



MEMORANDUM

TO: CLAY PEARSON, CITY MANAGER
FROM: SHERYL WALSH, COMMUNITY RELATIONS MANAGER *SW*
SUBJECT: MAYOR'S EXCHANGE (MOBILE WORKSHOP) PROPOSED
DATES OF MAY 5 AND 22
DATE: 3/13/08

*For discussion on
scheduling on March 17.*

Clay

In response to earlier discussions with you and Mayor Landry, I contacted the Dublin, Ohio City Manger's Office to see if there was any interest in participating in this year's Mayor's Exchange. I am pleased to report they have accepted our invitation to participate in what they historically have called a "Mobile Workshop."

A northwest suburb of Columbus, Dublin is a growing, dynamic community with a diverse tax base. Dublin hosts 40,000 people and is world headquarters to Wendy's Restaurant and Cardinal Health Systems. We will have an opportunity to, together, see a first-class office development, infrastructure and park system. I have attached Dublin's Annual Report for your review.

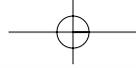
The Mobile Exchange in Dublin will be held on Monday, May 5 and tentatively Novi will host the Dublin delegates on Thursday, May 22. City Council and administration participating in the exchange will travel to Dublin (more than three hours) on Sunday, May 4.

In order to best plan for accommodations and transportation, I am requesting all City Council Members confirm their attendance with me (**swalsh@cityofnovi.org or 248.735.5628**) for the Mobile Exchange by Wednesday, March 19. Community Relations is working with the Finance Department to determine funding for the workshop from the Conference and Workshop budgets for accommodations, but needs to know an exact count as soon as possible to afford this opportunity to staff.

I look forward to working with Dublin staff to coordinate event details. A detailed schedule will be provided in mid April.

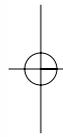
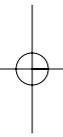
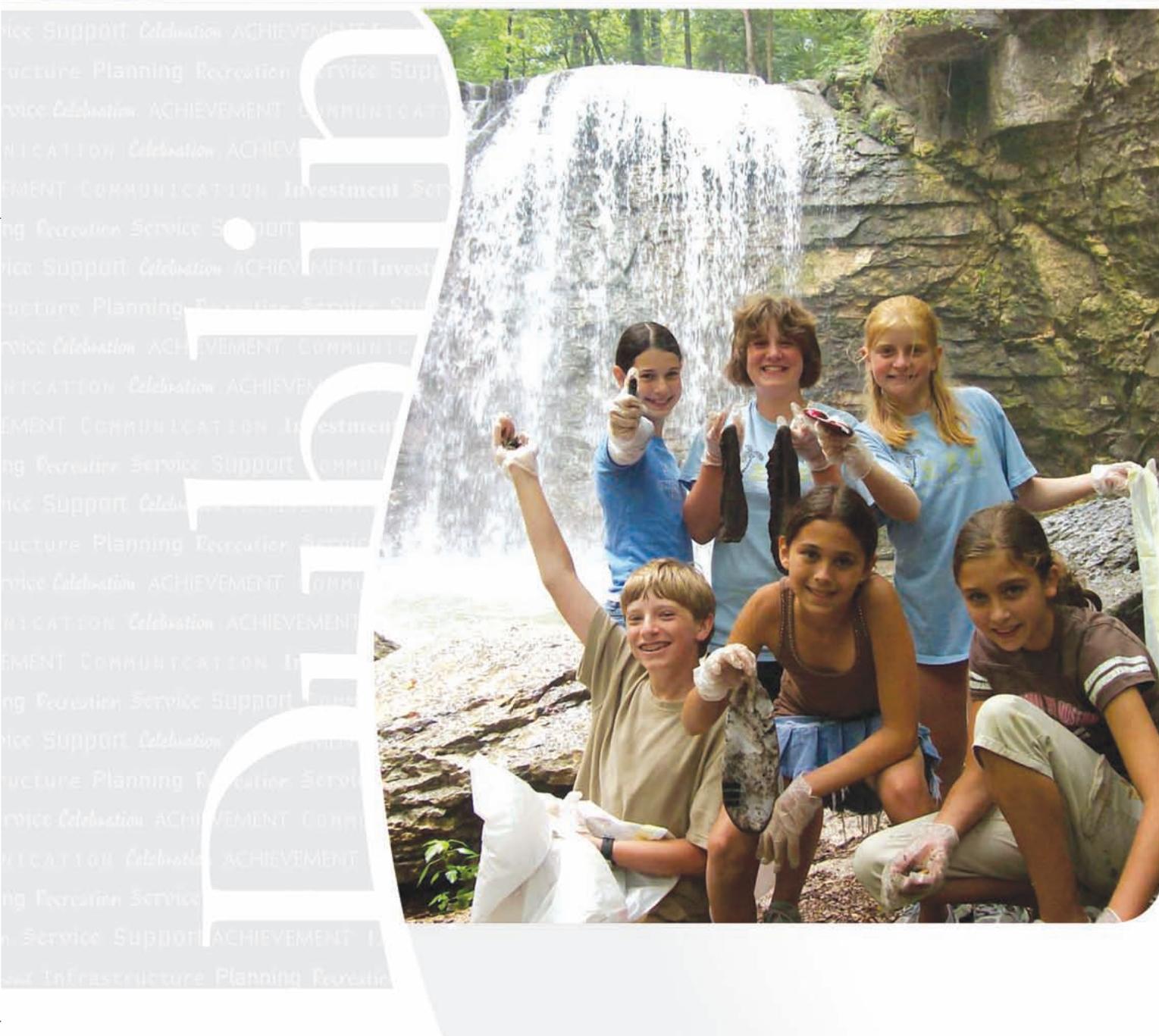
If you have any questions or suggestions regarding the Mobile Workshop, please let me know.

C: Leadership Group



The *Art* and Science
of Community

2007



The *Art* and Science of

Leadership

A Message from City Manager Jane S. Brautigam



Dublin celebrated its 20th anniversary of becoming a City in 2007. In those 20 years, our population has grown from 5,000 to 40,500, and this growth has taken Dublin from a small suburb to the second-largest city in Franklin County.

In no way has Dublin's growth been mere serendipity. Our community's success can be traced through the vision and hard work of City Council over the past two decades.

City leaders, both past and present, have taken their vision and goals for Dublin and applied the art and science of planning, engineering, economic development and quality of life to craft a blueprint for community.

It is an art to visualize a city that is an enviable destination to live, work and raise a family, to imagine a perfect balance of qualities that make Dublin attractive to both businesses and residents.

It is a science to effectively implement that grand vision, to monitor the results of our efforts and to build a community people want to call home.

Dublin harvested the fruits of these endeavors on several fronts in 2007.

Our Community Plan went through a comprehensive review and updating process during the past three years and was adopted by City Council in 2007. The City is extremely proud of this document and grateful to all who participated in its completion. It will be the City's primary planning guide and serve the future of Dublin well.

Dublin's corporate landscape continued to blossom. Construction was completed on the much-anticipated Dublin Methodist Hospital, the first facility of its kind to be built in Central Ohio in more than 20 years, and Cardinal Health broke ground on its headquarters expansion.

