipalities. In a related comparison, the task force also examined the range of services that residents in these municipalities receive for their tax contributions. Here, Delaware ranked at the top of the list, exceeding all communities (tied with Lancaster) in the number and types of services that resident tax dollars provide. This comparison strongly suggests that the city has provided a full range of services at a lower “tax cost” per resident, compared to other Central Ohio communities.

¹ The City of Delaware tax credit provides a partial credit to taxpayers for income tax paid to other cities. The credit is the lesser of 50% of the tax paid to the other city, or 0.925% of the income taxed by the other city and Delaware.

COMPARISON OF SERVICES OFFERED BY MUNICIPALITY

City	Fire	Solid Waste			Water	Sewer	Electric	Cemetery	Airport
		Trash	Recycling	Yard Waste					
Delaware	Y	Y	Y	Y	Y	Y	N	Y	Y
Lancaster	Y	Y	Y	Y	Y	Y	Y	Y	N
Marion	Y	Y	Y	Y	N	Y	N	N	Y
Grandview Heights	Y	Y	Y	Y	N	N	N	Y	N
Westerville	Y	N	N	N	Y	Y	Y	Y	N
Marysville	Y	N	N	Y	Y	Y	N	Y	N
Newark	Y	N	N	N	Y	Y	N	Y	N
Worthington	Y	N	N	N	N	Y	N	Y/N	N
Upper Arlington	Y	N	N	N	N	N	N	N	N
Dublin	N	N	N	N	N	N	N	Y	N
Grove City	N	N	N	N	N	N	N	N	Y
Powell	N	N	N	N	N	N	N	Y	N
New Albany	N	N	N	N	N	N	N	Y	N
Sunbury	N	N	N	N	N	N	N	Y	N
Reynoldsburg	N	N	N	N	N	N	N	N	N
Hilliard	N	N	N	N	N	N	N	N	N
Gahanna	N	N	N	N	N	N	N	N	N

After much review and discussion, the Task Force recommends a three-pronged approach to restructuring the City of Delaware income tax. First, the overall tax rate should be increased to 2.25%, with no change in the current credit of 50% for tax paid to other cities. The anticipated impact of this change is to bring an additional \$6.33M of revenue to the city, assuming the population mix remains unchanged.

The second aspect is to introduce soft billing for Emergency Medical Services (EMS)², which could result in revenue to the City of \$1 million. Delaware County, and Concord, Liberty, Orange, Genoa, and Harlem townships in Ohio already have implemented soft billing through a contracted third-party. The Task Force recommends that City Council and City officials implement soft billing and examine the possibility for restructuring the current tax (0.7%) that supports Fire and EMS so that the revised tax levy allows funds generated from this tax to support other important services, such as the Police Department.

The third aspect of the recommendation is to renew and restructure the current recreation levy of 0.15%. The \$2.3M in revenue that is associated with the 0.15% levy is currently being used to pay for debt service related to Parks & Recreation, and the debt will be paid off in 2025. The task force recommends that the levy be renewed, and that the scope of approved uses of

² Soft billing for Emergency Medical Services refers to the process by which the City would enter into a contract with a third-party that would bill the insurance plans (including Medicare, Medicaid, and private insurers) of individuals who were transported by City of Delaware EMS. Individuals without insurance would not be billed for EMS transport, as is the current situation. This is called “soft-billing” for EMS in the insurance industry.

funding be broadened to include both operating and capital expenses. This would result in no increase in new taxes for taxpayers, as the revised levy would replace an existing levy.

These actions can be implemented more quickly than some of the important, but longer-term initiatives related to business development. As a result, these items will have a more immediate impact on reducing the anticipated budget deficit.

IX. SUMMARY OF KEY RECOMMENDATIONS AND CONCLUSION

In summary, although many recommendations were considered to improve the financial health of the City of Delaware, the Task Force identified three key recommendations that will have a near-term and sustainable positive impact on the City's financial viability:

1. Increase the overall income tax rate to 2.25%, with no change in the current credit of 50% for tax paid to other cities.
2. Renew and restructure the current recreation levy of 0.15%.
3. Introduce soft billing for Emergency Medical Services (EMS) and examine the possibility for restructuring the current tax (0.7%) that supports Fire and EMS.

