



CITY OF KETTERING

2017 Budget Document

**CITY OF KETTERING**

**2017 BUDGET  
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CITY OF KETTERING

## A WORD OF EXPLANATION

The budget is a financial plan for the upcoming year. It contains the City Manager's recommendations to the Mayor and Council for their review and adoption through the annual appropriation legislation that sets aside money for specific purposes in several different funds. Many of these funds are established by law with the intent to separately account for specific sources of revenue. Consequently, Council is restricted from using many of these funds for other purposes. The bulk of this document spells out these specific purposes, including departmental budgets, earmarked from each fund. The Budget Summary Section is intended to summarize the entire financial situation for the City, irrespective of funds.

A key element of this document is its use as a planning and policy tool in addition to the legal and financial control aspects normally associated with budgets. Each departmental budget contains commentary relating to that department's programs and objectives. Unless stated otherwise, each department is expected to continue to maintain its programs at current levels of service. Pages 9 and 10 provide a description of the financial structure of the city including the definition of the various fund types. Pages 12 through 14 provide a more thorough description of the budget process.

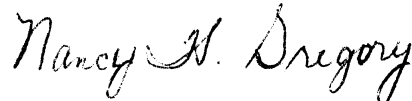
Thank you for taking the time to read this document. We want to make it as understandable as possible whether you are a citizen, Council member, City employee or an interested observer. Please call us at (937) 296-2401 if you have any questions.

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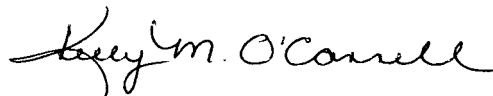
## ACKNOWLEDGMENTS

We would like to extend our gratitude and appreciation to the many conscientious people in every department who have contributed so much time and effort to the preparation of their budget requests and this document. The Finance Department staff, the Administrative Services staff, and the City Manager's Office, in particular, are to be commended for their continuing dedication to producing a budget that meets the highest standards of professionalism and excellence.

Sincerely,

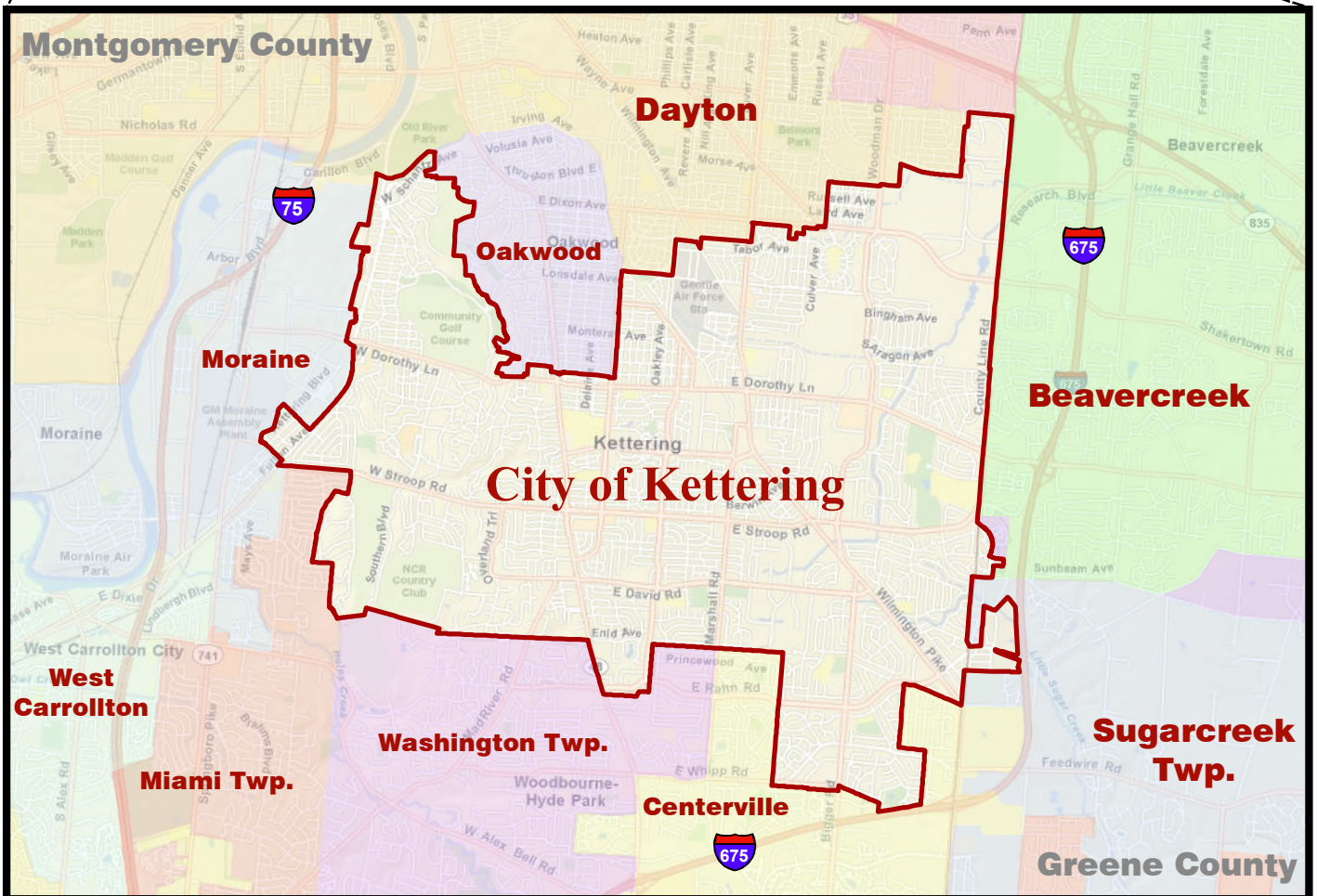


Nancy H. Gregory, CPA  
Director of Finance



Kelly M. O'Connell, CPA  
Budget Manager

# City of Kettering, Ohio



**CITY OF KETTERING**  
**COMMUNITY PROFILE AND MISCELLANEOUS STATISTICS**

Kettering, Ohio is known across the country as an innovative and well-run city. Kettering has everything you could want in a community – a fine school system, stable and healthy business environment, leisure activities for all ages, and terrific volunteers whose community spirit is contagious.

We are proud of our outstanding City services and the City staff who work so hard to make Kettering a place you can be proud to call “home”. It is only through the involvement of our residents – who help us set community expectations – that we are able to achieve this kind of excellence.



Kettering Government Center

Kettering, Ohio, the community of choice to live, work & play!

**HISTORY:**

The earliest settlers in what is now Kettering were John Patterson (a forefather of NCR’s John Patterson) and his brother James who came to the area in 1798. They settled on land near the Kettering/Beavercreek border near what today is the Kettering Business Park. In 1841, an expanding population generated the creation of Van Buren Township, a name that would stand for more than 100 years.

In November of 1952, voters of Van Buren Township approved the incorporation of the Village of Kettering, named for its most outstanding citizen, the famous philanthropist and inventor of the automobile self-starter, Charles F. Kettering. A special census in 1955 recorded the village population at 38,118, qualifying it for city status.

Kettering was proclaimed a city on June 24, 1955, by the Secretary of the State of Ohio. Voters approved adoption of a Home Rule Charter and Council-Manager form of government, which went into effect January 1, 1956.

**CITY GOVERNMENT:**

The City of Kettering operates under a Council-Manager form of government. The Mayor and six Councilmembers are elected on a non-partisan basis for four-year terms. One Councilmember is elected from each of the City’s four districts. The Mayor and the two remaining Councilmembers are elected at-large. The Vice-Mayor is elected biennially by members of Council.

The City Council meets the second and fourth Tuesdays of every month—with some exceptions—at 7:30pm in the Government Center Council Chambers at 3600 Shroyer Road.

**SCHOOLS:**

Kettering is well known for its quality school system. Residents of the district are proud of their schools and have continually supported the district in both volunteer and financial capabilities. The Kettering City School District serves approximately 7,400 students and has 12 school buildings, including one early childhood education center, eight elementary schools that serve kindergartners through fifth graders; two middle schools that serve sixth, seventh, and eighth graders; and a four-year high school.

Long recognized as one of the finest school districts in Montgomery County and indeed, in Southwest Ohio, the Kettering School District maintains a tradition of providing excellent educational programming and services to its students.

**RECREATION:**

The City of Kettering Parks, Recreation and Cultural Arts Department is a Gold Medal Award-winner for the best recreation program in the country and one of ten departments nationally to be accredited three times. The department offers more than 1,300 recreational programs and classes for everyone from tots to senior adults, plus special populations.

In addition to our recreational programs, Kettering offers more than 21 park sites, totaling more than 400 acres. The parks system provides the perfect setting for a family picnic, a quiet stroll or an afternoon of fishing on a calm, beautiful pond, 12 public tennis courts, 6 pickleball courts, 43 baseball/softball diamonds, 18 football/soccer fields, 2 self guided fitness trails, a BMX track and a skateboard park are available.

**CLIMATE:**

Kettering is in a moderate climate region. The highest elevation is 1,090 feet above sea level and the lowest elevation is 750 feet. High relative humidity during much of the year causes some discomfort to people with allergies. Temperatures of zero or below will be experienced in about four out of five years. Extreme temperatures are usually of short duration. The last occurrence of freezing temperatures in the spring is mid-April, while the average first occurrence in the autumn is late October. Cold, polar air flowing across the Great Lakes causes much cloudiness during the winter and is accompanied by frequent snow flurries.

**TRANSPORTATION:**

All neighborhoods in Kettering receive public bus transportation service from the Regional Transit Authority. For route information, call 226-1144.

**DATE OF INCORPORATION:** 1955

**LOCATION:** In Montgomery and Greene Counties, Ohio - five miles south of Dayton

**AREA:** 18.74 square miles (18.50 sq. miles in Montgomery County and 0.24 sq. miles in Greene County).  
School District-28 square miles

**POPULATION:** 56,163 (2010 census)

**HOUSING UNITS:** 27,602 (2010 census)

**MILES OF STREETS:** 250

**SISTER CITIES:** Steyr, Austria; Kettering, England



**BUSINESSES AND EMPLOYERS:**

Approximately 1,700

**PRINCIPAL EMPLOYERS:**

	<u>Employees</u>	<u>% of Total City Employment</u>
Kettering Medical Center	3,570	12.89%
Synchrony Financial	2,000	7.22%
Reynolds & Reynolds Company	1,350	4.87%
Kettering City Schools	1,032	3.73%
Limited Brands Inc.	1,000	3.61%
Kroger	630	2.27%
Meijer Inc.	550	1.99%
City of Kettering	550	1.99%
Tenneco	522	1.88%
Total	<u>11,204</u>	<u>40.45%</u>

**UNEMPLOYMENT RATE:**

3.9% (August 2016)

**MEDIAN HOUSEHOLD INCOME:**

\$49,350 (2010 census)

**FIRE PROTECTION:**

Number of stations	5
Number of firefighters and officers	61
Number of authorized part-time firefighters	52

**POLICE PROTECTION:**

Number of stations	1
Number of patrol officers	63

**RECREATION AND CULTURE:**

Number of parks	21 with 419 acres
Recreation complex square footage	153,512 sq. ft.
Number of libraries	2

**TAXES:**

Property Tax (residential)	\$88.07 per \$1,000 valuation
City Income Tax	2.25% of income earned

**CITY EVENTS:**

The City of Kettering sponsors several annual events that draw thousands of visitors. Below is a listing of several special events.

**Go 4<sup>th</sup>!** July 4th Celebration: Rock 'n' roll concert, children's games, bingo, food, a spectacular fireworks display, all at Delco Park, 1845 E. Dorothy Lane.

**Polen Farm Christmas Day Get-Together:** An afternoon of holiday activities on Christmas Day for folks who might otherwise be alone. Polen Farm, 5099 Bigger Road.

**Art on the Commons:** A juried art show featuring the works of about 120 artists is held each summer at Lincoln Park. Jewelry art, photography, sculpture and crafts are included.

**Let It Snow! Mayor's Christmas Tree-lighting:** Join us at Lincoln Park Civic Commons for the Mayor's annual Christmas tree-lighting. Free carriage rides, refreshments, and carolers are all part of this event.

**Holiday at Home:** Although the City of Kettering is a major sponsor for Holiday at Home, the annual Labor Day weekend celebration is the work of hundreds of volunteers throughout the area.

## 2016 CITY OFFICIALS

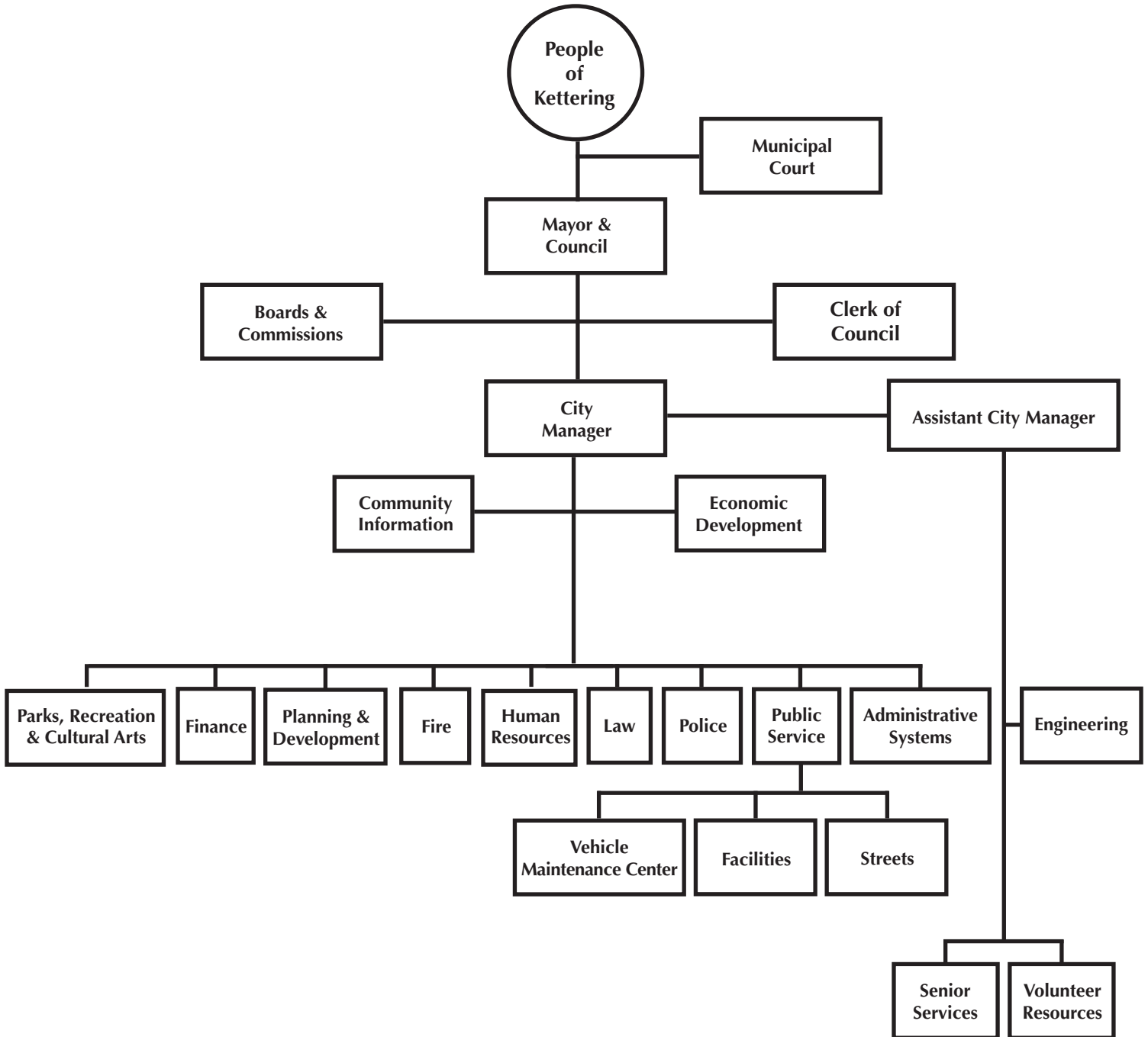
### MAYOR AND COUNCIL

DONALD E. PATTERSON	Mayor
ROBERT SCOTT	Vice Mayor
BRUCE E. DUKE	Councilmember
TONY KLEPACZ	Councilmember
BILL LAUTAR	Councilmember
AMY SCHRIMPF	Councilmember
JOSEPH D. WANAMAKER	Councilmember

### CITY ADMINISTRATION

MARK W. SCHWIETERMAN	City Manager
STEVEN E. BERGSTRESSER	Assistant City Manager and City Engineer
TOM BUTTS	Fire Chief
DAVID J. DURITSCH JR.	Public Service Director
NANCY H. GREGORY	Finance Director
THEODORE A. HAMER III	Law Director
DREW MILLER	Administrative Systems Director
SARA E. MILLS	Human Resources Director
CHRISTOPHER PROTSMAN	Police Chief
THOMAS R. ROBILLARD	Planning & Development Director
MARY BETH THAMAN	Parks, Recreation and Cultural Arts Director

# City of Kettering 2016 Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Kettering  
Ohio**

For the Fiscal Year Beginning

**January 1, 2016**

A handwritten signature in black ink, reading "Jeffrey R. Ennis".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Kettering for its annual budget for the fiscal year beginning January 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## **FINANCIAL STRUCTURE**

### **REPORTING ENTITY**

The City of Kettering, Ohio, (the “City”) is a home rule municipal corporation under the laws of the State of Ohio and operates under its own Charter. The current Charter, which provides for a Council/Manager form of government, was adopted in 1955 and has subsequently been amended.

The City provides various services including police and fire protection, parks, recreation, street maintenance, planning, zoning, and other general government services. The City does not maintain any utility or other operations that would require the establishment of enterprise funds.

The financial reporting entity consists of (a) the primary government, (b) organizations for which the primary government is financially accountable, and (c) governmental organizations for which the primary government is not financially accountable, but for which the nature and significance of their financial relationship with the primary government are such that exclusion would cause the reporting entity’s financial statements to be misleading or incomplete. Component units are legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, component units can be governmental organizations for which the primary government is not financially accountable, but for which the nature and significance of their financial relationship with the primary government are such that exclusion would cause the reporting entity’s financial statements to be misleading or incomplete. No separate government units meet the criteria for inclusion as a component unit.

### **BASIS OF PRESENTATION**

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operation of each fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures. A budget for each fund is presented in this document, except where indicated. The following funds are used by the City:

#### **MAJOR GOVERNMENTAL FUNDS**

**GENERAL FUND:** The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**STREET MAINTENANCE FUND:** This fund accounts for the portion of gasoline tax and motor vehicle license fees restricted for maintenance of streets.

**EMERGENCY MEDICAL SERVICES (EMS) FUND:** This fund accounts for the emergency medical services reimbursement programs which seeks reimbursement for the City’s fees and charges for emergency medical services from the recipient of the services or an agent. The net proceeds and revenues from this program are placed into this fund to be used for the City’s Fire Department equipment or structures.

**PARKS, RECREATION & CULTURAL ARTS FUND:** This fund accounts for moneys received and expended for the Parks, Recreation and Cultural Arts Department programs and activities.

**FRAZE PAVILION FUND:** This fund accounts for moneys received and expended for the Frazee Pavilion amphitheater operations.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM:** This fund accounts for grants received from the United States Department of Housing and Urban Development (HUD), for the HOME (Housing Opportunities Made Equal) Investment Partnership Act, and the FEMA (Federal Emergency Management Agency) Hazard Mitigation grant. Grants are restricted for various purposes designated by HUD. Budget information presented for the CDBG fund is an estimate of the actual appropriation to be approved at the beginning of the block grant program year.

**DEBT SERVICE FUND:** The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general, special assessment and promissory note long-term debt principle and interest.

**CAPITAL PROJECTS FUND:** The Capital Projects Fund is used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

## NON-MAJOR GOVERNMENTAL FUNDS

STATE HIGHWAY FUND  
CEMETARY FUND  
POLICE PENSION FUND  
DESC REUSE FUND  
SPECIAL GRANTS AND PROGRAMS FUND

## INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments on a cost-reimbursement basis. Although internal service funds require no appropriation, we have included four internal service fund budgets because they represent separate organizational units of the City even though all of their costs have been charged back to the governmental fund types.

The audited financial statements of the City also include a pension trust fund, a private purpose trust fund, and agency funds that are not included in this budget document.

While this Budget document presents a budget for each fund, the City's audited Comprehensive Annual Financial Report (CAFR) presents both Fund Financial Statements and Government-Wide Statements. These Government-Wide Statements include a statement of net position and a statement of activities.

Please see Page 11 for a description of the relationship between the City's funds and departments.

## **BASIS OF ACCOUNTING**

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All governmental funds are accounted for using a current financial resources measurement focus and are reported on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period, which, for the City's purposes, is considered to be 30 days after year-end. Revenues considered susceptible to accrual are community development block grants, delinquent property taxes, income taxes and interest on investments. Property taxes levied before year-end are not recognized as revenue until the next calendar year. The fiscal year for which property taxes are levied at year-end in the State of Ohio is the succeeding calendar year.

Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for interest on unmatured general long-term debt, and on special assessment indebtedness collateralized by special assessment levies, which are recognized when due. Inventory and prepaid expenditures (principally prepaid travel) are recorded in the governmental fund types and charged as expenditures when used. A portion of the fund balance is non-spendable in governmental funds for the amount of inventory and prepaid expenditures.

All internal service funds are accounted for on a flow of economic resources measurement focus. The proprietary fund type is accounted for using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and become measurable; expenses are recognized in the period incurred, if measurable, regardless of the timing of related cash flows.

## **BASIS OF BUDGET**

The City, being a home rule municipal corporation, has adopted, through ordinance, GAAP (generally accepted accounting principles) as its budgetary basis. Basis of budgeting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the appropriation. All governmental funds are budgeted for using a current financial resources measurement focus and are reported on the modified accrual basis of accounting. This is consistent with the basis of accounting used in the city's audited Fund Financial Statements.

**INTERFUND TRANSFERS**

During the course of normal operations, the City has numerous transactions among funds, most of which are in the form of transfers used to move unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The budget document generally reflects such transactions as transfers.

**FUND BALANCE CLASSIFICATIONS**

Fund balance is reported as restricted when constraints placed on the use of resources are either: a. externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or b. imposed by law through constitutional provisions or enabling legislation.

Fund balance is reported as committed when the City Council enacts legislation requiring specific revenues to be used for a specific purpose. The City Council can modify or rescind that legislation at any time through additional legislation.

Fund balance is reported as assigned when a revenue source is not previously restricted or committed but the Finance Director determines, in the Director’s professional opinion, that the assigning of revenue is the desire or direction of City Council. This authority is given to the Finance Director through ordinance passed by City Council.

**THE RELATIONSHIP BETWEEN FUNDS AND CITY DEPARTMENTS**

The City of Kettering’s organizational structure consists of departments performing various activities necessary for operations of the City, while the City’s finances are reported in funds. For example, expenditures for the Parks, Recreation and Cultural Arts Department functions are reported in the PRCA Fund, the Frazee Operations Fund, the Capital Improvement Fund, as well as the Cemetery Fund. The following table portrays the City’s departments and the funds they use.

**USE OF FUNDS BY DEPARTMENT**

DEPARTMENT	FUND												
	General	Street Maintenance	PRCA	Frazee Pavilion Operations	CDBG	Capital Projects	State Highway	Cemetery	Police Pension	EMS	DESC ReUse	Special Grants & Programs	Internal Service Funds
Mayor Council	X												
Municipal Court	X											X	
Clerk of Courts	X											X	
City Manager	X				X								
Law	X												
Finance	X												
Administrative Support	X												X
Human Resources	X												
Planning & Development	X				X								
Economic Development	X										X		
Police	X								X			X	
Fire	X					X				X		X	
Engineering	X					X	X					X	
Community Information	X												
Other Cost Centers	X												
Streets Maintenance		X				X	X						
Parks, Recreation and Cultural Arts			X	X		X		X			X	X	
Information Services													X
Print Shop													X
Vehicle Maintenance Center													X
Facilities Maintenance						X					X		X

PRCA - Parks Recreation and Cultural Arts  
 CDBG - Community Development Block Grant Program  
 EMS - Emergency Medical Services

## BUDGET PROCESS

### FIRST QUARTER (January - March)

- The City Manager, Assistant City Manager, and Finance Staff meet to review the prior year's financial results as presented in the audited Comprehensive Annual Financial Report.
- Department Directors evaluate the City's capital improvement needs and prepare budget requests based upon these needs. The capital improvement requests include projects related to transportation enhancements, roadway improvements, streetscape, drainage, parks, recreation & cultural arts, and other governmental facilities. For each project, the department director will identify the impact on the health and safety of the community, the environmental and aesthetic effect, the disruption and inconvenience, the effect on inter-jurisdictional relationships, and the impact on the operating budget in the short and long run.
- The Finance Department updates the long range forecast, incorporating known changes in financial resources and capital improvement requests.

### SECOND QUARTER (April - June)

- The City Manager and Assistant City Manager prepare an agenda for the Annual Council Retreat.
- The Mayor and Council hold an annual retreat, including the City Manager and Assistant City Manager to discuss and reassess goals and objectives for the current and following year. The Department Directors may discuss staff progress on strategic plan tactics. Existing tactics may be revised and new tactics may be added. The Finance Department presents the prior year's financial results and an updated long-range forecast. The forecast is used to provide Council with an approximate level of future funding available for the implementation of goals.
- The City Manager, Assistant City Manager, and Finance Staff develop budget year financial targets.
- The City Manager holds a meeting with department directors to outline the results of the Annual Council Retreat, to communicate the major areas of emphasis for the upcoming year, and to discuss budget targets.
- Department directors involve their staff in reviewing city-wide goals and priorities for the upcoming year. They formulate a specific departmental direction and prepare a report to the City Manager.
- The Budget Manager assembles all capital improvement requests previously submitted by department directors. These requests are evaluated with the City Manager, Assistant City Manager and department directors based upon the priorities established in the Strategic Plan. Through this process, a five-year capital improvement program is created.
- Department Directors prepare budget requests for capital equipment needs. The Vehicle Maintenance Manager and Information Systems Director provide assistance in the analysis of the city's vehicle and equipment needs.
- The Accounting Department prepares budget year estimates for internal service fund charge-backs and for telephone, utility and depreciation expenditures.



### THIRD QUARTER (July - September)

- Departments assess financial and personnel resources needed to achieve stated objectives and desired service levels.
- The Finance Department provides budget guidance to all staff members with budget responsibilities. The Budget Manager supplies year-to-date financial information and special supplemental information to the departments to assist with their budget preparation for personnel, operating and equipment expenditures.
- Department Directors prepare current year operating estimates and budget year requests for personnel and operating needs. These budget requests are to be within the budget target guidelines established by the City Manager. The Budget Manager provides assistance to all departments in the creation of budget proposals.
- The Finance Department reviews significant proposed changes with the City Manager and then meets with each department individually to review, in detail, their budget proposals.
- The City Manager, Assistant City Manager, Human Resource Director, Finance Director and Budget Manager evaluate personnel requests and make decisions as to which requests will receive funding in the budget.
- The Budget Manager calculates the employee benefit budget for all personnel based upon approved personnel requests.
- The Budget Manager calculates a current year estimate for city-wide personnel expenditures.
- The Budget Manager calculates a current year estimate for city-wide capital improvement expenditures.
- The Budget Manager reviews departmental current year estimates and determines projects to be carried over to the upcoming budget year.
- The Budget Manager prepares current year and budget year estimates for all special grants and programs.
- Additional budget review meetings are held on an as-needed basis to review the capital improvement programs, personnel, operating, and equipment requests.
- The five-year capital improvement program is presented to the Mayor and Council in a special workshop that is open to the public. City staff presents major improvement projects proposed for the next year. The upcoming year's program is incorporated into the budget proposal.

#### FOURTH QUARTER (October - December)

- The Finance Director prepares revenue projections for the current year and budget year.
- The Budget Manager prepares budget summary schedules incorporating the Finance Director's revenue projections and all expenditure categories.
- The Budget Summary schedules are reviewed with the City Manager, Assistant City Manager and Finance Staff. Revisions may be made in order to meet budget target goals.
- The City Manager writes a Budget Message to City Council providing an overall summary of the proposed budget. Finance Department prepares the budget document that will be submitted to City Council for review.
- Public notice is provided for Council budget workshop meetings.
- Council conducts public workshops to review the City Manager's recommended budget for the upcoming year with copies of the budget document provided to the public and the media. The City Manager staff and Finance Department staff present budget details and provide analysis as requested.
- Council adopts, by resolution, the annual budget.
- The Finance Department conducts a meeting of staff members to critique the budget process and make suggestions for the next year.

#### **BUDGET ADMINISTRATION**

The following is a description of the process used to amend the budget. In the appropriation resolution, Council adopts a typical department budget by summarizing the budget into three subtotals: personnel, operating expenses and capital outlay.

- In situations where the object account does not exceed the subtotal; for example, operating expenses, adjustments can be made with the approval of the Finance Department.
- In situations where transfers need to be made between subtotals but are within the total department budget, adjustments require the approval of the Finance Department and the City Manager.
- If it is necessary to exceed the total allocation for the department, a resolution that provides for a supplemental appropriation must be passed by City Council. The request for this resolution requires the approval of the City Manager.

December 13, 2016

Honorable Donald E. Patterson and  
Members of Kettering City Council  
3600 Shroyer Road  
Kettering, OH 45429

Dear Mayor and Council Members:

The adoption of the annual budget is the most important policy statement that City Council makes each year. The budget process is a priority setting process. It requires individual departments to evaluate current services and programs, forecast for the year ahead, and prioritize needs for the upcoming year's budget. The issues, suggestions, challenges and priorities that Council discusses with me throughout the year are reflected in this budget proposal.

As you prepare to adopt the 2017 annual budget, please allow me to reflect on some of the successes we enjoyed in 2016 and outline some of the significant issues and forthcoming challenges shaping the City's financial status for your consideration.

2016 was an exciting year for redevelopment and reinvestment in Kettering.

One of the greatest signs of a thriving community is reinvestment. When large corporations, family owned businesses and our residents make a commitment to re-invest in their properties it is a vote of confidence for the future strength of our city. With that in mind we are excited about some of the wonderful projects that took place in 2016 and those that are proceeding into 2017.

Three 2016 announcements highlight the significant impact of reinvestment.

Town & Country Shopping Center completed a \$7 million extensive renovation project this year and welcomed a new primary anchor tenant TJ MAXX and junior anchors PetCo and Chick-fil-A. The interior received a complete facelift and exterior work included a new façade, parking lot reconfiguration, new lighting, landscaping and sidewalks. This reinvestment in the signature facility in Kettering's "downtown" is important because it solidifies a future of commercial success for our largest shopping center.

Kettering Health Network constructed a brand new \$49 million state of the art comprehensive cancer care center which includes a pedestrian walkway spanning Southern Boulevard. With a presence in many cities throughout the area, we are proud that Kettering Health Network chose to locate this important regional facility on their Kettering campus. The Cancer Care Center is not only a sign of the growing commitment Kettering Health Network has to the Kettering community, but will provide an important resource for our residents who will soon be able to receive the highest level of cancer care right here at home.

Alternate Solutions Health Network announced a major expansion in the Kettering community. The business purchased a 200,000 square foot facility at 1050 Forrer Boulevard in the Kettering Business Park. The expansion will allow a projected growth in employment of more than 340 jobs in the next five years. This reinvestment is critical to the ongoing success of the Kettering Business Park, a city operated economic development project at the site of the former Gentile Air Force Station.

We are thrilled with the private redevelopment and renovation projects taking place throughout our community. We want to be sure you know that the City of Kettering is committed to reinvestment as well. Kettering has grown significantly over the past 60 years and the City strategically devotes a great deal of our resources to maintain our infrastructure and promote both residential and commercial development and redevelopment.

The capital improvement program continues to be an area of emphasis for City Council. The proposed 2017 capital improvement fund budget is \$17.5 million, \$2.2 million of which is covered through outside funding. Major projects include the resurfacing of Shroyer Road in partnership with the City of Oakwood, street improvements in the Oak Creek neighborhood, replacement of the Ghent Avenue bridge, streetscape improvements along Wilmington Pike, Gentile Park construction and further Fire Station construction.

The City of Kettering is committed to supporting residential development that ensures families looking for affordable homes with modern amenities have options here in Kettering.

Construction began in 2016 on the Prugh Woods development of more than 30 new single-family homes located at the intersection of Dorothy Lane and Prentice Drive near the Kettering Recreation Complex. The initial clearing of the property to allow for construction is complete, work on the access road is underway and the first residential structure is going up. The bulk of the heavy construction should be complete by the end of 2016, with the construction of new homes to begin in 2017 as the home sites are sold.

The importance of reinvestment also extends to our residential areas. We are proud of our stable and attractive neighborhoods. A well-kept neighborhood says that residents take pride in their community. With pride comes value, beauty and a great image for our city.

Our residents' efforts to maintain and improve their properties are important and appreciated by the City of Kettering. As a way to recognize and promote these improvement efforts the City continued to sponsor the Neighborhood Pride Awards Program. The Neighborhood Pride Award recognizes residents and businesses that have made significant improvements to their home or business or have maintained their places impeccably year after year. Neighborhood Pride has been tremendously successful – because our residents and businesses take an interest. This year over 300 properties were nominated and 35 awards were presented. Winners are selected by the volunteer Neighborhood Pride Award Committee, which is made up of previous winners. All award winners are publicly recognized at a City Council meeting and an attractive sign is placed in their yard to let everyone in our community know they received the special award.

The Community Development division continued to facilitate numerous programs throughout 2016 geared toward providing quality housing to both current and future Kettering homeowners. The division also continued to provide education opportunities to residents for foreclosure prevention and homeownership. Emergency home repair and handicapped accessibility grants continue to allow Kettering residents to remain in their homes. Community Development funds assisted with the installation of smoke detectors for income qualified households, the redevelopment of vacant lots and several infrastructure projects in collaboration

with the Engineering Department. In spite of delays in federal funding and budget approvals, our funding levels have been consistent and are able to fund existing programs. Historically the City of Kettering has consisted of a good balance of residential and business properties. This balance can be credited for much of the City's success as a diverse community.

Another exciting initiative is the Cities of Service program. Mayor Patterson signed a declaration of service in August of 2012 to participate in the Cities of Service initiative – a bipartisan coalition of mayors committed to work together in an effort to address a community's most pressing needs with high impact volunteering. Currently there are 180 cities across the nation involved in the initiative. The City is focusing efforts on neighborhood revitalization. The first neighborhood chosen for this initiative was Richman Heights, followed by Indianola, Southern Hills North and most recently Berwin Park. Since its inception hundreds of volunteers from churches, service organizations, schools and universities have assisted residents of these neighborhoods with general outdoor clean-up as part of our Cities of Service initiative. Other activities included educational seminars on home repair, CDBG Program, Neighborhood Watch, water and energy conservation, and recycling. The model established in 2012 will be carried through 2017 with Cities of Service Initiative in the Oak Park neighborhood. This is a great example of neighbors and volunteers working together to make sure our community remains a place our residents are proud to call home.

There are many efforts underway within the City of Kettering to make reinvestments in our infrastructure and facilities. The 2016 capital improvement fund expenditures are estimated at \$27.5 million, \$4.1 million of which is covered through outside funding and \$5.5 million through 2015 debt proceeds. Major projects include a city-wide traffic signal system upgrade, Stroop Road resurfacing, Prugh Woods Drive construction, Civic Commons lighting upgrades, and Fire Station construction.

The largest and most significant capital investment underway is the construction of our new fire stations. A strategic planning process began in 2006 and resulted in a comprehensive modernization strategy for all aspects of the department. Gradual implementation of the plan began in 2010. The plan is expected to conclude in 2018 with the completion of four modern fire stations. With an average age of 42 years, Kettering's current fire stations lack the physical space or available land to properly allow for the improvements necessary to upgrade to current standards. Existing stations are undersized for modern apparatus, devoid of mixed gender facilities for 24/7 operations and do not meet current ADA standards. The four new stations will provide appropriate facilities for the storage and safety requirements of modern apparatus in addition to modern facilities to accommodate 24/7 operations. Kettering held multiple public meetings and met with key stakeholders to gain input on the design of the new stations. The first new fire station, Station 32 at 3484 Far Hills Avenue, opened in the spring of 2016 and is now fully operational and is surpassing expectations meeting the needs of the community. In the fall of 2016 the second new station, Station 36 at 4745 Hempstead Station Road became fully operational. In addition to being a fully functional 24/7 Fire Station, this facility serves as Fire Department Headquarters, Emergency Operations Center and as a Backup Dispatch and Data Center. It also features a meeting room for community groups. Construction is underway on Station 34 at 2575 Woodman Drive directly south of Tenneco. This station is scheduled to be complete in the fall of 2017. The fourth station, Station 37, will be located at 1300 West Dorothy Lane. This station is in the final phase of planning and design. Construction of this station is expected to begin during the summer of 2017.