Dublin was honored to be one of 21 cities from around the world selected as a Smart21 community by the Intelligent Community Forum.

We continue to make progress toward development of the Central Ohio Innovation Center. We believe the COIC will become a global destination which will revolutionize business throughout the region.

Dublin made parking more convenient in its historic district with the construction of a new public parking lot to serve the many establishments in this vital area of the City.

A new roundabout now links Village Parkway with state Route 161 via Shamrock Boulevard.

Improvements to Dublin's recreational and cultural opportunities abounded last year with the renovation of the Dublin Community Recreation Center, the opening of the Miracle Playground and the public art exhibit *Titration*. The City set an attendance record at the 20th annual Dublin Irish Festival, and also managed to set a Guinness World Record for the largest Irish jig.

We view our mission of building community as contemporary art, creatively conceived but respectful of tradition and heritage. We see our growth as cutting-edge science, committed to the fundamentals of long-range planning.

In short, we believe Dublin exemplifies the art and science of community.

Sincerely,

Jane S. Brautigam



A Message from Dublin City Council



Mayor Marilee Chinnici-Zuercher,
Vice Mayor Cathy A. Boring (*sitting, left to right*)
Timothy A. Lecklider, Richard S. Gerber,
Amy J. Salay, John G. Reiner, Michael H. Keenan
(*standing, left to right*)

In February, Dublin City Council gathered for its annual goalsetting session and adopted 13 goals for 2007. These goals covered four major themes: economic development and planning, recreation and healthy living, infrastructure and community facilities, and an environmentally sustainable community.

Major accomplishments were achieved toward those goals, including the adoption of the 2007 Community Plan, employment expansion and retention, and increasing the City's curbside recycling program. Progress also continued on several important issues in the City. A public-private partnership agreement was established as a core project in the revitalization of Historic Dublin. Work also continued toward the development of the Central Ohio Innovation Center.

Council also adopted the City's 2008–2012 Capital Improvements Program, which included more than \$160 million for major capital projects. The largest project in the CIP is nearly \$58 million in collective roadway improvements associated with the COIC. These improvements include widening U.S. 33 and expanding and reconstructing the interchange of U.S. 33 and Post Road, which will become the western gateway to the City and the COIC.

Dublin Boards and Commissions

Dublin's advisory boards and commissions give City residents a voice in local government. More than 50 Dublin residents give the City expertise and make recommendations on various municipal issues. City Council makes annual appointments on April 1 based on written applications and personal interviews. The City of Dublin thanks them for their service to the community in 2007.

Architectural Review Board

Kevin Bales
Clayton Bryan
Tom Currie
Thomas Holton
Linda Kick
William Souders

Board of Zoning Appeals

Keith Blosser
Sean Cotter
Jeffrey Ferezan
Ray Harpham
Bangalore Shankar
Drew Skillman

Community Services Advisory Commission

Robin Campbell
Melinda Carr
Patrick Costello
Dona Givens
Todd Manifold
Thomas Merritt
Randy Roth
Diane Seiple

Dublin Arts Council Representatives

Rebecca Blatt
Michael H. Keenan
(Council Representative)

Dublin Convention and Visitors Bureau Representatives

Craig Baldrige
Kelli Lynn
Duane Warns

Dublin Fund Representatives

Chris Kelley
S. Kay Wilhelm

Parks and Recreation Advisory Commission

Jamie Boff
David Cecutti
Bridget Dritz
Kenneth Frazer
Tim May
Ned McCoy
Amy Edwards Taylor
Charles "Chi" Weber

Personnel Board of Review

Rich Richardson
Alice Robinson-Bond
Mark Stemm

Planning and Zoning Commission

Warren Fishman
Richard Gerber
Chris Amorose Groomes
Rayna Jones
Thomas M. McCash
(Council Representative)
Ted Saneholtz
Kevin Walter
Todd Zimmerman

Records Commission

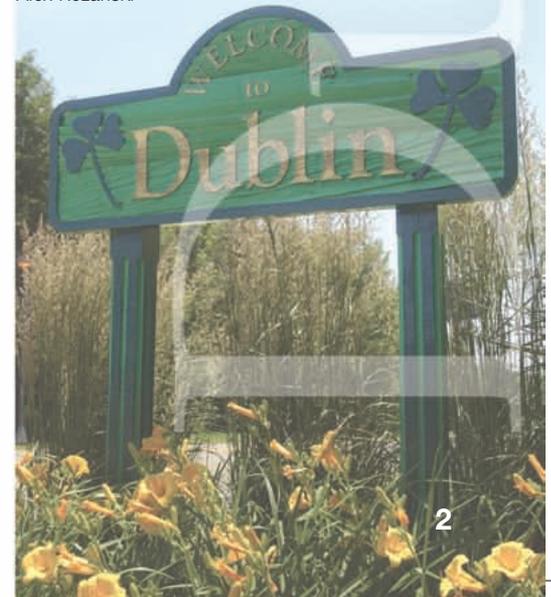
Ed Ostrowski Jr.

Tax Board of Review

William K. Root
Clayton W. Rose III
Dale Saylor

Veterans Project Committee

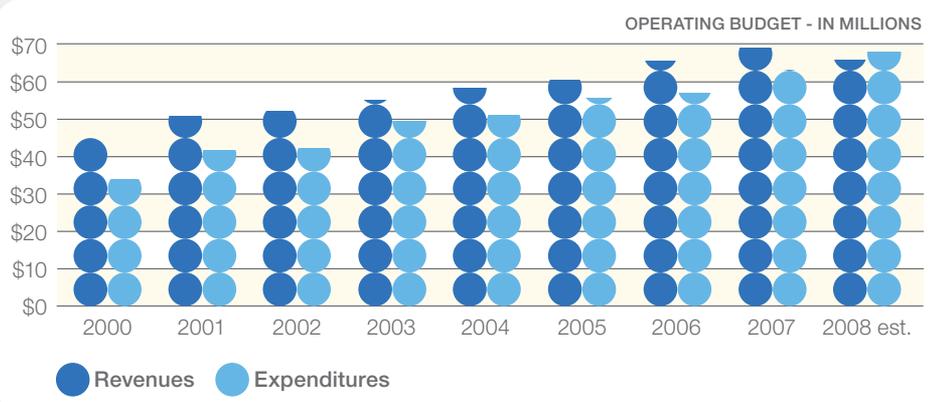
Gene Bostic
Fred Dafler
Jody Davids
Bill Doty
Mark Emerson
David Guion
(Dublin Arts Council)
Dave Hinds
Michael H. Keenan
(Council Representative)
Michael Kehoe
Ken Klare
Mack Parkhill
John G. Reiner
(Council Representative)
Jim Richards
Alex Rozanski



The Art and Science of investment

Operating Revenue and Operating Expenditures

The Operating Budget is prepared with a focus on maintaining a high level of service and adequate resources to implement the City's Five-Year Capital Improvements Program. Operating revenues continue to exceed operating expenditures, which allows the City to increase capital programming and take advantage of opportunities as they arise. Controlling growth in operating expenditures is critical to continuing our financial success.