The task force agrees that these recommendations must be operationalized to maintain the current levels of service that residents enjoy. Dr. Bill Lafayette's fiscal analysis suggests that the anticipated influx of new city residents and Delaware's projected employment growth in the coming years may exacerbate the coming deficits. This is, in part, due to the infrastructure and maintenance investments required to establish necessary housing as well as the street network used by both the local workforce and those traveling through Delaware.

As an example, Intel Corporation's announced investment in a \$20-billion manufacturing hub, expected on-line in 2025, is only a 45-minute drive from Delaware. The city is poised to attract thousands of permanent and temporary Intel employees, as well as numerous indirect suppliers important to the company and its workforce. Failure to provide the necessary city infrastructure and services risks Delaware's ability to capture these workers and company suppliers, relative to the efforts that will surely be made by other nearby cities and counties.

Delaware must plan now for this projected growing workforce by making necessary investments in infrastructure, closing the anticipated (and expanding) annual deficit, and addressing the current backlog of important capital projects. Failure to do so jeopardizes Delaware's ability to remain competitive and capitalize on economic opportunity.

The task force urges the city and the residents of Delaware to support and implement the recommendations contained herein. By doing so, our city can continue to offer essential services that enhance the quality of life for Delaware residents now and for the future.

X. ACKNOWLEDGEMENTS

The Task Force would like to recognize and thank the following city staff members and department heads for their support and contributions to the Task Force. Special thanks to members of the City Hall staff who attended every meeting and provided the Task Force with unlimited resources and data.

Tom Homan – City Manager

Alycia Ballone – Director of Management, Budget & Procurement

Rob Alger – Finance Director

Elaine McCloskey – City Council Clerk

Kim Gepper – Executive Assistant / City Manager’s Office

Sean Hughes – Economic Development Director

Bruce Pijanowski - Police Chief (Retired)

John Donahue – Fire Chief (Former)

Tim Pyle – Interim Fire Chief

Dana DePassio – Firefighter/Paramedic

Bill Ferrigno – Public Works Director/City Engineer

Marianne Hemmeter – Judge Municipal Court

Justin Kudela – Courts Administrator

Ted Miller – Director of Parks and Natural Resources

Dave Efland – Planning and Community Development Director

Susie Daily – Information and Technology Director

Blake Jordan – Public Utilities Director

Lory Johnson – City Tax Administrator

EXHIBIT A

PUBLIC COMMENT

Submission #	2208844
IP Address	74.140.52.165
Submission Recorded On	01/26/2023 3:21 PM
Time to Take Survey	5 minutes, 45 seconds

Page 1

Public Comment Form

A nine-member Financial Review Task Force approved by City Council to examine the city's financial outlook and fiscal challenges has released its draft findings. The City of Delaware is accepting public comment on the report until 5 pm on Feb. 22. Following the public comment period, any needed changes will be made to the document, and it will be presented to City Council for adoption.

Name

Nick Marron

Address

194 Devon Rd
Delaware OH 43015

Phone

(740) 815-0578

Email

nick_celebrity@yahoo.com

Public comment

Del Co. is turning into a strip mall of houses & congestion. 1 plot of land broken up into 500 homes, roads and street lights need added every block. Half of downtown stores sit vacant. 22% increase for the average family will be rough. Businesses will think twice of starting up here. Coughlins Crossing (or whatever it is, has sat 80% dirt for years now. Thank god we got rid of that neighborhood. There's no way T-Mobile and others couldn't have gone across the street where there's openings, or downtown.

Optional Attachment

****SKIPPED****

Submission #	2207571
IP Address	135.84.85.170
Submission Recorded On	01/25/2023 11:25 PM
Time to Take Survey	7 minutes, 42 seconds

Page 1

Public Comment Form

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Name

Brandon Plott

Address

47 High Street
Delaware OH 43015

Phone

(614) 507-8431

Email

plott691@gmail.com

Public comment

I would like to see more money allocated towards fixing our roads, alleys and side walks. Just under 3% annually is pitiful considering how fast our city is growing. I live on High Street and my back alley may as well be a gravel trail. When you report it to code enforcement, all the city does is throw down hot tar that comes up in a week. It's more than embarrassing to have people over and see what a mess the alley is. And it's not just my alley, is all over the city. The sidewalks on the north side of London Road flood everytime it rains. There is a lot of for traffic in this area. This stuff needs fixed. How do you expect more people to want to live here if our inner city is decaying? We are only as strong as our weakest link.