Convenient access to city services and city information is a priority for City Council. Residents are now able to apply for engineering right of way permits, inspections, building permits, and search property records 24/7 online through our new Access Kettering system. Because we believe in transparency, we launched checkbook

online on our webpage which offers user friendly access to detailed expenditure records that are searchable by various categories including by year, by department, and by vendor. In 2016 we also introduced a searchable city employee salary database on our website.

I'd like to thank our city staff for their commitment to providing outstanding customer service to our Kettering residents and businesses. We are exceptionally proud that our recent community survey revealed that 97% of our residents are satisfied or very satisfied with living in Kettering. This remarkable level of satisfaction is reached because our city departments, each award winning and known for excellence throughout the state, are made up of caring, dedicated professionals who love working for our citizens. The full results of the Citizen Survey can be found here: <http://www.ketteringoh.org/news/resident-survey> .

As we celebrate these successes, we must also prepare for some significant issues and forthcoming challenges. The principal issues we face as we develop the 2017 budget are threefold: the current economic environment and how its challenges affect our citizens; the aging infrastructure of the community; and how to maintain the high quality of customer service and programming while controlling spending when faced with the continuation of significant state funding reductions. The state budget cuts were first reflected in the 2012 budget with additional cuts to be incurred in each year beyond. As a result, it is necessary to complete the 2017 budget recognizing past and future revenue reductions and accordingly we must critically evaluate our programs and services to determine how to continue a high service level approach within resource constraints.

As a governing body you have established a number of directives related to the manner in which we allocate general fund dollars. You reinforced that the budget process be utilized to reflect the desires of the citizens and businesses of this community. You have also directed that, in the City's budget, the current year operating revenues must cover current year operating expenditures and debt service obligations, while the capital improvement program (CIP) may be funded through the utilization of the City's reserves. Therefore, the 2017 budget must address your understanding for the overall economic condition of the City's population base while maintaining quality services and an aggressive capital improvement program, all within budget constraints.

This is not a new approach for the City of Kettering. Council has maintained a conservative approach toward spending, realizing that the City could face threats to service levels without an aggressive and strategic plan for budgeting for the future of the community. This conservative planning has served the City well during the economic difficulties of the last several years.

Due to our conservative approach toward spending, the City is well positioned to allocate the dollars necessary toward programs and services that make Kettering the community of choice to live, work and play. A culture of fiscal responsibility has long been established in the community, and we have several prestigious awards to support this fact. In 2016 our Finance Department once again received both the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. These awards were received for our 2016 Budget document and 2015 Comprehensive Annual Financial Report (CAFR). This marks the thirty-first year for the receipt of the Budget Award and the thirty-fourth year for receipt of the CAFR award. In addition, we received the Award with Distinction for excellence in financial reporting from the Auditor of State of Ohio. In conjunction with the issuance of debt for the fire stations project, the City's bond rating by Moody's Investors Service was upgraded from Aa2 to Aa1. Moody's cited the City's strong financial management practices, healthy General Fund reserves and additional liquidity in the Capital Projects Fund, and moderate debt burden as the primary reasons for the upgrade.

Honorable Donald E. Patterson and  
Members of Kettering City Council  
December 13, 2016

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Our Finance Department's diligence toward responsible financial stewardship and reporting and our department directors' dedication to utilizing public dollars efficiently are largely responsible for our ability to balance the 2017 budget. As you prepare to adopt the 2017 budget, please recognize that City administration has spent months preparing a budget proposal that balances conservative spending with the type of quality service that has long been outlined in the City's Strategic Plan and is expected of us by our residents and businesses.

We pride ourselves on customer service. The customer satisfaction survey conducted in 2015 confirms that our focus on customer service is on point. The economic downturn has not changed the expectations of our citizens. While we enjoy a 97% overall satisfaction rate, any real or perceived decrease in service threatens that ranking. To date, we have not been forced to make drastic changes in the quality of service to our residents, businesses and patrons.

One critical service we are currently challenged to provide is snow and ice removal. The harsh winters of recent years placed a significant strain on our resources, both equipment and personnel. As a result, and at the direction of City Council, we created a winter operations strategy first used in 2015 that included additional personnel and new equipment, as well as a shift to an "all hands on deck" philosophy. The approach worked, and we continued using this plan in 2016.

The State of Ohio has made it clear that local governments must identify ways to operate with less state funding. To date, we have received real cuts from the State without replacement funds. In comparison to the base year 2010, anticipated cuts in state funding are \$868,000 in 2016 and \$802,000 in 2017. These cuts result from a 50% reduction in the Local Government Fund and from the accelerated elimination of the tangible personal property tax reimbursement. State Legislators also eliminated the Ohio estate tax effective 2013. The City previously averaged approximately \$3 million each year in estate tax revenue - which was a major funding source for our capital improvement program.

In 2014 the Governor signed House Bill 5 (HB5) that requires significant municipal income tax changes. The City has been supportive of changes to promote uniformity and simplification. However, HB5 went beyond uniformity, and requires changes that negatively impact tax revenues. For example, HB5 increases Kettering's net operating loss carry-forward period from 3 to 5 years. HB5 also changes the 12-day rule to a 20-day rule, prohibiting a municipality from taxing or requiring withholding on non-resident employees who work 20 days or fewer in the City. As the changes are fully implemented, by fiscal year 2023, Kettering will experience an estimated \$628,000 annual revenue reduction.

In addition to the above state cuts, the impact of Montgomery County's revaluation of properties in 2011 produced a 9% decrease in property valuations in Kettering. As a result, property tax revenues decreased by \$818,200 from 2011 to 2014. The County's revaluation process conducted in 2014 resulted in a further \$264,000 reduction in 2015 property tax revenue. We anticipate an increase of \$99,000 in 2016 and status quo for 2017.

Despite these funding challenges, there is good news. The budget policies of Council and the operating guidelines of administration have been instrumental in maintaining a sufficient general fund balance (\$42.1 million estimated ending balance for 2016) which has facilitated aggressive infrastructure improvements to improve our housing system, roadway system, and facilities.

In November 2013, Montgomery County Auditor Karl Keith notified City of Kettering officials that the city was due an additional \$40 million estate tax distribution originating from a 2011 estate tax return. This was the largest estate tax payment ever received in Montgomery County. Consistent with existing policies, the funds were placed in the city's capital improvement fund. Since the estate tax was eliminated in 2013, this receipt will aide in replacing lost annual revenue of approximately \$3 million per year. Based upon Council direction, we allocate \$3M per year of the original \$40 M fund to our capital improvement fund. This direction assists in stabilizing our CIP funding and ensures that the estate tax funds will not be used for day-to-day operating expenditures.

We can also credit some of our current fiscal solvency to our citizen's vote in 2006 to increase the City's income tax rate from 1.75% to 2.25% effective with the 2007 calendar year. In addition, several years prior to that vote, we took measures to find efficiencies and spending reductions. These measures are continuous processes that are not undertaken only when faced with economic downturns. The following measures are partially responsible for our solid financial condition today.

For the past several years, departments have been challenged to budget with a 0% operating increase from the previous year's budget amount. This demands that department directors carefully evaluate their services, programs and fee structure. To date, we have managed to respond to this target without significant one-time increases in fees that would have to be absorbed by our residents. We evaluate fees on an annual basis and make appropriate changes to ensure our fee structures and rates remain up to date within our region.

The 2016 budget reflects an across the board pay increase of 2.75% for non-organized employees. Pay increases for organized employees are budgeted at either 2.25% or 2.75% depending upon the contracted rate for each bargaining unit. Our employees fully recognize our responsibility to operate in a manner that reflects the economic conditions of our community.

Providing health insurance to our employees continues to be a challenge for us as an employer. On March 23, 2010, the Patient Protection and Affordable Care Act (commonly known as PPACA or National Health Care Reform) was signed into law. Since that time certain aspects of the law have been gradually implemented. Over the last few years, the City of Kettering and its leadership team have been working to understand National Health Care Reform and its impact on the City of Kettering and our employees. This process has been very difficult due to the complexity of the law and the many changes to the law and interpretations of its regulations that have occurred since its adoption. While health insurance is one of the most important benefits we offer to our eligible employees, it is also one of our largest personnel benefit costs. We are proud to offer quality benefits to our employees, but we must manage benefits in a sustainable way. With the implementation of National Health Care Reform, the City has had to make tough choices while balancing the interests of our employees and our citizens. In 2017, the City will keep a High Deductible Health Insurance Plan (HDHP) with our existing carrier - United Healthcare. In 2012, the City moved from a fully funded plan to a self-funded plan. This change allowed us to take greater control of our health insurance data and to more effectively work with employees to reduce overall health insurance costs. In 2017, the budget includes a 2.5% increase in premium costs versus a 7% increase in 2016. Employees will continue to pay 17% of health insurance premium and will now pay 35% toward deductible. In an effort to continue reducing claim payments under our self-funded plan, the City utilizes a wellness program to offer employees incentives to earn additional HSA contributions.



Our internal review of services and programs has included identifying collaborations with other government entities as a means toward our goals. Not only is this a cost effective way of doing business, but it is also a recommendation by state officials as they decrease state funding to local governments. To our credit we have embraced the spirit of cooperation for decades. It has always been our belief that working smarter in collaboration with other entities, where it makes sense, not only benefits the City financially, but holistically. Our community is a better place because of a variety of partnerships throughout the years. Today there is a stronger sense of urgency for partnerships and City Managers across the region seek collaborations that will benefit their communities.

Examples of current and possible future collaborations are:

- Providing building inspection services to the City of Oakwood
- Providing GIS services to Washington Township, West Carrollton & Moraine
- Utilizing Miami Valley Communications Council for negotiations of street lighting, gas and electric rates
- Housing prisoners in the Kettering Municipal Jail for five other jurisdictions
- Utilizing County Corp for loan origination on Community Development projects
- Utilizing County Corp for the facilitation of business loans through Community Development
- Review of our Fiber Optic infrastructure to determine if collaboration with MVCC member cities could improve our internal utilization of the fiber as well as make services available to our businesses
- Participating in a regional law enforcement Special Response Team and regional Crime Suppression Unit
- Kettering, Dayton and Montgomery County implemented a program to share building inspection services to reduce costs and maintain services to our customers

Because income tax accounts for approximately 81% of the City's general fund revenue, we operate an aggressive economic development program focused on job retention and job creation. The City of Kettering is a unique mixture of business and residential, with the business climate being a combination of large corporations and locally owned companies. It is a great scenario that poses its own set of unique challenges. The art of recruiting and maintaining businesses has risen to an extremely competitive level over the last several years. Businesses, no matter their size, turn to the government for aid in expansion, relocation or even to sustain their operations. The Kettering Incentive Program (KIP), established in 2010, incentivizes companies that move into the community with the expectation they will bring an established amount of jobs and payroll, and make a commitment to longevity in Kettering. The City also works with the Dayton Development Coalition and the State of Ohio to ensure that all applicable incentives are secured through the State for our new and growing companies. We entered in to a partnership with the Kettering Development Corporation to aggressively market the Kettering Business Park commercial site owned by the City.

In 2012 – 2014 we enhanced our economic development tools in order to address the needs of smaller businesses. Council approved, through legislation, an annual commitment of \$500,000 for economic development purposes. The funds are used to assist a small business owner with relocation and site improvements, demolition of blighted commercial properties and the comprehensive study of the Wilmington Pike corridor. We continue to place emphasis on the recruitment of companies to Kettering, as well as on the retention of our existing companies. The level of services we are able to offer plays a major role in the decision of potential and current Kettering employers.

Take a look at two key indicators, unemployment and income tax growth, and it is easy to see that the economy in Kettering is thriving. The unemployment rate for our residents is one of the lowest in the region and is consistently below the national, state and Dayton unemployment rates. Likewise, our income tax base is growing, a sure sign that our residents and those working in our community are earning more. Kettering's well educated and highly skilled workforce is attractive to businesses looking to locate or expand in our community. We have welcomed Lunarline, Berry – a Vivial Company, and Xerion Advanced Battery Corporation. We celebrated the expansion announcements of Alternate Solutions Health Network, Kettering Hospital Cancer Care Center and Advantic LLC. We are confident that more very positive economic development success for Kettering is just around the corner.

The Wilmington Pike corridor is the backbone of our community and its vitality is central to the strength of our commercial success. The Wilmington Pike Improvement Committee, a group of business owners and community stakeholders, engaged in a strategic planning process to identify the most important challenges and promising opportunities for this essential corridor. Together with City staff they created a plan to regenerate investment and spur economic development. The Demolition Program provides financial assistance to commercial and residential property owners in the Wilmington Pike Demolition Program Designated Area to assist in the demolition of structures and clearance of sites for purposes of redevelopment. In 2016, the property at 3705 Wilmington Pike was demolished and cleared for future redevelopment, the former Burger King was demolished to make room for the redevelopment of the property into a Grismer Tire location and Sky Asian Cuisine debuted their Japanese fine dining experience. In 2017, work will begin on major streetscape improvements on the Wilmington Pike corridor between Stroop Road and Marshall Road. Both sides of the street will have new streetlights installed and abundant street trees planted. On the west side of the corridor a brand new 8' multiuse path will be installed, offering a connection to existing regional bikeways and improved pedestrian access to businesses.

The City of Kettering has much to offer our businesses. Our quality of life is superior, our infrastructure and facilities are conducive to business retention and attraction, and the services provided by City staff are user and business friendly. These are strengths that will carry us into 2017 and beyond.

For the benefit of the residents and businesses of Kettering we are strategically planning for the future in order to continue to be the "Community of Choice to Live Work and Play". Our goals for 2017 will focus on seven strategic areas as identified through our Strategic Plan:

1. Have active leadership in regional initiatives that improve City services, save the City resources, and boost the City's regional prominence.
2. Engage in economic development ventures that attract and expand investment in the City.
3. Improve and maintain housing options and neighborhood environments.
4. Maintain fiscal responsibility while making strategic capital investments.
5. Provide public Safety via police, fire and other services that excel at customer service and resource allocation.
6. Provide quality City services to both internal and external customers, optimizing levels of service while preserving the unique character of Kettering and meeting standards and budget.
7. Develop and maintain a communication plan that educates our community as well as produces an image of our City.

Diligent financial practices and policies are and will continue to be the norm in Kettering. Apart from the budget and operational priorities as outlined in the Strategic Plan, the City has several long-term budget policies and short-term goals that guide the preparation of the budget.

## **LONG TERM FINANCIAL POLICIES**

### **REVENUE:**

- The City will pursue aggressive economic development growth and maintain a diverse revenue stream to ensure future financial needs are met.
- Fees and charges shall be reviewed annually. Increases shall generally be consistent with inflation.
- Revenue projections for the upcoming budget year shall be prepared independently of expenditure projections to ensure an attainable and conservative forecast of estimated available resources.

### **EXPENDITURES:**

- Departments will be challenged to increase productivity to maintain existing or improved service levels while keeping costs within the range of increased revenues.
- Capital improvements are limited by financial constraints and the City staff's capacity to effectively carry out the workload. Projects that leverage state and federal funds are given a higher priority.

### **DEBT:**

- The City shall not issue long-term debt to pay for current operations.
- Terms of debt shall not exceed the useful life of improvements to be financed.

### **FUND BALANCE:**

- A balanced budget means that the appropriations for any given year shall not exceed the sum of available cash balances, less reserves, plus revenues to be received during the year. The City's goal, however, is not only to achieve a balanced budget, but to maintain an ending General Fund balance of not less than 90 days of operating expenditures and transfers.
- Current year operating expenditures and debt service obligations shall be covered using current year operating revenues. Long-term capital outlay items and some capital improvements may be funded from City reserves.
- The City's excess cash shall be invested in accordance with the Investment Policy adopted by City Council, and last updated November 28, 2000. In general, this policy authorizes investments in obligations of the U.S. Treasury, agencies, and instrumentalities, commercial paper rated A-1 by Standard & Poors Corporation or P-1 by Moody's Commercial Paper Record, corporate bonds rated A or better by Standard & Poors Corporation or Moody's Bond Rating, bankers acceptances issued by banks ranked nationally as being in the top 50 in asset and deposit size, repurchase and reverse repurchase agreements, money market mutual funds whose portfolio consists of authorized investments, and the state treasurer's investment pool. The policy states that no more than 20% of the City's investment portfolio will be placed with any particular issuer, and unless matched to a specific cash flow requirement, the City will not invest in securities maturing more than five years from the date of purchase. It has been the City's practice to invest in securities maturing no more than two years from the date of purchase, and to hold all investments until maturity.

### **SHORT TERM FINANCIAL POLICIES:**

- The City's departments shall keep operating expenditures to not more than a 0% increase over the 2016 budget. Exceptions may be made for special projects, such as technology upgrades.
- The City's Parks, Recreation and Cultural Arts fund shall maintain a budget of not more than a 1% operating subsidy increase over the 2016 budget. The Frazee Pavilion operations fund subsidy shall be no greater than \$300,000. A subsidy represents funding that must be transferred from the General Fund to cover the excess in expenditures over revenues in these funds.
- The Percent for Public Art Program will be funded through 1% of total Capital Improvement fund distributions. Annual funding for the "1% For The Arts" (sometimes known as "City Sites") program shall be calculated based upon the prior year's actual Capital Improvement Fund expenditures, net of external funding sources, reimbursements from other funds and debt proceeds. All artistic, promotional, preparation, maintenance and administrative expenses for the Percent for Public Art Program will be extracted from this budget. The funding calculation will be performed after prior year financial statements are prepared and audited. Each year's unspent balance shall be carried over to the next year's available amount. All project funding will be approved through City Council.
- In November 2013, the City of Kettering received a \$40 million one-time estate tax distribution. Consistent with past practice, the funds were placed in the Capital Improvement fund. Council has directed the City Finance Director to commit the \$40 million plus any accrued interest of the Capital Improvement Fund balance to be expended for future capital improvement projects. The amount will be expended for future capital improvements at a rate of \$3.0 million per year until the original \$40 million and any accrued interest are exhausted.
- The proceeds of and revenues from the Emergency Medical reimbursement program are placed in a City of Kettering fund to be used for Fire Department equipment or structures to house Fire Department equipment or personnel. Authorized uses of such proceeds include, without limitation, the following: payment of principal and interest, and other costs of debt issued for such equipment or structures; reimbursement of the general fund for loans or advances for such equipment or structures, and payment of costs and expenses of administering and managing the program, including, but not limited to, contract services for program billing and collections.

### **GENERAL FINANCIAL POSITION AND FUND BALANCE DISCUSSION**

The City remains in a healthy financial position with an available ending balance, for all funds, projected at \$46.9 million and \$37.1 million for 2016 and 2017 respectively. Revenue and expenditure estimates for both 2016 and 2017 represent conservative projections consistent with our past budgeting practices.

The estimated 2016 available year-end balance of \$46.9 million for all funds is \$22.7 million less than the actual 2015 ending balance. This planned decrease in fund balance is primarily due to capital improvement spending, including the Fire Station Improvement project.

In 2016 significant improvements were made to the City's roadways, parks & recreational facilities, and other city-owned facilities. These improvements were partially funded with \$3.0 million from 2013's \$40.0 million estate tax distribution and with a transfer from the General Fund. Examples of 2016 improvements include \$2.9 million for the resurfacing of East Stroop Road, and \$1.2 million for the resurfacing of West

Stroop Road. Improvements of \$750,000 were made at Civic Commons including new lighting, pavers and stone edging around the pond. Other 2016 projects include a residential rebuild on Valleywood, the new Prugh Woods Drive, pond edging at Delco Park, and a 75% federally funded citywide upgrade to the City's signal system. These are in addition to the City's regular programs such as the curb/drive approach/sidewalk repair, asphalt resurfacing, and thoroughfare improvements.

Also during 2016, the City continued to implement its Fire Station Improvement Project. Funding for these improvements come from the City's Emergency Medical Services (EMS) Fund balance, previously transferred to the CIP Fund, and from the 2015 issuance of general obligation debt – to be re-paid using EMS Fund revenues. Prior to 2016, the City spent \$12.4 million on the project, including the completion of Station #32 on Far Hills Avenue, the land purchase and partial construction of Station #36 at E. David Road and Hempstead Station, and the land purchase and design of Station #34 at Woodman Drive. Estimated 2016 expenditures of \$11.3 million and Proposed 2017 budget of \$5.7 million are a continuation of the multi-year project.

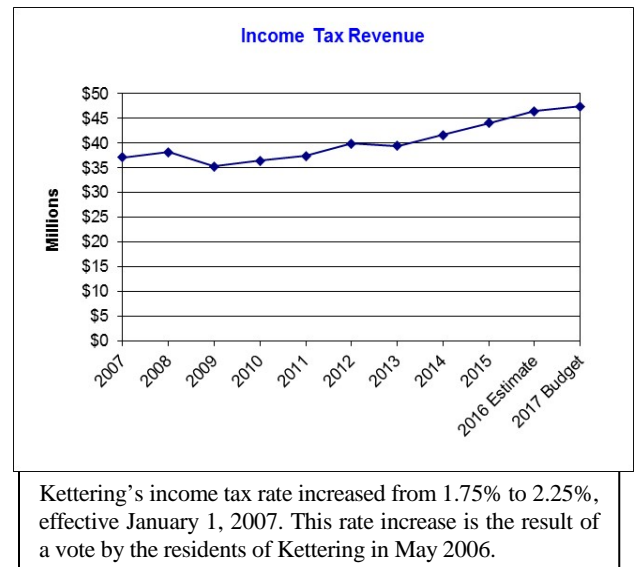
Other 2016 fund balance decreases are anticipated in the Fraze Pavilion Operations Fund due to increased spending for the facility's 25<sup>th</sup> Anniversary season, in the E911 Fund due to upgrades for the enhanced 911-system, and in the General Fund due to transfers for capital improvements and the commitment of funds for economic development loans and programs.

The budgeted 2017 year-end balance for all funds shows a \$9.8 million decrease from the estimated 2016 ending balance. As in 2016, the 2017 decrease is largely due to capital improvement expenditures. Fire station improvements are budgeted at \$5.7 million and will use EMS Fund proceeds. Fund balance decreases are planned in the General Fund due to transfers to the CIP Fund, and in the Fraze Pavilion Operations Fund.

The available ending balance for the City's General Fund alone is projected at \$35.9 million and \$31.4 million for 2016 and 2017 respectively. The planned decreases are attributable to capital improvements necessitating General Fund transfers to the CIP Fund of \$4.6 million in 2016 and \$5.6 million in 2017. The transfers are in line with the City's practice of using current year revenues to pay for current year operating expenditures, but allowing certain capital improvements to be paid with General Fund Reserves. The City's General Fund operating margin is estimated at \$2.8 million in 2016 and \$0.6 million in 2017. This means that the City continues to cover its operating costs with current operating revenues.

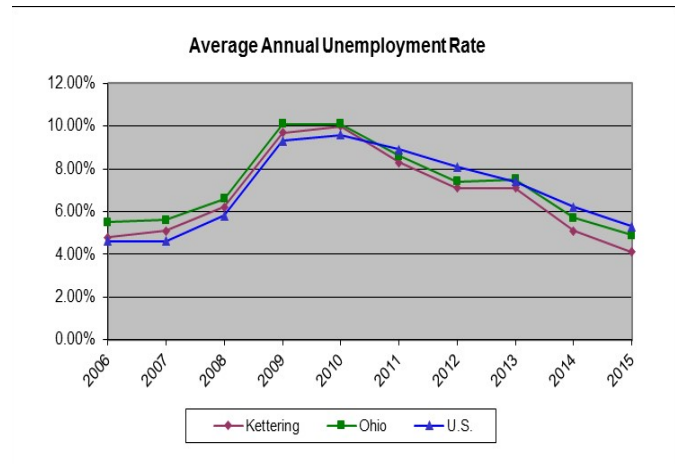
## REVENUES

Year 2017 revenues for all funds are projected to be 4.2% less than estimated 2016 revenues, largely due to a decrease in federal grants expected for 2017 roadway improvements and community development projects. The City's greatest revenue source, income tax, is projected to be 1.8% more than 2016. Decreases are expected in tax increment, licenses and permits, federal grants, state and local grants, liquor and beer permits, charges for services, fines, forfeits, and costs, investment earnings, special assessments, concessions, sponsorships, and reimbursements. Increases are anticipated in local government fund, and rental income. Property tax, homestead and rollback, gasoline tax, vehicle license fees, cigarette license, wireless 911 tax, and permissive tax are expected to be status quo. Further discussion of all revenue categories is shown below.



**MAJOR REVENUE SOURCES**

*Income Taxes:* Approved by a vote of Kettering citizens, this is the City’s largest revenue source. Earnings tax would better describe this revenue, as it is essentially a 2.25% tax on the payroll of employees working in Kettering or on the earnings of Kettering residents working elsewhere, except that a credit is given up to 2.25% if income tax is paid to another city. This tax is also applied to business profits. Income tax revenue provides a good hedge against inflation compared with most other City revenue, but it is more subject to swings in the local economy. Historically, Kettering’s unemployment rate has run well below the averages

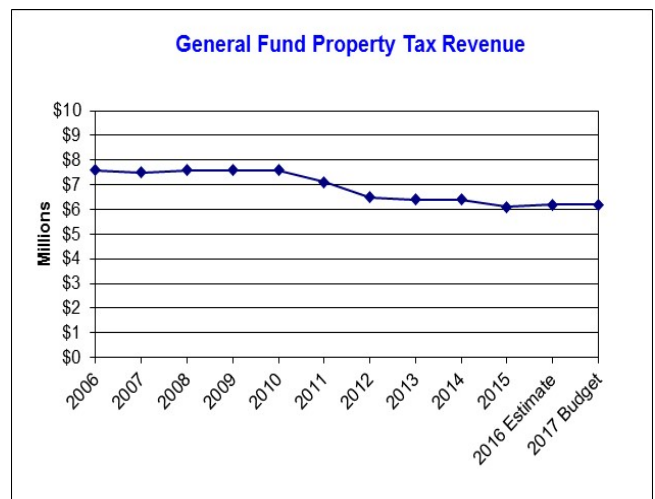


for the local area, the State of Ohio and the United States. Although the City was negatively impacted by a decline in employment during the recession, the unemployment rate has decreased in recent years. The overall effect was also diminished due to the diversity of the employment base.

The business base ranges from major employers headquartered in Kettering, to midsize companies specializing in technology or professional services, to smaller family-owned businesses. Kettering’s largest employers include Kettering Medical Center (KMC), Synchrony Financial (formerly G.E. Money), and Reynolds & Reynolds. KMC employs more than 3,500 and continued its commitment to growth in the community with the construction of a new 120,000 sq. ft., \$49 million comprehensive cancer care center across from the main campus that will open by year end. Reynolds & Reynolds, a fortune 1000 company been based in Dayton since 1866, increased employment from 1,150 to 1,300 at its Miami Valley Research Park campus.

Projected 2017 income tax receipts are expected to be about 1.8% more than 2016. Future years’ income tax revenue projections have been adjusted for inflationary increases, as well as for new employment at various Kettering employers. The projected increase in 2017 is reflective of the current regional economic conditions and the implementation of mandatory filing that began with returns due in 2013. (\$852,000 increase over 2016)

*Property Taxes:* Property taxes include amounts levied against all real, public utility and, prior to 2010, tangible (used in business) property located in the City. The tax is collected and distributed by the Montgomery County Auditor. Assessed values are established for real property at 35% of true value, for public utility property at 100% of true value and for tangible property at 25% of true value (excluding the first \$10,000 of value). Property market values are required to be updated every three years and re-valued every six years. One mill represents \$1 of taxes paid for each \$1,000 of assessed valuation of property. Most of the City’s property tax revenues come from a voted 3.5 mill levy. Non-voted



millage is 2.5 mills as provided by state law. The remaining .79 mills is a voted bond levy for repayment of the debt on the Kettering Recreation Complex and other improvements to the City's parks. The levy was passed by a vote of the taxpayers in November 2008.

The tax on tangible property was phased out over the period from 2006 to 2009. During this time – the “Hold Harmless Period” – the State of Ohio fully replaced lost revenue to localities; and in the following years (2010 – 2017), the state reimbursement was to be phased out. As part of the State's effort to balance its 2012/2013 budget, this phase out period was accelerated based upon a formula of reliance.

Property Tax Revenue projections are based on historical trends, with adjustments in revaluation and update years based on the results. A revaluation completed in 2014 resulted in an average decrease in Kettering's property values of about 4%. Proposed 2017 revenues are about status quo with 2016 revenues as property values in the area continue to stabilize. Future years' projections reflect a conservative growth of 1% except for revaluation years with growth of 2%. (*\$2,000 increase over 2016*)

#### **OTHER REVENUE SOURCES (ALL FUNDS)**

*Tax Increment:* This revenue source represents payments in lieu of property taxes that the City started receiving in 1993 with the first tax increment project for the repayment of infrastructure costs incurred by the City in the development of the Meijer retail area and Hempstead Station business park areas. The portion of tax increment for Meijer ended in 2013. Beginning in 2003, the City began receiving additional tax increment revenue for property located in Governor's Place that will continue for 20 years. Beginning in 2014, the City began receiving tax increment revenue for the former H&H parcel and the Acorn Walk Development. (*\$13,000 decrease from 2016*)

*Licenses and Permits:* This revenue source results from the numerous license and permit fees related to new construction, reconstruction and systems additions and improvements (i.e., electrical, plumbing) to residential and business units located in the City. Projections are based on historical information, ongoing knowledge by the City's Planning & Development Department regarding construction and renovation projects, as well as trends in permit requests and adjustments to the City's license and permit fee structures. (*\$15,000 decrease from 2016*)

*Federal Grants:* A primary source of federal grant revenue for 2017 is the Community Development Block Grant (CDBG) Program. These revenues are based on approved funding from the various federal agencies administering the programs. Other sources of federal grant revenue are MAP-21, FAST Act and SAFETEA-LU funding for roadway and transportation programs. In 2016, the City expects approximately \$4,128,000 for roadway and bike trail projects, well as a city-wide traffic signal upgrade. In 2017, the City anticipates \$1.3 million in FAST act funding for the re-surfacing of Shroyer Road from Stroop Road to the Oakwood north corp. line. (*\$3,161,000 decrease from 2016*)

*State & Local Grants:* The City receives state and local grants for Parks and Recreation programs, Law Enforcement programs and other CIP projects. Another primary source of state grants revenue is funding from the Ohio Public Works Commission (OPWC) for various roadway or bridge improvement programs. In 2017, the City anticipates receiving \$200,000 in OPWC funding as part of the Ghent Avenue Bridge replacement project. Projections are based on approval of specific grants for which the City has applied. (*\$125,000 decrease from 2016*)

*Homestead & Rollback:* Property Tax Rollback and Homestead Exemptions are forms of property tax relief for which the State of Ohio reimburses local governments and schools. Ohio's landowners receive a reduction or "rollback" of 10% in total real property tax on non-business property and a 2.5% rollback in tax on the value of an owner-occupied home. The Homestead exemption allows eligible homeowners to exempt \$25,000 worth of market value of their home from local property taxes. The State's biennial 2013-2015 budget phased out the rollback so that reductions will not apply to new levies enacted after August 31, 2013. The State budget also applies a means/income test to determine eligibility for the Homestead exemption. *(No change from 2016)*

*Local Government Fund:* This revenue represents Kettering's share of the state sales tax distributed to area communities by Montgomery County. This revenue has declined in the past several years as the state reduced allocations to municipalities. Revenue projections are based on historical data and estimates from the State of Ohio Department of Taxation and Montgomery County. *(\$18,000 increase over 2016)*

*Estate Tax:* This revenue source is the City's share of income tax from the estates of deceased Kettering residents. In November 2013, the city received a \$40 million distribution stemming from a 2011 estate tax return – the largest estate tax payment ever received in Montgomery County. The state eliminated the estate tax beginning in 2013. Conservative revenue projections allowed for a phase out of estate tax returns in past years, but the City now anticipates no future receipts from this source. *(\$1,000 decrease from 2016)*

*Gasoline Tax and Vehicle License Fees:* This is the City's share of gasoline tax and vehicle license fees collected by the State of Ohio. This money is specifically designated to fund street repairs and improvements as well as improvements to state highways within the City's borders. Projections are based on historical data, trends, and information received from the State of Ohio. *(No change from 2016)*

*Liquor Permits and Cigarette Licenses:* This revenue comes from liquor permits applied for in the City and the City's share of taxes on the purchase of cigarettes. Historical data is used to project revenue and is expected to remain stable in future years. *(\$6,000 decrease from 2016)*

*Wireless 911 Tax:* Monthly surcharge fees paid to the State of Ohio by wireless phone users through their cellular providers make up this revenue. The funds are remitted to Montgomery County and distributed by a set formula to the five jurisdictions with the largest public safety dispatching operations including the county. The surcharge decreased from \$0.28 to \$0.25 effective January 1, 2013. Revenue projections are based on historical data and estimates from Montgomery County. *(No change from 2016)*

*County Shared Revenues:* This revenue is the City's share of the County Motor Vehicle License Tax (Permissive Tax). The tax is applied at a rate of \$5.00 per motor vehicle registered and located within Montgomery County. The City then receives its share of those revenues to be used for paying all or part of the costs in planning, constructing, reconstructing, improving, maintaining and repairing highways, roads and streets designated as necessary or conducive to the orderly and efficient flow of traffic within and through the County. Historical data is used to project future years' revenues. *(No change from 2016)*

*Charges for Services:* Close to 78% of the Charges for Services revenues are generated by recreation services and the Frazee Pavilion performances. Revenue projections are based on information regarding programming and expected activity levels developed by the City's Parks, Recreation & Cultural Arts Department and on revisions to the fee structure. Also included in Charges for Services are fees for Emergency Medical Services performed by the City's firefighter paramedics. *(\$388,000 decrease from 2016)*



*Fines, Forfeitures and Costs:* General Fund revenues result from the fines and court costs charged for the cases handled by the Kettering Municipal Court. This Court prosecutes traffic offenses, misdemeanors and small claims for the City and three surrounding communities. All other cases are handled by Montgomery County Common Pleas Court. Revenue projections in the General Fund are based on the current fees established by the Court and the projected caseload. The Special Grants and Programs Fund revenue represents a set amount of grant money established by the State of Ohio to be used by the Court for computer system hardware and software purchases. (\$10,000 decrease from 2016)

*Investment Earnings:* This revenue results from the investment of the City's excess cash in accordance with the City's Official Investment Policy. Revenue projections are based on current and projected cash balances available for investment and expected returns. (\$87,000 decrease from 2016)

*Rental Income:* Close to 83% of the rental income is generated by the rental of sports equipment and facilities through the Parks, Recreation & Cultural Arts Department, including the Fraze Pavilion. These revenues are projected using historical data, trends and information from this department. (\$88,000 increase over 2016)

*Special Assessments:* This revenue is from street improvement and sidewalk assessments paid by the residents of Kettering when certain improvements are made in their neighborhoods. Revenue projections are based on the assessments currently on the books for past projects as well as future projects planned in the City's Capital Improvement Program that are expected to be assessed against property owners. Advance notifications regarding special assessments are sent to property owners. (\$119,000 decrease from 2016)

*Concessions and Sponsorships:* This revenue is generated from concession sales made at Fraze Pavilion performances, the Kettering Recreation Complex, and at various recreation events throughout the City. Revenue also comes from sponsorship money received from various businesses used to underwrite Fraze performances and recreation activities. Revenue projections are based on historical data and expected activity levels for the recreation complex and for Fraze Pavilion performances determined from information from the Parks, Recreation & Cultural Arts staff. (\$275,000 decrease from 2016)

*County ED/GE Grants:* This is a revenue sharing program among a number of communities in Montgomery County. Money from the program is distributed to the communities for economic development projects after an application for funds is filed and a board of local officials for the jurisdictions reviews and approves the projects. To date, no money is expected to be received in 2017. (No change from 2016)

*Reimbursements and Miscellaneous:* This revenue is generated from multiple sources. The General Fund portion includes the reimbursement of hours worked by Planning & Development employees on Community Development Block Grant programs and by Engineering Inspectors on federally funded roadway projects. The County reimburses the City for a percentage of the salaries of the Municipal Court judges and the Clerk of Court. Other reimbursements are related to the sale of immaterial City assets and miscellaneous receipts such as rebates from the City's property, casualty and liability insurance pool as prior loss years are closed or the occasional rebate from the State Bureau of Workers' Compensation. The Street Maintenance Fund portion is reimbursement due from Montgomery County for road repairs the City performs on behalf of the County. The Capital Projects Fund portion relates to reimbursements from outside entities for certain capital improvements made by the City. Projections are primarily based on historical data and trends adjusted for specific information we obtain regarding the various miscellaneous revenue sources. (\$165,000 decrease from 2016)

## **OTHER FINANCING SOURCES AND USES**

Other financing sources are generally comprised of proceeds from the issuance of debt, and from the sale of city-owned assets and properties previously acquired through the Community Development Block Grant's (CDBG) purchase rehabilitation program. Other Financing Sources for 2015 include \$17.7 million in proceeds from the issuance of general obligation debt. \$2.2 million of the bond proceeds were to advance refund the City's Series 2005 Court Facility bonds. \$15.5 million of the bond proceeds will partially finance the construction of four new fire stations as part of the City's Fire Station Improvement Plan. The 2015 Other Financing Uses of approximately \$2.3 million reflect the refunding of the Series 2005 Court Facility Bonds. Other Financing Sources for 2016 include \$421,000 in proceeds from the sale of city-owned properties, equipment, and vehicles through auction and \$127,000 in sales of city-owned properties through the CDBG programs. For 2017, the City anticipates \$80,000 in proceeds from the sale of city-owned assets.