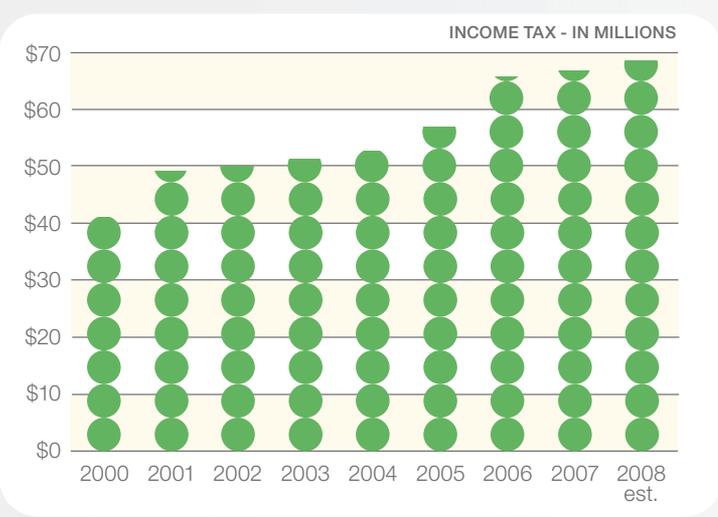


The City's Major Revenue Sources in 2007

Source	Amount	Percent of Total
Income Tax	\$67,232,641	65.99%
Charges for Services	\$10,005,494	9.82%
Intergovernmental Revenues	\$4,939,805	4.85%
Service Payments	\$4,638,152	4.55%
Interest	\$4,381,013	4.30%

Income Tax

The growth in City economic activity is reflected in Dublin's income tax revenue. In 2007 income tax revenue was \$67.2 million, an increase of 4.7 percent over 2006. The General Fund receives 75 percent of all income tax revenue. The remaining 25 percent is placed in the Capital Improvements Tax Fund. Approximately 81 percent of the total income tax revenue—\$54.4 million—was generated by payroll withholdings from individuals working within the City's corporate limits. Dublin's continued economic vitality is the result of quality development, strategic planning and the City's continued efforts to attract and retain high-quality commercial development.



Charges for Services

The City charges fees for various services and activities it provides. In 2007, revenue from those fees totaled \$10 million. Most of these fees are generated from recreational programming, user fees from the Dublin Community Recreation Center, and user fees and capacity charges from the public water and sewer systems.

Service Payments

Dublin has successfully used tax increment financing to generate funding for public infrastructure improvements needed to provide access to undeveloped sites or to improve existing infrastructure to accommodate new development. Service payments or payments in lieu of taxes are generated from the new private improvements within a TIF district and are calculated the same as property taxes. To date, 29 TIF districts have been established, resulting in approximately \$425.4 million in commercial building activity and providing \$79.7 million in public infrastructure improvements. In 2007, Dublin received approximately \$4.6 million in service payments to reimburse the City for public infrastructure improvements.

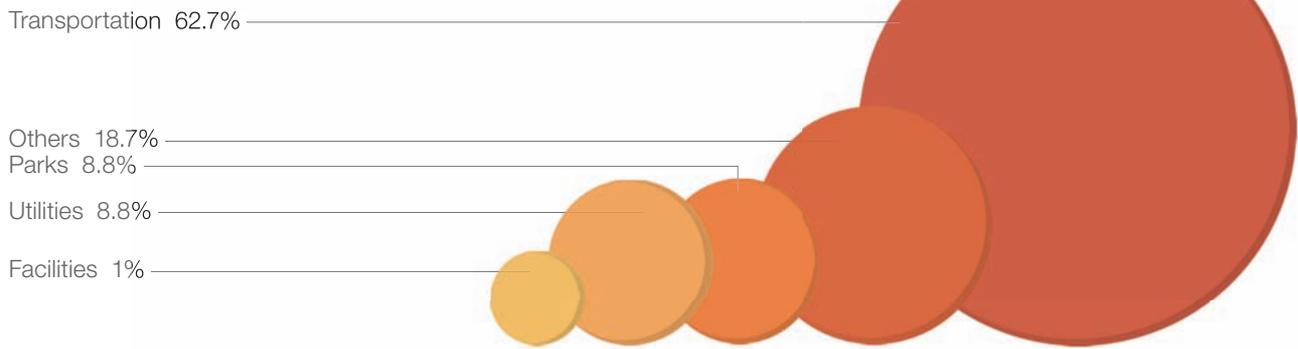
Bond Rating

The City of Dublin has achieved the highest bond ratings available from both Fitch Ratings and Moody's Investors Service. The City has maintained a AAA rating from Fitch Ratings for seven consecutive years and a Aaa rating from Moody's since 2004. These high ratings recognize Dublin as a low risk and allow the City to secure the lowest interest rates available when issuing bonds, which ultimately result in significant savings to taxpayers.

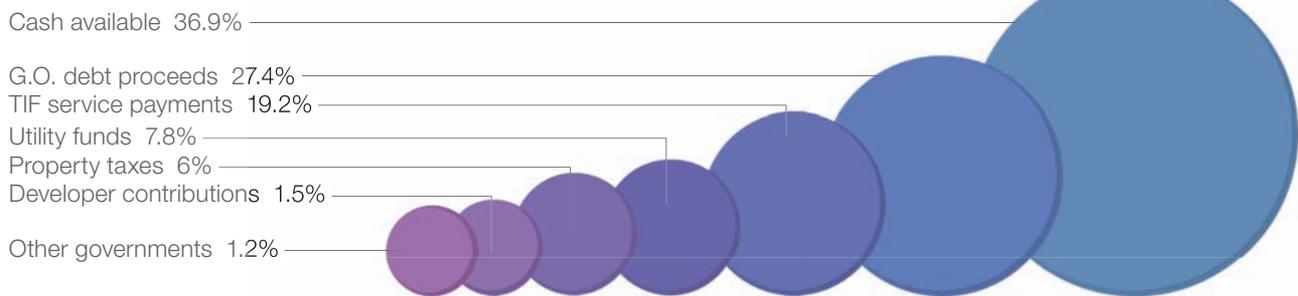
Capital Improvements Program

Each year the City revises and adopts a five-year Capital Improvements Program. The CIP is the blueprint for City investments in capital infrastructure. It defines financial guidelines for prioritizing and completing capital projects while maintaining the ability to adapt to change. The 2008–2012 CIP reflects programming for more than \$160 million in public improvements, including transportation, facilities, parks, recreation and utilities projects.