Optional Attachment

SKIPPED

Submission #	2214722
IP Address	23.245.204.52
Submission Recorded On	01/30/2023 11:37 AM
Time to Take Survey	7 minutes, 11 seconds

Page 1

Public Comment Form

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Name

Guthrie Weinschenk

Address

26 Elmwood Dr.
Delaware OH 43015

Phone

(715) 680-1207

Email

gu3miles@gmail.com

Public comment

Just increase taxes and pave the roads. There's a lot of hand-wringing, but coming from Chicago, Delaware is very efficiently run. It'd be one thing if taxes were high, and the money was not being efficiently spent. I feel like compared to other cities, tax money here is very efficiently spent, and the city is well run. I want to live in a city without potholes. Just increase the taxes and pave the roads. It's painful to do, but it is a simple solution. One other small comment, I read the report on the future budget shortfalls, and I disagree with the model's prediction of Delaware population growth. It really tails off, and they assume I think like 3000 more people in another decade. Just between all the new subdivisions that are being built right now that's already another 3000+ people in the next two years, and there is other land for sale that will become more subdivisions. There is going to be a ton of population growth that will make the economics look less dire with the city income tax. I am curious what the numbers look like with a more robust model of population growth.

Optional Attachment

****SKIPPED****

Submission #	2230052
IP Address	23.245.199.239
Submission Recorded On	02/06/2023 6:03 PM
Time to Take Survey	18 minutes, 49 seconds

Page 1

Public Comment Form

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Name

Robert Ballentine

Address

130 Crescent Valley Court
Delaware OHIO 43015

Phone

(614) 516-8322

Email

robert.ballentine10@gmail.com

Public comment

Municipal Court is receiving less revenue but has increased expenses. These expenses need to be reduced, most likely through reduction in staff, which clearly isn't necessary at its' current level. What other measures are being taken on a departmental level to reduce expenditures? Typically government entities are penalized for not spending their annual budgets, which results in unnecessary spending to preserve future budget levels. There should always be an incentive for departments to use less than their budget- I would hope this is already a practice in Delaware. A small percentage of residents benefit from the airport, therefore get rid of it unless it operates in the black. Delaware needs a very aggressive strategy to attract businesses to the city that will provide good paying jobs and increased tax revenues. The goal should be that Delaware sets the standard here for the state of Ohio, and if we're not the very best at this, then we have work to do. This is incredibly important . I would like to see Delaware seeking best practices from other cities that can be implemented across the board in every department within the government, to improvement revenues and lower expenses. Thanks

Optional Attachment

****SKIPPED****

Submission #	2230638
IP Address	172.58.144.104
Submission Recorded On	02/07/2023 4:43 AM
Time to Take Survey	3 minutes, 38 seconds

Page 1

Public Comment Form

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Name

Martin Smith

Address

192 Old Colony Dr
Delaware OH 43015

Phone

(614) 256-6638

Email

rocky425@yahoo.com

Public comment

As I read through the report I did not see anywhere in it that you account for the new residents paying the 1.85% of the income tax. If you are planning on all these new residents then you have to account for the income and not just the expense. I would like to see more focus on cuts. Maybe get real business people on the board to look for cuts.

Optional Attachment

****SKIPPED****

From: [Delaware, OH](#)
To: [CMO; Elaine McCloskey](#)
Subject: *NEW SUBMISSION* Public Comment
Date: Tuesday, February 14, 2023 7:01:11 PM

Caution! This message was sent from outside your organization.

Public Comment

Submission #: 2245331
IP Address: 204.210.244.203
Submission Date: 02/14/2023 7:01
Survey Time: 20 minutes, 22 seconds

You have a new online form submission.

Note: all answers displaying "*****" are marked as sensitive and must be viewed after your login.