## **OPERATING EXPENDITURES**

Operating costs (all funds) for 2017 are proposed at \$71.5 million compared to an estimated \$72.0 million in 2016. The total 2017 Operating budget (Personal Services, Operating Expenses and Capital Outlay combined) is 4.0% more than the original 2016 operating budget.

Proposed 2017 personal services are 4.5% higher than the original 2016 budget. The 2017 budget reflects an across the board pay increase of 2.75% for non-organized employees. Pay increases for organized employees are budgeted at either 2.25% or 2.75% depending upon the contracted rate for each bargaining unit. For several years our public safety overtime expenses have seen increases and the recently imposed Patient Protection and Affordable Care Act (PPACA) regulations only escalated the impact on personnel budget. As a result, both the Kettering Police Department and Kettering Fire Department completed a full personnel analysis and recommended changes to staffing models to reduce overtime expenditures. In late 2016, City Council approved adding nine full-time firefighters and four fire captains, reducing dependency on part-time positions and overtime. The 2017 budget for the Kettering Police Department includes funding to provide an additional School Resource Officer in the Kettering Schools. The cost of the officer will be partially reimbursed (70%) by the school district. Also for 2017, an additional full-time Dispatcher position will replace previously budgeted part-time dispatcher hours. Please refer to pages 53 – 55 in the Budget Summary Section for detailed information on changes in positions and full time equivalents.

As previously mentioned, health insurance premiums will increase 2.5% over the 2016 level with no change to the split of 83% City and 17% employee. The City's contribution into employees' HSA accounts will be reduced from 70% to 65% of the deductible amount. Employees do have an opportunity to "earn back" additional funding by participating in the City's wellness program. In addition to the current high deductible health plan, the City offers two additional plans, termed Silver and Bronze, in order to offer employees individual plan options and to ensure compliance with PPACA.

As part of the 2017 budget planning process, departments were asked to keep 2017 operating requests, excluding personnel and capital equipment, to not more than a 0% increase over their 2016 budgets. Departments made significant efforts to balance the requirement to meet this objective with the need to provide the same level of efficient, effective, quality services. Most of the departments were able to meet or even exceed this objective. Some exceptions were made where a department made significant budget reductions in the prior year, or where a new project or initiative is being implemented. For example, the General Fund's

Street Lighting cost center will see a \$44,000 increase for costs associated with maintaining the City's street lights and the replacement of steel poles to aluminum. Even with these special items, the General Fund maintains a positive operating margin.

The 2017 proposed capital outlay budget at \$1.9 million is \$215,500 greater than the 2016 budget. Routine purchases will include replacements for patrol vehicles, unmarked sedans, dump trucks, mowers, and pickup trucks. Some of the larger purchases planned for 2017 include a replacement medic for Fire Station #36 and replacement SCBA (self-contained breathing apparatus) equipment for firefighters. Also planned is a utility truck with aerial bucket for use in the Signal Shop. Details on specific expenditures can be found within the department narratives on pages 62 – 135.

The City's goal regarding expenditures is that debt and operating costs, with a few exceptions for long-term capital outlays for special projects, should be covered by current revenues. The City-wide current operating revenues are anticipated to exceed expenditures related to operations and debt by \$1.8 million in 2016 and by \$1.3 million in 2017. General Fund operating margin is anticipated to be \$2.8 million in 2016 and \$0.6 million in 2017.

### **CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement Expenditures include expenditures related to the acquisition, expansion or rehabilitation of the City's physical plant and infrastructure. The City's capital improvement process is a hybrid of the budgeting and the planning process. Capital improvement requests are submitted by individual departments and coordinated by the City Manager. Each proposal is evaluated according to its impact on achieving tactics in the strategic plan, as well as its long run and short run cost effectiveness. Some projects are approved because they show a significant savings resulting from the investment, while others are necessary to improve the quality of life in the community. The Capital Improvement Program (CIP) proposed for 2016 is \$17.9 million. When combined with estimated 2016 expenditures of \$28.7 million, the two-year total of \$46.6 million reflects City Council's strong commitment to rebuilding and maintaining the community's neighborhoods, infrastructure, roadway, fire stations, and recreational facilities.

The 2017 Capital Improvement Program includes a variety of projects ranging from roadway improvements, a new park, and a bridge replacement, to the usual resurfacing and curb replacement programs. A major resurfacing project is planned in conjunction with the City of Oakwood for Shroyer Road. Federal funds will pay 60% of the estimated \$2.2 million cost. A new neighborhood park (Gentile Park) is planned, and work will continue on the new Prugh Woods Drive and on Kettering's fire station project.

Please refer to pages 127-132 (Capital Improvement Fund — \$17,520,000) for a detailed look at the proposed projects and their related impact on operating costs. Capital improvement expenditures are also budgeted in the Community Development Block Grant Fund (\$299,000) and Frazee Founder Fund (\$112,000).

### **DEBT**

In accordance with national accounting standards, we are showing debt transactions on a gross basis. Although we have additional debt capacity under State law, it is our policy that a conservative financial approach dictates not using debt up to this City's legal debt limit. This allows us to keep some capacity in reserve against an uncertain future or a catastrophe. Prior to 2015 the last debt issuance took place in 2009. Kettering voters passed a bond levy in November 2008 for capital improvements to our Parks, Recreation, and Cultural Arts facilities, and during 2009, the City issued \$12.4 million in debt for this purpose. During 2015, the City issued \$17.7 million general obligation debt. \$2.2 million of the bond proceeds were to advance refund the City's Series 2005 Court Facility bonds. \$15.5 million of the bond proceeds will partially

Honorable Donald E. Patterson and  
Members of Kettering City Council  
December 13, 2016

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finance the construction of four new fire stations as part of the City's Fire Station Improvement Plan. Effective 2015, 75% of the EMS billing revenues and contracted billing service expenditures are allocated to the Debt Service Fund to pay \$1,055,000 in annual principal and interest on the \$15.5 million debt issuance.

We continue to receive excellent bond and note ratings from the national rating services. Our bond rating from Moody's is "Aa1" (this was upgraded from "Aa2" in 2015). Please refer to pages 56-58 for the debt statements and a summary of the City's debt policy and legal debt margin.

### **MODIFICATIONS**

We continue to be living in very uncertain times. The City's revenues are a direct function of the health of the local economy. This document details several aspects of uncertainties regarding the corporate environment of Kettering. While I hope to see no significant adverse change in the corporate structure of the community, it is prudent to be conservative with revenue projections. City staff will closely monitor revenues during 2017 and will be prepared to make recommendations to modify the budget as necessary.

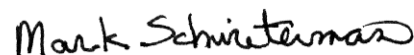
### **BUDGET PROCESS/DOCUMENT**

The City's budget process is, perhaps, the most important process we facilitate in a given year. It represents a continuing cycle of reviewing long-range goals and objectives, planning, facilitation, and evaluation. A detailed explanation of our budget process is on pages 12 - 14.

This budget document is the product of hard work, collaboration and cooperation. Kelly O'Connell, the City's Budget Manager, with the advice and support from Nancy Gregory, Finance Director, facilitated this process by reviewing budget requests, meeting with department directors and me, making cuts where appropriate and developing a final document within the guidelines established by the City's Strategic Plan.

I feel that we have an exceptionally strong financial management team. The financial capabilities within our Finance Department will assure maximized cost effectiveness and fiscal accountability in all areas.

Sincerely,



Mark W. Schwieterman  
City Manager

# STRATEGIC PLAN

The Strategic Plan is the first step in the development of the following year's budget. Its importance cannot be over-emphasized as it provides the Mayor and Council's vision and strategic priorities for our City's future. The various action items and tactics necessary to achieve that vision are incorporated into each department's objectives. Financial resources are then allocated in the budget accordingly.

Each year, the Mayor and Council discuss and review the status of the tactics that make up the Strategic Plan. Tactics that have been completed are removed from the plan and new tactics that work toward achieving the seven strategic priorities are added. Listed with each tactic is the City department for which the bulk of responsibility lies. However, many of the strategies and tactics, as with most processes within the City's core services, are addressed within and by multiple departments.

Mission: A progressive community where citizens thrive in a safe, inclusive, diversified, enjoyable environment.

Vision: Kettering: Distinguished as the community of choice to live, work and play.

## Strategic Priorities:

- 1) Have active leadership in regional initiatives that improve City services, save the city resources, and boost the city's regional prominence.
- 2) Engage in economic development ventures that attract and expand investment in the city.
- 3) Improve and maintain housing options and neighborhood environments.
- 4) Maintain fiscal responsibility while making strategic capital investments.
- 5) Provide public safety via police, fire, and other services that excel at customer service and resource allocation.
- 6) Provide quality city services to both internal and external customers, optimizing levels of service while preserving the unique character of Kettering and meeting standards and budget.
- 7) Develop and maintain a communication plan that educates our community as well as produces an image of our City.

The proposed budget represents funding to support the strategic priorities as outlined in the current strategic plan. Please see the following pages for the complete City of Kettering Strategic Plan.

The status of Tactics may be marked as "Ongoing" (which indicates a process underway with no finite ending period), as "Complete," or not marked (which indicates work yet to significantly begin).

# CITY OF KETTERING STRATEGIC PLAN 2016 – 2017

**MISSION:** A PROGRESSIVE COMMUNITY WHERE CITIZENS THRIVE IN A SAFE, INCLUSIVE, DIVERSIFIED, ENJOYABLE ENVIRONMENT

**VISION:** DISTINGUISHED AS THE COMMUNITY OF CHOICE TO LIVE, WORK AND PLAY

STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE</b>	<ul style="list-style-type: none"> <li>Regional Presence — Identify our present regional presence</li> </ul>	<ul style="list-style-type: none"> <li>Inventory and create a Master List of organizations in which Kettering is involved and at what level we participate. <b>(Dirs. Team) (Ongoing)</b></li> <li>Create a list of organizations in which we should become more involved. <b>(Council and City Mgr.)</b></li> <li>Identify potential regional collaborations such as transportation, emergency dispatch services, or building code enforcement. <b>(Dirs. Team) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>MVRPC — Greater leadership in MVRPC</li> </ul>	<ul style="list-style-type: none"> <li>Work with other surrounding jurisdictions via MVRPC to determine the need for expanded senior transportation services. <b>(PRCA) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Montgomery County — Greater leadership at the County level</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in County Economic Development initiatives. <b>(Ec. Dev.) (Ongoing)</b></li> <li>Participate and provide leadership in the Montgomery County 10-year Homeless Solutions Prevention Plan. <b>(P&amp;D and City Mgr.) (Ongoing)</b></li> <li>Establish regional partnerships to pilot demonstration projects with Countywide replication potential, i.e. Preschool Promise. <b>(CIM) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>MVCC — Greater leadership in and influence on MVCC to realize ROI</li> </ul>	<ul style="list-style-type: none"> <li>Influence the training MVCC provides to meet the City’s needs (ex. public records training, succession planning, etc.). <b>(HR and Dirs. Team) (Ongoing)</b></li> <li>Investigate MVCC broadcasting training. <b>(Fire) (Ongoing)</b></li> <li>Participate and provide leadership in collaboration and cost reduction opportunities identified by the Kettering, Centerville, and Oakwood LGIF Fiber Study. <b>(Admin. Systems) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>First Tier Suburbs — Greater leadership</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the consortium to influence policy at the state level, such as the effort for Tax Uniformity. <b>(Council and City Mgr.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Dayton Development Coalition (DDC) — Greater leadership</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen our relationship regarding Development Projects. <b>(City Mgr. and Ec. Dev.) (Ongoing)</b></li> <li>Submit PDAC grant application for Fraze and Rosewood. <b>(PRCA) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Business First — Actively engage in interviews</li> </ul>	<ul style="list-style-type: none"> <li>Continue working with DDC through the implementation of the Jobs Ohio Program. <b>(City Mgr. and Ec. Dev.) (Ongoing)</b></li> <li>Initiate and conduct business interviews with City Businesses. <b>(Ec. Dev.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>School Board — Enhance communications</li> </ul>	<ul style="list-style-type: none"> <li>Continue the joint meetings between Council and the School Board. <b>(Council and City Mgr.) (Ongoing)</b></li> <li>Provide Police School Resource Officers to schools in Kettering to handle school-specific criminal activity and to provide drug/alcohol abuse training. <b>(Police) (Ongoing)</b></li> <li>Coordinate with the Fairmont Building Trades Program to identify potential partnership projects. <b>(P&amp;D and PRCA) (Ongoing)</b></li> <li>Develop outreach Nature and Arts programming with all schools. <b>(PRCA) (Ongoing)</b></li> </ul>

# CITY OF KETTERING STRATEGIC PLAN 2016 – 2017

**MISSION:** A PROGRESSIVE COMMUNITY WHERE CITIZENS THRIVE IN A SAFE, INCLUSIVE, DIVERSIFIED, ENJOYABLE ENVIRONMENT

**VISION:** DISTINGUISHED AS THE COMMUNITY OF CHOICE TO LIVE, WORK AND PLAY

STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<p style="text-align: center;"><b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE (CONT’D.)</b></p>	<ul style="list-style-type: none"> <li>• Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate with other agencies on snow and ice control. <b>(Public Service) (Ongoing)</b></li> <li>• Participate with multiple jurisdictions on Youth Drug and Alcohol Task Force (South Suburban Coalition). <b>(City Mgr., Clerk of Court, Police and Council) (Ongoing)</b></li> <li>• Increase participation in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat. <b>(Fire) (Ongoing)</b></li> <li>• Establish the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, and the City of Moraine. <b>(Fire) (Ongoing)</b></li> <li>• Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) and the Ohio Organized Crime Investigative Commission (OOCIC) to target specific reoccurring criminal activity. <b>(Police) (Ongoing)</b></li> <li>• Provide building permitting and inspection services to the City of Oakwood. <b>(Fire and P&amp;D) (Ongoing)</b></li> <li>• Partner with the City of Dayton and Montgomery County to share building code inspection services. <b>(P&amp;D) (Ongoing)</b></li> <li>• Explore a similar arrangement with other jurisdictions regarding inspections. <b>(P&amp;D) (Ongoing)</b></li> <li>• Continued participation in the Miami Valley Risk Management Association (MVRMA). <b>(Finance) (Ongoing)</b></li> <li>• Investigate regional partners to help fund an ADA accessibility program coordinator. <b>(PRCA) (Ongoing)</b></li> </ul>
<p style="text-align: center;"><b>ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT AND EXPAND INVESTMENT IN THE CITY</b></p>	<ul style="list-style-type: none"> <li>• Utilize available communication tools to assist with business retention and attraction.</li> </ul>	<ul style="list-style-type: none"> <li>• Business News – Produce quarterly e-newsletter and distribute to all businesses. Include business news section within <i>Contact with Kettering</i> quarterly newsletter and distribute to all businesses. <b>(Ec. Dev. and CIM) (Ongoing)</b></li> <li>• Biz Appreciation Events – Conduct Business Appreciation Events to keep businesses informed and show City’s appreciation for their presence. <b>(Ec. Dev.)</b></li> <li>• KMO Membership – Maintain KMO membership and appointment on Advisory Board. <b>(Ec. Dev.) (Ongoing)</b></li> </ul>
<p style="text-align: center;"><b>ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT AND EXPAND INVESTMENT IN THE CITY</b></p>	<ul style="list-style-type: none"> <li>• Attraction – Work to recruit new businesses to Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore Land Banking Techniques – Work with other regional organizations to determine if land banking opportunities exist. <b>(Asst. City Mgr., Ec. Dev. and P&amp;D) (Ongoing)</b></li> <li>• T&amp;C involvement – Work with T&amp;C Management to take advantage of retail opportunities. <b>(P&amp;D and Ec. Dev.) (Ongoing)</b></li> <li>• Create and maintain inventory of available development and redevelopment sites throughout the City in order to best match development possibilities to appropriate areas. <b>(P&amp;D) (Ongoing)</b></li> <li>• Develop a City marketing packet that can be distributed to businesses. <b>(Ec. Dev.)</b></li> </ul>
<p style="text-align: center;"><b>ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT AND EXPAND INVESTMENT IN THE CITY</b></p>	<ul style="list-style-type: none"> <li>• Retention – Create/retain relationships with existing businesses in the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit existing businesses to discuss current operations and future needs. <b>(Ec. Dev.) (Ongoing)</b></li> <li>• Contact smaller companies through KMO Chamber participation and Business First visits. <b>(Ec. Dev.) (Ongoing)</b></li> </ul>
<p style="text-align: center;"><b>ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT AND EXPAND INVESTMENT IN THE CITY</b></p>	<ul style="list-style-type: none"> <li>• Expansion – Work with existing businesses interested in expanding their operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize existing federal, state and local resources to assist with business expansion. <b>(Ec. Dev. and P&amp;D) (Ongoing)</b></li> <li>• Implement the Wilmington Pike Improvement Plan including the Facade and Demo Programs. <b>(Ec. Dev., P&amp;D and Engr.) (Ongoing)</b></li> </ul>

# CITY OF KETTERING STRATEGIC PLAN 2016 – 2017

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS</b>	<ul style="list-style-type: none"> <li>Accommodate a variety of housing types in appropriate locations to meet current and future residential market demands.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an analysis of current housing stock and future housing needs including identifying housing needs for employees of desired industry clusters. <b>(P&amp;D) (Ongoing)</b></li> <li>Identify locations for development and redevelopment opportunity and identify the appropriate housing type for those locations. <b>(P&amp;D) (Ongoing)</b></li> <li>Identify in-fill development opportunities and work with private and non-profit builders to construct neighborhood appropriate homes. <b>(P&amp;D) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Encourage reinvestment in existing housing to ensure long-term marketability of Kettering neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a menu of tools to encourage reinvestment and improvement of existing housing and aggressively market the tools to appropriate owners and investors. <b>(CDBG) (Ongoing)</b></li> <li>Market the City’s street improvement program and schedule of improvements to appropriate neighborhoods. <b>(P&amp;D, CDBG and Engr.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Create positive neighborhood environments that encourage a desire to live, work and play in Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and participate in neighborhood social events. <b>(Police) (Ongoing)</b></li> <li>The Fire Department will participate in neighborhood watch meetings with Police Departments as appropriate to promote fire and life safety. <b>(Police and Fire) (Ongoing)</b></li> <li>Each of the Police Department’s Community-Oriented Policing (COP) teams will plan and organize one event involving officers and the community. <b>(Police) (Ongoing)</b></li> <li>Create two outreach programs in two neighborhood parks to improve the social connection with youth and adults in a positive and constructive program. <b>(PRCA) (Ongoing)</b></li> <li>Complete park and parkway improvements in neighborhoods. <b>(PRCA) (Ongoing)</b></li> <li>Initiate the “Cities of Service” program and address a different neighborhood each year. <b>(Vol. and P&amp;D) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Ensure adequate maintenance on all properties throughout Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with PRCA programs and street improvement programs to encourage neighborhood pride and enhance existing public spaces. <b>(PRCA and Engr.) (Ongoing)</b></li> <li>Examine the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. <b>(P&amp;D and Law) (Ongoing)</b></li> </ul>



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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS</b>	<ul style="list-style-type: none"> <li>Provide long-term financial planning aligned with the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop a 5-year Capital Improvement Plan (CIP). <b>(Finance, City Mgr., and All Depts.) (Ongoing)</b></li> <li>Continue to provide a Long-Range Financial Forecast. <b>(Finance and City Mgr.) (Ongoing)</b></li> <li>Update long-term Facilities Plan and use for CIP budgeting. <b>(Public Service and City Mgr.)</b></li> <li>Update long-term Roadway Plan and use for CIP budgeting. <b>(Engr. and City Mgr.) (Ongoing)</b></li> <li>Update long-term Parks and Frazee Pavilion Master Plans and use for CIP budgeting. <b>(PRCA) (Ongoing)</b></li> <li>Investigate public/private funding options for Frazee Pavilion, Rosewood Arts Centre, and the Kettering Ice Arena. <b>(PRCA) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Develop financial documents that meet the highest reporting standards and provide relevant information to all users</li> </ul>	<ul style="list-style-type: none"> <li>Prepare Comprehensive Annual Financial Report (CAFR) and Budget in accordance with both GAAP and GFOA standards. <b>(Finance) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Provide long-term planning aligned with the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Ensure CIP plan follows the priorities of the strategic plan and comprehensive plan, Wilmington Pike plan, and various neighborhood plans. <b>(P&amp;D and Engr.)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit. <b>(PRCA and P&amp;D) (Ongoing)</b></li> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. <b>(All Depts.) (Ongoing)</b></li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies. <b>(All Depts.) (Ongoing)</b></li> <li>Evaluate and determine staffing models for Fire Department. <b>(Fire) (Ongoing)</b></li> <li>Eliminate conflicting Fire Codes and revised Codified Ordinances on Fire and Life Safety. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Utilize sources for leveraging and supplementing City resources for necessary projects and programs after careful review and analysis</li> </ul>	<ul style="list-style-type: none"> <li>Apply for roadway project assistance from sources such as OPWC and federal funding to minimize City funding. <b>(Engr.) (Ongoing)</b></li> <li>Work with City CDBG personnel to evaluate opportunities to complete necessary projects utilizing CDBG assistance. <b>(CDBG, P&amp;D, City Mgr. and Engr.) (Ongoing)</b></li> <li>Grow alternative revenue sources through increased obligation of sponsorships, grants and the growing of the Kettering Parks Foundation. <b>(PRCA) (Ongoing)</b></li> </ul>

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION</b>	<ul style="list-style-type: none"> <li>Public Works — Ensure Public Safety through quality and responsive public works.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Snow and Ice Control Plan to ensure reasonably safe travel within and through Kettering while managing the increasing cost of fuel, anti-icing, and manpower. <b>(Public Service) (Ongoing)</b></li> <li>Streamline public service request process to establish and achieve standards for timely response to public safety issues (potholes, channels, etc.). <b>(Public Service) (Ongoing)</b></li> <li>Continue coordination and repair regarding the annual Bridge Inspection Program. <b>(Engr.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>Safety Education — Explore new ways of providing Citywide safety education and outreach to the public. <b>(Police) (Ongoing)</b></li> <li>Address senior safety issues related to driving and hoarding. <b>(Sr. Service Coord.) (Ongoing)</b></li> <li>Continue with and advance the Kettering Safe Senior Program (KSSP). <b>(Police) (Ongoing)</b></li> <li>Safety Education — Explore new ways of providing Citywide safety education and outreach to the public through programs such as CERT, First Aid Training and School Safety programs. <b>(Fire) (Ongoing)</b></li> <li>Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering. <b>(Fire) (Ongoing)</b></li> <li>Continue the City's Safety Committee. <b>(HR) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Police — Crime Prevention/Deterrents</li> </ul>	<ul style="list-style-type: none"> <li>Participate with regional organizations such as the Tactical Crime Suppression Unit (TCSU) and the Ohio Organized Crime Investigative Commission (OOCIC) to target specific reoccurring criminal activity. <b>(Police) (Ongoing)</b></li> <li>Continue to use bike patrol on night watches to target problem areas. <b>(Police) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Police — Traffic Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Continue emphasis on Operating Vehicles while under the Influence (OVI). <b>(Police) (Ongoing)</b></li> <li>Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. <b>(Police and Engr.) (Ongoing)</b></li> </ul>

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION (CONT'D.)</b>	<ul style="list-style-type: none"> <li>• Police — Community-Based Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>• Community-Oriented Policing (COP) officers will conduct biannual meetings to seek long-term solutions to reoccurring problems in each of the 6 COP Beats of the City. <b>(Police) (Ongoing)</b></li> <li>• Continue involvement in the National Night Out/ Spring Fling/Community Clean-up Day as a way to get information on how the police can help the community. <b>(Police) (Ongoing)</b></li> <li>• Each of the COP teams will plan and organize one event involving officers and the community. <b>(Police)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Continue to develop and implement plans based on the recommendations from the Matrix Report.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to benchmark and evaluate the progress of the Fire Department based on the recommendations of the Matrix Report. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Alarm Response Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain response time goals and minimum response levels that should be met 90% of the time for fire and EMS alarms. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Station Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Construct four new fire stations according to the fire station master plan. <b>(Fire and Public Service) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Part-Time Firefighters</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan to ensure we maintain an adequate number of part-time firefighters. <b>(Fire) (Ongoing)</b></li> <li>• Develop plan to increase the usage of citizens in non-hazardous conditions to support the functions of the Fire Department. <b>(Fire)</b></li> </ul>

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<b>PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION (CONT'D.)</b>	<ul style="list-style-type: none"> <li>• Fire — Members Trained for Type of Alarm</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the Fire Department is able to provide an adequate number of personnel for hazardous materials and special rescue alarms. <b>(Fire) (Ongoing)</b></li> <li>• Ensure all officers are properly trained to manage all emergency incident scenes. <b>(Fire) (Ongoing)</b></li> <li>• Ensure all officers are trained and educated in personnel and Fire Department function management. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all commercial facilities are free from fire and life safety hazards. <b>(Fire) (Ongoing)</b></li> <li>• Ensure firefighters responding to alarms in commercial buildings have the most up-to-date information on building construction, hazards, suppression systems, etc. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Safety Education</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. <b>(Fire, Police, and Engr.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Fire — Fire &amp; EMS Apparatus Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all fire and EMS vehicles are replaced at the end of their service life in a cost-effective manner. <b>(Fire) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• City Disaster Planning &amp; Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the City Emergency Operations Plan provides the proper guidance to City employees in the event of a disaster. <b>(Fire) (Ongoing)</b></li> <li>• Ensure all key employees are trained to National regulations (NIMS courses). <b>(Fire) (Ongoing)</b></li> <li>• Ensure all key personnel are properly trained and educated on the City Emergency Operations Plan (EOP). <b>(Fire)</b></li> <li>• Ensure all key personnel practice their roles in a disaster to provide better service during a disaster. <b>(Fire)</b></li> </ul>

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<p><b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b></p>	<ul style="list-style-type: none"> <li>Identify and review all departmental services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Identify internal and external customers. <b>(All Depts. Individually)</b></li> <li>Identify why the City performs the processes. <b>(All Depts. Individually)</b></li> <li>Capture full costs to include time value, admin., overhead, etc. <b>(All Depts. Individually)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. <b>(All Depts.)</b></li> <li>Obtain PRCA re-accreditation. <b>(PRCA) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Prioritize Peripheral Services and Processes for strategic budgetary planning</li> </ul>	<ul style="list-style-type: none"> <li>Determine Tier 1, Tier 2, and Tier 3 expense strategies for meeting operating budget requirements. <b>(Individual Depts.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, communicate. <b>(City Mgr., Admin. Systems) (Ongoing)</b></li> <li>Promote philosophy of excellent customer service throughout the departments. <b>(Individual Depts.)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>Focus portion of Biennial Survey on customer service: Responsiveness of City, questions answered, number of stops or handoffs in process, follow-up. <b>(CIM) (Ongoing)</b></li> <li>Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. <b>(All Depts.)</b></li> </ul>

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<p><b>DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY</b></p>	<ul style="list-style-type: none"> <li>• Communicate all aspects of the City with one voice/one image/one look</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Team to meet as necessary to discuss trends, tactics, and upcoming campaigns. <b>(CIM) (Ongoing)</b></li> <li>• Transition to promoting “Kettering is Home” as unifying City brand. <b>(CIM) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Communicate City’s successes</li> </ul>	<ul style="list-style-type: none"> <li>• Create a “shameless promotion” policy regarding promoting the City’s successes. <b>(Dept. Directors)</b></li> <li>• Utilize entry signs and banners to announce appropriate City successes/awards. <b>(CIM) (Ongoing)</b></li> <li>• Leverage digital media and traditional media relationships to communicate successes. <b>(CIM) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Actively participate in Social Media where it makes sense</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize social media as appropriate to promote City events, programs and services. <b>(CIM) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a strong sense of Community Pride</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to host the Community Block party, where residents can gather to learn about City programs, services and events. <b>(All Depts.) (Ongoing)</b></li> <li>• Continue to promote the Mayor’s Christmas Tree Lighting as a premier event in the community. <b>(PRCA) (Ongoing)</b></li> <li>• Continue to promote Go 4th! as a premier event in the community. <b>(PRCA) (Ongoing)</b></li> <li>• Promote the City’s Community Art Program as a program that sets us apart from other communities. <b>(PRCA) (Ongoing)</b></li> <li>• Capitalize on the heritage of Charles F. Kettering. <b>(CIM) (Ongoing)</b></li> <li>• Implement a Citywide campaign to highlight the unique and positive attributes of the Kettering community. <b>(CIM) (Ongoing)</b></li> </ul>

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STRATEGIC PRIORITY	ACTION AGENDA	TACTICS
<p><b>DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY (CONT'D.)</b></p>	<ul style="list-style-type: none"> <li>Communicate Important Topical Information</li> </ul>	<ul style="list-style-type: none"> <li>Update website to provide more user-first access to high demand information. <b>(CIM) (Ongoing)</b></li> <li>Improve the updated website to make it even more dynamic and user friendly. <b>(CIM) (Ongoing)</b></li> <li>Utilize Govt. Access TV as appropriate to communicate current events, programs, and services. <b>(All Depts.) (Ongoing)</b></li> <li>Expand <i>Contact with Kettering</i> to better communicate with residents about topical information. <b>(CIM) (Ongoing)</b></li> <li>Produce updated <i>Resident Guide</i> and distribute broadly. <b>(CIM) (Ongoing)</b></li> <li>Utilize <i>Dayton Daily News</i> Kettering City Page Editorials to communicate information to residents. <b>(CIM and City Mgr.) (Ongoing)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Continue to conduct a survey every two years. <b>(CIM) (Ongoing)</b></li> <li>Utilize the Access Kettering system to gather and respond to citizen inquiries. <b>(All Depts.) (Ongoing)</b></li> <li>Hold community meetings when appropriate to gauge public opinion. <b>(All Depts.)</b></li> </ul>
	<ul style="list-style-type: none"> <li>Market the City to non-residents</li> </ul>	<ul style="list-style-type: none"> <li>Produce updated <i>Resident Guide</i> and distribute broadly, with focus on educating realtors and WPAFB. <b>(CIM) (Ongoing)</b></li> <li>Utilize <i>Dayton Daily News</i> Kettering City Page to communicate benefits of living in Kettering. <b>(CIM) (Ongoing)</b></li> <li>Develop a branding campaign and sub-branding for selected core services and programs. <b>(CIM)</b></li> <li>Improve the website to make it more dynamic and user-friendly. <b>(CIM and All Depts.)</b></li> <li>Develop tools to measure marketing effectiveness and develop methods to quantify the marketing plan. <b>(CIM)</b></li> </ul>
<ul style="list-style-type: none"> <li>Admin. Systems — Administrative Systems Department</li> <li>All Depts. — All Departments</li> <li>Asst. City Mgr. — Assistant City Manager</li> <li>CDBG — Community Development Block Grant Manager</li> <li>CIM — Community Information Manager</li> <li>City Mgr. — City Manager</li> <li>Council — Mayor and Council</li> <li>Dirs. Team — Directors Team</li> <li>Ec. Dev. — Economic Development Department</li> <li>Engr. — Engineering Department</li> <li>Fire — Fire Department</li> <li>HR — Human Resource Department</li> <li>Individual Depts. — Individual Departments</li> <li>PRCA — Parks, Recreation &amp; Cultural Arts Department</li> <li>Parks Dept. — Parks Maintenance</li> <li>P&amp;D — Planning &amp; Development</li> <li>Police — Police Department</li> <li>Public Service — Public Service Department</li> <li>Sr. Service Coord. — Senior Service Coordinator</li> <li>Vol. — Volunteer Resources</li> </ul>		



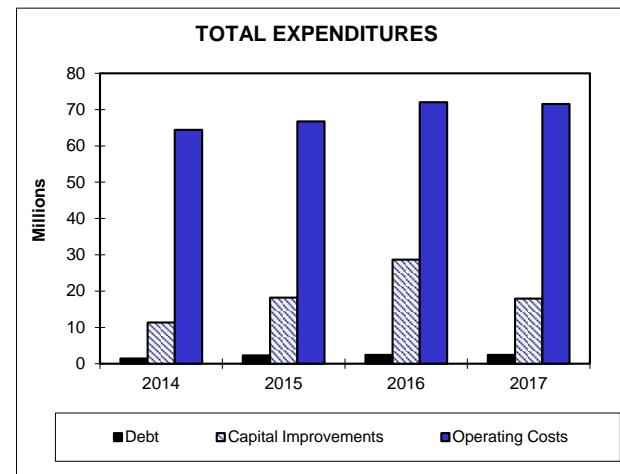
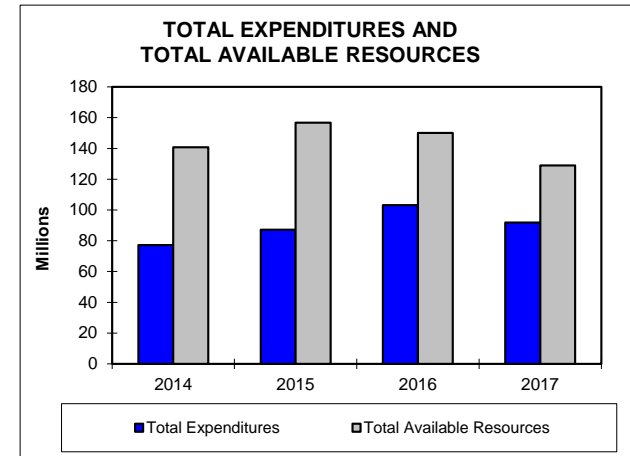
CITY OF KETTERING



**OVERALL BUDGET SUMMARY (All Budgeted Funds)**

**TABLE I**

	Actual <b>2014</b>	Actual <b>2015</b>	Estimated <b>2016</b>	Proposed <b>2017</b>
<b>Available Resources</b>				
Balance January 1 <sup>a</sup>	107,051,076	103,594,848	106,739,393	85,501,263
Nonspendable: Inventory & Loans	357,962	652,606	4,801,158	4,585,000
Restricted for: Loans	1,063,850	826,731	820,103	823,000
Committed to: Economic Development	1,449,994	1,891,007	1,902,120	1,325,047
Committed to: Capital Improvement	37,135,000	33,786,892	31,078,832	27,831,394
Net Balance	67,044,270	66,437,612	68,137,180	50,936,822
Revenues	73,500,438	74,354,883	81,338,000	77,933,000
Other Financing Sources	224,538	18,226,900	548,000	80,000
Less: Other Financing Uses	0	2,264,714	0	0
<b>Total Available Resources</b>	<b>140,769,246</b>	<b>156,754,681</b>	<b>150,023,180</b>	<b>128,949,822</b>
<b>Expenditures</b>				
Operating Costs	64,429,370	66,713,066	72,040,090	71,539,500
Capital Improvements	11,342,544	18,193,929	28,662,000	17,931,000
Debt Service	1,409,290	2,265,529	2,422,040	2,422,488
<b>Total Expenditures</b>	<b>77,181,204</b>	<b>87,172,524</b>	<b>103,124,130</b>	<b>91,892,988</b>
<i>Revised Budget (Total Expenditures) b.</i>	<i>98,850,800</i>	<i>108,828,575</i>	<i>111,326,564</i>	
Net Balance December 31 <sup>c</sup>	63,588,042	69,582,157	46,899,050	37,056,834



<sup>a</sup> Net Balance December 31 of previous year plus Inventory & Loans, Restriction for Loans, and Commitments of Previous Year.

<sup>b</sup> The Revised Budget is the total of the budget adopted by Council at the beginning of the year plus supplemental appropriations plus encumbrances open at the beginning of the year.

<sup>c</sup> Total available resources less total expenditures.