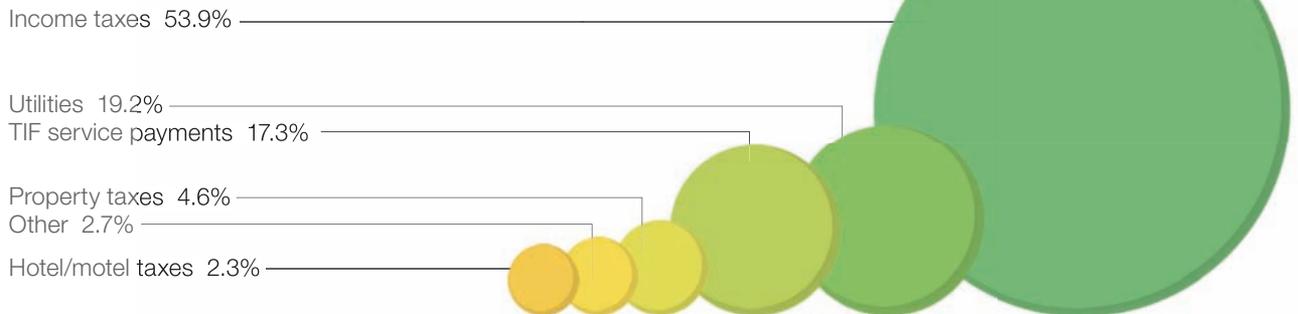
2008–2012 Capital Improvements Program Funded Projects



2008–2012 Capital Improvements Program Funding Sources



2008–2012 Capital Improvements Program Recap of Existing Debt



Debt Payment Schedule (For the year ended December 31, 2007)

	Date Of Issue	Interest Rate	Original Amount	Beginning Outstanding Principal	2007 Principal Payment	2007 Interest Payment
Unvoted Bonds (General Obligation)						
Water Tower Construction	12-01-90	4.15%	\$ 2,200,000	\$ 617,605	\$ 144,913	\$ 26,033
Swimming Pool Construction	12-01-90	4.15%	1,200,000	330,261	77,491	13,921
Water System Improvements	12-01-90	4.15%	1,550,000	432,884	101,571	18,247
Frantz Road Improvements	12-01-90	4.15%	455,000	141,807	33,273	5,977
Service Complex	12-01-90	4.15%	2,400,000	673,581	158,047	28,393
Sanitary Sewer Improvements	12-01-90	4.15%	1,800,000	488,860	114,705	20,606
Rings/Blazer Water Tower	10-15-94	6.14%	4,100,000	2,190,000	220,000	138,760
Sawmill Interchange (SPUI-City of Cols.)	06-15-98	4.50%	1,200,000	240,000	120,000	10,860
Upper Scioto West Branch (OWDA)	01-01-99	4.35%	19,716,717	12,094,197	837,300	513,421
Avery-Muirfield Interchange (SIB Loan)	09-01-99	5.17%	8,316,788	6,631,537	364,417	278,009
Rings Road Improvements (TIF)	12-01-00	5.22%	3,535,000	2,911,515	160,152	130,502
Arts Facility Acquisition	12-01-00	5.22%	1,360,000	1,119,003	60,821	50,143
Arts Facility Renovation	12-01-00	5.22%	755,000	621,906	33,270	27,850
Perimeter Drive Extension (TIF)	12-01-00	5.22%	3,940,000	3,253,804	176,986	145,808
Emerald Parkway-Phase 7A (TIF)	12-01-00	5.22%	2,020,000	1,668,772	88,772	74,727
Service Complex	12-01-01	4.44%	3,675,000	2,980,000	150,000	129,794
Parkland Acquisition-Riverside/Hard (OMB)	04-14-04	2.67%	1,518,000	960,000	314,000	20,280
Municipal Pool South (OMB)	04-14-04	4.30%	2,986,000	2,788,000	111,000	111,564
Aryshire Drive Culvert Replacement (OPWC)	07-01-04	0.00%	279,748	209,811	27,975	—
				40,353,543	3,294,692	1,744,896
Unvoted Special Assessment Bonds						
Shier-Rings Waterline	09-01-87	7.375%	95,623	5,000	5,000	369
Dublin Village Center Lighting	10-01-92	5.51%	165,000	15,000	15,000	900
Ballantrae	12-01-01	4.44%	1,700,000	1,380,000	65,000	60,229
				1,400,000	85,000	61,498
Voted Bonds (General Obligation)						
#2 Sewer (11-02-76)	07-01-79	6.50%	225,000	30,000	10,000	1,950
Coffman Road Extension	12-01-90	4.14%	315,000	90,913	22,174	4,027
Municipal Facility (Land)	12-01-90	4.14%	890,000	242,435	59,130	10,740
N.E. Quadrant Parkland	12-01-90	4.14%	1,225,000	322,653	78,696	14,294
Dublin Justice Center	10-01-92	4.23%	4,100,000	1,285,000	275,000	57,970
Community Recreation Center	02-01-96	4.53%	6,615,000	1,955,000	555,000	94,300
Recreation Center Expansion	10-15-98	4.66%	3,998,000	2,788,000	180,000	133,171
Emerald Parkway Scioto Bridge	10-15-98	4.62%	7,518,000	5,062,000	360,000	242,687
Emerald Parkway-Phase 1 (TIF)	10-15-98	4.01%	1,403,000	180,000	180,000	9,000
Emerald Parkway-Phase 2 (TIF)	10-15-98	4.56%	7,874,000	5,229,000	445,000	252,347
Woerner-Temple Road	12-01-00	5.20%	5,555,000	4,472,766	263,773	204,363
Emerald Parkway Rt. 33 Overpass-Phase 7	12-01-00	5.20%	6,565,000	5,277,832	307,099	241,205
Coffman Park Expansion	12-01-00	5.22%	3,135,000	2,509,402	134,128	115,998
				29,445,001	2,870,000	1,382,051
Voted Special Assessment Bonds						
Tuller Road	10-15-94	6.14%	1,185,000	660,000	65,000	41,820
Total Debt Payments				\$ 71,858,544	\$ 6,314,692	\$ 3,230,265

General Fund

The General Operating Fund of the City accounts for all financial resources except those required to be accounted in another fund. Maintaining an adequate unreserved fund balance in the General Fund is vital to the City's current and long-term financial stability.

General Fund Revenues by Source (For the year ended December, 31, 2007)

	Revised Budget	Actual	Variance from Budget	Percent of Total
Beginning Balance	\$ 26,735,637	\$ 26,735,637	\$ —	
Revenues:				
Income taxes	46,363,500	50,424,449	4,060,949	87.32%
Intergovernmental revenues	1,396,855	1,954,173	557,318	3.38%
Charges for services	476,500	825,965	349,465	1.43%
Licenses, fines and permits	2,129,480	2,531,997	402,517	4.38%
Interest income	642,000	1,511,758	869,758	2.62%
Miscellaneous	105,000	496,636	391,636	0.86%
Total Revenues	51,113,335	57,744,978	6,631,643	100.00%
Other Sources:				
Refunds and reimbursements	30,000	139,629	109,629	
Transfers	—	—	—	
Advances(1)	—	5,231,000	5,231,000	
Total Other Sources	30,000	5,370,629	5,340,629	
Total Revenues and Other Sources	51,143,335	63,115,607	11,972,272	
Advances to be Repaid(2)	4,904,874	4,904,874	—	
Total Resources Available for Expenditure	82,783,846	94,756,118	11,972,272	