Public Comment Form

Read-Only Content

Name

Andrew Notturniano

Address

259 Vernon Avenue
Delaware, Ohio 43015

Phone

7408335555

Email

andrew@union-electric.com

Public comment

Good evening, Thank you to everyone in our community who invested time on this Financial Review Task Force. I believe this increase in the tax rate should, at the very least, be proposed on the ballot and voted on. I urge members of Delaware City Council to consider a few points. It appears the city's General Fund will be in deficit by the end of 2026 and that certainly does impose a risk to our community however, this increase in tax is substantial. Over the next three years, there appears to be \$2.1 million available to the CIP (0.14%) & Risk Management (1.19%) budgets, a figure similar to the projected 2026 deficit. I believe it would be beneficial to use a portion of these funds to staff one or two grant writers dedicated to the city's historical infrastructure – the grant department need not be centralized for all city departments – simply focused on reducing the risk our community faces. Propose an infrastructure levy to be placed on the ballot to assist the city with it's responsibility. Develop a General Fund Task Force to help highlight areas of inefficiency that may be overlooked. The city's ARPA funds must be determined by 2024 and spent by 2026 per the National Conference of State Legislatures. The city can increase the ARPA funding amount to help us invest wisely into what our community desperately needs to prosper by the end of 2026, without immediately increasing the burden on our local economy. Sincerely, Andrew Notturniano

Optional Attachment

Thank you,
Delaware, OH

This is an automated message generated by Granicus. Please do not reply directly to this email.

From: [Delaware, OH](#)
To: [CMO](#); [Elaine McCloskey](#)
Subject: *NEW SUBMISSION* Public Comment
Date: Sunday, February 19, 2023 2:33:25 PM

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Public Comment

Submission #: 2253894
IP Address: 74.140.52.29
Submission Date: 02/19/2023 2:33
Survey Time: 7 minutes, 40 seconds

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Note: all answers displaying "*****" are marked as sensitive and must be viewed after your login.

Public Comment Form

Read-Only Content

Name

David Carpenter

Address

932 Executive Blvd.
DELAWARE, OH 43015

Phone

7408158734

Email

astrohiker2@gmail.com

Public comment

I recognize the need for the City to establish new revenue streams, but one proposal in particular concerns me a great deal, and that is the proposal to charge people's insurance for the cost of emergency response. I worry that particularly people of less financial means will be reluctant to make emergency calls that they need. I also wonder who will be charged when, for example a neighbor or bystander makes the call, especially when services end up to be unnecessary. Perhaps there is a compromise solution, where the City picks up only half of the charge? I also worry about unforeseen consequences of too radical and too sudden change in the cost of other services, such as parking. Should changes such as these be phased in to see how the public, businesses and workers adapt?

Optional Attachment

Thank you,
Delaware, OH

This is an automated message generated by Granicus. Please do not reply directly to this email.

From: [Delaware, OH](#)
To: [CMO; Elaine McCloskey](#)
Subject: *NEW SUBMISSION* Public Comment
Date: Wednesday, February 22, 2023 12:58:50 PM

Caution! This message was sent from outside your organization.

Public Comment

Submission #: 2260748
IP Address: 74.140.54.163
Submission Date: 02/22/2023 12:58
Survey Time: 12 minutes, 30 seconds

You have a new online form submission.

Note: all answers displaying "*****" are marked as sensitive and must be viewed after your login.

Public Comment Form

Read-Only Content

Name

Scott Falter, Mr.

Address

153 Overtrick Drive
Delaware, OH 43015

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7403689858

Email

saf8trek@gmail.com

Public comment

Any increase in the income tax rate needs to be voted on by the city residents. An increase from the current 1.85% income rate to 2.25% is too much at once. If increase is unavoidable, then an increase of .13% per year for a period of three (3) years would be more appropriate during times of such inflation. Many of us are struggling to balance budgets and are making cuts - especially single income families. As a city, we have to decide what services and how many services we need/want, and what are we able to pay for them. We need to assess what do our residents value as a whole for our community? My wife and I personally value the quiet hometown atmosphere as does our son who has autism and painfully acute hearing. A motocross venture would make life unbearable for our son who struggles with limited firework activity and tractor pull sounds once a year respectively. If the county does not want to pursue a joint venture with the airport, and the airport can not hold its own financially, then we have to ask how many residents actually use the services of the airport to make its continued financing necessary?

Optional Attachment

Thank you,

Delaware, OH

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