**ESTIMATED 2017 FUND BALANCE\***

**TABLE II  
Page 1 of 2**

<u>Code</u>	<u>Fund</u>	<u>Balance January 1, 2017</u>	<u>Nonspendable Inventory, Restrictions, Commitments, &amp; Assignments **</u>	<u>Receipts</u>	<u>Other Financing Sources</u>	<u>Transfers and Advances***</u>	<u>Operating Costs</u>	<u>Capital Improvements</u>	<u>Debt Service</u>	<u>Balance December 31, 2017</u>
101	General	42,118,913	(5,710,047)	58,631,000	30,000	(18,036,000)	45,651,600	0	0	31,382,266
	Special Revenue:									
202	Street Maintenance	210,072	(200,000)	2,751,000	50,000	3,959,000	6,759,810	0	0	10,262
203	State Highway	10,668	0	172,000	0	33,000	205,000	0	0	10,668
205	Cemetery	420,597	0	14,000	0	0	30,000	0	0	404,597
213	Police Pension	10,762	0	327,000	0	1,256,000	1,583,000	0	0	10,762
220	EMS Fund	954,272	0	375,000	0	(1,300,000)	28,500	0	0	772
246	Parks & Recreation	10,363	0	4,060,000	0	6,590,000	10,650,100	0	0	10,263
247	Lincoln Park Civic Commons & Amphitheatre Operations	1,974,657	0	4,170,000	0	0	4,470,000	0	0	1,674,657
260	DESC Reuse Funds	10,517	0	82,000	0	182,000	264,000	0	0	10,517
271	Special Grants & Programs	2,149,852	0	768,000	0	0	939,790	112,000	0	1,866,062
283	Community Dev. Block Grant	1,059,609	(823,000)	1,079,000	0	0	895,700	299,000	0	120,909
	<b>Total Special Revenue</b>	<b>6,811,369</b>	<b>(1,023,000)</b>	<b>13,798,000</b>	<b>50,000</b>	<b>10,720,000</b>	<b>25,825,900</b>	<b>411,000</b>	<b>0</b>	<b>4,119,469</b>
318	Debt Service	1,073,256	0	2,037,000	0	404,000	62,000	0	2,422,488	1,029,768
	Capital Projects:									
406	Capital Improvement	35,497,725	(27,831,394)	3,467,000	0	6,912,000	0	17,520,000	0	525,331
	<b>GRAND TOTAL</b>	<b>85,501,263</b>	<b>(34,564,441)</b>	<b>77,933,000</b>	<b>80,000</b>	<b>0</b>	<b>71,539,500</b>	<b>17,931,000</b>	<b>2,422,488</b>	<b>37,056,834</b>

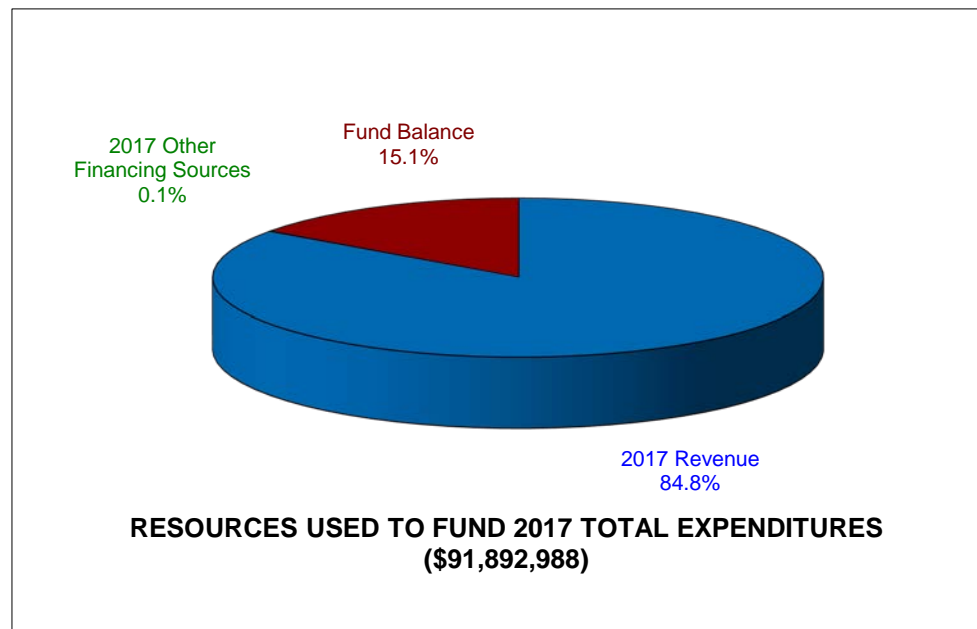
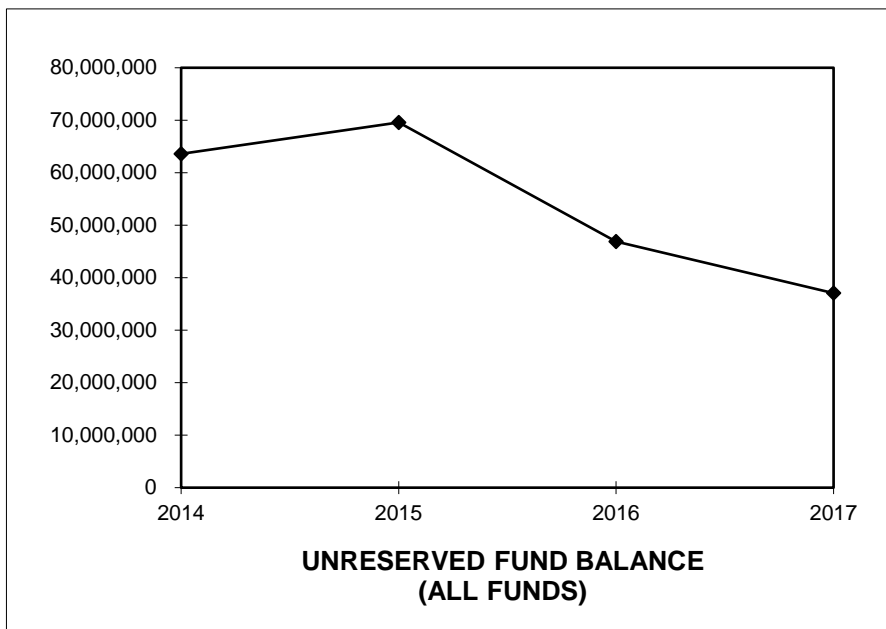
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\* Fund Balance represents the funds remaining after the application of available revenues and resources to support the expenditures for the fund.

\*\* Please see Fund Balance Classifications discussion on page 11.

\*\*\* During the normal course of operations, the City has numerous transactions among funds, most of which are in the form of transfers used to move unrestricted revenues collected in the General Fund to finance various programs accounted for in other funds in accordance with budgetary authorizations.

## 2017 FUND BALANCE



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The reduction in 2016 and 2017 unreserved fund balance is largely due to the planned use of General Fund reserves for a portion of the City's capital improvement program and for economic development loans and commitments, the use of EMS Fund balance for fire station improvements, and the use of 2015 debt proceeds in the Capital Improvement Fund Balance for fire station improvements. Please see pages 24 and 25 of the Budget Message for a detailed fund balance discussion.

2017 revenues will fund 84.8% of the City's proposed 2017 expenditures, while 15.1% of the expenditures will require the use of fund balance. Other Financing Sources, specifically the Sale of City Assets, will cover 0.1% of 2017 expenditures.

**REVENUES CLASSIFIED BY SOURCE**

**TABLE III  
Page 1 of 2**

Object Code	Mills 2015	Actual 2014	Percent of Total	Actual 2015	Percent of Total	* Estimated 2016	Percent of Total	* Proposed 2017	Percent of Total	
Property Taxes:										
41110	Real (Non-voted)	2.50	2,422,577	3.3%	2,326,430	3.1%	2,364,000	2.9%	2,364,000	3.0%
41120	Real (Voted)	4.29	4,156,353	5.7%	3,991,396	5.4%	4,056,000	5.0%	4,058,000	5.2%
41210	Tangible (Non-voted)		6,358	0.0%	3,159	0.0%	0	0.0%	0	0.0%
41220	Tangible (Voted)	—	<u>31</u>	<u>0.0%</u>	<u>173</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>
	Total Property Taxes	6.79	6,585,319	9.0%	6,321,158	8.5%	6,420,000	7.9%	6,422,000	8.2%
41300	Tax Increment		36,977	0.1%	310,388	0.4%	272,000	0.3%	259,000	0.3%
41500	City Income Tax		41,624,574	56.6%	44,120,027	59.3%	46,500,000	57.2%	47,352,000	60.8%
42000	Licenses and Permits		524,535	0.7%	716,026	1.0%	590,000	0.7%	575,000	0.7%
43100	Federal Grants		2,292,203	3.1%	1,404,895	1.9%	5,674,000	7.0%	2,513,000	3.2%
43400	State and Local Grants		626,755	0.9%	296,566	0.4%	400,000	0.5%	275,000	0.4%
43500	Homestead & Rollback		1,026,777	1.4%	981,404	1.3%	972,000	1.2%	972,000	1.2%
43510	Local Government Fund		760,852	1.0%	755,787	1.0%	680,000	0.8%	698,000	0.9%
43530	Estate Tax		947,540	1.3%	58,528	0.1%	1,000	0.0%	0	0.0%
43540	Gasoline Tax		1,912,357	2.6%	1,920,581	2.6%	1,904,000	2.3%	1,904,000	2.4%
43550	Vehicle License Fees		765,975	1.0%	777,748	1.0%	767,000	0.9%	767,000	1.0%
43560	Liquor & Beer Permits		57,657	0.1%	62,593	0.1%	66,000	0.1%	60,000	0.1%
43570	Cigarette License		1,892	0.0%	1,671	0.0%	2,000	0.0%	2,000	0.0%
43580	Wireless 911 Tax		128,871	0.2%	134,239	0.2%	130,000	0.2%	130,000	0.2%
43850	County Shared Revenues		203,950	0.3%	204,139	0.3%	205,000	0.3%	205,000	0.3%
44100	Charges for Services		6,965,392	9.5%	7,144,623	9.6%	7,537,000	9.3%	7,149,000	9.2%
45100	Fines, Forfeits & Costs		1,586,869	2.2%	1,732,869	2.3%	1,747,000	2.1%	1,737,000	2.2%
46100	Investment Earnings		563,251	0.8%	651,248	0.9%	702,000	0.9%	615,000	0.8%
44200	Rental Income		1,089,060	1.5%	1,000,467	1.3%	1,072,000	1.3%	1,160,000	1.5%
46300	Special Assessments		934,463	1.3%	1,032,837	1.4%	1,104,000	1.4%	985,000	1.3%
46900	Concessions		1,294,549	1.8%	1,225,722	1.6%	1,363,000	1.7%	1,137,000	1.5%
46910	Sponsorships		541,828	0.7%	548,882	0.7%	493,000	0.6%	444,000	0.6%
49400	County ED/GE Program		83,555	0.1%	185,341	0.2%	0	0.0%	0	0.0%
49400	Reimbursements & Miscellaneous		<u>2,945,237</u>	<u>4.0%</u>	<u>2,767,144</u>	<u>3.7%</u>	<u>2,737,000</u>	<u>3.4%</u>	<u>2,572,000</u>	<u>3.3%</u>
	TOTAL RECEIPTS		73,500,438	100.0%	74,354,883	100.0%	81,338,000	100.0%	77,933,000	100.0%
	REVISED BUDGET		73,460,680		75,112,121		81,482,362			

\* Refer to page 25 (Budget Message) for a detailed listing of the assumptions used to project 2016 and 2017 revenues.

## NOTES ON REVENUES

TABLE III  
Page 2 of 2

### City Income Tax

This represents the City's largest revenue source. Although technically named an income tax, it could also be named an earnings tax since it essentially represents a tax on wages of employees working in Kettering or on the earnings of Kettering residents working elsewhere. The City's income tax rate had remained unchanged at 1.75% since April 1, 1981. However, in May 2006 Kettering citizens approved by a vote an increase in the rate to 2.25%. The increase was effective January 1, 2007. Credit is given up to 2.25% if income tax is paid to another city. This tax is also applied to business profits. Income tax revenue provides a good hedge against inflation, compared with most other city revenue, but is more subject to the swings of the local economy as jobs are added or lost.

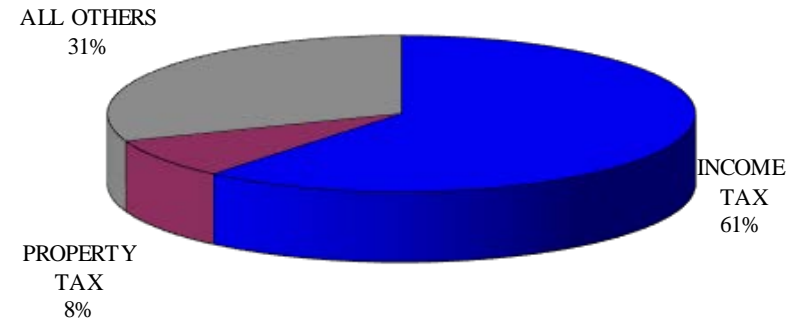
### General Property Taxes

This is the City's second largest source of revenue coming from taxes against real and personal property and is collected and distributed by Montgomery County. One mill represents \$1 of taxes paid for each \$1,000 of assessed valuation of property. For tax purposes, Montgomery County appraises real property and then applies an assessment at 35% of the appraised or "market" value. Most of the City's property tax revenues come from a voted 3.5 mill levy. Non-voted millage is 2.5 mills as provided by state law. Based on 2014 tax rates collected in 2015, the other .79 mills are earmarked to pay off the debt on the City's improvements to sports parks, neighborhood parks and recreation complex. The City's total of 6.79 mills represents 5.9% of the current total property tax rate of 116.03 mills with the remainder going to the Kettering schools, Montgomery County, and Libraries. The 116.03 mills represent the total tax rate, but the actual effective rate for the schools as well as the County will be less due to the property tax rollback provision that will reduce the total effective rate to 99.04 mills for commercial property and 88.07 mills for residential property.

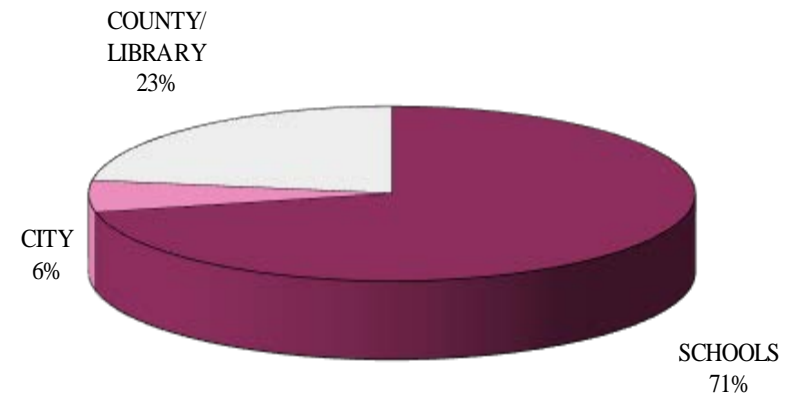
### Other Revenues

No other source of revenue exceeds 10% of the total (in 2017). Additional discussion on revenues can be found in the City Manager's Budget Message.

## 2017 REVENUES



## PROPERTY TAX RATES



# APPROXIMATE SHARE OF TOTAL 2017 EXPENDITURES

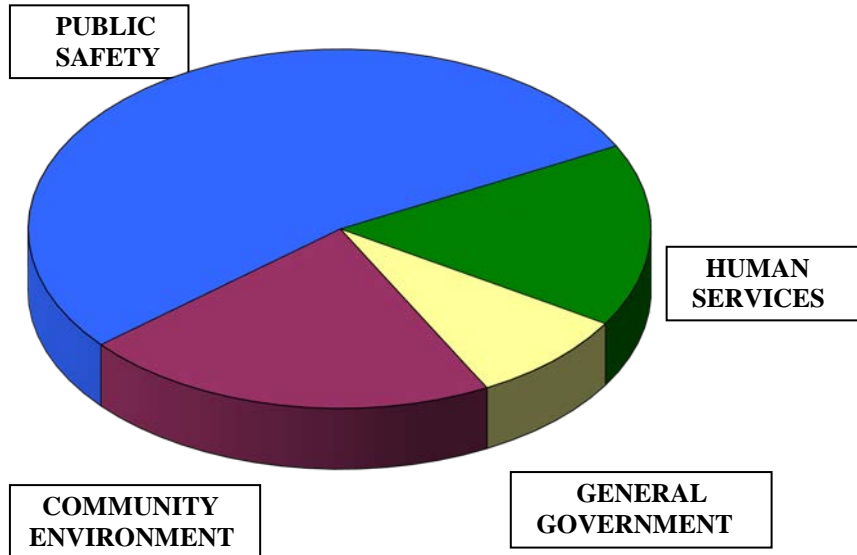
TABLE IV

## Public Safety

Crime Prevention & Control	18.10%
Fire & Emergency Medical Services	23.12%
Highway Safety	8.52%
Court	<u>3.73%</u>
	53.47%

## Human Services

Parks, Recreation & Cultural Arts	21.52%
Public Health	0.02%
Youth Services	<u>0.12%</u>
	21.66%



## Community Environment

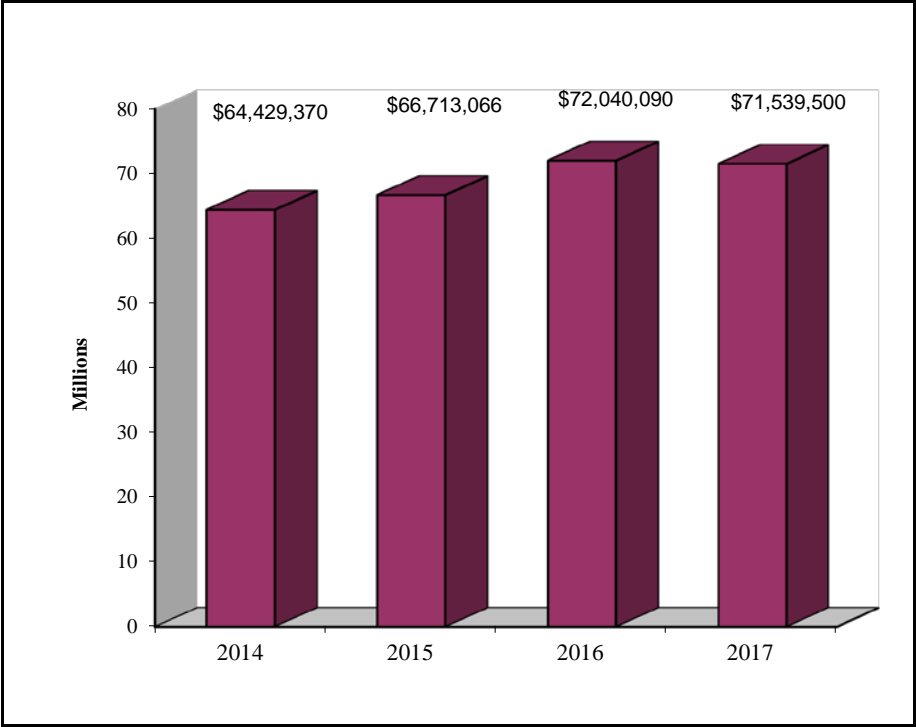
Economic and Community Development/Housing & Property Maintenance	5.68%
Streets & Drainage	<u>10.78%</u>
	16.46%

## General Government

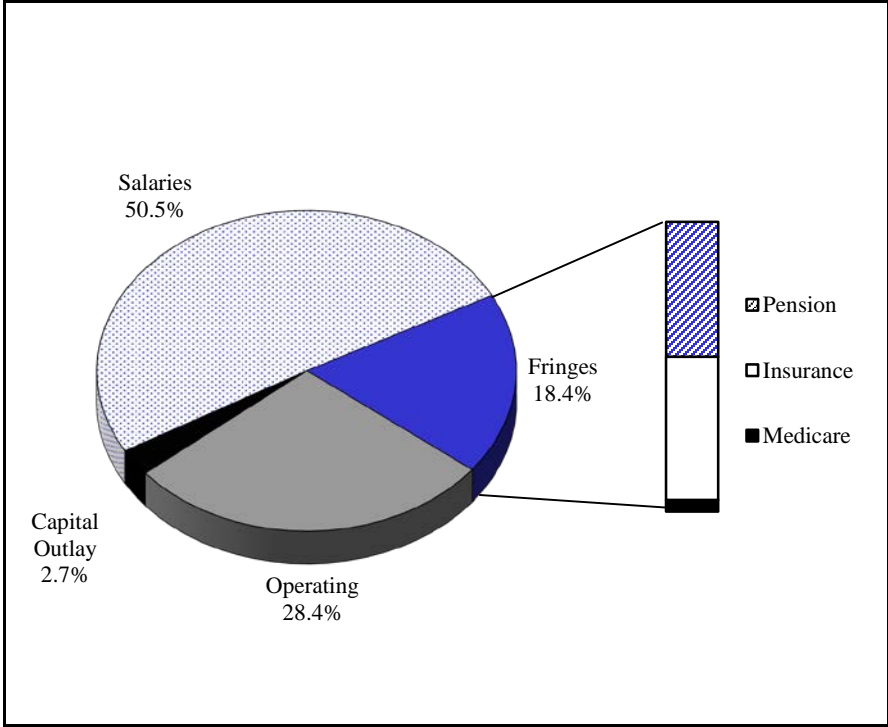
Citizen Committees	0.06%
Public Representation	0.24%
General Administration	1.23%
Legal Services	1.24%
Personnel Administration	1.31%
Financial Administration	3.07%
Administrative Support	1.03%
Volunteer Program	<u>0.23%</u>
	8.41%

# PROPOSED 2017 OPERATING COSTS

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TOTAL OPERATING COSTS



DISTRIBUTION OF PROPOSED 2017 OPERATING COSTS

**SUMMARY AND COMPARISON OF OPERATING COSTS**

**TABLE V**  
**Page 2 of 2**

Cost Center Code	Operating Cost by Cost Center	Actual 2014		Actual 2015		Estimated 2016		Proposed 2017	
		Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
0050	Mayor and Council	256,594	0.4%	222,175	0.3%	183,460	0.3%	198,200	0.3%
0100	Municipal Court	1,552,341	2.4%	1,544,038	2.3%	1,725,170	2.4%	1,765,790	2.5%
0150	Clerk of Courts	1,113,396	1.7%	1,069,074	1.6%	1,124,770	1.6%	1,233,100	1.7%
0250	Office of the City Manager	712,270	1.1%	698,800	1.0%	706,660	1.0%	725,800	1.0%
0300	Law Department	1,062,229	1.6%	954,220	1.4%	1,007,930	1.4%	1,086,000	1.5%
0350	Finance Department	2,262,583	3.5%	2,380,806	3.6%	2,537,080	3.5%	2,797,000	3.9%
0400	Administrative Support	885,959	1.4%	885,341	1.3%	1,372,200	1.9%	934,160	1.3%
0450	Human Resource Department	988,318	1.5%	1,005,283	1.5%	1,104,250	1.5%	1,192,240	1.7%
0500	Planning & Development Department	2,204,351	3.4%	2,325,809	3.5%	2,438,170	3.4%	2,554,740	3.6%
0550	Economic Development	1,144,236	1.8%	1,872,878	2.8%	741,070	1.0%	928,000	1.3%
0600	Police Department	14,978,061	23.2%	15,776,071	23.6%	16,601,580	23.0%	16,229,210	22.7%
0700	Fire Department	12,647,060	19.6%	12,280,636	18.4%	13,238,970	18.4%	14,155,760	19.8%
0800	Engineering Department	2,146,695	3.3%	2,231,462	3.3%	2,387,740	3.3%	2,670,790	3.7%
0950	Street Lighting	456,997	0.7%	455,981	0.7%	562,000	0.8%	535,000	0.7%
2000	Street Division	6,453,092	10.0%	6,961,347	10.4%	7,552,780	10.5%	6,949,810	9.7%
2400	Parks, Recreation & Cultural Arts	9,243,112	14.3%	9,445,263	14.2%	10,404,280	14.4%	10,680,100	14.9%
2200	Fraze Pavilion Operations	4,448,044	6.9%	4,284,545	6.4%	5,562,300	7.7%	4,470,000	6.2%
	Special Grants and Programs	232,815	0.4%	565,892	0.8%	604,040	0.8%	292,000	0.4%
	CDBG Programs	699,718	1.1%	691,324	1.0%	997,400	1.4%	895,700	1.3%
1700	Community Information	180,305	0.3%	207,990	0.3%	237,380	0.3%	256,690	0.4%
	DESC	262,630	0.4%	250,437	0.4%	211,600	0.3%	264,000	0.4%
	Other Cost Centers	498,112	0.8%	517,460	0.8%	679,260	0.9%	663,410	0.9%
	Debt Service	<u>452</u>	<u>0.0%</u>	<u>86,234</u>	<u>0.1%</u>	<u>60,000</u>	<u>0.1%</u>	<u>62,000</u>	<u>0.1%</u>
	<b>GRAND TOTAL OPERATING COSTS</b>	<b>64,429,370</b>	<b>100.0%</b>	<b>66,713,066</b>	<b>100.0%</b>	<b>72,040,090</b>	<b>100.0%</b>	<b>71,539,500</b>	<b>100.0%</b>
<b>Object Code</b>	<b>Object Code by Cost Center</b>								
<b>Personnel:</b>									
71100-71300	Salaries & Wages	32,133,757	49.9%	32,842,035	49.2%	35,186,900	48.8%	36,152,400	50.5%
<b>Fringe Benefits:</b>									
71500	Pension Contribution	5,231,034	8.1%	5,398,323	8.1%	5,916,860	8.2%	6,124,300	8.6%
71600	Employee Insurance	5,233,755	8.1%	5,330,047	8.0%	5,833,000	8.1%	6,512,400	9.1%
71700	Medicare	<u>483,808</u>	<u>0.8%</u>	<u>496,101</u>	<u>0.7%</u>	<u>513,080</u>	<u>0.7%</u>	<u>523,100</u>	<u>0.7%</u>
	<b>Total Personnel</b>	<b>43,082,354</b>	<b>66.9%</b>	<b>44,066,506</b>	<b>66.1%</b>	<b>47,449,840</b>	<b>65.9%</b>	<b>49,312,200</b>	<b>68.9%</b>
<b>Operating Expenses:</b>									
72000-72999		19,067,996	29.6%	20,403,796	30.6%	22,130,070	30.7%	20,288,300	28.4%
<b>Capital Outlay:</b>									
77000-77999		<u>2,279,020</u>	<u>3.5%</u>	<u>2,242,764</u>	<u>3.4%</u>	<u>2,460,180</u>	<u>3.4%</u>	<u>1,939,000</u>	<u>2.7%</u>
	<b>GRAND TOTAL OPERATING COSTS</b>	<b>64,429,370</b>	<b>100.0%</b>	<b>66,713,066</b>	<b>100.0%</b>	<b>72,040,090</b>	<b>100.0%</b>	<b>71,539,500</b>	<b>100.0%</b>
	<b>Revised Budget</b>	<b>71,560,662</b>		<b>73,568,796</b>		<b>73,730,934</b>			



TABLE VI

STAFFING LEVEL (FTE) COMPARISON \*

Code	Actual 2014			Actual 2015			Estimated 2016			Proposed 2017			
	Full Time	Part Time	Total 2014	Full Time	Part Time	Total 2015	Full Time	Part Time	Total 2016	Full Time	Part Time	Total 2017	
0050	Council and Mayor	1.0	7.0	8.0	0.0	7.6	7.6	0.0	7.7	7.7	0.0	7.7	7.7
0100	Municipal Court	12.0	1.2	13.2	12.0	1.2	13.2	12.0	1.2	13.2	12.0	1.2	13.2
0150	Clerk of Court	11.0	1.4	12.4	11.0	0.8	11.8	11.0	0.7	11.7	11.0	0.7	11.7
0200	Juvenile Court	0.0	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0250	City Manager's Office	4.0	0.5	4.5	4.0	0.5	4.5	4.0	0.4	4.4	4.0	0.4	4.4
0300	Law Department	7.0	1.3	8.3	7.0	1.3	8.3	7.0	1.3	8.3	7.0	1.3	8.3
0350	Finance Department	16.0	3.6	19.6	17.0	2.7	19.7	18.0	2.7	20.7	18.8	2.3	21.1
0400	Administrative Support	4.0	4.6	8.6	4.0	4.6	8.6	4.0	4.6	8.6	4.0	4.6	8.6
0450	Human Resources Department	7.0	0.0	7.0	7.0	0.0	7.0	7.0	0.0	7.0	7.0	0.0	7.0
0500	Planning and Development	16.0	5.2	21.2	16.0	5.2	21.2	16.0	5.2	21.2	17.0	4.1	21.1
0550	Economic Development	1.0	0.1	1.1	1.0	0.1	1.1	1.0	0.1	1.1	1.0	0.1	1.1
0600	Police Department	108.0	7.5	115.5	108.0	7.2	115.2	108.0	7.2	115.2	110.0	6.0	116.0
0700	Fire Department	59.5	0.5	60.0	59.5	0.5	60.0	65.0	0.5	65.5	78.0	0.5	78.5
0800	Engineering Department	15.8	3.9	19.7	15.8	3.9	19.7	15.8	3.7	19.5	15.8	4.1	19.9
1000	Volunteer Program	1.3	0.0	1.3	1.3	0.0	1.3	1.8	0.0	1.8	2.0	0.0	2.0
1700	Community Information	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0
2000	Street Division	39.7	4.2	43.9	42.7	3.9	46.6	42.7	3.9	46.6	43.2	3.3	46.5
2200	Fraze Pavilion Operations Fund	3.0	20.4	23.4	3.0	20.4	23.4	3.0	20.4	23.4	3.0	20.4	23.4
2400	Parks, Recreation & Cultural Arts	32.8	95.0	127.8	35.8	92.4	128.2	36.8	94.3	131.1	37.0	95.3	132.3
4300	Vehicle Maintenance Center	9.5	0.0	9.5	9.5	0.0	9.5	9.5	0.0	9.5	9.0	0.6	9.6
4400	Information Systems	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0
4410	Facilities Department	25.5	7.2	32.7	25.5	5.1	30.6	26.5	5.1	31.6	26.0	5.7	31.7
TOTAL		379.1	164.1	543.2	385.1	157.4	542.5	394.1	159.0	553.1	410.8	158.3	569.1

\* Full-time Equivalent Position (FTE): A part-time position is converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.5 of a full-time position.

Note: Refer to pages 54 and 55 for an analysis of material changes in staffing level.

*This analysis should be reviewed in conjunction with Table VI (page 53).*

### **STAFFING LEVEL (FTE) ANALYSIS**

<b><u>Department</u></b>	<b><u>Explanation</u></b>
Mayor and Council	Effective 2015, the Clerk of Council position changed from full-time to part-time status.
Municipal Court	No significant increases or decreases in regular staffing from 2014-2017. Staffing levels exclude one temporary probation officer hired for a period of October 1, 2015 through June 30, 2017 and funded by a grant from the Ohio Department of Rehabilitation and Corrections. This officer's salary is charged to the Special Grants and Programs Fund.
Clerk of Courts	For 2015 through 2017 a part-time Deputy Clerk position will not be filled.
Juvenile Court	Effective 2015, Juvenile Court services are contracted with Washington Township and part-time contractual staffing (0.5 fte) is eliminated.
City Manager's Office	No significant increases or decreases in regular staffing from 2014-2017.
Law Department	For 2014, funding is provided to convert a current regular part-time Clerk to full-time status. In addition, a regular part-time Paralegal position (0.6 fte) replaces former temporary part-time Intern positions.
Finance Department	Starting 2016, funding is provided for a second full-time Payroll Technician II. Effective April 1, 2017, the Income Tax Division plans to convert a regular part-time Clerk to full-time status and to create a temporary part-time College Intern position. The additional staffing is needed due to the 2012 implementation of mandatory income tax filing. It is expected that increased staffing costs will be more than offset by additional income tax revenues collected as part of the initiative.
Administrative Support	Effective 2016, the Administrative Systems Manager is re-classified to a new Director position.
Human Resources	No significant increases or decreases in regular staffing from 2014-2017.
Planning and Development	For 2017, the part-time CDBG Program Coordinator position (0.5 fte) will convert to full-time status. The additional cost of this conversion will be reimbursed through CDBG grants. Also for 2017, the Planning & Development part-time Clerk position (0.6 fte) is eliminated.
Economic Development	No significant increases or decreases in staffing from 2014-2017.
Police Department	For 2011 through 2016, two police officer positions were vacant. Funding is provided in 2017 to fill one of the two vacancies in order to provide an additional School Resource Officer in the Kettering Schools. The cost of the additional officer will be partially reimbursed (70%) by the school district. Also for 2017, an additional full-time Dispatcher position will replace budgeted part-time dispatcher hours (1.2 fte).
Fire Department	Since the enactment of the Patient Protection Affordable Care Act (PPACA), the Fire Department experienced a significant reduction in part-time firefighter staff. In early 2016 the City added 6 full-time firefighter positions. For 2017, City Council approved adding nine full-time firefighters and four captains, thus reducing dependency on part-time positions and overtime.
Engineering Division	During 2014, the City Engineer was promoted to the Assistant City Manager position. He will retain the position of City Engineer with the roles and responsibilities of directly overseeing the Engineering Department. As a result, a new Assistant City Engineer position is funded starting in 2015 to oversee and manage day-to-day operations of the Engineering Department. An increase in Safety Supervisor hours (0.2 fte) is shown starting in 2017 to expand the staffing level for pedestrian crossing posts for designated Kettering City School District elementary schools. The cost of the additional hours will be partially reimbursed by the Kettering City School District. Also for 2017, a new Design Engineer position is proposed to replace one vacant Engineering Tech position.