General Fund Expenditures and Encumbrances by Program

Expenditures:				
Office of City Manager	579,625	552,109	27,516	1.55%
Human Resources	1,530,934	1,370,302	160,632	3.84%
Community Relations	1,056,943	969,171	87,772	2.72%
Legal Services	1,925,458	1,878,300	47,158	5.26%
Fiscal Administration	537,083	524,556	12,527	1.47%
Accounting and Auditing	598,744	573,297	25,447	1.61%
Taxation	559,087	509,303	49,784	1.43%
Procurement	232,596	177,664	54,932	0.50%
Office of Director of Service	363,034	147,724	215,310	0.41%
Solid Waste Management	2,816,558	2,642,227	174,331	7.41%
Fleet Maintenance	2,331,531	2,189,254	142,277	6.14%
Engineering	3,020,092	2,774,391	245,701	7.78%
Building Standards	1,561,666	1,300,929	260,737	3.65%
Land Use and Long-Range Planning	2,938,101	2,710,192	227,909	7.60%
City Council	605,474	526,563	78,911	1.48%
Parks and Open Space	6,183,846	5,911,247	272,599	16.57%
Economic Development	4,013,672	3,951,294	62,378	11.08%
Administrative Services	394,635	381,131	13,504	1.07%
Information Technology	2,468,766	2,361,068	107,698	6.62%
Court Services	484,090	397,696	86,394	1.11%
Records Management	229,201	190,293	38,908	0.53%
Facilities	2,419,221	2,244,328	174,893	6.29%
Street Lighting	314,000	293,014	20,986	0.82%
Health Services	199,604	199,603	1	0.56%
Miscellaneous	1,117,975	899,917	218,058	2.52%
Total Expenditures	38,481,936	35,675,573	2,806,363	100.00%
Other Uses:				
Refunds	3,062,705	3,054,619	8,086	
Transfers	26,300,000	24,700,000	1,600,000	
Advances(1)	—	—	—	
Total Other Uses	29,362,705	27,754,619	1,608,086	
Total Expenditures and Other Uses	67,844,641	63,430,192	4,414,449	
ENDING BALANCE (including advances)	\$ 14,939,205	\$ 31,325,926	\$ 16,386,721	

(1) Advances are not required to be budgeted

(2) Advances will be repaid over a period of years, as service payments from Tax Increment Financing Districts are received and debt is issued for land acquired for economic development purposes.

All Revenue by Source (For the year ended December 31, 2007)

	Revised Budget	Actual	Variance from Budget	Percent of Total
Beginning Balance	\$87,159,256	\$87,159,256	\$ —	
Revenues:				
Income taxes	61,817,995	67,232,641	5,414,646	65.99%
Property taxes	3,311,773	3,601,808	290,035	3.53%
Service payments	4,638,152	4,638,152	—	4.55%
Hotel/Motel taxes	1,650,000	1,857,468	207,468	1.82%
Intergovernmental revenues	3,293,545	4,939,805	1,646,260	4.85%
Special assessments	250,000	273,386	23,386	0.27%
Local, state and federal grants	666,100	1,065,226	399,126	1.05%
Charges for services	8,170,303	10,005,494	1,835,191	9.82%
Licenses, fines and permits	2,284,826	2,728,422	443,596	2.68%
Interest income	2,068,393	4,381,013	2,312,620	4.30%
Miscellaneous	502,531	1,166,635	664,104	1.14%
Total Revenues	88,653,618	101,890,050	13,236,432	100.00%
Other Sources:				
Refunds and reimbursements	35,000	357,190	322,190	
Reimbursements-interfund	5,380,050	4,971,493	(408,557)	
Agency fund revenues	2,314,500	2,551,073	236,573	
Trust fund revenues	39,200	106,352	67,152	
Transfers	38,310,548	36,708,030	(1,602,518)	
Advances(1)	—	10,684,895	10,684,895	
Total Other Sources	46,079,298	55,379,033	9,299,735	
Total Revenues and Other Sources	134,732,916	157,269,083	22,536,167	
Total Resources Available for Expenditure	221,892,172	244,428,339	22,536,167	

All Expenditures and Encumbrances by Program

Expenditures:				
General operations	38,481,936	35,675,573	2,806,363	35.12%
Transportation	3,947,401	3,651,444	295,957	3.59%
Cemeteries	170,215	133,039	37,176	0.13%
Recreation	8,404,805	7,471,885	932,920	7.36%
Police	10,207,719	9,524,404	683,315	9.38%
Mayor's Court computer	24,950	22,654	2,296	0.02%
Special events	3,120,987	2,962,553	158,434	2.92%
Accrued leave reserve	109,000	59,805	49,195	0.06%
Debt service	12,299,052	9,545,168	2,753,884	9.40%
Capital outlay	42,601,668	30,684,141	11,917,527	30.21%
Water maintenance	498,111	415,363	82,748	0.41%
Sanitary sewer maintenance	1,566,370	1,426,575	139,795	1.40%
Dublin merchandise	10,000	1,534	8,466	0.00%
Total Expenditures	121,442,214	101,574,138	19,868,076	100.00%
Other Uses:				
Refunds	3,258,816	3,224,631	34,185	
Self-insurance expenditures	5,182,825	4,853,450	329,375	
Agency fund expenditures	2,933,928	2,609,175	324,753	
Transfers	38,310,548	36,708,030	1,602,518	
Advances(1)	—	10,684,895	(10,684,895)	
Total Other Uses	49,686,117	58,080,181	(8,394,064)	
Total Expenditures and Other Uses	171,128,331	159,654,319	11,474,012	
ENDING BALANCE	\$50,763,841	\$84,774,020	\$34,010,179	

(1) Advances are not required to be budgeted

2007 Building Permits and Construction Costs

	Number of Permits	Est. Cost of Construction
New Homes	154	\$51,928,665
All Residential	409	\$60,818,873
New Commercial	49	\$79,965,710
All Commercial	202	\$101,586,265
Total Construction	611	\$162,405,138

Permits to Construction Projects (More than \$1 million)

	Square Feet	Valuation
Cardinal Health West Campus IIA	251,665	\$43,041,510
BMI Federal Credit Union	48,893	\$6,200,000
Dublin Methodist Hospital, MOB	99,268	\$5,500,000
Germain Lexus Service Center	34,325	\$4,934,492
Perimeter West Medical Center	33,000	\$3,200,000
Terrezza Building No. 2 Condos	34,167	\$2,970,000
Standley Law Office Group	12,672	\$2,100,000
Villas at Corazon No. 9	16,748	\$1,600,000
Gardner School Daycare	10,760	\$1,600,000
Tutor Time Learning Center	10,522	\$1,100,000
Totals	552,020	\$72,246,002

Economic Development

Economic Development continued to thrive in 2007 with the announcement of a 250,000 square-foot expansion for Cardinal Health, which will bring 675 new jobs to Dublin. In addition, economic development agreements were signed with seven other companies resulting in the retention of 104 jobs and the creation of an additional 246 new jobs. Those companies are Hull & Associates, Pontis Group, Xcelerate Media, BMI Federal Credit Union, AIMO, CRES and Buckeye Dermatology. An additional 500 jobs were previously announced for the new Dublin Methodist Hospital. These 1,421 new jobs and 104 retained jobs are expected to generate more than \$1.1 million in additional income taxes for the City.

Economic Development also continued to collaborate with a cross-section of City staff on the development of the 1,500-acre Central Ohio Innovation Center, designed to attract new businesses in the bioscience, information technology, and research and development sectors. To assist in the attraction and creation of businesses, the City entered into a partnership with TechColumbus to provide early stage funding and mentoring assistance to entrepreneurs with promising tech businesses.

The City's Wi-Fi partner, DHB Networks, continued to roll out wireless connections throughout the City through its AirWirz consumer model. The Wi-Fi network also assisted with public safety efforts in support of the Memorial Tournament, and with ticket scanning and vendor transactions during the Dublin Irish Festival.

Economic Development also launched a new marketing campaign and brand featuring the theme "In Dublin, Ohio, the sky's the limit." The marketing brochure was named an Excellence in Economic Development Award winner by the International Economic Development Council. A new Web site—www.DublinEconDev.com—was developed as part of the campaign to target national site selectors, C-level executives and Dublin businesses.

Finance

In 2007, Finance made available an online "e-filing" income tax feature that, for the first time, enabled Dublin residents to prepare and submit their City income tax forms electronically through the City's Website. Benefits for residents included convenience and ease of filing, elimination of calculation errors, and reduction of paperwork.

Nearly 1,300 accounts were set up to take advantage of the City's online tax tool. More than 1,000 returns were printed and returned to the City while more than 230 returns were transmitted and electronically uploaded into our tax software. Because all of the information could be verified internally, no supporting documentation was required. The City's taxation division hopes to expand this program with the ultimate goal of receiving 50 percent or more tax returns electronically by 2010.

Finance staff conducted 15 separate online auctions of retired, out-of-service equipment through the City's Website, via a hosted third-party auction site at GovDeals.com. Total gross proceeds for 2007 online auctions exceeded \$300,000.

The *Art* and Science of **environment**

Sustainability

The City of Dublin prides itself on being a responsible steward of resources. Given the growing concern about how natural resources are managed, divisions and employees throughout the City have developed and enhanced projects and programs designed to help the environment.

Streets and Utilities delivered an additional 1,500 64 gallon wheeled recycling containers to residents, bringing the total number of residents with these containers to 5,180 by the end of 2007. All residents who receive solid waste services from the City will have at least one of these containers within three years. The containers are significantly larger than previous containers provided to residents and are proven to increase the amount of materials recycled in the community.

Administrative Services assisted with the development of a Central Ohio Green Pact signed on Oct. 4, 2007 by the City of Dublin and 12 other central Ohio governments, including the City of Columbus. Administrative Services also led an internal Eco-Dublin Team focused on educating and engaging our employees and residents around issues of environmental sustainability.

Parks and Open Space installed rubberized sidewalks at 10 residential sites in an ongoing pilot program to promote the protection of street trees from having to be removed because of annual sidewalk replacement.

Facilities implemented a "green" cleaning program as part of the City's effort to be a regional leader in efforts to protect the environment. Petroleum-based cleaning products were replaced with phosphate-free products that have no volatile organic compounds. Some of the cleaning products are derived from natural ingredients such as corn and citrus products.

Volunteer Services launched a new program for volunteers in 2007, the Native Plant Salvaging Team. This group gathered in the fall to begin research and service in salvaging native plants from City-owned property before development. The City's Green Team continued its success in 2007 with an increase in projects throughout the year focusing on invasive plant removal, healthy waterways and recycling. New this year was a volunteer-driven project that partnered with the Division of Police's annual Bike Rodeo, where volunteers collected used bicycles to be recycled for central Ohio area children in need.

Parks and Open Space and **Community Relations** worked together to launch the City's Seed Money program and the Right Tree, Right Place planting initiative, which provides funds to encourage residents to plant trees on their residential properties.

Land Use and Long Range Planning and Building Standards began a joint research project of City codes to determine ways they help or hinder environmentally friendly design and development.

Parks and Open Space and Volunteer Services presented at the Mid-Ohio Regional Planning Commission's Environmental Summit in 2007.



The *Art* and Science of **planning**

Land Use and Long Range Planning

After a three-year effort involving numerous public meetings and City Council and Planning and Zoning Commission work sessions, the 2007 Community Plan was adopted in December. The Community Plan will provide the guidance needed to make decisions for the long-term vitality of the city for the next 20 years.

Several major development projects were reviewed by LULRP including Tartan Ridge, located on Hyland-Croy Road, and two large-scale senior housing developments. Tartan Ridge represents a first for the City with a “mixed-use” development of 270 homes and a small neighborhood shopping area. To accommodate a growing need for senior housing, two projects were approved: Sunrise Senior Housing near S.R. 161 at the south end of Shamrock Boulevard and Senior Star Living on Post Road, west of Avery Road.



At City Council’s direction, the department worked with a consultant to complete a market assessment for Historic Dublin in an effort to gain a better understanding of business climate for Dublin’s historic center. A related project involving LULRP was the design and approval process for a new 102-space parking lot on Darby Street to support existing businesses in the area and to set the stage for additional development in the historic district.

Considerable effort was invested in area-wide planning for the U.S. 33 Corridor from I-270 to U.S. 42 for future tech-park development. A conceptual land use plan including nearly 6,000 acres was completed and adopted as part of the Community Plan.

The three-year planning effort for Dublin Methodist Hospital was completed for the January 2008 opening of the state-of-the-art treatment facility. The project has already attracted a large number of new medical and service-related facilities in the Avery-Muirfield Drive corridor.

The *Art* and Science of **infrastructure**

Building Standards

In 2007, Building Standards continued to focus on maintaining high standards in its core areas of completing timely plan reviews, issuing permits and conducting building inspections.

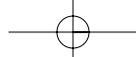
Building Standards staff worked diligently to complete its role in assuring that Dublin Methodist Hospital would open on time. The year also saw the start of the much anticipated \$43 million expansion of the Cardinal Health West Campus.



Building Standards issued 611 building permits in 2007. Of those permits, 409 were residential permits and 202 were commercial permits. The total value of construction for all permits issued was \$162.4 million—\$60.8 million for residential construction and \$101.6 million for commercial construction.

There were a total of 478 rounds of commercial plan reviews conducted by the Review Services Team in 2007. The average review time per round was 13 days, representing a three-day decrease from the 2006 average of 16 days for a completed plan review. The Review Services Team was able to complete 94 percent of all commercial plan reviews in less than 25 days—a 14 percent increase from 2006.

Building Standards completed 13,366 inspections in 2007—7,912 for residential construction and 5,454 for commercial construction.



Engineering

Engineering worked on many infrastructure improvement projects in 2007, including the extension of Eiterman Road from Rings Road to Ballantrae Place. This extension was completed prior to the start of the school year and the opening of the new Washington Elementary School in the Hilliard City School District.

In October, a single-lane roundabout opened at Shamrock Boulevard and Village Parkway. This project provided for the extension of Shamrock Boulevard to Village Parkway.



A new public parking lot, with 102 spaces, was constructed in Historic Dublin at the southeast corner of Darby Street and North Street.

The latest link of Emerald Parkway (Phase 5B, south of Hard Road and north of Billingsley Creek) opened to traffic in July.