*This analysis should be reviewed in conjunction with Table VI (page 53).*

Volunteer Program	No significant increases or decreases in staffing from 2014-2017.
Community Info.	No significant increases or decreases in staffing from 2014-2017.
Street Division	<p>The Streets Division and Facilities Department form one Public Service Department. Prior to 2017, personnel costs for the Public Service Director, the Assistant Public Service Director, and the Public Service Secretary were allocated to the two divisions on a 50/50 basis. Effective 2017, the Public Service Director will be charged 100% to the Facilities Division, while the Assistant Director and Secretary will be charged 100% to the Streets Division.</p> <p>The 2014 budget reduced funding for two vacant Streets Maintenance positions and one vacant Street Supervisor. For 2015 through 2017, funding is restored for these three full-time positions.</p>
Fraze Pavilion Operations Fund	In 2014, a new full-time Ticket/Merchandise/Customer Relations Supervisor was added. Each year's temporary part-time staffing levels are determined based upon the anticipated number of shows and festivals scheduled for each performance season.
Parks, Recreation & Cultural Arts	Part-time and temporary recreation personnel hours fluctuate each year according to changes in programming. The goal of the PRCA Department is to add recreation personnel hours only if sufficient revenue is earned to offset the increase. During 2014, the PRCA Department proposed a reorganizational plan to improve alignment of personal resources in the department with the intent to increase efficiency in operations, enhance communication, produce better products/services to customers, and to clearly outline advancement opportunities and a succession plan process. New pay grade levels/job titles include Superintendents, Administrators, Managers, Supervisors, and Coordinators. The impact is an increase of two additional full-time employees coupled with a reduction in part-time personnel hours. During 2015, a regular part-time Art Program Coordinator (0.66 fte) was converted to full-time status. Staffing changes for 2016 include a new regular part-time Facility Coordinator for Polen Farm to provide direct oversight for all weekend events and a conversion of the regular part-time Environmental Education Coordinator to a full-time Supervisor for an expansion of the Habitat Center's program offerings. For 2016 and 2017, a change in the Parks Maintenance staffing model is designed to address challenges with PPACA implications, wage competitiveness, and skill levels. The Parks Maintenance division will hire regular part-time Assistant Crew Leaders and correspondingly reduce temporary part-time Groundskeeper hours.
Vehicle Maintenance	Effective 2017, the full-time Parts/Inventory Clerk and full-time Maintenance Clerk positions will be converted to two full-time Parts/Inventory Attendant positions. In addition, the previous full-time Clerk/Typist working 20 hours per week at the Vehicle Maintenance Center will be replaced with a regular part-time Clerk at 25 hours per week.
Information Systems	Mid-year 2016, a full-time Information System Technician position was changed to a full-time Desktop Support Technician.
Facilities Department	<p>The Streets Division and Facilities Department form one Public Service Department. Prior to 2017, personnel costs for the Public Service Director, the Assistant Public Service Director, and the Public Service Secretary were allocated to the two divisions on a 50/50 basis. Effective 2017, the Public Service Director will be charged 100% to the Facilities Division, while the Assistant Director and Secretary will be charged 100% to the Streets Division.</p> <p>The 2015 through 2017 budgets reflect a reduction in funding from 2014 levels for currently vacant part-time Maintenance Aide hours. For 2016, the full-time Facilities Attendant positions increase from 10 to 11 while for 2017, the Lead Facilities Attendant position is converted to a 12<sup>th</sup> Facilities Attendant position.</p>

**fte:** Full Time Equivalent

**TABLE VII  
PAGE 1 OF 3**

**DEBT STATEMENT**

<u>Purpose</u>	Schedule of Bonds and Notes for The Years 2016 and 2017				Amount Outstanding <u>12/31/2016</u>
	<u>Date Issued</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Amount Issued</u>	
General Obligation Bonds:					
Court Facility	4-1-05	3.00%-4.50%	12-1-15	3,950,000	0
Court Refunding Bonds, Series 2015	2-4-15	1.00%-4.00%	12-1-24	2,215,000	1,950,000
PRCA Improvement Bonds	5-28-09	3.00%-4.375%	12-1-28	12,300,000	8,615,000
Fire Station Improvement Bonds	2-4-15	1.00%-4.00%	12-1-34	<u>15,500,000</u>	<u>14,375,000</u>
TOTAL				33,965,000	24,940,000
Promissory Notes:					
Ohio Public Works Commission:					
Rushland Project	7-1-96	0.00%	7-1-16	122,577	0
S. Dixie at Schantz-Bridge Replacement	12-1-94	0.00%	1-1-15	190,000	0
W. David Road-Bridge Replacement	12-1-94	0.00%	7-1-15	90,393	0
Spaulding Road	10-1-02	0.00%	7-1-22	1,520,719	456,216
Bigger Road	11-1-02	3.00%	7-1-23	511,071	214,286
County Line Road	12-1-02	0.00%	1-1-23	686,098	222,982
Ridgeway Road Bridge	6-1-05	1.00%	7-1-25	<u>380,000</u>	<u>180,405</u>
TOTAL				3,500,858	1,073,889
TOTAL				37,465,858	26,013,889
REVISED BUDGET				37,465,858	26,013,889

**DEBT STATEMENT**

PURPOSE	Actual Paid in 2014			Actual Payments in 2015			Estimated Payments in 2016			Payments Due in 2017			Payments Due 2018 through Maturity		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
General Obligation Bonds:															
Court Facility Bonds	190,000	108,280	298,280	195,000	8,775	203,775	0	0	0	0	0	0	0	0	0
Court Refunding Bonds, Series 2015	0	0	0	45,000	42,446	87,446	220,000	51,000	271,000	230,000	46,600	276,600	1,720,000	177,800	1,897,800
PRCA Improvement Bonds	505,000	420,343	925,343	525,000	400,143	925,143	545,000	379,143	924,143	570,000	357,518	927,518	8,045,000	2,127,989	10,172,989
Fire Station Improvement Bonds	0	0	0	505,000	363,248	868,248	620,000	435,250	1,055,250	630,000	422,850	1,052,850	13,745,000	4,190,900	17,935,900
<b>TOTAL</b>	<b>695,000</b>	<b>528,623</b>	<b>1,223,623</b>	<b>1,270,000</b>	<b>814,612</b>	<b>2,084,612</b>	<b>1,385,000</b>	<b>865,393</b>	<b>2,250,393</b>	<b>1,430,000</b>	<b>826,968</b>	<b>2,256,968</b>	<b>23,510,000</b>	<b>6,496,689</b>	<b>30,006,689</b>
Promissory Notes:															
Ohio Public Works Commission:															
Rushland Project	6,129	0	6,129	6,129	0	6,129	6,129	0	6,129	0	0	0	0	0	0
S. Dixie at Schantz	9,500	0	9,500	4,750	0	4,750	0	0	0	0	0	0	0	0	0
W. David Road	4,519	0	4,519	4,520	0	4,520	0	0	0	0	0	0	0	0	0
Spaulding Road	76,036	0	76,036	76,036	0	76,036	76,036	0	76,036	76,036	0	76,036	380,180	0	380,180
Bigger Road	25,558	8,609	34,167	26,331	7,836	34,167	27,127	7,040	34,167	27,947	6,221	34,168	186,340	18,664	205,004
County Line Road	34,305	0	34,305	34,305	0	34,305	34,305	0	34,305	34,305	0	34,305	188,677	0	188,677
Ridgeway Road Bridge	18,687	2,324	21,011	18,874	2,136	21,010	19,063	1,947	21,010	19,255	1,756	21,011	161,150	6,934	168,084
<b>TOTAL</b>	<b>174,734</b>	<b>10,933</b>	<b>185,667</b>	<b>170,945</b>	<b>9,972</b>	<b>180,917</b>	<b>162,660</b>	<b>8,987</b>	<b>171,647</b>	<b>157,543</b>	<b>7,977</b>	<b>165,520</b>	<b>916,347</b>	<b>25,598</b>	<b>941,945</b>
<b>TOTAL</b>	<b>869,734</b>	<b>539,556</b>	<b>1,409,290</b>	<b>1,440,945</b>	<b>824,584</b>	<b>2,265,529</b>	<b>1,547,660</b>	<b>874,380</b>	<b>2,422,040</b>	<b>1,587,543</b>	<b>834,945</b>	<b>2,422,488</b>	<b>24,426,347</b>	<b>6,522,287</b>	<b>30,948,634</b>
<b>REVISED BUDGET</b>	<b>869,734</b>	<b>539,556</b>	<b>1,409,290</b>	<b>1,550,945</b>	<b>915,795</b>	<b>2,466,740</b>	<b>1,547,660</b>	<b>874,380</b>	<b>2,422,040</b>						

## DEBT POLICY AND LEGAL DEBT MARGIN

TABLE VII

Page 3 of 3

### DEBT POLICY

The City's policy has been, and continues to be, conservative regarding the issuance of new debt. While the City is not close to its legal debt limit, (see section below), we continue to maintain a "pay-as-you-go" policy, with the exception of large-scale improvement projects. During 2015, the City refunded its Court Facility bonds and issued \$15.5 million in general obligation bonds for the construction of four replacement fire stations.

### LEGAL DEBT MARGIN - DECEMBER 31, 2015

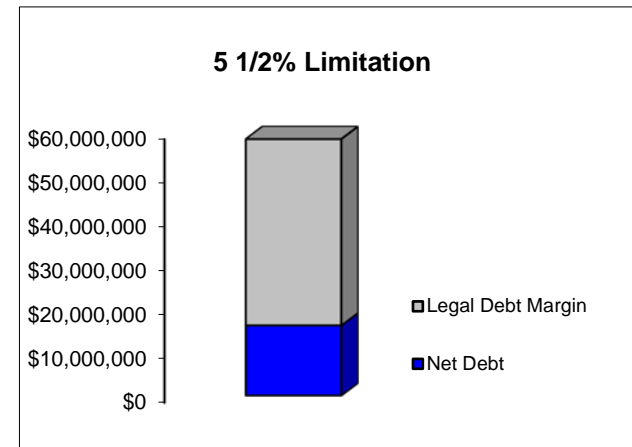
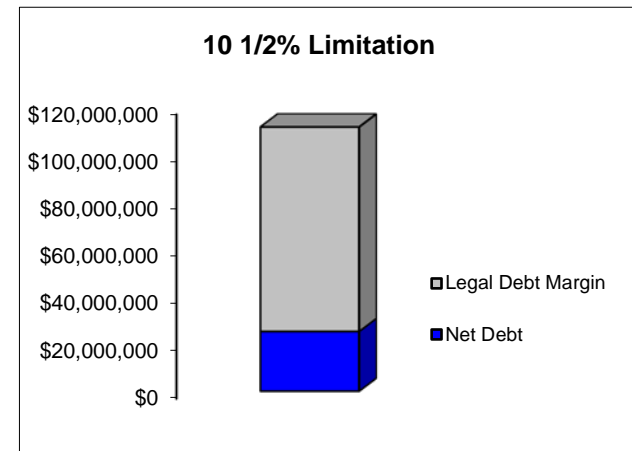
	10-1/2% OF ASSESSED <u>VALUATION (1)</u>	5-1/2% OF ASSESSED <u>VALUATION (2)</u>
OVERALL DEBT LIMITATIONS	\$111,440,775	\$58,373,739
GROSS INDEBTEDNESS	27,561,548	27,561,548
Less Debt outside limitations-		
Voted Debt		9,160,000
Special Assessment Debt	0	0
Promissory Notes	1,236,548	1,236,548
Less Debt Service Available Fund Balance	1,116,296	1,116,296
NET DEBT WITHIN LIMITATIONS	25,208,704	16,048,704
LEGAL DEBT MARGIN WITHIN LIMITATIONS	\$86,232,071	\$42,325,035

Source: City of Kettering, Ohio, Department of Finance

(1) Applies to both voted and unvoted debt. The total assessed valuation is \$1,061,340,709.

(2) Applies only to unvoted debt. The total assessed valuation is \$1,061,340,709.

## LEGAL DEBT MARGIN



SUMMARY OF CAPITAL IMPROVEMENTS

TABLE VIII

Activity Code	Actual 2014	Actual 2015	Estimated 2016	Total Proposed 2017	Capital Improvement Fund	Special Revenue Funds
5100	Traffic Controls					
	Miscellaneous Traffic Controls			55,000	55,000	
	Citywide Traffic Signal System Upgrade			162,000	162,000	
	Fiber Optic Connections			53,000	53,000	
	277,317	332,768	2,953,000	270,000	270,000	0
5200	Street Surfacing & Roadway Improvements					
	Normal Program			1,000,000	1,000,000	
	Construction Material Testing			10,000	10,000	
	Curb, Gutter, Sidewalk Repair Program			800,000	800,000	
	Ghent Bridge			400,000	400,000	
	Oak Creek Improvements			450,000	450,000	
	Prugh Woods Drive			155,000	155,000	
	Thoroughfares, Arterials & Collectors			380,000	380,000	
	Schantz Avenue Bridge Rehabilitation			150,000	150,000	
	Shroyer Road Resurfacing			2,189,000	2,189,000	
	5,724,347	5,519,120	9,882,000	5,534,000	5,534,000	0
5700	Streetscape Improvements					
	Wilmington Pike Improvements: Marshall to Stroop			880,000	880,000	
	Spaulding Rd Street Light Replacements			55,000	55,000	
	Bus Stop/Pole Painting Program			10,000	10,000	
	875,384	149,584	297,000	945,000	945,000	0
5900	Drainage					
	173,945	150,986	33,000	40,000	40,000	
6100	Parks, Recreation & Cultural Arts					
	Miscellaneous Improvements			95,000	95,000	
	Tennis/Basketball Court Resurfacing			30,000	30,000	
	Dog Park Design			50,000	50,000	
	Acorn Walk Park			1,544,000	1,544,000	
	Polen Farm Pavers, Barn Elevator, Lighting, Porch			320,000	320,000	
	Skate Plaza Concrete Repair			40,000	40,000	
	Fairmont Fitness Center HVAC and Lighting replacement			75,000	75,000	
	KRC Improvements including Water line, Lighting, DDC Control and Electric Panel Replacements)			263,000	263,000	
	KRC Locker Room Improvements			30,000	30,000	
	KRC and Rosewood Floor Refinishing Projects			34,000	34,000	
	Water Park and Main Pool Improvements			242,000	242,000	
	Delco Park Fencing and Electric Panel Repairs			170,000	170,000	
	Indian Rifle Fencing and Disc Golf			55,000	55,000	
	Kennedy Park Fencing and Amenities			85,000	85,000	
	Fraze Pavilion Trench modification and concrete repair			112,000	0	112,000
	Civic Commons Landscaping			40,000	40,000	
	City Sites Collection Management Preservation Plan			20,000	20,000	
	Rosewood Miscellaneous Improvements			5,000	5,000	
	1,182,903	2,327,729	2,350,000	3,210,000	3,098,000	112,000
6500	Tree Planting and Landscaping					
	94,237	80,742	229,000	295,000	295,000	
6600	Other					
	Public Service Improvements (\$300,000 carryover)			340,000	340,000	
	Government Center Police Station Improvements			125,000	125,000	
	Municipal Court Vestibule			25,000	25,000	
	Vehicle Maintenance Center Bay Lighting, Fuel Island, and Overhead Door Improvements			90,000	90,000	
	Community Development Block Grant Projects and Acquisitions			299,000	0	299,000
	Defense Electronics Supply Center (DESC) /Kettering Business Park			120,000	120,000	
	North Building Skylight Replacement			50,000	50,000	
	Miscellaneous Building Improvements			826,000	826,000	
	Miscellaneous Roofing Projects			50,000	50,000	
	Fire Station Improvements			5,712,000	5,712,000	
	3,014,411	9,633,000	12,918,000	7,637,000	7,338,000	299,000
	<b>11,342,544</b>	<b>18,193,929</b>	<b>28,662,000</b>	<b>17,931,000</b>	<b>17,520,000</b>	<b>411,000</b>
	<b>GRAND TOTAL CAPITAL IMPROVEMENTS</b>					
Revised Budget	25,880,848	32,793,039	35,172,426			

**TABLE IX**  
**Page 1 of 2**

**REVENUES AND EXPENDITURES BY FUND TYPE**

	General Fund				Special Revenue Funds			
	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>
REVENUES:								
Property Taxes	5,521,529	5,302,541	5,388,000	5,388,000	297,618	282,769	284,000	284,000
Payments in lieu of taxes	0	0	0	0	0	0	0	0
Income Tax	41,624,574	44,120,027	46,500,000	47,352,000	0	0	0	0
Licenses and Permits	514,255	704,166	580,000	565,000	10,280	11,860	10,000	10,000
Intergovernmental Revenues	1,865,603	1,913,774	1,770,000	1,575,000	3,801,616	4,494,926	4,584,000	3,958,000
Charges for Services	65,248	67,594	70,000	68,000	6,806,089	5,891,772	6,342,000	5,956,000
Fines, Forfeits and Costs	1,137,979	1,199,182	1,213,000	1,213,000	448,890	533,687	534,000	524,000
Investment Earnings	770,437	118,506	400,000	400,000	125,717	208,208	7,000	7,000
Special Assessments	407,844	425,613	440,000	420,000	0	0	0	0
Miscellaneous	2,040,841	1,874,013	2,249,000	1,650,000	3,755,148	3,208,472	3,309,000	3,059,000
<b>TOTAL REVENUES</b>	<b>53,948,310</b>	<b>55,725,416</b>	<b>58,610,000</b>	<b>58,631,000</b>	<b>15,245,358</b>	<b>14,631,694</b>	<b>15,070,000</b>	<b>13,798,000</b>
EXPENDITURES:								
Current:								
General Government	11,752,353	12,455,846	12,428,400	12,939,240	1,392,272	1,444,339	1,721,360	1,735,490
Public Safety	24,806,352	26,283,266	28,420,260	29,043,180	3,122,007	2,074,048	1,719,130	1,698,500
Public Works	2,395,614	2,481,996	2,706,110	2,914,680	6,453,092	6,961,347	7,552,780	6,949,810
Human Services	328,079	328,184	494,720	340,500	13,691,156	13,729,808	15,966,580	15,150,100
Miscellaneous	255,178	302,106	366,710	414,000	232,815	565,892	604,040	292,000
Capital Improvements:					851,218	1,250,986	1,153,000	411,000
Debt Service:								
Principal								
Interest								
<b>TOTAL EXPENDITURES</b>	<b>39,537,576</b>	<b>41,851,398</b>	<b>44,416,200</b>	<b>45,651,600</b>	<b>25,742,560</b>	<b>26,026,420</b>	<b>28,716,890</b>	<b>26,236,900</b>
<b>Revised Budget</b>	<b>42,937,061</b>	<b>45,014,244</b>	<b>44,904,011</b>		<b>30,621,455</b>	<b>30,255,189</b>	<b>29,972,483</b>	

For Fund Definitions, please see "Financial Structure" on page 9.



**TABLE IX**

**REVENUES AND EXPENDITURES BY FUND TYPE**

	Debt Service Fund				Capital Projects Fund				Total			
	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>
<b>REVENUES:</b>												
Property Taxes	766,172	735,848	748,000	750,000					6,585,319	6,321,158	6,420,000	6,422,000
Payments in lieu of taxes					36,977	310,388	272,000	259,000	36,977	310,388	272,000	259,000
Income Tax									41,624,574	44,120,027	46,500,000	47,352,000
Licenses and Permits									524,535	716,026	590,000	575,000
Intergovernmental Revenues	119,681	114,402	114,000	114,000	3,021,484	260,390	4,333,000	1,879,000	8,808,384	6,783,492	10,801,000	7,526,000
Charges for Services	94,055	1,185,257	1,125,000	1,125,000					6,965,392	7,144,623	7,537,000	7,149,000
Fines, Forfeits and Costs									1,586,869	1,732,869	1,747,000	1,737,000
Investment Earnings	15,709	13,241	10,000	8,000	(348,612)	311,293	285,000	200,000	563,251	651,248	702,000	615,000
Special Assessments	0	0	0	0	526,619	607,224	664,000	565,000	934,463	1,032,837	1,104,000	985,000
Miscellaneous	46,344	43,618	40,000	40,000	28,341	416,112	67,000	564,000	5,870,674	5,542,215	5,665,000	5,313,000
<b>TOTAL REVENUES</b>	<b>1,041,961</b>	<b>2,092,366</b>	<b>2,037,000</b>	<b>2,037,000</b>	<b>3,264,809</b>	<b>1,905,407</b>	<b>5,621,000</b>	<b>3,467,000</b>	<b>73,500,438</b>	<b>74,354,883</b>	<b>81,338,000</b>	<b>77,933,000</b>
<b>EXPENDITURES:</b>												
<b>Current:</b>												
General Government					16,051	27,611	66,000	145,000	13,160,676	13,927,796	14,215,760	14,819,730
Public Safety					277,317	332,768	2,953,000	270,000	28,205,676	28,690,082	33,092,390	31,011,680
Public Works					6,599,886	5,172,504	9,114,000	6,519,000	15,448,592	14,615,847	19,372,890	16,383,490
Human Services					599,712	1,810,745	2,544,000	3,393,000	14,618,947	15,868,737	19,005,300	18,883,600
Miscellaneous	452	86,234	60,000	62,000	2,998,360	9,599,315	12,832,000	7,193,000	3,486,805	10,553,547	13,862,750	7,961,000
<b>Capital Improvements:</b>									851,218	1,250,986	1,153,000	411,000
<b>Debt Service:</b>												
Principal	869,735	1,440,945	1,547,660	1,587,543					869,735	1,440,945	1,547,660	1,587,543
Interest	539,555	824,584	874,380	834,945					539,555	824,584	874,380	834,945
<b>TOTAL EXPENDITURES</b>	<b>1,409,742</b>	<b>2,351,763</b>	<b>2,482,040</b>	<b>2,484,488</b>	<b>10,491,326</b>	<b>16,942,943</b>	<b>27,509,000</b>	<b>17,520,000</b>	<b>77,181,204</b>	<b>87,172,524</b>	<b>103,124,130</b>	<b>91,892,988</b>
<b>Revised Budget</b>	<b>1,411,290</b>	<b>2,559,740</b>	<b>2,490,456</b>		<b>23,880,994</b>	<b>30,999,402</b>	<b>33,959,614</b>		<b>98,850,800</b>	<b>108,828,575</b>	<b>111,326,564</b>	

For Fund Definitions, please see "Financial Structure" on page 9.

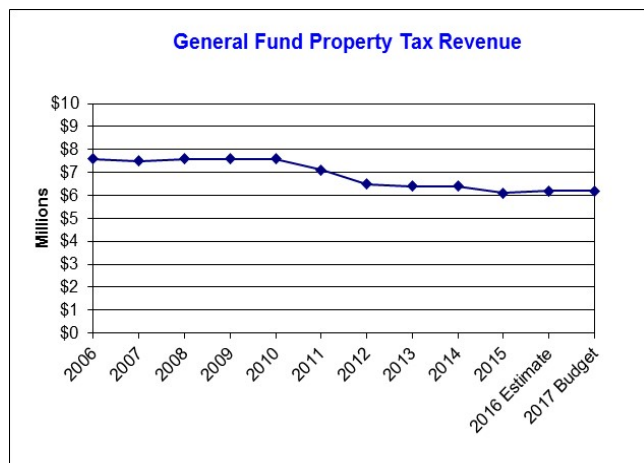
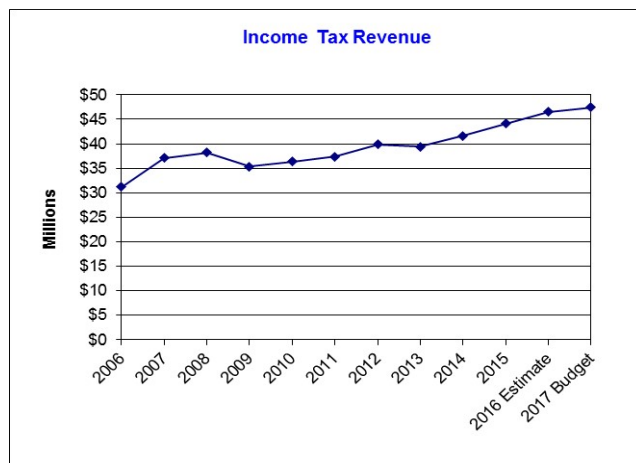


CITY OF KETTERING

# GENERAL FUND RECEIPTS

# FUND 101

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	47,074,738	47,221,763	43,991,313	42,118,913
Nonspendable: Loans	156,250	209,659	4,550,000	4,385,000
Committed to: Economic Development	<u>1,449,994</u>	<u>1,891,007</u>	<u>1,902,120</u>	<u>1,325,047</u>
Net Balance	45,468,494	45,121,097	37,539,193	36,408,866
<b>RECEIPTS</b>				
Property Taxes				
Real Non-Voted 2.2 Mills	2,131,291	2,046,672	2,080,000	2,080,000
Real Voted 3.5 Mills	3,390,188	3,255,587	3,308,000	3,308,000
Tangible Personal - Non-Voted	19	109	0	0
Tangible Personal - Voted	<u>31</u>	<u>173</u>	<u>0</u>	<u>0</u>
Total General Property Tax	5,521,529	5,302,541	5,388,000	5,388,000
City Income Tax				
City Income Tax	41,624,574	44,120,027	46,500,000	47,352,000
City Licenses and Permits	514,255	704,166	580,000	565,000
State Grants	0	26,296	206,000	0
Homestead & Rollback	861,647	823,558	815,000	815,000
Local Government Fund	760,852	755,787	680,000	698,000
Estate Tax	100,000	58,528	1,000	0
Liquor & Beer Permits	57,657	62,593	66,000	60,000
Cigarette Tax	1,892	1,671	2,000	2,000
Charges for Services	65,248	67,594	70,000	68,000
Court Fines, Forfeits and Costs	1,137,979	1,199,182	1,213,000	1,213,000
Investment Earnings	770,437	118,506	400,000	400,000
Special Assessments	407,844	425,613	440,000	420,000
Reimbursements & Miscellaneous	<u>2,124,396</u>	<u>2,059,354</u>	<u>2,249,000</u>	<u>1,650,000</u>
TOTAL REVENUE	53,948,310	55,725,416	58,610,000	58,631,000
<b>OTHER FINANCING SOURCES</b>				
Sale of City Assets	90,765	59,365	30,000	30,000
Proceeds from Notes	0	0	0	0
Transfer in From Other Funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OTHER FINANCING SOURCES	90,765	59,365	30,000	30,000
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	99,507,569	100,905,878	96,179,193	95,069,866



# MAYOR AND COUNCIL

The Mayor is the chief elected official of the City and serves as its principal representative and spokesperson. The Mayor presides over and is an at-large member of the City Council. In addition to the Mayor, the Council consists of two additional at-large members and four members elected from districts. Council elects one member to serve as Vice-Mayor for a two-year term.

The City Council is the chief policy making body of the City — responsible for appointing the City Manager to direct the City's administrative affairs and responsible also for appointing representatives to the City's many boards and commissions.

The Council conducts much of its business as a committee of the whole but also maintains two-person standing committees: Long Range Planning, Intergovernmental/Interagency Relations, Community Relations and Promotion, Finance and Personnel, Public Health and Safety, and Public Service.

The Mayor and City Council maintain an office in the Government Center staffed by the Clerk of Council. The Clerk of Council, in addition to answering citizen inquiries, is responsible for accurately recording and maintaining the official records of actions taken by the Mayor and Council, publishing a calendar and agenda, and undertaking special projects on behalf of the Council. Council meetings, normally held on the second and fourth Tuesday of each month, are televised gavel to gavel on Cable TV.

### **Goals**

Details of the Council's goals and tactics are described in the Strategic Plan section of this document. The goals of the Strategic Plan are summarized below:

- 1) Have active leadership in regional initiatives that improve City services, save the city resources, and boost the city's regional prominence.
- 2) Engage in economic development ventures that attract and expand investment in the city.
- 3) Improve and maintain housing options and neighborhood environments.
- 4) Maintain fiscal responsibility while making strategic capital investments.
- 5) Provide public safety via police, fire, and other services that excel at customer service and resource allocation.
- 6) Provide quality city services to both internal and external customers, optimizing levels of service while preserving the unique character of Kettering and meeting standards and budget.
- 7) Develop and maintain a communication plan that educates our community as well as produces an image of our City.

### **Mayor and Council Expenditures — General Fund (Key 0050)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	182,446	138,278	107,460	113,100	57.06%
<b>Operating Expenditures</b>	74,148	83,897	76,000	85,100	42.94%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	256,594	222,175	183,460	198,200	100.00%

The proposed 2017 budget is 1.8% greater than the 2016 budget and 8.0% greater than estimated 2016 expenditures. Personnel expenditures for all years include changes in compensation for the Mayor and Council members per the Charter Amendment effective January 1, 2013 (Ord. 4202-12; passed 8/7/12). Effective mid-year 2015, the Clerk of Council position was re-classed from full-time to part-time status. The 2014 through 2016 operating expenditures reflect under-spending of each year's budget.

### **Staffing Levels**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Mayor &amp; Council</b>	7	7	7	7
<b>Clerk of Council</b>	1	0	0	0
<b>Part-Time Clerk of Council</b>	0	0.6	0.6	0.6
<b>Part-time Clerical/Aide</b>	<u>0</u>	<u>0</u>	<u>0.1</u>	<u>0.1</u>
<b>Total</b>	8.0	7.6	7.7	7.7

# KETTERING MUNICIPAL COURT

The Municipal Court is established by State Statute with two Judges (one of whom serves as presiding judge) and has territorial jurisdiction over Kettering, Centerville, Moraine and Washington Township. Salaries for the Judges are established by State law. A portion (40%) of the salaries of the Judges and Civil Magistrate is reimbursed to the City by Montgomery County.

The Court has a Small Claims Court for suits of less than \$3,000 as well as monetary jurisdiction for claims in civil cases of less than \$15,000.

The Court has jurisdiction over all misdemeanors, both ordinance and statute violations, occurring within its territorial jurisdiction.

It is estimated for 2016 that the Court will distribute to the City's General Fund about \$1,213,000 for Court fines and fees. Also, approximately \$80,600 will come to Kettering from Centerville and Moraine, and another \$188,400 will be reimbursed from Montgomery County.

## **Kettering Municipal Court Expenditures — General Fund (Key 0100)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	925,459	864,781	1,008,730	1,049,300	80.17%
<b>Operating Expenditures</b>	250,202	238,621	243,100	259,500	19.83%
<b>Capital Equipment Expenditures</b>	0	0	<u>16,000</u>	0	<u>0.00%</u>
<b>Total</b>	1,175,661	1,103,402	1,267,830	1,308,800	100.00%

The proposed 2017 budget is 1.7% greater than the 2016 budget and 3.2% greater than estimated 2016 expenditures. The 2016 capital equipment expenditure is the purchase of an x-ray scanner.

## **Staffing Levels**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Judges</b>	2	2	2	2
<b>Bailiffs</b>	2	2	2	2
<b>Court Administrator</b>	1	1	1	1
<b>Probation Off./Deputy Bailiff</b>	2	2	2	2
<b>Administrative Secretary</b>	3	3	3	3
<b>Court Reporter</b>	2	2	2	2
<b>Substitute Judge</b>	0.3	0.3	0.3	0.3
<b>Civil Magistrate</b>	0.3	0.3	0.3	0.3
<b>Part-Time Deputy Bailiff</b>	0.3	0.3	0.3	0.3
<b>Part-Time Clerical</b>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
<b>Total</b>	13.2	13.2	13.2	13.2

Staffing levels exclude one temporary probation officer hired for a period of October 1, 2015 through June 30, 2017 and funded by a grant from the Ohio Department of Rehabilitation and Corrections. This officer's salary is charged to the Special Grants and Programs Fund.

# CLERK OF COURTS

The Clerk of the Kettering Municipal Court is an elected office created by the State Legislature, separate and distinct from the Judges of the Court. The Clerk is the ministerial officer charged with the custody and certification of the records, and with responsibility for monies collected. The Clerk is also empowered to issue writs and process. The salary of the Clerk of Courts is established by State law. A portion (40%) of the salary of the Clerk of Courts is reimbursed to the City by Montgomery County.

## Clerk of Courts Expenditures — General Fund (Key 0150)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	919,491	874,867	928,000	962,200	87.53%
<b>Operating Expenditures</b>	124,745	117,084	126,750	137,100	12.47%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,044,236	991,951	1,054,750	1,099,300	100.00%

The proposed 2017 budget is 1.7% greater than the 2016 budget and 4.2% greater than 2016 estimated expenditures. Years 2014 through 2016 operating expenditures reflect an under-spending of each year's budget.

## Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Clerk of Courts</b>	1	1	1	1
<b>Deputy Clerks</b>	10	10	10	10
<b>Part-Time Clerical</b>	1.1	0.5	0.5	0.6
<b>Temp. Part-Time</b>	<u>0.3</u>	<u>0.3</u>	<u>0.2</u>	<u>0.1</u>
<b>Total</b>	12.4	11.8	11.7	11.7

# CITY MANAGER'S OFFICE

The City Manager is appointed by Council and serves as the chief executive officer of the City. The Manager also holds the position of Public Safety Director. The Manager is responsible for the effective operation of the City government under the policy direction of the Mayor and City Council. It is also the responsibility of the Manager to propose policy measures and initiatives for Council consideration.

The Assistant City Manager is employed by, and reports directly to, the City Manager. Serving as an extension of the City Manager, this person is responsible for coordinating the efforts of various departments through department directors or office managers, when necessary to accomplish tasks assigned by the City Manager. The Assistant City Manager also provides supervision over certain City Offices, as assigned by the City Manager.

### Key Objectives

1. Improve overall efficiency of City operations.
2. Ensure an organization wide delivery of outstanding customer service which results in exceptional levels of resident satisfaction.
3. Focus on projects that have been identified as high priorities through the strategic plan update process.

## Programs

### Senior Services

#### **Program Purpose:**

To provide information and referral services to Kettering senior citizens and their families.

**Program Description:**

Included in the City Manager's budget is the operation of the Kettering Connection and the position of Senior Services Coordinator, who is primarily responsible for providing resources and information to Kettering's senior citizens. The City of Kettering is a senior friendly community. We've earned that reputation from a commitment to enhancing the quality of life for seniors in our City.

The City's Senior Services Coordinator advises older adults and their families on such topics as the following: Housing; Transportation; Personal Care/In-home Services; Insurance – Medicare/Medicaid; Prescription Drug Assistance Programs; Respite Care/Adult Day Centers; Home Delivered Meals; Adult Protective Services; Utility Assistance Programs; Support Groups; Aging Issues; and Volunteer Programs.

The Senior Services Coordinator assists Kettering senior citizens access community services through information, referral and education. The coordinator identifies gaps in service and works to find solutions through advocacy, coordination with other agencies, and development of new programs. This person works with other City departments to develop goals and strategies in serving the needs of senior citizens.

**Objectives:**

1. Provide information and referral services to community seniors and their families through outreach and networking with City departments. Identify gaps in service and work toward solutions using volunteer efforts and existing community services.
2. Provide advocacy regarding senior issues through participation in community groups including the Greene and Montgomery County Council on Aging, the Area Agency on Aging Executive Board, United Way SilverLink, and administration of the Ohio Benefits Bank (OBB).
3. Act as a resource to address seniors' needs through the Kettering Connection and as a member of the Charles I. Lathrem Center's Advisory Board.

<b>Measurements:</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
Kettering Connection Attendance	2,398	2,791	2,671	2,650

**City Manager's Office Expenditures — General Fund (Key 0250)**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	633,699	614,891	638,260	663,000	91.35%
<b>Operating Expenditures</b>	78,571	83,909	68,400	62,800	8.65%
<b>Capital Equipment Expenditures</b>	0	0	0	0	0.00%
<b>Total</b>	712,270	698,800	706,660	725,800	100.00%

The proposed 2017 budget is 2.1% greater than the 2016 budget and 2.7% greater than estimated 2016 expenditures. Actual 2015 operating expenditures include costs to prepare a new space for the Kettering Connection at Town & County Shopping Center. Effective 2017, costs for indigent burials are recorded in the Health Department cost center.

**Staffing Levels**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b>City Manager</b>	1	1	1	1
<b>Assistant City Manager</b>	1	1	1	1
<b>Senior Services Coordinator</b>	1	1	1	1
<b>Secretaries</b>	1	1	1	1
<b>Administrative Aide</b>	.05	0.5	0.4	0.4
<b>Total</b>	4.5	4.5	4.4	4.4

# LAW DEPARTMENT

The Law Department is responsible for the programs of Legal Services and Prosecution. This includes acting as legal advisor, attorney and advocate for the City and for City officials and employees in matters relating to their official duties. The department prepares or reviews all contracts, prepares all legislation, and prepares other necessary legal documents and instruments. The Law Department has responsibility for certain aspects of land acquisition and disposition and for appropriation proceedings for right-of-way acquisition in conjunction with capital improvement projects. The Law Department also provides for public prosecution in the Kettering Municipal Court with a prosecutor assigned to each of the court's two judges.

## Programs

### Prosecution

#### **Program Purpose:**

To prosecute traffic and criminal misdemeanors occurring in the City of Kettering, including cases from Washington Township and other contracting jurisdictions that are filed in the Kettering Municipal Court. This includes all appeals from such cases to all reviewing courts.

#### **Program Description:**

- Provide day-to-day advice to Kettering and Centerville Police Officers and Montgomery County Sheriff Office Deputies serving Washington Township on decisions relating to arrest, filing of charges and search and seizure. Provide similar advice to inspectors on matters relating to filing of code enforcement cases. Assist as requested and necessary for continuing legal education program for Police, Fire and City inspectors on enforcement matters. Also, provide advice to the Tax Division and prosecute failure to file and failure to pay municipal income tax cases.
- As necessary, conduct arraignments and pretrials of cases charging violations of City ordinances and State misdemeanors. Perform legal research and provide courtroom representations in pretrial motions filed in such cases, and participate in negotiations with defense counsel.
- Prepare for and conduct trials in Kettering Municipal Court. Perform all research for and preparation of legal briefs. In appellate cases, prepare briefs and make oral arguments in the Court of Appeals and Supreme Court.

#### **Objectives:**

1. Maintain a consistent level of prosecution services.
2. Attend additional training for particularized criminal matters, such as domestic violence, in light of caseload trend.
3. Update the Law Library for particularized criminal prosecution research as necessary.

### Legal Services

#### **Program Purpose:**

To act as the City's legal advisor and advocate.

#### **Program Description:**

The Law Department serves as general counsel for the City and provides legal services for the City's Administration, Council, Boards, and Commissions. The Law Director or the Law Director's designee attends all City Council meetings. The Law Department represents the City and its officials and employees in civil litigation or arranges for outside attorneys as special counsel for civil litigation, environmental problems, and other issues requiring specialized legal services. Also, the Law Department prepares legal instruments, legislation, and performs such other duties as assigned by the City Manager and Council, and as may be prescribed by state law.



**Objectives:**

1. As necessary, required and/or requested, provide legal advice and representation to members of the City Council, boards, commissions and administrative staff.
2. Prepare or review contracts as requested.
3. As necessary and proper, prepare revisions to City's Codified Ordinances.
4. Use appropriate legal procedures to seek recovery of income tax and accounts owed to the City.
5. Assist with recovery for damages to City property.
6. Receive and, as appropriate, review and process claims for damage or loss caused by City personnel and equipment.
7. Identify legal issues that require the services of outside counsel; select those attorneys and coordinate and assist, as necessary, with outside counsel.
8. Coordinate and work with City staff to advise of legal implications of City activities (i.e. economic development, planning and zoning, property acquisition, purchasing and code enforcement activities).
9. Respond to public records requests.

**Measurements:**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Prosecution</u></b>				
Cases Prosecuted:	3,939	3,660	4,770	4,500
Scheduled Trials:	1,047	900	900	900
<b><u>Legal Services</u></b>				
Ordinances	14	23	18	20
Resolutions	158	162	176	175
Contracts	478	404	480	480
Public Records Requests	150	173	190	200

**Law Department Expenditures — General Fund (Key 0300)**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	806,293	750,947	816,330	875,100	80.58%
<b>Operating Expenditures</b>	255,936	203,273	191,600	210,900	19.42%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,062,229	954,220	1,007,930	1,086,000	100.00%

The proposed 2017 budget is 7.3% greater than the 2016 budget and 7.7% greater than 2016 estimated expenditures. The decrease in 2015 personnel expenditures is due to a partial year vacancy of a Prosecutor position.

**Staffing Levels**

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>
<b>Law Director</b>	1	1	1	1
<b>Administrative Attorney</b>	1	1	1	1
<b>Prosecuting Attorneys</b>	2	2	2	2
<b>Secretary</b>	2	2	2	2
<b>Clerk</b>	1	1	1	1
<b>Part-time Clerical</b>	0.7	0.7	0.7	0.7
<b>Part-time Paralegal</b>	0.6	0.6	0.6	0.6
<b>Legal Interns</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	8.3	8.3	8.3	8.3

# FINANCE DEPARTMENT

The Finance Department is responsible for the programs of Administration and Budget, Accounting, Taxation and Purchasing. Managing over \$103 million annually in financial transactions requires processing over 7,700 accounts payable checks, 21,700 direct deposits of payroll and 2,100 purchase orders. Also, the Tax Division collects in excess of \$46.5 million annually in City income tax and maintains active records on over 47,000 taxpayers. In 2016, through careful cash management efforts, over \$702,000 in investment earnings will be generated.

## Programs

### Administration and Budget

#### **Program Purpose:**

Administer and manage all activities of the Finance Department. To assist in the allocation of City resources toward economical and efficient municipal services that effectively meet community needs. To coordinate and/or manage all insurance, property or risk management functions for the City.

#### **Program Description:**

##### ADMINISTRATION

Perform responsible administrative work in planning, organizing, coordinating and directing all activities of the Finance Department.

##### BUDGETING

Prepare the annual City operating budget, capital improvement budget and long range forecast. Also, maintain and update the systems required to accomplish these tasks. Provide ongoing communication with City departments and staff regarding the utilization of budget dollars.

##### RISK MANAGEMENT

- Determination, procurement and administration of the City insurance program.
- Record, summarize and classify all property inventory, and establish and maintain systems of control.
- Coordinate risk management efforts and maintain records relating to all areas of risk management.

##### TREASURY MANAGEMENT

The management and safeguarding of all City funds by using sound investment practices, obtaining a high yield and securing adequate collateral.

#### **Objectives:**

1. Focus on projects that have been identified as high priorities through the strategic planning process, especially maintaining fiscal responsibility while making strategic capital investments through providing long-term financial planning aligned to the strategic plan.
2. Obtain the Distinguished Budget Presentation Award from the Government Finance Officers Association for the thirty-second consecutive year.
3. Develop projects to analyze various City operations in terms of cost effectiveness, efficiency, alternative methods and improvements.
4. Work closely with top management and all employees within the Finance Department to identify and evaluate opportunities for cost savings.
5. Continue to provide feedback to all departments, throughout the budget year, regarding the utilization of budget dollars.
6. Examine revenue sources to determine if there are steps we can take to maximize the amount of revenue received.

### Accounting

#### **Program Purpose:**

To provide general accounting services for the efficient operation of the City. To manage and safeguard all funds of the City and to secure, manage and provide for the timely retiring of all City debt.

**Program Description:**

**ACCOUNTING**

The recording, summarization and classification of all accounting transactions in an accurate, efficient manner within the guidelines of the Ohio Revised Code and generally accepted accounting principles in the following general categories:

- Financial Reporting
- Accounts Payable and Receivable
- Payroll
- Grant Administration
- Accounting Policies and Procedures
- Auditing

Specific duties include the preparation and issuance of all vouchers and checks, monthly bank reconciliation, clearing house for all receipts, etc.

**DEBT MANAGEMENT**

The securing, recording and timely retiring of all City debt.

**Objectives:**

1. Focus on projects that have been identified as high priorities through the strategic planning process, especially maintaining fiscal responsibility while making strategic capital investments through developing financial documents that meet the highest reporting standards and providing relevant information to all users.
2. Obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the thirty-fifth consecutive year.
3. Monitor developments in current accounting pronouncements by the Governmental Accounting Standards Board and implement procedures to comply with applicable developments.
4. Continue to evaluate internal reporting practices in an effort to disseminate concise, useful, practical information to management.

**Taxation**

**Program Purpose:**

To record and account for all income tax revenues due the City of Kettering.

**Program Description:**

To provide for the collection and recording of all income tax revenues in accordance with the City’s Income Tax Code.

Accounting and Administration will monitor, record, and review all other tax revenue sources and distributions due Kettering as follows:

- Property Tax
- Gasoline Tax
- Vehicle Licensing Tax
- Inheritance Tax
- Local Government Fund

**Objectives:**

1. Promote our reputation of professionalism and excellence.
  - a. Provide general information about our tax to our citizens and annual updates to our tax preparers through cable television appearances, Contact with Kettering, and Kettering’s website.
  - b. Encourage and support the efforts of all staff interested in attaining degrees or higher levels of education, specialized professional certificates, etc.
  - c. Accept speaking engagements related to the area of income tax and continue providing professional assistance to tax practitioners, businesses, attorneys, etc., on a daily basis, as needed.
2. Maintain a high level of technical competence among our employees.
  - a. Continue to provide training to all employees in all areas of technical expertise (i.e., computer training, federal and city income tax training, business writing, etc.)
  - b. Provide all employees with current technical literature regarding income tax to enable them to remain current on relevant issues.
  - c. Provide all employees with training on the extensive changes in ORC 718 effective beginning tax year 2016.

3. Provide quality services in an efficient, effective and courteous manner.
  - a. Promote greater usage of on-line tax return filing tool for qualifying individual filers.
  - b. Analyze policies and procedures so that changes can be made in order to maximize revenues and increase both time and cost efficiency.
  - c. Develop and implement projects to identify non-filers.
  - d. Provide an environment in which all employees regularly review our procedures and communicate their ideas to one another in an effort to improve our services in the areas of efficiency, effectiveness and courtesy.
  - e. Update/change tax forms and tax system as necessary. Update Income Tax Code and Rules and Regulations to reflect any changes in the Ohio Revised Code affecting local income tax.
  - f. Continue to review, process and collect all material delinquent accounts through the analysis of delinquent reports and the utilization of the court system.
  - g. Demonstrate our ongoing commitment to excellent customer service by continuing to provide professional assistance to taxpayers on a daily basis through person-to-person meetings, written correspondence, and telephone communication.
  
4. Enhance an environment that promotes teamwork.
  - a. Encourage all employees to participate in social activities outside the workplace (i.e., Employee Council events).
  - b. Hold regular Division meetings (i.e., bi-monthly).
  - c. Continue an open-door policy between all employees and supervisors.
  
5. Provide leadership and innovation in all areas of municipal finance.
  - a. Participate in various municipal finance and income tax organizations.
  - b. Continue to work with other city tax offices to provide ideas and assistance related to income tax and to enhance our system of information sharing.

### **Purchasing**

**Program Purpose:**

To procure or assist in the procurement of all goods and services for the City.

**Program Description:**

**CENTRALIZED PURCHASING**

To provide a procurement service which allows for the performance of the following in an efficient and cost effective manner:

- The purchase of quality goods, services and equipment for all departments/divisions.
- Supervision and administration of the competitive bidding process.
- Assistance in the preparation of purchasing specifications.
- Preparation and enforcement of purchasing policies.

**Objectives:**

1. Obtain goods and services in an efficient and cost effective manner, while meeting the objectives of user departments.
2. Communicate with user departments and provide excellence in customer service to both internal and external customers.
3. Provide assistance and training to user departments regarding purchasing policies and procedures.
4. Review and assess purchasing procedures and processes to ensure timely and effective purchasing.
5. Participate in cooperative purchasing opportunities by sponsoring cooperative purchases and participating in state and local purchasing groups.
6. Update existing systems and implement new purchasing technologies and systems.

**Measurements:**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b><u>Accounting</u></b>				
Checks processed	7,398	7,653	7,700	7,750
Late Penalties Paid	0	0	0	0
1099's issued	202	185	191	200
Receipts Processed	4,138	4,067	4,100	4,150
Invoices Processed	694	488	350	400
Travel Forms Processed	223	176	200	200
Payroll Checks Processed	13	3	7	10
Direct Deposits Processed	21,274	22,307	21,700	21,900
Number of Investments Made	87	64	58	60
<b><u>Taxation</u></b>				
New accounts established	5,100	4,792	4,900	4,900
Refunds processed	1,394	1,437	1,450	1,450
Accounts Maintained - Active	43,776	45,446	47,000	49,000
- Inactive	91,531	95,904	100,500	105,000
Accounts on Deferred Payment Plan	683	701	700	700
Amount of Delinquent Accounts	1,514,460	1,609,778	1,893,260	2,082,660
% of Accounts Delinquent	0.55%	0.57%	0.64%	0.68%
<b><u>Purchasing</u></b>				
Purchase Orders Issued	2,030	1,984	2,100	2,000
Bid Openings	18	17	20	20
Written Quotes Processed	109	100	110	110
Annual Inventories Completed	0	10	0	10

**Finance Department Expenditures — General Fund (Key 0350)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	1,849,211	1,922,164	2,025,540	2,228,700	79.68%
<b>Operating Expenditures</b>	413,372	458,642	511,540	568,300	20.32%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	2,262,583	2,380,806	2,537,080	2,797,000	100.00%

The proposed 2017 budget is 8.5% greater than the original 2016 budget and 10.2% greater than estimated 2016 expenditures. For 2016, funding is provided for a second full-time Payroll Technician II. Effective April 2017, the Income Tax Division plans to convert a regular part-time Clerk to full-time status and create a temporary part-time College Intern position. The additional staffing is needed due to the impact of the 2012 implementation of mandatory income tax filing. It is expected that increased staffing costs will be more than offset by additional income tax revenues collected as part of the initiative. Operating expenditures for all years include annual audit costs and fees paid to Montgomery County for the collection and processing of property taxes. The proposed 2017 operating budget includes funding for the implementation of a bank lockbox for income tax mail processing and imaging.

**Staffing Levels**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Finance Director</b>	1	1	1	1
<b>Assistant Finance Dir.</b>	0.9	1	1	1
<b>Budget Manager</b>	1	1	1	1
<b>Purchasing Manager</b>	1	1	1	1
<b>Tax Manager</b>	1	1	1	1
<b>Financial Analyst</b>	2	2	2	2
<b>Finance Technician II</b>	6.5	6.5	7.5	7.5
<b>Finance Technician I</b>	3.5	3.5	3.5	3.5
<b>Secretary</b>	1	1	1	1
<b>Full-time Clerk</b>	0	0	0	0.8
<b>Part-Time Clerical</b>	<u>1.7</u>	<u>1.7</u>	<u>1.7</u>	<u>1.3</u>
<b>Total</b>	19.6	19.7	20.7	21.1

# ADMINISTRATIVE SYSTEMS – ADMINISTRATIVE SUPPORT

Administrative Systems is responsible for numerous programs that provide support services to other City departments and offices. These services are divided into the Administrative Support Division and the Information Systems Division.

The Administrative Support Division performs the following functions: Records Management, Design and Publishing, Telecommunications, Front Desk Reception, Mailing Services, Geographic Information Systems, and Printing and Copying.

Please see the Internal Service Funds for more information on the Information Systems Division and City Print Shop.

## Programs

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### Records Management

#### **Program Purpose:**

To serve as official Archivist and Secretary for the City Records Commission, to assure that City records are properly stored and disposed of when eligible, and to ensure that City records retention practices conform to Ohio Historical Society guidelines.

#### **Program Description:**

- Work with departmental records clerks to establish records retention schedules and ensure compliance with proper procedures.
- Maintain the Records Center to store inactive records and to provide for proper disposal of eligible records.
- Arrange for scanning, microfilming, and security storage of long-term records.

#### **Objectives:**

1. Help departments maintain and improve methods of record storage and increase retrieval efficiency by utilizing the Alchemy Scanning software.
2. Monitor storage capacity in the records center ensuring that space is available for required record storage.
3. Monitor storage and destruction of records to ensure compliance with Ohio Historical Society guidelines.
4. Scan documents in long term storage and when necessary send disks or hard copies for microfilming.
5. Work with the City offices to ensure compliance with established retention procedures.
6. Work with departmental records clerks to revise retention schedules in order to take advantage of new retention forms and changes in state laws.
7. Continue to update and improve storage equipment in records center as needed.
8. Maintain files of Certificates of Records Disposal, Schedules of Records Retention, and Minutes of Records Commission.
9. Assist departments with records-related research and retrieval when requested.
10. Draft a Records Emergency Action Plan including identification of vital records and disaster recovery procedures.
11. Draft records retention guidelines for social media records relating to City websites and social media accounts used by various departments.
12. Continue to promote records management practices and City's collection of historical records in positive ways.

### Design and Publishing

#### **Program Purpose:**

To provide high-quality documents and graphics that support branding of the City of Kettering while facilitating departments in getting information to citizens with both print and electronic design. To assist departments with creation of internal documents both printed and electronic to improve work flow and efficiency.

#### **Program Description:**

- Create/prepare documents using Adobe Photoshop, InDesign, Illustrator and Acrobat as well as Microsoft Word, Access, Excel, and PowerPoint for both in-house and outsourced printing.
- Create/edit original logos, art and digital videos to support City programs.

**Objectives:**

1. Maintain seamless branding of the City of Kettering through professional and consistent document/web design and logo usage.
2. Provide high-quality, cost-effective services to all City departments and produce creative and innovative City content using current technology.
3. Maintain electronic files of photography and graphics to support publications.
4. Design printed pieces in accordance with postal regulations to maximize impact while minimizing cost.
5. Provide assistance to other departmental staff in a variety of software including Microsoft Word, Access, Excel, PowerPoint, Windows, Adobe Acrobat, and GroupWise.
6. Manage the City's pool of loaner presentation equipment.

**Telecommunications**

**Program Purpose:**

To acquire and provide useful and cost effective 3<sup>rd</sup> party communication services.

**Program Description:**

- Manage billing, activations and service contracts related to cell service and voice and data circuits.
- Maintain inventory, manage costs, and perform periodic audits of telecommunication service usage and needs.
- Administer the City's Cellular Device Stipend program.
- Ensure compliance with all FEMA telecommunications regulations regarding the City's communication lines.
- Monitor emergency communication access through the GETS (Government Communication Emergency Telecommunications Services) and WPS (Wireless Priority Services).

**Objectives:**

1. Plan for and implement telecommunications acquisitions, installations, service changes and upgrades.
2. Serve as liaison between the City and external communication vendors.
3. Serve as the non-emergency administrator for the CodeRed citizen notification system.

**Front Desk Reception**

**Program Purpose:**

To greet walk-in visitors to the Government Center, provide helpful information, direct citizens to the appropriate department, and answer the main city telephone line.

**Program Description:**

- Serve as the first point of contact to all walk-in visitors.
- Direct caller via telephone to the appropriate department to answer their questions and respond to concerns.
- Give concise directions to those who are seeking relocated departments.
- Provide maps as needed.

**Objectives:**

1. Provide professional and courteous service by greeting all Government Center visitors and effectively handling all incoming calls. Be aware of all recent events (positive and negative), which would create reasons for any sudden increase in phone contact.
2. Serve as information desk via telephone calls or in person to Government Center visitors.
3. Assist other departments in providing professional and courteous service to their visitors and callers.
4. Help other departments with paperwork, data entry, transcription or other miscellaneous jobs.
5. Monitor voicemail of after-hours callers.

## Mailing Services

### **Program Purpose:**

To efficiently and cost-effectively provide mail and courier service to all City departments.

### **Program Description:**

- Sort daily mail for City departments.
- Supervise volunteer couriers who deliver and collect mail and interoffice correspondence daily.
- Meter all outgoing mail and transport the daily mail to the Kettering Post Office.
- Prepare mailing list databases with Satori Bulk Mailer postal software for imprint on mail pieces.
- Assemble mail for delivery per standard mail permit requirements and deliver to Business Mail Entry Unit.
- Maintain training on postal software for processing standard mail addresses for merge to mail piece.
- Ship and receive City packages via Fed Ex, UPS, and USPS.
- Obtain and organize appropriate mail supplies for the various carriers.
- Participate in Postal Customer Council as an avenue of current communication with USPS representatives and mailing industry.

### **Objectives:**

1. Provide efficient and cost-effective mailing services to City departments, minimizing postage costs.
2. Provide guidance to departments for cost-effective mailing practices.
3. Adhere to and provide current postal regulations and standards.
4. Maintain mailing list hygiene to ensure delivery accuracy and reduce costs.

## Geographic Information Systems

### **Program Purpose:**

A Geographic Information System (GIS) is a repository of map data and related information that uses special software to tie computer maps with associated geographic data enabling its users to seek, access, process, and make decisions in a way that improves operational efficiency and service delivery.

### **Program Description:**

- GIS Data Management and Maintenance - Establishing and enforcing accuracy standards, update procedures, and database compatibility for GIS data; coordinating data sharing with local, state, and federal government; creating and developing new GIS data.
- GIS Applications Development and Analysis - Developing custom applications, interactive maps, and specific project map documents for analysis and inquiry of GIS information; performing complex GIS analysis.
- GIS Training and Assistance - Conducting training classes to city-wide GIS users, tutoring and assisting individual GIS user on a specific project, and answering technical questions.
- Cartography and Presentation - Producing informative maps, reports, and digital graphics; assisting with presentation of geographic information.

### **Objectives:**

1. Improve and modernize the underlying architecture for GIS data to improve the efficiency of data maintenance, to improve application performance, and to improve the capability to integrate GIS data with other non-GIS data.
2. Concentrate on helping users to make better use of applications and data.
3. Create Internet access to GIS data and applications to improve citizen access to information and services.
4. Distribute GIS efforts over a greater number of City departments.
5. Focus more resources on workflow or business consulting related activities that will help to improve the efficiency of City operations and to expand the City's ability to deliver services to the public.
6. Apply major effort toward data maintenance in areas that impact all users, such as street centerlines, parcels, and addresses.
7. Manage the integration between GIS software and department record keeping applications, such as permitting and dispatching, that utilize spatial data.

### **Measurements:**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b><u>Records Management</u></b>				
Number of hours worked	1,560	1,560	1,560	1,560
Volunteer hours worked	246	132	200	200



<b>Measurements continued:</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Telecommunications</u></b>				
Number of hours worked	520	312	312	312
<b><u>Reception Desk</u></b>				
Number of hours worked	2,385	2,349	2,340	2,340
Avg. daily phone calls answered	65.4	54.7	51.0	54.0
Avg. daily walk in patrons assisted	59.2	51.2	47.0	45.0
<b><u>Design and Publishing</u></b>				
Number of hours worked	4,570	4,923	5,127	5,100
Total Support Requests Completed	2,637	2,575	2,600	2,600
<b><u>Mail and Messenger Service</u></b>				
Administrative hours	910	800	650	650
Volunteer hours	861	926	875	875
Outbound 1 <sup>st</sup> class pieces metered	103,176	100,378	99,000	97,800
<b><u>Geographic Information Systems</u></b>				
Number of hours worked	3,480	3,120	3,120	3,120

### **Administrative Support Expenditures — General Fund (Key 0400)**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	633,351	627,673	679,600	712,600	76.28%
<b>Operating Expenditures</b>	252,608	245,812	692,600	221,560	23.72%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>11,856</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	885,959	885,341	1,372,200	934,160	100.00%

The proposed 2017 budget is 1.5% greater than the original 2016 budget and 31.2% less than estimated 2016 expenditures. Effective 2016, the Administrative Systems Manager will be re-classed to a director level.

Estimated 2016 operating expenditures include an encumbrance for multiple years of city-wide telephone service and costs related to the continued phase-in of replacement telephone handsets.

### **Staffing Levels**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b>Administrative Systems Director</b>	0	0	1	1
<b>Administrative Support Manager</b>	1	1	0	0
<b>City Planner – GIS</b>	1	1	1	1
<b>Technician – GIS</b>	0.5	0.5	0.5	0.5
<b>Corresponding Secretaries</b>	2.6	2.6	2.6	2.6
<b>Clerk Typist – Records Center</b>	0.5	0.5	0.5	0.5
<b>Part-Time Clerical - Records Center</b>	0.2	0.2	0.2	0.2
<b>Part-Time Clerical – Print Shop</b>	1.6	1.6	1.6	1.6
<b>Part-Time PBX Operators</b>	<u>1.2</u>	<u>1.2</u>	<u>1.2</u>	<u>1.2</u>
<b>Total</b>	8.6	8.6	8.6	8.6

# HUMAN RESOURCES DEPARTMENT

The Human Resources Department is responsible for the Human Resources administration program. This includes the selection, retention, development, safety, coordination of wages and benefits, communications, and organizational effectiveness for our total work force. The City identifies its work force in terms of its approximately 385 regular, full-time employees; however, a more accurate indicator of our human resources activities is that over 1,200 employees are actually on the payroll at some period of time during the year. The difference is primarily due to extensive use of part-time and temporary employees, plus normal turnover. The Human Resources Department is required to stay current on all pertinent State and Federal laws, and to serve as staff support for the Civil Service Commission.

## Programs

### Human Resource Administration

#### **Program Purpose:**

To provide for selection of the best possible employees to fit this organization and provide for optimum utilization of these human resources to the mutual benefit of the employees and the City.

#### **Program Description:**

As a staff agency, this department assists all other departments, divisions and the City Manager through:

- The preparation of organization and job studies and wage surveys, the formulation of recommendations based on such studies and the implementation of changes.
- The development and utilization of Civil Service Rules and Personnel Procedures and legislation for selection of the City's work force in compliance with appropriate Equal Employment Opportunity guidelines.
- The development and implementation of special programs in areas such as safety, communications, employee relations, volunteer incentives, management training, and troubled employee counseling and discipline.
- The coordination of City resources for labor negotiations.
- The administration of employee benefits, i.e., wages, life and medical insurance, retirement programs and Worker's Compensation.

#### **Objectives:**

1. Focus on projects that have been identified as high priorities through the strategic plan update process.
2. Continue development and implementation of procedures and practices for compliance with the Ohio Public Employment Risk Reduction Program.
3. Administer the City's Workers' Compensation Program in a fair and judicious manner providing proper coverage for employees while minimizing the City's financial risk.
4. Seek more contemporary means for Civil Service Administration with consideration to fair and expeditious selection of top qualified employees in both the classified and unclassified service.
5. Provide programs for employee development and education maximizing the use of resources of the Miami Valley Communication Council.
6. Continue to monitor and modify the City's compensation and benefits program negotiating and implementing appropriate levels designed for fairness to employees and taxpayers alike.
7. Monitor, modify, and administer the medical insurance program for employees providing contemporary coverage at appropriate cost including compliance with complex governmental mandates.
8. Seek technological innovations appropriate for efficient human resources administration.

**Measurements:**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
Number of position evaluations performed	47	40	40	45
Number of examinations developed and/or administered	1	3	2	2
Number of positions filled:				
Regular appointments	41	36	35	35
Promotions	6	16	5	5
Total hours of training provided*	2,200	5,000	7,000	7,000
Safety:	1,829	2,553	6,000	6,000
City-Wide:	140	1,200	1,000	1,000
HR Sponsored:	405	1,200	750	750
Regular full-time turnover rate	6%	3%	3%	3%
Grievances reaching third step	0	0	1	1
Average elapsed time in filling vacancies	13 wks.	13.7 wks.	11 wks.	10.5 wks

\*Training may cross categories

### **Human Resources Expenditures — General fund (Key 0450)**

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	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	711,697	691,787	729,040	771,100	64.68%
<b>Operating Expenditures</b>	276,621	313,496	375,210	421,140	35.32%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	988,318	1,005,283	1,104,250	1,192,240	100.00%

The proposed 2017 budget is 3.6% greater than the 2016 budget and is 8.0% greater than estimated 2016 expenditures.

Operating expenditures for all years include costs associated with the employee wellness program. Costs related to the wellness program include health screenings, lectures, and fitness passes to City facilities. Operating costs also include Finance/Human Resources software and the benefits enrollment program. Funding is provided in 2014 - 2017 for the City's Safety program.

### **Staffing Levels**

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	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Human Resources Director</b>	1	1	1	1
<b>Human Resources Managers</b>	2	2	2	2
<b>Human Resources Technicians</b>	3	3	3	3
<b>Secretary</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	7.0	7.0	7.0	7.0

# PLANNING & DEVELOPMENT DEPARTMENT

The Planning and Development Department is responsible for the programs of Development Regulations, Building Permitting and Inspections, Community Development, and Property Maintenance. The department is responsible for both short and long range planning, monitoring trends and developing community and neighborhood improvement initiatives. The department is also responsible for day-to-day activities centered on enforcement of the Zoning, Building, and Property Maintenance Codes. The emphasis is to help residents, businesses and builders design, build and maintain quality projects in keeping with the tradition of excellence that exists in Kettering. In 2016, approximately 4,600 construction and mechanical permits will be reviewed and approximately 7,900 structural and mechanical inspections will be performed, resulting in a total construction value of about \$50 million in investments. An ongoing priority is to keep properties in good repair, which will help individual property owners and the quality of the neighborhoods in general. For 2017, the department will focus on projects that have been identified as high priorities through the strategic plan update process, particularly the improving and maintaining of housing options and neighborhood environments.

## Programs

### Development Regulations

#### **Program Purpose:**

To facilitate orderly and quality development in order to achieve an attractive environment for all residents and business owners.

#### **Program Description:**

- Administration and enforcement of the City's Zoning Code, including processing applications for subdivision, zoning permits, zoning changes, street and alley vacations.
- Evaluate development proposals and suggest revisions where appropriate in order to carry out City development policies, plans and programs.
- Inspect properties for Zoning Code compliance.
- Act as the facilitator for the review of development proposals by all City departments and outside agencies.
- Prepare area planning studies to assist in the development of policies and programs and to carry out the City's goals and objectives outlined in the Comprehensive Plan.
- Serve as the professional staff for City's Board of Zoning Appeals and Planning Commission.

#### Objectives:

1. Focus on projects that have been identified as high priorities through the strategic plan update process.
2. Continue to implement the Wilmington Pike redevelopment plan.
3. Implement redevelopment strategies for the key redevelopment areas identified in the comprehensive plan.
4. Facilitate new construction and remodeling for business expansion and home construction.
5. Continue the process of updating the Kettering Comprehensive Plan.

### Building Code Enforcement

#### **Program Purpose:**

To ensure minimum safe building construction in compliance with uniform standards and requirements.

#### **Program Description:**

- Pre-plan conference with applicants to clarify the code requirements and applicability to the project.
- Plan examination and field inspections of all new structures, additions, alterations to existing buildings, and certificates of occupancy for compliance with the Ohio Basic Building Code, the Ohio Residential Code for One, Two and Three Family Dwellings and other applicable codes.
- Coordination of all permit related activities with other City departments and other governmental agencies.
- Issuance of building, mechanical, electrical, plumbing, and fire permits.
- Ensure violations are corrected through voluntary compliance or initiate other procedures as necessary.
- Investigate complaints involving building code requirements and resolve those issues.
- Coordinate inspection activities with property maintenance related to dangerous structures.
- Coordinate activities with adjoining jurisdictions to enhance cooperation, efficiency and effectiveness.

**Objectives:**

1. Issue 95% of all completed applications for permits within 10 days of receipt.
2. Respond on-site to all inspection requests within one business day.
3. Issue 95% of mechanical and fence permits within one day of application.
4. Issue 95% of all plumbing, electrical, gas, mechanical, and fence permits over-the-counter or within 3 days.
5. Continue efforts to streamline the permitting process.
6. Continue to work with Montgomery County and Dayton Building Departments to develop better coordination, efficiency and effectiveness.
7. Develop and implement community education for building safety.

**Community Development Program****Program Purpose:**

Plan and carry out actions that address the housing and economic development needs of Kettering, especially for the low and moderate income residents with the use of Community Development Block Grant, HOME, and other appropriate grant monies.

**Program Description:**

- Develop, monitor and administer grant activities.
- Identify and apply for appropriate grant dollars.
- Establish and monitor programs that provide financial assistance to low and moderate income property owners in order to maintain and enhance the existing housing stock.
- Provide down payment and/or closing cost assistance for low and moderate income households to promote home ownership opportunities in Kettering.
- Coordinate and monitor the City's efforts in the area of fair housing by working with the City of Kettering Board of Community Relations and the Miami Valley Fair Housing Center.
- Provide financial assistance to businesses that are planning to locate in the City, expand their existing business and/or rehabilitate their present facility.
- Work with Montgomery County Land Bank to facilitate development opportunities in Kettering.

**Objectives:**

1. Continue to implement a five-year Community Development Block Grant program that identifies projects and programs to benefit the residents of Kettering.
2. Develop and implement neighborhood improvement programs especially in the identified low and moderate-income areas of the City
3. Market and implement the HOME funded rehab loan program, down payment assistance, and new construction/rental rehab projects as needed.
4. Seek additional funding sources for housing and community redevelopment programs.

**Property Maintenance****Program Purpose:**

To enforce the residential and commercial property maintenance code so as to enhance and preserve properties in good repair with structurally sound and sanitary conditions that do not impose a threat to the general health, safety, and welfare of the community.

**Program Description:**

- On-going inspection of residential and commercial properties for compliance with the Property Maintenance and Zoning Code. Inspections are the result of citizen requests for inspections and proactive inspections of properties in all areas of the community.
- Coordinate the implementation of the property maintenance program.
- Coordinate with other divisions and departments to improve and enhance all areas of the City.

**Objectives:**

1. Continue to improve the Property Maintenance Program to assure continued preservation of our neighborhoods.
2. Continue efforts to work with businesses and residents to maintain and enhance properties.
3. Systematically inspect all neighborhoods annually.
4. Pursue adoption of updates to the property maintenance code.
5. Continue to work with the Cities of Service Team on neighborhood improvement initiatives.

**Measurements:**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Building Code Enforcement</u></b>				
Building Permits	501	514	500	500
Building Inspections	1,119	1,548	1,300	1,300
Electrical Permits	914	863	850	850
Electrical Inspections	1,728	2,048	2,000	2,000
Plumbing Permits	2,458	2,094	2,000	2,000
Plumbing Inspections	3,793	2,578	2,500	2,500
Heating Permits	743	770	750	750
Heating Inspections	612	907	800	800
Zoning Permits	462	625	500	500
Zoning Inspections	500	650	550	550
<b><u>Community Development Program</u></b>				
CDBG Funds Secured	\$477,554	487,587	486,652	486,652
CDBG Program Income	\$134,201	24,452	250,000	80,000
Rehab Loan Applications Processed	39	71	50	50
Rehab Loan Dollar Amount	\$87,181	61,106	75,000	75,000
Homeowner Counseling				
Course/Participation	242	202	240	240
Down payment/Closing Cost				
Assistance Processed	12	13	13	13
Down payment/Closing Cost Assistance				
Dollar Amount	0	71,000	70,000	50,000
Fair Housing Contacts	9,000	32,000	32,000	32,000
Business Loans Processed	1	0	1	1
Business Loan Dollar Amount	\$50,000	0	50,000	50,000
Amount Spent to Acquire Real Property	0	37,125	35,000	40,000
Demolition of Real Property	4	3	3	2
Demolition Amount	\$7,655	20,905	20,000	20,000
Senior Resource Program	\$28,909	31,277	7,655	25,000
<b><u>Development Regulations</u></b>				
BZA Cases	13	2	2	2
Planning Commission Cases				
Major Subdivisions	0	0	1	1
Minor Subdivisions	3	9	6	6
PUD Applications - Commercial	7	3	0	0
PUD Applications – Residential	0	1	0	0
Vacations	1	1	1	1
Zoning Code Amendments	4	3	1	1
Rezoning	0	4	5	1
Master Plans/Reuse Plan/Concept Plan	1	0	0	0
Economic Development Overlays	0	2	1	0
<b><u>Property Maintenance Code Enforcement</u></b>				
Code Enforcement Cases	3,485	3,575	3,450	3,500
Total Inspections	10,455	11,650	10,350	11,600

## Planning & Development Department Expenditures — General Fund (Key 0500)

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	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	1,907,095	1,948,367	2,037,690	2,130,900	83.41%
<b>Operating Expenditures</b>	297,256	377,442	400,480	423,840	16.59%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	2,204,351	2,325,809	2,438,170	2,554,740	100.00%

The proposed 2017 budget is 3.1% greater than the 2016 budgeted level and 4.8% greater than estimated 2016 expenditures. For 2017, the part-time CDBG Program Coordinator position (0.5 fte) will convert to full-time status. The additional cost of this conversion will be reimbursed through CDBG grants. Also for 2017, the Planning & Development part-time Clerk position (0.6 fte) is eliminated.

The 2015 through 2017 operating expenditures include costs associated with a new enterprise-wide software application.

### Staffing Levels

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	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Planning &amp; Development Director</b>	1	1	1	1
<b>Planning &amp; Development Architect</b>	2	2	2	2
<b>City Planner</b>	2	2	2	2
<b>Neighborhood Services Manager</b>	1	1	1	1
<b>Inspector</b>	3	3	3	3
<b>Property Maintenance Inspector</b>	3	3	3	3
<b>CDBG Program Administrator</b>	1	1	1	1
<b>CDBG Housing Specialist</b>	1	1	1	1
<b>CDBG Program Coordinator</b>	0.5	0.5	0.5	1
<b>Secretary</b>	1	1	1	1
<b>Clerk Typist</b>	2.6	2.6	2.6	2.0
<b>Planning &amp; Development Aide</b>	2.1	2.1	2.1	2.1
<b>Seasonal Property Maintenance Inspectors</b>	0.9	0.9	0.9	0.9
<b>Temporary Plumbing Inspector</b>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>Total</b>	21.2	21.2	21.2	21.1

# ECONOMIC DEVELOPMENT

Economic Development is responsible for assisting the City Manager in supporting citywide economic development activities. This office is a key component in the City's strategic emphasis on economic development.

## Programs

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### Economic Development

#### **Program Purpose:**

To promote a continued strong local economy by taking actions that will retain and promote the expansion of existing business and industry, attract new development compatible with the community, and stimulate private sector investment especially in the areas of physical plant and equipment to create new permanent jobs. These efforts will be integrated with and supportive of the improvement in the regional economic base from the programs designed to help it.

#### **Program Description:**

The City will develop and maintain a strategy for economic development by:

- Attention to existing business and industry — methods of regular communication and exchange of ideas will be used to ensure that the City understands the needs and plans of existing businesses.
- Target City services to support positive action by businesses and industry — strategize City services and manage code requirements to promote business retention and growth.
- Pursue potential development of redevelopment sites — The City will continue to identify and prioritize areas of high potential for development or redevelopment, will work with the involved property owners and developers to create concepts and actions that will promote development of those properties.
- Maintain and increase an active role in regional economic development efforts — Kettering must ensure that its retention and job creation programs are not operated in a vacuum. Proactive efforts with existing regional planning and development organizations are an important part of Kettering's economic development program.

#### **Objectives:**

1. Focus on projects that have been identified as high priorities through the strategic plan update process.
2. Establish an ongoing relationship with Kettering businesses and serve as a liaison between businesses and City government in order to increase communication and facilitate economic growth.
3. Promote economic development opportunities by working with private developers and lenders to identify potential projects that would benefit from City, county, or state assistance.
4. Facilitate site searches for businesses to relocate/locate or expand within the City.
5. Produce information e-newsletter for distribution to over 1,700 Kettering businesses.
6. Enhance the working relationship and expand existing channels of communications with area counties and cities to promote economic growth in Kettering and the region.
7. Continue to participate and play a supportive role in the Kettering-Moraine-Oakwood Chamber of Commerce as well as regional economic development initiatives with I-70/75 Development Association, the Dayton Development Coalition, and the National Association of Industrial & Office Properties (NAIOP).



## Economic Development Expenditures — General Fund (Key 0550)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	139,837	142,378	147,270	151,300	16.30%
<b>Operating Expenditures</b>	1,004,399	1,730,500	593,800	776,700	83.70%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,144,236	1,872,878	741,070	928,000	100.00%

The proposed 2017 budget is 33.2% greater than the original 2016 budget and 25.2% greater than estimated 2016 expenditures.

Operating expenditures in the Economic Development Department fluctuate based upon incentives, grants, or loans for local businesses. Actual 2015 expenditures include costs associated with the sale of 1050 Forrer Boulevard, and 2014 through 2017 expenditures include costs associated with the city's Wilmington Pike Improvement Plan.

### Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Economic Development Manager</b>	1	1	1	1
<b>Secretary</b>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>Total</b>	1.1	1.1	1.1	1.1

## POLICE DEPARTMENT

The Police Department is responsible for the programs of Police Patrol, Criminal Investigations, Crime Prevention/Community Relations, and Animal Control. We will continue to place an emphasis on Crime Prevention/Community Relations in an effort to reduce the number of crimes committed. In 2016, the department will focus on projects that have been identified as high priorities through the strategic plan update process. The Police Department has embarked on three primary objectives: 1) Building strong relationships with the community, 2) Drug interdiction, 3) Traffic enforcement.

### Programs

#### Police Patrol

##### **Program Purpose:**

To protect the property and lives of our citizens and to preserve the public peace and good order by deployment of uniformed personnel to respond to calls from the public. To prevent crimes by having enough available time to give would-be violators of the law the impression that apprehension is inevitable if they commit a crime.

##### **Program Description:**

The Police Department Patrol Section is responsible for enforcement of criminal and traffic laws, preliminary investigation of criminal complaints, and crime deterrence. The Patrol Section maintains a high visibility presence through the use of marked vehicles, traffic control and field interviews. This provides the reinforcement to reduce criminal activity through Police presence.

##### **Objectives:**

1. Ensure that the department's personnel are apprised of their performance on a consistent basis. Inspect employee logs on a semi-annual basis to ensure there are the necessary entries for all personnel.
2. Continue to aggressively prevent property crimes throughout the City through proactive patrol and consistent business checks.
3. Utilize patrol tactics, K9 units, and the Bike Patrol Program in a pro-active manner in apartment complexes, parks, business districts, and high crime areas in a further effort to engage the community, regulate traffic, and reduce thefts, burglaries, drug activity, and other crimes.

### **Criminal Investigation**

**Program Purpose:**

To provide in-depth investigation of as many criminal complaints as practical, identify the perpetrators thereof and cause criminal prosecution to ensue.

**Program Description:**

The Investigation Section is responsible for gathering information and identifying persons responsible for crime and identifying and targeting known repeat offenders and high crime locations.