The Avery Road-Tuswell Drive roundabout was constructed and opened to traffic in November. This new two-lane roundabout is the first phase of several improvements planned for the Avery Road corridor.

Tuttle Crossing Boulevard improvements, from Wilcox Road to I-270, began in October. This project is a joint venture between the City of Dublin, the City of Columbus and Franklin County and is scheduled for completion by October 2008.

In 2007, the City, the Ohio Department of Transportation, Union County and various other governmental agencies created and reviewed construction plans for the U.S. 33-Post Road interchange and relocation of Industrial Parkway and widening of U.S. 33. Construction and cost-sharing agreements were finalized in 2007 and the right-of-way acquisition process began. Improvements to the interchange are scheduled to begin in the fall of 2008.

Engineering also assisted in the review of several major commercial developments and, in cooperation with Land Use and Long Range Planning, completed the Thoroughfare Plan as part of the Community Plan update.

The Art and Science of service

Administrative Services

Court Services

In 2007, Court Services processed 5,815 traffic cases and 167 misdemeanor criminal cases. The probation work unit supervised 107 individuals who were placed on probation, 44 individuals who entered the adult diversion program and 92 juveniles who entered the Juvenile Diversion Program. Both of these diversion programs are offered to first-time offenders who have been charged with a misdemeanor criminal offense.

In 2007, 143 individuals entered "Street Safe," a juvenile traffic diversion program, which is offered to first-time juvenile offenders who have received a citation for a minor traffic violation.

Facilities



In 2007, Facilities completed two major renovation projects at the Dublin Community Recreation Center.

The renovation work at the DCRC included the replacement of all hallway tiling; redesigning the welcome and front desk operations; developing a privately operated café; creating new staff office space; relocating computer lab space; and new facility/program signage program. In addition, enhancements were made to the Wee Folk Room entry/exit area to improve safety and security. The heating and cooling system in the lap pool of the DCRC received a major upgrade to enhance air quality. The pool was also repainted.

Facilities also renovated the Coffman Park Stables near the DCRC which were converted from a storage facility to an educational facility.



Information Technology

In 2007, Information Technology played a significant role in preparing the City to go wireless.

IT began the implementation of several applications to assist departments throughout the City. These included digital cameras in police cruisers, an agenda manager for Legislative Affairs, a new work order system, and a new software program to assist in the management of Dublin cemeteries.

Geographic Information System (GIS) map data and aerial photography are continually being enhanced and integrated into work processes to provide better decision making and accuracy.

Volunteer Services

In 2007, more than 2,200 volunteers gave approximately 30,000 hours of service to departments throughout the City.

A new volunteer team, the Bluebird Team, was launched in the spring of 2007 as the first group of volunteers to build, maintain, map and monitor the City's bluebird boxes. In an effort to ensure the continuity of this admired aspect of Dublin's parks system, this team gave nearly 600 hours of service in its first year.

The City of Dublin Knit Wits made a record number of 608 hats in 2007 for local cancer patients. This employee team of volunteers knits hats for patients who are being treated for cancer at the James Cancer Center's Dublin outpatient treatment center.

Dublin hosted its fourth annual "Make A Difference Day" in October, collecting a record number of more than 2,000 shoes to be recycled into playground surfacing.

Camp Project L.E.E.D., an award-winning volunteer service youth camp, celebrated another successful year of service to the community by introducing 65 kids to Leadership, Ethics, Esteem and Duty.



Police

Police identified three priority goals in addition to responding to citizen concerns with a high degree of customer service in 2007. These goals included the following: Maintain a low level of crime throughout the city; maintain a low level of traffic crashes occurring in the city and respond effectively to other traffic concerns; and enhance division readiness and demonstrate our ability to successfully resolve critical incidents.

For the fourth consecutive year, Part 1 crimes per 1,000 residents were kept at 20 or fewer. These crimes include murder, rape, robbery, aggravated assault, theft, auto theft, burglary and arson. Thanks in part to community education campaigns, citizen crime prevention efforts and quick response by the division, the City continues to be one of the safest

communities in Ohio. Compared to other communities as well as national trends, this rate of crime is very low.

Traffic crashes in Dublin were kept below a three-year average in 2007.

Police responded to and successfully resolved six critical incidents in 2007. In addition, the division's communications section successfully completed a complete evacuation exercise where the 911 call center was evacuated and relocated off site.

Streets and Utilities

Streets and Utilities cleaned all Dublin streets four times in 2007.

The division also continued performing the chipper service, leaf removal service, road and fire hydrant repairs, and snow removal. In May, the division received reaccreditation by the American Public Works Association.

To decrease inflow and infiltration in the City's sanitary sewer system, Streets and Utilities installed Cured in Place Pipe Liner (CIPP) in 13,485 linear feet of small diameter pipe and 2,276 linear feet of large diameter pipe. The CIPP extends the life of the pipe by approximately 50 years. In addition to installing CIPP, crews cleaned and inspected more than 100,000 linear feet of sanitary sewer. It is the City's goal to complete this process on all sanitary sewer lines every seven to 10 years.



The Art and Science of recreation

Parks and Recreation



Parks and Open Space

The Miracle Field universally accessible playground was dedicated and opened in 2007. Another universally accessible playground was constructed in Coffman Park. In addition, several new park areas were developed throughout the City, including Shier-Rings, Glendavon and Vandeleur parks.

In partnership with American Electric Power, the City held its first Right Tree, Right Place Tree Fair in conjunction with Arbor Day.

A total of 1,075 street trees were planted in the City in 2007. An additional 168 trees were planted in City parks. In addition, 5,857 annuals were planted; 2,189 perennials were planted; and a total of 12,748 bulbs were planted throughout the City.

The division was recognized on both the state and national levels in *Turf Magazine* for the fields at Avery Park, Darree Fields and Emerald Fields.

Karrer Middle School and Dublin residents assisted City crews in plantings at the Post Preserve Grassland Prairie for the celebration of Earth Day.



Recreation Services



Recreation Services had a successful year highlighted by a major renovation of the first floor of the Dublin Community Recreation Center and the implementation of a new centralized Parks and Recreation facility reservation system.

In addition, the renovation of the Coffman Park Stables allows Parks and Recreation to accommodate adult programming for arts and crafts, including pit firing, stone carving and sculpture classes.

The City hosted the first annual Battle of I-270 adult basketball tournament, with eight cities participating. The division also held its first adult Softball League All-Star Night with more than 50 participants competing in skills challenges.

Recreation Services established a relationship with Dublin City School District's Special Education Department, parents and teachers to enhance offerings and services to special needs populations. This included the introduction of new Special Needs Friday Night program for youth, teens and adults with consistently increasing number of participants and activities.

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The *Art* and Science of **support**

Human Resources

The City's health management program, Healthy by Choice, marked its second year in 2007. This innovative program is part of a long-term, health management strategy focused on encouraging employees and spouses covered under the City's healthcare plan to develop healthier lifestyle behaviors through programmed wellness and prevention opportunities. The goal of this program is to develop a healthier City workforce resulting in a long-term reduction in the ever-increasing rate of growth in healthcare expenditures. The City had a 97 percent participation rate among employees and spouses eligible for participation in the program.