**Objectives:**

1. Track complaints assigned to detectives and ensure they are worked and completed in a timely manner.
2. Ensure that each detective is responsive to his COP (Community Oriented Policing) assignment and actively participates in the program.
3. Aggressively pursue drug complaints to obtain criminal prosecutions.

### **Crime Prevention/Community Relations**

**Program Purpose:**

To maintain a strong and productive partnership with our community. This is accomplished through educational programs in our schools as well as various community outreach programs designed to serve the needs of residents and local businesses throughout the City.

**Program Description:**

The Crime Prevention/Community Relations Section is responsible for education of the public and school age students. The Community Relations School Resource Officers are in a committed relationship with the schools and the student body to create a safe learning environment for students, teachers, administrators, and officers within the City and parochial schools. This section also maintains information and compiles statistics of crimes for reports, alarms and registrations and coordinates neighborhood and business watch. It is the link between the public and the Police Department.

**Objectives:**

1. Accomplish a safe learning environment within City and parochial schools by working together with school employees and members of the community. Officers will be positive role models for students and create a positive learning atmosphere by holding parents, staff, students, and themselves accountable for their behavior.
2. Continue to promote, develop, and enhance the Neighborhood Watch Program throughout the City
3. Continue to market the police department through the media and continue our positive relationship with all media outlets.
4. Reduce the amount of false alarms through public education and the application of the City alarm ordinance.

### **Animal Control**

**Program Purpose:**

To minimize the nuisance factor of animals.

**Program Description:**

The Community Service Officer (CSO) is responsible for maintaining control of domestic animals through enforcement of City animal control ordinances. The CSO works as a liaison with County Health Department and Animal Resource Center. The CSO responds to complaints dealing with wildlife problems within City limits.

**Objectives:**

1. Continue to assist with and resolve animal problems in the City.
2. Promote education for responsible pet ownership by speaking in the schools and at special events.
3. Work with county agencies and veterinarians to promote licensing and spay/neuter programs.
4. Revise or update current policies and ordinances as needed to improve the animal control program.

**Measurements:**

<b><u>Police Patrol</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>
Response times (minutes)				
Emergency (Code 3)	3:12	3:28	3:33	3:30
Non-emergency (Code 2)	4:32	4:23	4:18	4:20
Routine	7:27	7:03	6:37	6:45
Number of Criminal Arrests	3,059	3,299	4,450	4,000
Number of Calls for Service	60,686	61,085	70,000	65,000

**Criminal Investigation**

Part I Crimes Reported	1,142	1,156	1,100	1,050
Part II Crimes Reported	927	2,647	3,500	3,000

Part I Crimes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson.  
Part II Crimes: Vandalism, Weapons, Sex-Morals, and Narcotics.

**Community Relations**

Annual Community Outreach Programs	149	154	170	175
Active Regional Watch Coordinators	28	22	19	22
False Alarms	788	507	500	500

**Animal Control**

Miles Driven*	3,338	6,000	11,000	10,000
Complaints Received	2,543	1,847	4,300	4,000
Warnings	207	239	700	700
Citations	17	52	20	20
Dog Bites	16	6	15	15
Cat Bites	2	1	3	3

\*Miles driven in 2015 were only approximately ½ a year

**Police Department Expenditures — General Fund (Key 0600)**

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>	<b><u>% of Total</u></b>
<b>Personnel Expenditures</b>	11,222,468	11,625,217	12,266,420	12,407,100	85.13%
<b>Operating Expenditures</b>	1,979,119	2,298,814	2,227,910	1,950,610	13.38%
<b>Capital Equipment Expenditures</b>	<u>233,325</u>	<u>239,344</u>	<u>414,760</u>	<u>216,500</u>	<u>1.49%</u>
<b>Total</b>	13,434,912	14,163,375	14,909,090	14,574,210	100.00%

The proposed 2017 budget is 0.7% greater than the 2016 budget and 2.2% less than estimated 2016 expenditures.

Funding is provided in 2017 to provide an additional School Resource Officer in the Kettering Schools. The cost of the additional officer will be partially reimbursed (70%) by the school district. Also for 2017, an additional full-time Dispatcher position will replace budgeted part-time dispatcher hours (1.2 fte).

Actual 2014 operating expenditures include \$127,000 for the replacement of rugged laptop computers and modems for use in cruisers. Actual 2015 and estimated 2016 operating expenditures include \$608,000 for the purchase and installation of new radios as part of an upgrade to the City's radio system. This upgrade, in conjunction with the Montgomery County MARCS Radio System Migration Project, is to provide effective communications for Public Safety, Parks Maintenance, the Vehicle Maintenance Center and Public Service Departments. The 2016 operating costs also include an encumbrance for multiple years of SONET ring service and \$243,000 for the implementation of an in-car camera video recording system.

Capital equipment expenditures for 2017 include the replacement of (5) marked cruisers and (3) unmarked sedans.

## Staffing Levels - Police

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
Chief	1	1	1	1
Captains	2	2	2	2
Lieutenants	6	6	6	6
Sergeants	10	10	10	10
Patrol Officers	62	62	62	63
Jailers	5	5	5	5
Court Officers	2	2	2	2
Secretaries	3	3	3	3
Training & Support Specialist	0.6	0.6	0.6	0.6
Clerical	4	4	4	4
Community Service Specialist	1	1	1	1
Part-Time Court Security Off.	4.1	3.8	3.8	3.8
Part-Time Clerical	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
<b>Sub-total</b>	101.0	100.7	100.7	101.7
<b>Public Safety Civilian Dispatchers</b>	<u>14.5</u>	<u>14.5</u>	<u>14.5</u>	<u>14.3</u>
<b>Total Police and Dispatch</b>	115.5	115.2	115.2	116.0

2014 – 2017 staffing levels shown above exclude the full-time Director of Tactical Crime Suppression Unit position. This position is employed to benefit multiple jurisdictions through the coordination of the Miami Valley Communications Council (MVCC). The costs associated with this position are fully reimbursed by the MVCC.

### MISCELLANEOUS FACTS

The Kettering Police Department is the only one of its size in the country to pass the rigorous standards necessary to achieve triple accreditation from the Commission on Accreditation for Law Enforcement Agencies, the Commission on Accreditation for Corrections, and the Commission on Accreditation for Law Enforcement Agencies for Communications.

# **FIRE DEPARTMENT**

The Kettering Fire Department is responsible for the provision of emergency preparedness education, citizen safety and injury prevention education/services, enforcement of fire codes, Homeland Protection planning, records management for hazardous materials according to SARA Title III, investigation of the cause and origin of fires, records repository for fire related incidents and response/mitigation of emergencies related to fire, medical, rescue, and environmental or hazardous materials.

## **Mission Statement**

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It is the mission of the Kettering Fire Department to meet community needs by delivering an effective system of services; thereby minimizing the impact of fire, hazardous conditions, illness and injury with a caring and efficient response.

## **Vision Statement**

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It is the vision of the Kettering Fire Department to serve the public with the following core values: Integrity, Professionalism, Compassion, Unity and Honor.

## **Overview and Objectives**

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The Kettering Fire Department Organization includes the following primary activity areas:

### **Office of The Chief**

It is the responsibility of the Office of the Chief to:

- Develop and implement the capital improvements plan.
- Coordinate and provide fiscal management oversight.
- Coordinate and provide oversight of fire fighter safety program.
- Develop and implement unified regional fire service programs.
- Provide Coordination of Department risk management and quality improvement programs including wellness/fitness and citizen safety services.
- Coordinate long range and strategic planning.

The Community Emergency Preparedness and Homeland Protection Programs are also the responsibility of the Office of the Chief.

The Office of Chief is responsible to plan, develop and publish the City of Kettering Homeland Protection and emergency operations plans including community risk analysis, emergency/disaster operations structures, and response, recovery, mitigation and prevention procedures. The Office of Chief is responsible for the coordination of grants and programs related to the development of City of Kettering initiatives related to Homeland Protection.

### **Objectives:**

1. Maintain a comprehensive and current Disaster Plan.
2. Equip and maintain an Emergency Operations Center (EOC).
3. Conduct regular tests of the Disaster Warning System.
4. Coordinate disaster planning with appropriate local and regional disaster resource groups and agencies including participation in FEMA region V meetings, disaster exercises and grants.
5. Develop and maintain preparedness and response plans related to the evolving mission as defined by the National Response Plan through the Federal Department of Homeland Protection.
6. Maintain records of training and activities related to Homeland Protection including National Incident Management System (NIMS) compliance, Fire Corps, and Citizen Emergency Response Training (CERT).
7. Continue to implement recommendations provided in Matrix study.
8. Continue implementation of vehicle replacement guidelines.
9. Implement recommendations from the Fire Station Master Plan.
10. Coordinate with Public Works and Parks, Recreation and Cultural Arts Departments effective and safe confined space procedures and operations.

### **Training and Education**

The Training Director is responsible for ensuring all members of the Kettering Fire Department are competently trained and prepared to respond to a variety of emergency situations. The Training Division coordinates over 300 classes annually covering 50 separate topics in emergency response, mitigation, and management. This Office is responsible for providing Continuing Education for all emergency responders, ensuring annual Core Competency Requirements are met, and enhancing the abilities of KFD Personnel through a comprehensive and progressive training program.

- Develop, implement, and coordinate all fire, rescue, and emergency medical training program/curriculum as identified through operational needs, professional standards and professional development.
- Provide evaluation tools to facilitate and enhance the quality improvement program for emergency service operations for events relating to Fire Suppression, Technical Rescue, Emergency Medical Services, and Hazardous Materials.
- Coordinate and provide new employee training, orientation, and field mentor programs to ensure all new members meet the standards set forth by the Kettering Fire Department.
- Coordinate Officer Development programs to enhance the capabilities of the Command Staff.
- Maintain Records and provide statistical reports pertaining to member certifications, training, and professional development.

#### **Objectives:**

1. Improve the capabilities and efficiency of all operational members through annual training requirements and core competency check-off program.
2. Continue to implement and improve the new employee training and orientation process to ensure high quality of personnel functioning in emergency operations.
3. Development of Training Programs to meet operational needs through quality assurance and field performance evaluations.
4. Develop a Training Facility enhancement plan to allow the department to improve onsite training capabilities.
5. Develop additional career and officer development opportunities for all operational members.
6. Revise and implement special rescue procedures, training, and operations.
7. Develop and implement an IMS training curriculum for officers and firefighters.

### **Administration and Finance**

Administration and Finance is responsible for budget preparation and management, the monitoring and coordination of purchasing, and capital improvement projects. This Office is also responsible for the development and implementation of budget management programs designed to improve fiscal accountability of the department to the citizens of Kettering. The Office of Administration and Finance is responsible to coordinate issues and projects between the Human Resources, Law, Facilities and other city departments.

- Provide department-wide financial services in the areas of budget management, payroll, and inter-divisional fiscal coordination.
- Coordinate and facilitate development of annual Fire Departmental budget package presentations.
- Provide oversight of departmental expenditures through analysis and statistical reporting.
- Provide department-wide human resource services coordination
- Support, implement, and maintain computer based information service programs.
- Development and implementation of quartermaster program.
- Research grant opportunities and submit grant applications to support department activities related to emergency preparedness, emergency response, safety education, risk management, training, and department administration.
- Provide department-wide facilities management coordination.

#### **Objectives:**

1. Improve the communications and records management systems to make the department more responsive to the needs of the internal and external customer and to increase operational efficiency.
2. Continue to implement an integrated, computer-based records management systems.
3. Continue to support and expand the Quartermaster Program to provide personnel with safe work clothing.
4. Submit 5-year facilities plan.

## Risk Management

Risk Management develops and provides family emergency preparedness, injury prevention, and fire prevention education programs for target youth/senior populations and citizens of Kettering. It provides enforcement of fire and building codes in Kettering and assists with plans review processes in coordination with the City Building Officials. The fire marshal oversees company business inspections, pre-fire planning/documentation, and provides investigation of fires along with the prosecution of arson through the criminal justice system.

- Develop and provide emergency family preparedness and fire prevention educational programs and services to the citizens of Kettering.
- Provide or obtain remedial educational support for juvenile fire setters.
- Provide technical support to educational institutions for curriculum development of emergency family preparedness and fire prevention programs.
- Provide enforcement of the fire and building codes.
- Provide and assist with plans reviews to facilitate safe and code-compliant building construction within the Kettering fire service district.
- Support the Office of Chief with planning and implementation of Homeland Protection “Preparedness” programs.
- Provide oversight of the fire company building inspection and pre-fire planning programs.
- Pursue the investigation of fires, prosecution of arson, and maintenance of Fire Department records.
- Coordinate the Citizen Fire Academy program and the Fire Department’s citizen volunteer programs and services.

### **Objectives:**

1. Evaluate fire stations’ environmental conditions to provide personnel with modern, efficient, and safe facilities that promote professionalism and morale.
2. Improve the safety of personnel operating at an emergency scene through the implementation of a computer/radio-based personnel-tracking system.
3. Provide risk assessment analysis of the City of Kettering related to issues of Homeland Protection and the National Response Plan.
4. Improve the skills, knowledge, and abilities of the Fire Department’s personnel through new or expanded training and education programs instituted in-house or in partnership with other agencies.
5. Increase service to the community through expanding safety and injury prevention programs, such as the Child Passenger Safety Program, the Bicycle Helmet Program, and Risk Watch for children with special needs.
6. Provide for the health, safety, and welfare of Fire Department personnel through implementation of the infection control plan and the provision of essential training, equipment, and support.
7. Finalize implementation and timely maintenance of digital record keeping for all department fire pre-plans.

## Emergency Services

The Kettering Fire Department provides Emergency services utilizing apparatus and trained personnel (part-paid/volunteer and career strength authorized at 117) responding to over 8,400 incidents. Emergency services are provided for incidents related to hazardous materials, trapped people, fire, and emergency medical situations.

- Provide safe and appropriate response to fire, EMS, rescue and environmental emergencies.
- Develop and prepare standards of response for weapons of mass destruction and for other potential Homeland Security Risk identified in the City of Kettering.
- Provide consistent and effective process of incident management for all emergency response operations.
- Maintain focus on quality improvement for emergency response personnel through ongoing review of incident management activities, computer aided communication records, and compliance with Fire Department performance standards.
- Establish programs which provide roles and involvement of fire fighters in decisions regarding safety, training, professional standards, and health issues.
- Provide a high level of service for the internal fire fighter customer and the external citizen customer through performance based emergency communications center operations and by optimizing emergency radio communications to enhance fire fighter safety on the emergency incident.

**Objectives:**

1. Improve the health and safety of Fire Department personnel by providing:
  - a. A Wellness/Fitness Program.
  - b. Effective and safe tools, equipment, and protective clothing.
  - c. On-going analysis and review of operating practices of the computer aided dispatch system and the EMS field data collection/reporting program.
  - d. Continued research and implementation of accreditation programs related to the administration, management, practices, and training of the department.
  - e. Enhanced training and education through expanded programs using effective training props, tabletop scenarios, and computer/distance learning.
2. Implement new ways of utilizing part-paid and career personnel to provide a better service to the public.
3. Improve inventory control through the final implementation of a computer-based equipment tracking system.
4. Increase the Fire Department's rescue capabilities through implementation of the rescue strike team program and increasing the number of qualified rescue technicians in the department.
5. Continue efforts to interface Computer Aided Dispatch (CAD) system with the department's Management Information System.
6. Maintain certifications of all primary and backup fire department dispatchers through a nationally recognized EMD training program.
7. Training of all appropriate City staff and all Fire Department members in the National Incident Management System (NIMS).

**Fire Department Overview Strategies**

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1. Benchmark Kettering Fire Department programs, services, and training utilizing accreditation processes and the firefighter professional qualifications recommendations.
2. Expand and explore partnerships with other fire, governmental, private, and health care agencies to enhance emergency service and risk reduction programs allowing reduced duplication and lowering operating expense of the Kettering Fire Department.
3. Promulgate a professional fire service model utilizing national standards related to safety, wellness, training, education, personal protective clothing, apparatus, and facilities.
4. Establish professional development models for career and part-paid members of the Kettering Fire Department through participation in accreditation as an organization meeting professional qualification criteria.
5. Enhance the Fire Department administrative team through the development of parallel "high performance" leadership teams involving all Kettering Fire Department officers.
6. Improve fiscal accountability and enhance revenue potential using activity based costing concepts, effective marketing analysis, long range planning, and expanded use of computer based records management system.
7. Intensify family emergency preparedness programs and services, public fire prevention education, and neighborhood support through fire company inspections/pre-emergency planning, curriculum development, and targeted marketing of children with special needs and senior safety programs and services.
8. Partnership with other governmental agencies in the areas of emergency radio services and information technology to enhance Fire Department personnel and citizen safety, to provide a more responsive and accountable information/reporting service to citizens, and to provide quality statistical information for effective stewardship of citizen dollars.
9. Enhance Fire Department performance and member safety using effective utilization of integrated communications/computer technologies.
10. Improve the Fire Department performance, communication processes and internal customer service through implementation of comprehensive fire department study recommendations.



**Measurements:**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Fire Suppression Bureau</u></b>				
<b>Fire Alarms</b>	<b>1,664</b>	<b>1,851</b>	<b>1,767</b>	<b>1,890</b>
Fire—Residential Structure	85	97	111	118
Fire—Commercial/Other Structures	31	22	20	21
Fire—Vehicles	18	16	18	19
Fire—Outside, incl. brush, rubbish	94	103	108	116
False Alarms	273	361	308	330
Hazardous Materials Responses	94	98	103	110
Mutual Aid Given	88	87	90	96
Other Responses (incl. public service and non-emergency responses)	981	1,067	1,009	1,080
<b><u>Emergency Medical Services</u></b>				
<b>Medic Alarms</b>	<b>6,192</b>	<b>6,596</b>	<b>6,574</b>	<b>7,034</b>
EMS—Illness	2,825	3,393	3,385	3,622
EMS—Injury	1,484	1,364	1,358	1,453
EMS—Cardiac	714	713	728	779
EMS—Full Arrest	92	127	132	141
EMS—Stroke	216	190	207	221
EMS—Vehicle Accident	216	229	201	215
EMS—Assault/Violence	38	51	33	35
35EMS—Overdose	93	136	174	186
EMS—Mental	118	95	121	129
EMS—Maternity	29	20	33	35
EMS—Non-Emergency	148	16	13	14
EMS—Mutual Aid Given	219	262	189	204
<b><u>Fire Prevention Bureau</u></b>				
Plans Reviewed	161	213	216	237
Construction Inspections	15	89	234	257
Fire Safety Inspections	145	206	96	75
<b><u>Public Education/Community Relations</u></b>				
Fire safety talks/block parties/safety trailer visits, etc.	127	115	120	132
CPR Classes	94	95	96	99
Child Safety Seat	122	139	147	158

## Fire Department Expenditures — General Fund (Key 0700)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	9,431,368	9,735,479	11,099,970	11,528,300	81.60%
<b>Operating Expenditures</b>	1,639,428	2,061,755	1,943,870	1,908,460	13.51%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>27,286</u>	<u>174,490</u>	<u>690,500</u>	<u>4.89%</u>
<b>Total</b>	11,070,796	11,824,520	13,218,330	14,127,260	100.00%

The proposed 2017 budget is 12.6% greater than the 2016 budget and 6.9% greater than estimated 2016 expenditures.

Since the enactment of the Patient Protection Affordable Care Act (PPACA), the Fire Department experienced a significant reduction in part-time firefighter staff. In early 2016 the City added 6 full-time firefighter positions. For 2017, City Council approved adding nine full-time firefighters and four captains, thus reducing dependency on part-time positions and overtime.

Actual 2015 and Estimated 2016 operating expenditures include \$573,000 for the purchase and installation of new radios as part of an upgrade to the City's radio system. This upgrade, in conjunction with the Montgomery County MARCS Radio System Migration Project, is to provide effective communications for Public Safety, Parks Maintenance, the Vehicle Maintenance Center and Public Service Departments. The 2016 operating costs also include an encumbrance for multiple years of SONET ring service.

Capital equipment expenditures for 2017 include the replacements of a medic and self-contained breathing apparatus (SCBA) equipment.

## Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Chief</b>	1	1	1	1
<b>Assistant Fire Chiefs</b>	2	2	2	2
<b>Battalion Chiefs</b>	5	5	5	5
<b>Captains</b>	10	10	10	14
<b>Civilian Fire Marshal</b>	1	1	1	1
<b>Fire Fighters</b>	37	37	43	52
<b>Fire Service Specialist</b>	1	1	1	1
<b>Secretary</b>	2	2	2	2
<b>Volunteer Coordinator</b>	0.5	0.5	0	0
<b>Part-Time Hydrant Inspection Crew</b>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>Sub-total</b>	60.0	60.0	65.5	78.5
<b>Authorized Part-paid Firefighters</b>	52	52	52	52

# Engineering Department

The Engineering Department is comprised of the Transportation Engineering Division and the Engineering Division. The Transportation Engineering Division is responsible for the programs of Transportation Operations, Traffic Signals, and Transportation Safety and Education. This includes maintaining traffic signals for the City's 246 miles of streets and related traffic service requests. In addition, the division provides for transportation planning and design for capital improvement projects, as well as a review of traffic-related components of proposed development projects. The division also coordinates public transportation programs operated by the Regional Transit Authority.

The Engineering Division is responsible for the programs of Sidewalk Design and Construction, Sidewalk Repair, Street Lighting, Street Design and Construction, Street Surfacing, Storm Drainage Design and Construction, and Water and Sanitary Sewer. The Water and Sanitary Sewer program is basically one of coordinating projects with Montgomery and/or Greene County, which are responsible for the water and sanitary sewer systems used by Kettering residents. The Engineering Division manages the implementation of the Capital Improvement Program as it relates to streets, drainage, sidewalks, and bridges. Also, Engineering reviews land development plans and provides engineering, inspection, surveying and drafting support to other City departments, as well as processing requests for permits and information on house numbers, flood insurance, lot and plat data, and other service requests for citizens.

In 2017, the department will focus on projects that have been identified as high priorities through the strategic plan update process.

## Programs

### Transportation Operations

#### **Program Purpose:**

Provides for the planning, design, operation and administration of transportation engineering functions.

#### **Program Description:**

Examples of Transportation Engineering Division services include:

- Analysis of accident reports, traffic volumes, speeds, field investigations and special studies to develop solutions to safety hazards.
- The data gathering of traffic speeds, a City-wide traffic counting program and speed and delay studies.
- The study and resolution of visibility, parking, right-of-way control problems and other accident potentials through the use of traffic engineering techniques.
- The planning and design of intersection and street geometrics.
- Monitoring of public transportation operations.
- Maintaining the traffic control file including recommending legislation on traffic signing.

#### **Objectives:**

1. Continue accident analysis, hazard elimination, plan reviews, parking revisions and traffic studies.
2. Monitor public transportation operations and regional transportation issues.
3. Implement traffic responsive signal operations using features of the new traffic system software (Centracs).
4. Continue involvement in Intelligent Transportation System improvements for the region.

### Traffic Signals

#### **Program Purpose:**

The development of a responsive signal system, which provides for the efficient and safe movement of traffic.

#### **Program Description:**

This program provides the development, design, inspection and maintenance of a responsive, reliable and flexible signal system on the City's arterial streets. This program features the use of the computerized signal control system, Kettering Area Responsive Traffic System, "KARTS", to increase capacity and reduce stops on the major streets. As a result of accident analysis, the intersection timing and phasing are adjusted, where possible, to reduce accidents.

Program examples include:

- Design, contracting and inspection of new and modernized signal installations (see yearly Capital Improvement Programs).
- Continuing development of control strategies for KARTS.
- Investigation of congestion and signal control problems.
- Control equipment replacement, structural inspection and vehicle detector repairs.

**Objectives:**

1. Maintain a quality traffic signal system and continue to seek improved computerized signal timing and progression of traffic.
2. Design, contract and inspect the signal projects programmed as part of the Capital Improvement Program.
3. Continue cooperation between communities to improve and maintain the cross boundary progression of the signal systems.
4. Implement Centracs to replace the existing traffic system software.

**Transportation Safety & Education**

**Program Purpose:**

To educate and protect Kettering citizens, pre-school through adults, from possible harm by traffic accidents.

**Program Description:**

This unique program coordinates safety education with citizens of Kettering, the Kettering Board of Education, private school officials and the City. The program involves extensive training and supervision of the school safety patrol. A Safe Routes to School program involves classroom presentations and Safe Route maps. Bicycle related activities involve work with civic and governmental groups to encourage bicycle safety and expanded bicycle usage. Sidewalk improvements and bicycle route planning and design are part of this program. Kettering Safety Village is an in-depth pedestrian safety program for pre-kindergarten children including an innovative safety program for parents.

The philosophy of the elementary school program is to assist in teaching school children to handle traffic situations in the absence of adult or school safety patrol supervision (after school hours). This must be a coordinated effort involving the schools, City and parents.

**Objectives:**

1. Continue coordinating safety programs with all schools in the City including in-school safety classes (when grants can be found), safety patrol supervision and the Safety Village program. Seek alternative sources of funding.
2. Continue to coordinate and improve Safety Village, a nationally recognized program.
3. Continue to work with the Board of Education to implement quality safety programs at all schools to the greatest extent possible with the funding available.
4. Continue to seek additional alternative sources of funding for safety programs to include State grants, service group contributions, business contributions of materials and/or funds, and non-profit organization contributions of materials, volunteer time, or funds.

**Sidewalk Design & Construction**

**Program Purpose:**

To facilitate safe pedestrian movement and improve neighborhood aesthetics.

**Program Description:**

- Construction of new sidewalk is initiated by the City when pedestrian safety and convenience indicate a need or as part of roadway construction. Residents or neighborhood civic associations may request or petition for sidewalks. When property on thoroughfares is improved or developed, the City encourages installation of sidewalks. In new subdivisions, sidewalks may be required as part of the proposed development.
- Part of the cost of improvements may be assessed.
- Design efforts under this program are closely coordinated with other City agencies, especially Transportation Engineering and the Planning and Development Department.
- Ramps are installed at all intersections on new construction to conform to federal statutes.

**Objectives:**

Continue to survey, design, prepare plans and install sidewalks at approved locations.

## Sidewalk, Curb & Drive Approach Repair

### **Program Purpose:**

To maintain sidewalks in a safe and serviceable condition.

### **Program Description:**

- Maintenance of sidewalks is the responsibility of abutting property owners. Efforts are made to encourage voluntary maintenance and repair. A program is underway to systematically review all sidewalks in the City and cause repairs of all substandard sidewalks.
- Sidewalk ramps are constructed at existing intersections that have curbs, to bring them into conformance with the state statute.

### **Objectives:**

1. Continue to inspect sidewalks, research ownerships, develop homeowner cost and prepare assessments for repair program.
2. Prepare sidewalk repair construction bid proposal by June.
3. Provide engineering design, survey and construction drawings for these projects.

## Street Lighting

### **Program Purpose:**

Improve vehicular and pedestrian safety and community security.

### **Program Description:**

- Most of the City's street lighting system is owned and maintained by Miami Valley Lighting (MVLt), a DPL, Inc. subsidiary. The City contracts with MVLt and pays for this system on a per light basis.
- The City owns lights and/or poles in many different areas of new large developments, contracting with private companies and paying for maintenance on a per light basis.
- Abutting property owners pay for lights by assessment. The City pays at least the legally required amount of 2% plus an intersection cost and pays additional costs for brighter lighting on thoroughfares.
- Fixed rates of assessments are now being charged to all new lighting districts.
- Thoroughfares: The City lights thoroughfares when they are improved. Existing improved thoroughfares are lit in order of need.
- Residential Streets: Street lights are installed upon petitioning from residents.

### **Objectives:**

1. Coordinate with MVLt the design and installation of lights in locations designated by City Council.
2. Enhance the lighting of at least one additional thoroughfare per year.
3. All MVLt street lights are to be converted to LED by 2017. City-owned street lights will be converted to LED as opportunities arise.

## Street Design & Construction

### **Program Purpose:**

To facilitate safe vehicular movement and improve neighborhood aesthetics.

### **Program Description:**

- The capacity and safety of thoroughfares are improved by reconstructing substandard roadways to modern design criteria and by spot improvements that modify existing roadway geometry. Residential streets not meeting current standards are reconstructed to improve safety, rideability and neighborhood aesthetics. Roadways are designed to take advantage of special neighborhood characteristics whenever possible. New streets proposed as part of land development are reviewed for conformance to subdivision standards.
- Part of the cost of improvement on residential streets may be assessed or paid for with other non-City funds. Thoroughfare improvement funds are obtained from all levels of government (Federal, State, etc.) and also may be assessed. The City may participate with developers in constructing thoroughfares in subdivisions.
- Design efforts under this program are closely coordinated with other City agencies, especially Transportation Engineering and the Planning and Development Departments.

### **Objectives:**

1. Provide engineering design, survey and construction drawings for these projects.
2. Represent the City's interest in all roadway design and construction by other agencies.
3. Submit outside funding applications.

## Street Surfacing

### **Program Purpose:**

To maintain roadway pavements in a safe, serviceable condition.

### **Program Description:**

#### **CONCRETE PAVEMENTS**

Distressed pavements showing excessive cracking, elevation difference, spalling or other severe deficiencies are replaced or overlaid with asphalt. On thoroughfares, special joints are installed to prevent the pavement from "blowing-up" during the hot summer months and adversely affecting traffic flow.

#### **ASPHALT PAVEMENTS**

On residential streets, pavements requiring extensive repair that other maintenance methods cannot effectively correct are reconstructed from the subgrade up with "full depth" asphalt pavement.. When the pavement surface of these streets begins to deteriorate or changes in traffic conditions require strengthening of the pavement, an asphalt overlay is used. Seal treatments are also used to prolong the life of sound pavement structures. They prevent water from penetrating to the underlying base material and reduce the deleterious effects of weather.

### **Objectives:**

1. Utilize the pavement management system to aid in selecting streets for various street maintenance programs.
2. Develop conceptual plans and cost estimates for Capital Improvement Projects involving street resurfacing.

## Storm Drainage Design and Construction

### **Program Purpose:**

To minimize the flooding of pavements, and residential, business and industrial properties by storm water runoff.

### **Program Description:**

- Major improvements to the storm drainage system will be concentrated in areas where improvements would prevent severe erosion or structural damage, encourage expansion of the economic base or eliminate problems that are seriously detrimental to the stability or aesthetics of a neighborhood. Areas experiencing minor erosion or infrequent ponding in areas where no damage results will be given lower priority for improvement. All drainage system designs should attempt to use a natural approach to drainage and impoundment or detention basins should be used wherever possible in order to reduce the costs of system expansion and improve the area's ability to recharge the water table.
- Where staff assignments permit, technical assistance will be provided to property owners experiencing drainage problems that are not the responsibility of the City to solve.
- Bridges/culverts are reconstructed to improve roadway geometry and replace unsound and hydraulically inadequate structures. New bridges/culverts are constructed where needed to provide for efficient utilization of roadway systems. The services of a consulting engineer are obtained each year to inspect the bridges/culverts for deterioration and to recommend corrective maintenance.

### **Objectives:**

1. Mitigate drainage trouble spots as stand-alone projects or coordinated with planned CIP projects.
2. Obtain consultant engineering services for the annual bridge inspection program.

## Water and Sanitary Sewer

### **Program Purpose:**

Monitor Montgomery and Greene County Water and Sewer Departments to determine effects of their actions on the City of Kettering and assure that adequate improvements are provided.

### **Program Description:**

The water and sanitary sewer systems are owned and operated by Montgomery and Greene County respectively. The City's Engineering Division is responsible for developing an in-house capability to ensure that the sewer and water systems are being repaired, maintained and developed to provide for both short and long term needs.

In addition to regular working contacts with the counties to solve day-to-day problems, periodic meetings will be held with the purpose of monitoring coordination of maintenance and improvements to the systems and to ensure continued progress in updating the systems. Specific proposals designated to solve neighborhood sanitary sewer and fire protection problems should be prepared and monitored for completion.

**Objectives:**

1. Continue to coordinate the county water system's operational problems and sanitary sewer projects with the respective County Sanitary Departments.
2. Work with Montgomery and Greene Counties to address water pressure and flow concerns.

**Measurements:**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Transportation Operations</u></b>				
Accident Statistics				
Red Light Violations	65	58	42	40
Non-Stop (at sign)	12	10	6	5
Right-of-Way after Stop (at sign)	46	57	64	60
Assured Clear Distance	210	232	192	190
Total Accidents	933	863	712	710
<b><u>Traffic Signals</u></b>				
Number of vehicle & pedestrian indications maintained				
	3,077	3,077	3,082	3,087
New signal indications installed	1	0	5	5
Maintenance & emergency calls	470	390	345	300
Vehicle Thoroughfare Volume Trends	128,500	117,776	125,500	126,775
<b><u>Transportation Safety &amp; Education</u></b>				
Pedestrian Injuries	2	11	8	7
Pedestrian Fatalities	0	0	0	0
Bicycle Injuries	7	4	2	1
Bicycle Fatalities	0	0	0	0
Motorcycle Injuries	7	9	8	7
Motorcycle Fatalities	0	0	0	0
<b><u>Sidewalk Design and Construction</u></b>				
Miles of Walk Total	243.4	244.1	244.4	244.6
Existing Thoroughfare Walk (miles)	62.3	63.0	63.0	63.2
Existing Residential Walk (miles)	181.1	181.1	181.4	181.4
Projects in Plan Development	1	2	1	1
Projects Under Construction	0	1	2	1
<b><u>Sidewalk, Curb &amp; Drive Approach Repair</u></b>				
Sidewalk repair total (square feet)	22,030	33,777	81,716	11,661
Drive Approach (square feet)	20,850	24,076	42,550	8,475
Curb (linear feet)	10,700	12,126	26,156	7,267
<b><u>Street Lighting</u></b>				
Miles of Thoroughfare				
Lighting in Place	26.1	26.1	26.2	26.2
Miles of Residential				
Lighting in Place	89.7	89.7	90.2	90.2
<b><u>Street Design &amp; Construction</u></b>				
Total Miles of Thoroughfares				
	44.0	44.0	44.0	44.0
Mileage Improved to Standard				
	43.0	43.5	43.5	43.5
Mileage — Below Standard				
	1.0	.5	.5	.5
Total Miles of Residential Streets				
	202.12	202.12	202.39	202.39
Projects Under Study	2	1	2	3
Projects in Plan Development	3	1	3	3
Projects Under Construction	4	1	2	2
<b><u>Street Surfacing</u></b>				
Local Streets - Square yards (Concrete)	1,800	1,125	100	1,000
Thoroughfares - Square Yards (Concrete)	0	0	0	0
Asphalt Resurfacing (miles)	10.34	9.37	16.89	10

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b><u>Storm Drainage Design and Construction</u></b>				
Storm system improvement:				
Storm sewer or open channel - Linear Feet	1,500	550	0	0
Projects in Plan Development	1	0	0	0
<b><u>Water and Sanitary Sewer</u></b>				
County/City Meetings	4	4	4	4
Water System Construction Projects Scheduled	1	2	2	2
Sewer System Construction Projects Scheduled	0	2	2	2

### **Engineering Department Expenditures — General Fund Key (0800)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	1,785,607	1,787,056	1,912,690	2,032,700	76.54%
<b>Operating Expenditures</b>	358,494	422,426	440,640	503,090	18.94%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>16,744</u>	<u>28,410</u>	<u>120,000</u>	<u>4.52%</u>
<b>Total</b>	2,144,101	2,226,226	2,381,740	2,655,790	100.00%

The proposed 2017 budget is 1.4% greater than the original 2016 budget and is 11.5% greater than estimated 2016 expenditures

Actual 2015 expenditures include \$9,000 for new bike route signs and \$25,000 for a county-wide ortho-rectified aerial photograph project. Proposed 2017 operating expenditures include \$20,000 for additional bike route signage.

The 2016 capital equipment expenditures include the replacement of a survey truck. The proposed 2017 capital equipment budget includes funding for a utility truck with aerial bucket.

### **Staffing Levels**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
City Engineer	1	0	0	0
Assistant City Engineer	0	1	1	1
Civil Engineer	3	3	3	3
Design Engineer	0	0	0	1
Engineering Surveyor	1	1	1	1
Engineering Technicians	5	5	5	4
Traffic Engineering Technician	1	1	1	1
Traffic Signal Foreman	1	1	1	1
Traffic Signal Technician	1	1	1	1
Senior Safety Supervisor	1	1	1	1
Safety Supervisors	3.3	3.3	3.1	3.5
Secretary	1.8	1.8	1.8	1.8
Temporary Engineering Aides	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>Total</b>	19.7	19.7	19.5	19.9



## Community Information — General Fund (Key 1700)

The goal of the Community Information Office is to enhance the image and reputation of the City of Kettering through strategic communications with the City’s stakeholders: employees, residents, corporate citizens, visitors, investors, influencers and the media. The Community Information Office is responsible for overall reputation management and communication with the public regarding City services, amenities, progress and plans. The components of the strategic reputation management plan include communications & public affairs, brand management, multi-media production, digital & social media and internal relations. In 2017, the department will focus on the following key initiatives:

### Communications & Public Affairs

- Focus on timely, accurate and appealing communication of critical city information through the production of Contact with Kettering, The Starter E-newsletter, community presentations and key stakeholder partnerships.