It was the second successful year for the City's self-funded worker's compensation program. As only the second municipality in Ohio to implement a self-insured Workers' Compensation program, the City has experienced a nearly \$1 million reduction in workers' compensation costs compared to the traditional state-funded program.

In 2007, the City implemented an innovative classification and compensation system. This system incorporates a new job classification structure, a new approach to job evaluation, and a new compensation structure and salary management practices designed to compensate employees for meeting the City's high performance standards.



The *Art* and Science of **communication**

Community Relations

In 2007, Community Relations partnered with other City departments through community education, speechwriting, staff reports, press releases, media relations, publication writing, crisis communications and graphic design.

Community Relations expanded its cable television pilot program in 2007, producing monthly episodes of the news magazine show "It's Happening in Dublin" and broadcasting every regular Dublin City Council meeting. The City also developed a partnership with Dublin City School District to show programming created by students and the district administration.

The department worked with business owners and the Historic Dublin Business Association to develop Sláinte Thursdays, a new monthly event designed to attract people to the district for shopping, dining and libations. The department also coordinated the holiday lighting and pennant programs in Historic Dublin, as well as promotional efforts associated with the construction of a public parking lot.

The department also played an important role in external organizations' events, many of which brought visitors and economic activity to the City, including the Memorial Tournament. Community Relations worked with more than 30 groups seeking community event permits for activities such as sports tournaments, the Kiwanis Frog Jump and the Dublin Arts Council's Sundays at Scioto Concert Series.



The Art and Science of celebration



Special events

St. Patrick's Day



The 2007 Dublin St. Patrick's Day Celebration was held on Saturday, March 17. The Life Time Fitness 5K Run and the parade through Historic Dublin were followed by the Blarney Bash featuring entertainment including headliners, the Prodigals, and a variety of Wee Folk fun from Blarney Bingo to crafts and entertainment. Local veterans raised more than \$35,000 through beverage sales to help fund the future Grounds of Remembrance in Dublin Veterans Park. A.C. Strip served as Grand Leprechaun, overseeing the daylong event with a combined attendance of more than 20,000 guests.

Independence Day

The Independence Day events in Dublin experienced record-breaking crowds. The evening entertainment was Village People and KC and the Sunshine Band. Nearly 14,000 people inside Dublin Coffman High School Stadium and another 15,000 in the surrounding fields witnessed Dublin's fireworks spectacular.

The day began with a traditional hometown parade led by Grand Marshal Kitty Munger and was enjoyed by an estimated 12,000 people. The 22nd Annual Sherm Sheldon Fishing Derby and the Skyhoundz Hyperflite Canine Frisbee Disc Championship rounded out the day's activities.



Dublin Irish Festival



The 20th anniversary of the Dublin Irish Festival was celebrated by the largest number of guests in Festival history. Revenues increased 16 percent over 2006. Dublin hotels experienced an eight percent increase over 2006, with a total of 1,922 room nights during the Festival.

Honorary Chair Dan Sullivan of the Memorial Tournament led the 2007 Festival, which included recapturing the Guinness World Record for the World's Largest Irish Jig with 10,036 dancers, the premier of the Columbus Symphony at the Festival and expansion of Celtic sports events.

The Festival also gave back to the community in significant ways. The event fundraising beverage server program and other fundraiser opportunities resulted in more than \$85,000 going back into the community.

Two Central Ohio teens—Amanda Hillman of Dublin and Eilias Curran of Powell—received the Dublin Irish Festival's college scholarships for their support of the event.

In 2007, volunteers contributed 12,000 hours to the Festival. Best of the Fest awards, which recognize the dedication of our volunteers, were presented to Jeff Noble, Ellie Asher, Mike and Robin Moran, Jim and Leslie Finn, the Mack Family and Cardinal Health.

Halloween Spooktacular

This year's Halloween Spooktacular was a great success due in part to excellent weather. The estimated attendance was approximately 7,500 participants, 2,000 more than in 2006. Favorite activities included the Monster Mash for middle school students and the community Trunk or Treat trail.

Tree Lighting

The Columbus International Children's Choir kicked off the holiday season and welcomed Santa Claus to Historic Dublin. The Historic Dublin Business Association had many events during the weekend including the Chili Cook-off, strolling musicians, promotions and specials in shops and restaurants.



The *Art* and Science of achievement



Awards, honors and achievements

The City honored 47 individual volunteers with the President's Volunteer Service Award, given by the White House Council on Service and Civic Participation. For the first time, one group – the Dublin Irish Festival Volunteer Board – was honored with the same award.

For its deployment of broadband through fiber and Wi-Fi, the City was honored as a Smart21 Community by the Intelligent Community Forum. Dublin was one of 21 communities recognized from around the globe. This distinction rewards Dublin's efforts to promote the broadband economy, which has benefited the business community by providing a high-speed network offering instant access to the global marketplace.



For the 18th consecutive year, the City of Dublin was awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR). For the fourth consecutive year, the City was awarded the Distinguished Budget Presentation Award for its published Operating Budget document. Both awards are sponsored by the Government Finance Officers' Association of the United States and Canada.

The Auditor of the State of Ohio presented the City a second consecutive Making Your Tax Dollars Count award. Fewer than 5 percent of all Ohio government entities qualify for this award.

The International Festivals and Events Association presented the Dublin Irish Festival with one gold, two silver and two bronze Pinnacle Awards. The gold medal was for best event/organization e-newsletter for Bit O' News; the silver awards were for best media relations campaign and press kit; and the bronze awards were for best multimedia advertisements and best ad series.

The Festival also won two third-place Awards of Excellence at the 2007 City/County Communications and Marketing Associations conference for its on-site guide and new logo.

Recreation Services lifeguards took first place in the American Red Cross State Lifeguard Competition.



Parks and Open Space and Recreation Services received eight Ohio Parks and Recreation Association (OPRA) Awards of Excellence in 2007, including a first-place award for marketing and public relations for *Ripple Effect*.

Community Art in 2007

In 2007, eight public art installations were completed through the City, including donations of existing and new works. Valued in excess of \$300,000, these installations affirm the community's desire to incorporate artistic expressions throughout public spaces.

- *Dancing Hares* by Sophie Ryder: Donated by Peter H. Edwards
- *Cartwheel* by Tana Chamerkhom: Donated by R.C. Olmstead
- *Baseball Player* by Todd A. Timler: Donated by Todd A. Timler and the Miracle League of Central Ohio
- *Cows in Kansas* by Sherraid Scott: Donated by the Dublin Arts Council
- *Beara Peninsula, Ireland* by Daniel Powers: Donated by the Dublin Arts Council
- *Journeys* by Katie Balas: Donated by the Dublin Arts Council
- *Ascension* by Brian F. Russell: from the Dublin Art in Public Places Program (*Titration*)
- *Narrow #5* by Shawn Phillip Morin: from the Dublin Art in Public Places Program (*Titration*)





The Art and Science of Community

It's Greener in DUBLIN



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CITY OF DUBLIN.