### Brand Management

- Improve the perception of the City of Kettering through compelling and consistent visual representation and recognition of brand ambassadors.

### Multi-Media Production

- Maximize viewership and effectiveness of city television productions through interesting content and strategic digital distribution.

### Digital & Social Media

- Ensure quality content, consistency and excellent customer service through website and social media.

### Internal Relations

- Strengthen employee communication through an improved employee e-newsletter, internal state of the city and customer service recognition.

## Community Information Expenditures — General Fund (Key 1700)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	100,226	132,994	140,480	144,200	56.18%
<b>Operating Expenditures</b>	80,079	74,996	96,900	112,490	43.82%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	180,305	207,990	237,380	256,690	100.00%

The proposed 2017 budget is 0.7% greater than the 2016 budget and is 8.1% greater than estimated 2016 expenditures. For 2015 through 2017, \$21,000 is provided for a new communications initiative.

## Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Community Information Manager</b>	1	1	1	1
<b>Temporary Part-Time Personnel</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	1.0	1.0	1.0	1.0

## Other Cost Centers Expenditures — General Fund

	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>	<u>Proposed</u> <u>2017</u>
<b>SUB-TOTAL OPERATING COSTS</b>	<b>38,566,551</b>	<b>40,862,776</b>	<b>43,159,940</b>	<b>44,438,190</b>
<b>OTHER COST CENTERS</b>				
Juvenile Court	15,916	15,181	15,000	15,000
Communications	95,160	95,160	55,210	65,600
Street Lighting	456,997	455,981	562,000	535,000
Volunteer Program	140,243	152,734	218,820	212,400
Youth Services	176,465	164,491	264,100	106,100
Health Department	11,371	10,959	11,800	22,000
ED/GE Program Contribution	0	0	0	100,000
Board of Community Relations	464	1,798	2,000	2,180
Volunteer Celebration Committee	2,998	2,395	4,150	7,000
Sister City Committee	460	808	1,900	6,280
Ombudsman Program	0	0	0	500
Public Defender Program	32,785	36,754	35,000	45,000
Nuisance Abatement	0	0	0	5,000
Innovations	388	5,035	7,000	24,000
Election Fees	3,005	1,475	16,000	20,000
Contributions	25,300	35,938	54,000	36,000
Leadership Kettering	<u>9,473</u>	<u>9,913</u>	<u>9,280</u>	<u>11,350</u>
Total Other Cost Centers	971,025	988,622	1,256,260	1,213,410
<b>GRAND TOTAL OPERATING COSTS</b>	<b>39,537,576</b>	<b>41,851,398</b>	<b>44,416,200</b>	<b>45,651,600</b>
<b>TRANSFERS TO OTHER FUNDS*</b>				
Street Maintenance Fund	3,828,500	3,949,000	3,649,000	3,959,000
State Highway Fund	0	117,000	51,000	33,000
Police Pension Fund	1,121,100	1,200,000	1,294,000	1,256,000
EMS Fund	0	0	0	0
Parks & Recreation Fund	5,777,000	6,043,000	5,967,000	6,590,000
Fraze Pavilion Operations Fund	0	0	0	0
DESC Reuse Funds	160,000	147,000	87,000	182,000
Special Grants and Programs	4,042	35,578	7,200	0
Community Development Block Grant Fund	32,583	0	0	0
Debt Service	435,000	424,000	402,000	404,000
Capital Improvement Fund	<u>2,996,249</u>	<u>5,248,255</u>	<u>4,639,000</u>	<u>5,612,000</u>
Total Transfers to Other Budgeted Funds	14,354,474	17,163,833	16,096,200	18,036,000
<b>GRAND TOTAL GENERAL FUND</b>	<b>53,892,050</b>	<b>59,015,231</b>	<b>60,512,400</b>	<b>63,687,600</b>

\*During the course of normal operations, the City has numerous transactions among funds, most of which are in the form of transfers used to move unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations.

# STREET MAINTENANCE FUND

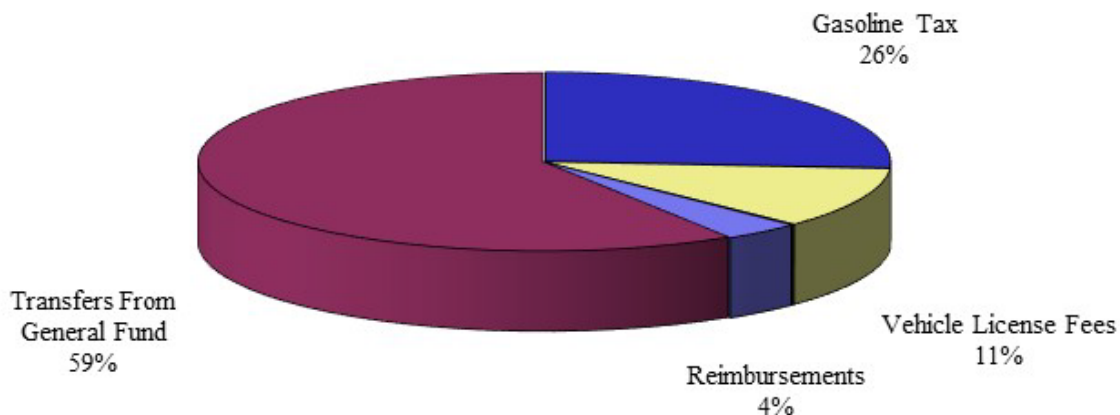
# FUND 202

Ohio State Law requires that this separate fund be established to account for 92.5% of the revenues coming back from the State to the City for gasoline taxes and vehicle license fees. The intent of this State law was that money derived from those sources would be used to maintain the streets in each community. However, this source of revenue has been short of the necessary resources to accomplish this task. For example, in 2016 we anticipate receiving revenues of \$2,749,000, but an additional \$3,649,000 transfer from the general fund will be necessary to provide sufficient resources to meet the community's needs.

## Street Maintenance Fund Resources — Fund 202

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURE:</b>				
Balance January 1	471,019	1,125,925	1,079,852	210,072
Nonspendable: Inventory	<u>201,712</u>	<u>442,947</u>	<u>251,158</u>	<u>200,000</u>
NET BALANCE	269,307	682,978	828,694	10,072
<b>RECEIPTS:</b>				
Gasoline Tax	1,768,930	1,776,537	1,760,000	1,760,000
Vehicle License Fees	738,617	750,082	740,000	740,000
Other Income	10,280	11,860	10,000	10,000
Reimbursements	<u>590,216</u>	<u>236,754</u>	<u>239,000</u>	<u>241,000</u>
TOTAL REVENUE	3,108,043	2,775,233	2,749,000	2,751,000
Sale of City Assets	42,942	51,041	95,000	50,000
Transfer from General Fund	3,828,500	3,949,000	3,649,000	3,959,000
<b>TOTAL AVAILABLE</b>	7,248,792	7,458,252	7,321,694	6,770,072

## STREET MAINTENANCE FUND 2017 RECEIPTS



*Proposed 2017 Streets Maintenance operations will require a \$3,959,000 transfer from the General Fund.*

The Public Service Department is responsible for maintaining much of the existing infrastructure within the City of Kettering, including the public streets, city-owned buildings, and City vehicles and equipment. The department's purpose is to maintain all city assets in a safe, clean, attractive and professional manner so as to add value to the community. By providing year-round service, the Public Service Department maintains and improves over 258 miles of public streets, over 60 buildings and structures and more than 450 vehicles and equipment. The entire staff of the department continually researches and evaluates new opportunities for improved efficiency through the application of new technology and employee training.

The Street Division is responsible for snow removal and ice control, street cleaning, street maintenance, storm drainage maintenance, leaf pickup, yard debris and compost centers, street signage and pavement marking, emergency traffic control response, and special event assistance.

## **Programs**

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### **Snow Removal & Ice Control**

**Program Purpose:**

To facilitate traffic movement through and within the City of Kettering's public roadway network in a safe and efficient manner.

**Program Description:**

The Street Division has established a snow route priority map based on traffic volumes and roadway classification for snow and ice operations. The snow route map may be found on the City's website.

**Objectives:**

1. Continue evaluation of all snow routes for improved response and material application;
2. Continue employee training in salt delivery technology, materials, and customer service;
3. Research new technologies for increasing effectiveness controlling snow and ice accumulation;
4. Encourage increased teamwork with other City departments during heavy snow operations to maximize allocation of available resources.

### **Street Cleaning**

**Program Purpose:**

To maintain the City public streets in a clean and safe condition through the periodic removal of dirt and debris.

**Program Description:**

The Street Division sweeps curbed roadways at least twice per year to keep the streets clear of debris and prevent sediment from entering the storm sewer system.

**Objectives:**

1. Evaluate the need for more efficient equipment on street cleaning operations;
2. Continue employee training on street cleaning operations.

### **Street Maintenance**

**Program Purpose:**

To maintain all City public streets in a safe and attractive manner through routine and emergency patching, sealing, striping, and berm maintenance.

**Program Description:**

To review every City street and alley according to condition and prioritize based on the needed repair. The Street Division will use its ranking system to coordinate repair work with projects scheduled by the Engineering Department. During and after the winter, spot patching crews will be utilized to maintain safe road conditions by repairing roadway damage caused by changing weather conditions.

**Objectives:**

1. Continue to refine annual street maintenance programs to improve efficiency and effectiveness;
2. Evaluate new asphalt technology, equipment, and materials;
3. Continue coordination and communication of street maintenance activities with the City's Engineering Department.

### **Storm Drainage Maintenance**

**Program Purpose:**

To maintain all of the City’s public storm water drainage pathways including open channels, roadside ditches, piped storm sewer systems, catch basins, curb inlets, and manholes.

**Program Description:**

The Streets Division inspects, cleans, and makes all necessary repairs to the City’s storm water system twice per year. This system includes all manholes, catch basins, ditch lines, and storm water channels. Areas designated as “trouble spots”, where debris collects after large rainstorms, are inspected and cleaned after every major event.

**Objectives:**

1. Continue employee training in confined space entry and trench shoring;
2. Increase evaluations and solutions for known locations when adequate drainage is problematic;
3. Continue implementation of storm water maintenance policies for consistent service delivery.

### **Leaf Pickup**

**Program Purpose:**

To collect leaves throughout the City, thereby significantly decreasing the potential for storm water drainage blockages, traffic hazards, and unlawful burning of leaves.

**Program Description:**

The Street Division picks up leaves on City streets beginning in October and continuing into December. The process starts in District 1 and finishes in District 11.

**Objectives:**

1. Maximize allocation of resources including both equipment and manpower in the most cost effective manner;
2. Complete leaf pickup throughout the City as soon as practical including the effective use of overtime.

### **Signing & Pavement Marking**

**Program Purpose:**

To improve motorist and pedestrian safety on public streets by providing uniformity and clarity of signage and street markings.

**Program Description:**

The Streets Division evaluates the need for sign replacement and lane line painting on an annual basis. The division fabricates and installs signs, repaints crosswalks, and assists the Engineering Department with roadway marking contracting and traffic signal bulb replacements.

**Objectives:**

1. Continue research and evaluation of new street paint and sign technologies to improve lifespan and legibility.
2. Continue employee training on proper uniform sign application and pavement markings.
3. Continue coordination and communication with the Engineering Department.

<b>MISCELLANEOUS FACTS</b>
The Street Division operates a Yard Debris Drop-Off Center. The center is located on Woodman Center Drive off Dorothy Lane behind the Kettering Towne Center. For a recorded message on these programs, call (937) 296-3255.

<b>Measurements:</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Snow Removal and Ice Control</u></b>				
Number of Snow/Ice Events	21	17	17	20
Tons of Salt Used	5,721	3,808	3,500	5,200
Calcium Chloride Used (gallons)	20,841	14,831	14,500	14,500
<b><u>Street Cleaning</u></b>				
Number of cycles (1,700 miles per cycle)	2	2	2	2
<b><u>Street Maintenance</u></b>				
Asphalt Maintenance Man-hours	9,823	9,487	10,100	9,500
<b><u>Storm Drainage Maintenance</u></b>				
Channel Maintenance Man-hours	3,003	2,818	2,800	2,800
Sewer Maintenance Man-hours	5,149	5,569	6,000	5,500
Storm Debris Clean-ups Man-hours	0	0	50	0
Routine Storm System Cleaning (23.17 miles channel)	2	2	2	2
<b><u>Leaf Pickup</u></b>				
Man-hours	10,244	9,412	9,500	9,500
Truckloads picked up	1,815	1,518	1,600	1,600
<b><u>Composting/Yard Debris</u></b>				
Man-hours	588	2,726	2,500	2,500

### **Street Division Expenditures — Street Maintenance Fund (Key 2000)**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
Personnel Expenditures	3,689,838	3,795,440	3,903,060	4,144,100
Operating Expenditures	2,142,421	1,808,259	2,153,000	1,834,710
Capital Equipment Expenditures	<u>492,320</u>	<u>1,217,648</u>	<u>1,306,720</u>	<u>781,000</u>
<b>TOTAL EXPENDITURES</b>	6,324,579	6,821,347	7,362,780	6,759,810

The proposed 2017 budget is 1.7% less than the 2016 budget and 8.2% less than estimated 2016 expenditures.

Actual 2014 expenditures reflect the impact of the harsh 2013/2014 winter – one of the Midwest’s coldest winters in 20 years with unusually high snowfall totals. Overtime, vehicle maintenance, fuel, salt and calcium chloride costs increased as a result. The spring’s thaw and re-freeze necessitated additional asphalt to repair roadways. Amid salt shortages, the City was fortunate to have obtained a bid for 8,000 tons (\$761,000) of salt for the 2014/2015; however, prices were at a premium. Half of the 8,000 tons were re-sold to other communities in the region that were unable to obtain bids. Actual 2015 and estimated 2016 operating expenditures include \$73,300 for the purchase and installation of new radios as part of an upgrade to the City’s radio system. This upgrade, in conjunction with the Montgomery County MARCS Radio System Migration Project, is to provide effective communications for Public Safety, Parks Maintenance, the Vehicle Maintenance Center and Public Service Departments. Estimated 2016 expenditures include contract snow removal services and the purchase of a Global Positioning System to aid snow plow removal. Planned 2017 capital equipment purchases include (3) replacement dump trucks. Also planned are replacements for a ¾-ton pick-up, (2) staff vehicles, (2) leaf vacuum loaders and a concrete mixer.

### **Staffing Levels**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b>Public Service Director</b>	0.5	0.5	0.5	0
<b>Assistant Public Service Director</b>	0.5	0.5	0.5	1.0
<b>Street Maintenance Manager</b>	1	1	1	1
<b>Street Maintenance Supervisor</b>	2	3	3	3
<b>Street Service Workers</b>	32	35	35	35
<b>Traffic Control</b>	3	2	2	2
<b>Secretary</b>	0.7	0.7	0.7	1.2
<b>Part-Time Clerical</b>	0.6	0.6	0.6	0
<b>Part-time Maintenance Aide</b>	1.0	0.6	0.6	0.6
<b>Temporary Laborers</b>	<u>2.6</u>	<u>2.7</u>	<u>2.7</u>	<u>2.7</u>
<b>Total</b>	43.9	46.6	46.6	46.5

**STATE HIGHWAY FUND****FUND 203**

The state law provides that 7.5% of gasoline taxes and vehicle license fees be earmarked for the State highways within the borders of the municipality. In Kettering's case, we have two state highways - Far Hills Avenue (State Route 48), and a portion of Woodman Drive (State Route 835). Because the City can only spend State Highway dollars on these two roadways, it is common to find a balance accumulating in this fund that cannot be spent for other purposes.

The 2014 through 2016 capital improvement expenditures include engineering design and construction costs for a safety improvement project along Far Hills Avenue. The project upgraded roadway lighting from Stroop Road to David Road, replaced traffic signals at Far Hills & Shroyer Road and at Far Hills & David Road, and modified the commercial driveway at the Arbor Shopping Center onto Far Hills. Federal funding provided 75% of construction costs.

**State Highway Fund Resources and Expenditures (Keys 2050-2070)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Estimated 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	79,188	81,278	137,668	10,668
<b>RECEIPTS:</b>				
Federal Grants	0	220,090	506,000	0
State Grants	0	0	0	0
Gasoline Tax	143,427	144,044	144,000	144,000
Vehicle License Fees	27,358	27,666	27,000	27,000
Investment Earnings	1,047	1,663	1,000	1,000
Refunds and Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL REVENUE</b>	171,832	393,463	678,000	172,000
Transfer from General Fund	0	117,000	51,000	33,000
<b>TOTAL AVAILABLE</b>	251,020	591,741	866,668	215,668
<b>OPERATING COSTS:</b>				
Transportation Engineering	2,594	5,236	6,000	15,000
Street Department	<u>128,513</u>	<u>140,000</u>	<u>190,000</u>	<u>190,000</u>
<b>TOTAL OPERATING COSTS</b>	131,107	145,236	196,000	205,000
<b>CAPITAL IMPROVEMENTS:</b>				
Street Surfacing and Traffic Controls	<u>38,635</u>	<u>308,837</u>	<u>660,000</u>	<u>0</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	38,635	308,837	660,000	0
<b>GRAND TOTAL</b>	169,742	454,073	856,000	205,000

**CEMETERY FUND****FUND 205**

This fund was created when the private trustees of the Beavertown Cemetery turned over ownership, their cash balance, and the responsibility to maintain the cemetery to the City of Kettering.

**Cemetery Fund Resources and Expenditures (Key 2100)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Estimated 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	417,786	421,710	421,597	420,597
RECEIPTS:				
Interment/Foundations	7,984	7,996	11,000	7,000
Investment Earnings	4,406	2,629	4,000	4,000
Lot Sales	<u>3,080</u>	<u>2,312</u>	<u>4,000</u>	<u>3,000</u>
TOTAL REVENUE	<u>15,470</u>	<u>12,937</u>	<u>19,000</u>	<u>14,000</u>
<b>TOTAL AVAILABLE</b>	433,256	434,647	440,597	434,597
OPERATING COSTS:				
Cemetery Fund	<u>11,546</u>	<u>13,050</u>	<u>20,000</u>	<u>30,000</u>
<b>TOTAL EXPENDITURES</b>	11,546	13,050	20,000	30,000

**MISCELLANEOUS FACTS****TRANSPORTATION:**

All neighborhoods in Kettering receive public transportation service from the Regional Transit Authority. For route information call (937) 226-1144.



# POLICE PENSION FUND

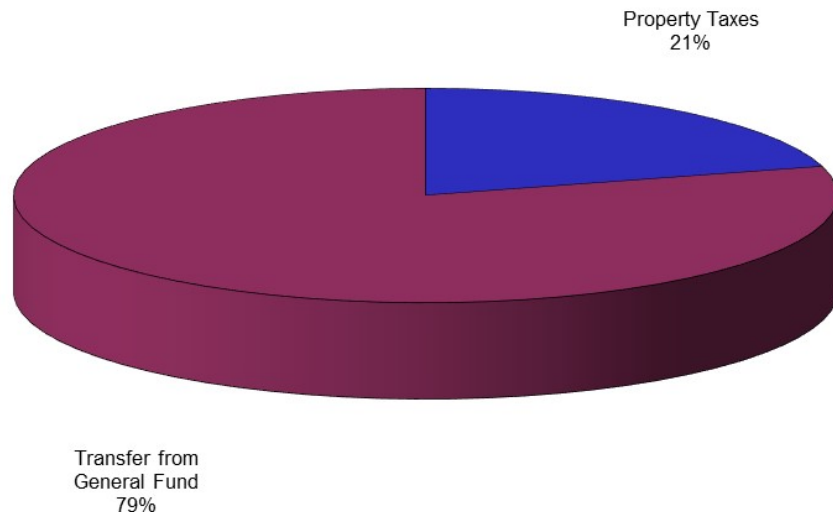
# FUND 213

State law provides that .3 mills of the non-voted property tax be set aside for paying the employer's share of the contribution towards the state pension fund for sworn police officers. In Kettering's case, this revenue source only pays for approximately one-fifth of the cost of the City's contribution. Therefore, the City must subsidize the fund with a transfer from the General Fund in the amount of \$1,294,000 in 2016

## Police Pension Fund Resources and Expenditures (Key 2150)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	10,769	10,475	10,252	10,762
<b>RECEIPTS:</b>				
General Property Taxes	297,618	282,769	284,000	284,000
Homestead & Rollback	45,449	43,444	43,000	43,000
Transfer from General Fund	<u>1,121,100</u>	<u>1,200,000</u>	<u>1,294,000</u>	<u>1,256,000</u>
<b>TOTAL AVAILABLE</b>	1,474,936	1,536,688	1,631,252	1,593,762
<hr/>				
<b>POLICE (2100):</b>				
Current Liability - Pension Contribution	<u>1,464,461</u>	<u>1,526,436</u>	<u>1,620,490</u>	<u>1,583,000</u>
<b>GRAND TOTAL</b>	1,464,461	1,526,436	1,620,490	1,583,000

## POLICE PENSION FUND 2017 RECEIPTS



*Proposed 2017 Police pension expenditures will require a \$1,256,000 transfer from the General Fund.*

**EMERGENCY MEDICAL SERVICES****FUND 220**

The Fire Department has established an emergency medical services reimbursement program that shall, at all times, be incidental to the provision of emergency medical services. The purpose of the program is to seek reimbursement for the City's fees and charges for emergency medical services from the recipient of the services or an agent thereof. The net proceeds and revenues from this program are placed into this fund to be used for the City of Kettering Fire Department equipment or structures.

**EMS Fund Resources and Expenditures (Keys 2280, 8200)**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	10,424,858	468,542	599,912	954,272
<b>RECEIPTS:</b>				
Charges for Services	1,353,270	395,086	375,000	375,000
Investment Earnings	101,990	192,400	0	0
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	1,455,260	587,486	375,000	375,000
<b>TOTAL AVAILABLE</b>	11,880,118	1,056,028	974,912	1,329,272
<b>OPERATING COSTS:</b>				
EMS (2220):				
Operating Expenditures	86,003	20,105	20,640	28,500
Capital Equipment	<u>1,490,261</u>	<u>436,011</u>	<u>0</u>	<u>0</u>
<b>TOTAL OPERATING COSTS</b>	1,576,264	456,116	20,640	28,500
<b>CAPITAL IMPROVEMENTS:</b>				
EMS (8200):				
Fire Station Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	0	0	0	0
<b>TRANSFER TO OTHER BUDGETED FUNDS:</b>				
Capital Improvement Fund	<u>9,835,312</u>	<u>0</u>	<u>0</u>	<u>1,300,000</u>
<b>GRAND TOTAL</b>	11,411,576	456,116	20,640	1,328,500

During 2012 through 2015, the City incurred \$12.4 million in capital improvement expenditures as part of a multi-year fire station improvement project. In all, the City intends to complete four new fire stations. Funding for the fire station improvements come from the EMS Fund balance and from the issuance of general obligation debt – to be re-paid using EMS Fund revenues.

Effective 2014, costs related to the improvements are recorded in the Capital Improvement Fund. As such, there are planned transfers from the EMS Fund to the CIP Fund.

Starting in 2015, 75% of the EMS billing revenues and contracted billing service expenditures are allocated to the Debt Service Fund to pay principal and interest on the \$15.5 million debt issuance for fire station improvements.

2014 capital equipment expenditures include the replacement of an aerial ladder, pumper and rescue trailer. 2015 equipment purchases include the replacement of two medic units.

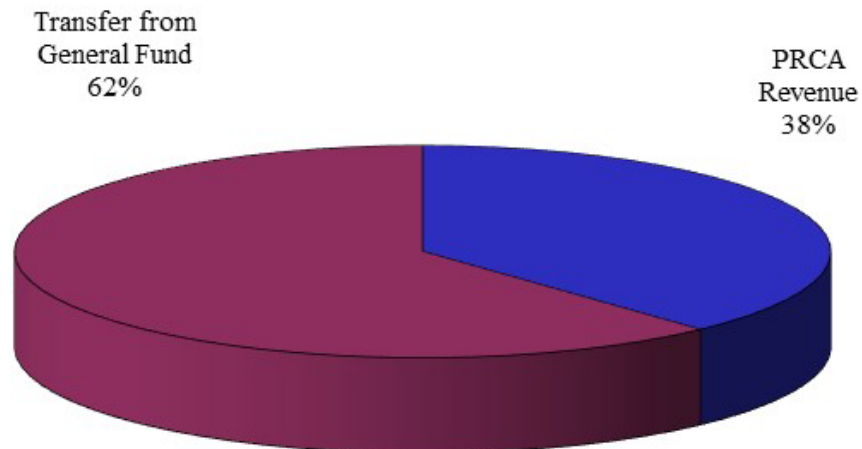
# PARKS, RECREATION & CULTURAL ARTS - FUND 246

This fund was established by the City to track revenues generated and expenditures incurred by Parks, Recreation and Cultural Arts programs and activities. Revenues are an integral part of funding most recreational programs. Therefore, it is important to look at the difference between cost and revenues. Often, the cost of expanding existing programs or of implementing new programs is offset by the receipt of additional revenues.

## Parks, Recreation and Cultural Arts Fund Resources - Fund 246

	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>	Proposed <u>2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	32,755	44,177	328,643	10,363
<b>RECEIPTS:</b>				
Federal and State Grants	19,914	31,557	35,000	35,000
Charges for Services	2,517,138	2,787,579	2,846,000	3,009,000
Rentals	648,750	594,204	702,000	765,000
Concessions	115,052	118,520	133,000	137,000
Other Receipts	<u>136,077</u>	<u>138,118</u>	<u>90,000</u>	<u>114,000</u>
<b>TOTAL REVENUE</b>	3,436,931	3,669,978	3,806,000	4,060,000
Sale of City Assets	29,057	3,701	293,000	0
Transfer from General Fund	<u>5,777,000</u>	<u>6,043,000</u>	<u>5,967,000</u>	<u>6,590,000</u>
<b>TOTAL AVAILABLE</b>	9,275,743	9,760,856	10,394,643	10,660,363

### PARKS, RECREATION AND CULTURAL ARTS FUND 2017 RECEIPTS



*Proposed 2017 Parks, Recreation & Cultural Arts operations will require a \$6,590,000 transfer from the General Fund.*

# PARKS, RECREATION & CULTURAL ARTS FUND 246

The Parks, Recreation, and Cultural Arts Department (PRCA) is responsible for recreation facilities and programs, cultural arts facilities and programs, parks maintenance, and social services. It is accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA).

From environmental education programs to a nationally recognized arts centre to our exceptional fitness programs and facilities we have something for all ages, abilities and interests. We strive to enhance the customer experience through innovation and excellence in service to make Kettering a wonderful place to live, work and play.

## Programs

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### Facilities/Programs

#### **Program Purpose:**

To provide parks, recreation, and cultural arts spaces, places, and programs that make Kettering a premiere community to live, work, and play and to distinguish Kettering as a community of choice.

#### **Program Description:**

The Parks, Recreation, and Cultural Arts Department provides about 4,700 annual recreation and cultural events and programs for all ages and abilities..

- **Kettering Recreation Complex** is a 161,600-square-foot facility that offers drop-in and organized activities, as well as special events throughout the year. Various parts of the facility are available to patrons for private rentals. The wide range of facilities includes: a year-round pool, spa area including a whirlpool, sauna and steam room, summer water park; seasonal ice arena; state-of-the-art fitness center and three group exercise studios (multipurpose/traditional, indoor cycling and TRX); dual full-court gymnasium featuring basketball and volleyball; and a suspended, running/walking track (1/12<sup>th</sup> of a mile). There is also a child-care area, meeting spaces, and a summer/winter concessions operation.
- **Kettering Ice Arena** is located within the Kettering Recreation Complex and is host to youth and adults involved in figure skating, ice hockey, ice skating lessons and leisure skating. The arena was constructed in 1973 and then enclosed and renovated in 1990 as part of the first KRC renovation. The ice surface is 85 feet by 200 feet and oval shaped to meet national standards. The ice is in place for 7 months a year, from September through April. The heated seating area can accommodate 700 spectators. The Kettering Ice Arena is home ice for Dayton Stealth Youth Hockey, Beavercreek Varsity Hockey, University of Dayton Hockey as well as Wright State University Hockey. The KIA also is home to South Dayton Figure Skating Club and Ice Force Synchronized Skating Teams. The Learn to Skate program received the Excellence on Ice award from the Professional Skaters Association for the past 14 years for being a progressive training facility.
- **Kettering Fitness and Wellness Center** is a public fitness center that is located adjacent to the James S. Trent Arena (a 3,600-seat capacity, multi-sport arena) and Kettering Fairmont High School. This fitness center features state-of-the-art fitness equipment, personal viewing screens on all cardiovascular machines, locker rooms, café/lounge and 1/8<sup>th</sup> mile indoor walking/running track. A limited amount of group exercise classes (Boot Camp, Yoga and Core Crunch) are taught in the Trent Arena at various times during the week. A group exercise and cycling room was added in 2015 and offers 16-20 classes/week.
- **Charles I. Lathrem Senior Center** is a multi-purpose senior center featuring a program center that can accommodate up to 360 people, a commercial kitchen, lounge/library, billiards room, and large lobby. When not scheduled for senior programs or by the Recreation Division programs, the facility is available for outside rentals.
- **Polen Farm** is a beautiful, historic rental facility that hosts weddings, graduation parties, and picnics, as well as family reunions and social gatherings. The meticulously maintained and picturesque grounds also serve as an area park when rentals are not occurring.
- **Rosewood Arts Centre** is a community arts and education facility. Included are a gallery space, a theatre, a dance studio, a darkroom, a pottery studio, a jewelry studio, a glass studio, drawing and painting classrooms, seven private studios, and general meeting spaces. Rosewood also hosts the TotLot Preschool Program and the Montgomery County Health Department. Other Miami Valley organizations, including the Kettering Arts Council, Kettering Children's Choir, the Kettering Civic Band, and Richens/Timm Academy of Irish Dance call Rosewood their home. Rosewood is also responsible for signature PRCA events including Art on the Commons.

- **Fraze Pavilion for the Performing Arts** is a 4,300 seat outdoor amphitheater that presents between 50-60 concerts during a summer season that begins Memorial Day and continues through Labor Day. Emphasis is placed on presenting events that reflect the diverse musical and cultural tastes in the Miami Valley while maintaining affordable ticket prices. Approximately 15 of these events are offered at no charge to the public. This is accomplished through the presentation of free signature festivals and other free events. For financial and specific objectives for the Fraze Pavilion, see Fund 247.
- **Civic Commons** is a park located adjacent to the Government Center and is used for performing arts activities and signature festivals throughout the summer and winter. Events include: Art on the Commons, Spass Nacht, Blues Fest, Swamp Romp, The Festival of the Vine, and the Montgomery County Youth and Teen Talent Show. The park also hosts the annual Taste of Kettering, presented by the Kettering-Moraine-Oakwood Chamber of Commerce. In 2015 a new light tower for Fraze was constructed plus major upgrades were completed to the iconic Civic Commons Fountains.
- **Pondview Park and the Habitat Environmental Education Center** provides environmental programs for City of Kettering school children.
- **Splash Pad** at Kennedy Park is a 3,000 square foot facility with various spray features.
- **Rob Dyrdek/DC Shoe Foundation Skate Plaza** is a first-of-its kind street-style skate facility with approximately 40,000 square feet and is designed for street skateboarding by incorporating urban terrain elements such as benches, rails, and ledges.
- The **BMX** track at Delco Park hosts local and national BMX races.
- The **Senior Transportation Program** enables Kettering residents to get to and from medical appointments, grocery shopping, department/CIL programs, etc. The program uses volunteer drivers and dispatchers to transport older residents to necessary appointments for a minimal price per trip. A grant from STEP (Senior Transportation Expansion Program), funded through the Montgomery County Human Services Levy, provides a small reimbursement per ride to enable the City to offer rides to an increased number of older adults.
- **Adaptive Recreation** encompasses a wide variety of programs and services provided for individuals of all ages with varying degrees of disabilities. Programs range from summer day camps to socials, such as dances and trips, to individualized leisure counseling. In addition Kettering PRCA leads the effort to collaborate regionally on training and assessment for recreation accessibility. In 2015 a day-hab program was started in which participants achieved satisfying and rewarding recreation, connections and relationships within their community. Participants experienced fitness opportunities, group exercise classes, swimming, team sports, job skills, crafts, martial arts, and kitchen skills. Our person-centered program raises a level of comfort ability and confidence for the participants. The day-hab allows participants to make choices, develop new skills and meet new friends.
- **Youth Development Programs** include opportunities such as the free Summer Food & Fun program conducted in partnership with the Kettering Police Department. Held in two neighborhood parks, the program provides a summer camp experience for Kettering families in need. The program includes a nutritious snack, dinner, and focuses on building relationships between youth and positive adult role models.
- The **Partners for Healthy Youth** Initiatives include mentoring, the community-wide character campaign, and an effort to increase service opportunities for young people. The Kettering Youth Leadership Academy and Kettering Youth Council are programs provided by Partners for Healthy Youth whose goal it is to make Kettering a place where all young people can grow and succeed. This mission will be enhanced by the implementation of a mentoring campaign and a community-wide day of service. In 2016, a panel was assembled to assess gap needs in the community for underserved youth and families. Gaining direction from information secured from this discussion, PFHY's direction is expected to change in the future, while still offering the youth mentoring and service opportunities.
- **Adult Athletic Leagues** encompass a variety of athletic leagues offered for adults each season. Men's, women's and co-ed leagues are offered for softball, volleyball, sand volleyball, basketball and corn hole. Completion of the Kennedy Park pickleball courts will bring a new adult league offering in the form of pickleball leagues. Additional individual adult sport opportunities are being sought to compliment this program's offering.

- **Youth Sports** of all sorts are offered to every member of the family. Programs include disc golf, soccer, basketball, volleyball, kickball, martial arts, camps and more. The youth sports program area can be broken down into two main themes, sport leagues and youth development programs. Soccer and basketball comprise the youth sports leagues but other recreational activities are provided (kickball, dodgeball, etc.). Sports camps, sport-specific skill development programs, tennis and golf lessons, and martial arts programs comprise our youth development program area. All of our youth sport opportunities are focused on recreation, participation and skill development. They are offered year-round and will vary over time to mesh with local and regional sports culture trends
- **CitySites'** percent for art program recognizes artistic excellence, accessibility to the arts for all people, and the positive impact creativity as on our community and quality of life in the City of Kettering.

### Parks Maintenance

#### **Program Purpose:**

To improve the quality of life and beauty of the community by maintaining the parks, medians, tree lawns, roadsides, and City facility grounds in a safe, clean, and aesthetically pleasing manner.

#### **Program Description:**

- **Maintenance and Operations** - The Parks maintenance division maintains and operates 21 neighborhood and community-sized parks and play fields, a nature center, 32 tennis courts, 41 baseball/softball diamonds, 20 football/soccer fields, 1 self-guided fitness trail, 19 miles of median areas, a plaza-style skate park, two environmental center facilities, and a new environmental education center. Responsibilities include turf care; tree and plant care; athletic field maintenance; general park maintenance; and environmental education programs. A new 6 court pickleball complex was completed in 2016, replacing 4 tennis courts at J.F. Kennedy Park.

### PRCA Objectives

#### **Objectives: Positive Experiences**

1. Meet or Exceed Customer Expectations
  - a. Develop a process to improve the consistency of customer experiences.
    - Develop service standards for the department related to timeliness, courtesy, knowledge, consistency and accessibility.
    - Training & reinforcement for services standards.
    - Measure accomplishment of service standards.
    - Measure customer satisfaction toward meeting or exceeding expectations.
  - b. Identify core audiences for key programs and facilities.
    - Define customer/patron/guest profiles.
    - Identify current and future customer groups and market segments. Determine which customers and market segments to pursue for business growth.
    - Implement efforts to reach new audiences, patrons, customers, users, and guests.
  - c. Improve the overall approach to measuring customer satisfaction.
    - Evaluate surveys to improve quality of feedback gained through evaluations and explore alternative methods for feedback.
    - Improve utilization of evaluation data.
2. Manage the Service Continuum.
  - a. Identify methods to engage and transition customers through the service continuum.
    - Capture – Collect – Capitalize on opportunities.
    - Leverage initial experience to incentivize future engagement.

## **Objectives: Fiscal Strength**

### 1. Wise Allocation/Alignment of Resources

#### a. Evaluate core services.

- Develop an evaluation process to determine future positioning of programs, services, facilities and personnel.
- Create long-term plans to transition programs, services, facilities and personnel based on evaluation results and prioritization.
- Remain committed to progressive planning in all areas (facilities and parks).

#### b. Build strategic alliances.

- Define partnerships and sponsorships.
- Identify service gaps and determine potential partnerships and sponsorships.
- Evaluate partner/sponsor satisfaction.

## **Objectives: Operational Innovation**

### 1. Improve Productivity and Efficiency.

#### a. Leverage technology to strengthen information management process.

- Determine priorities for investment in technology to increase process efficiency.
- Improve data analysis and reports to manage programs, services and facilities.
- Analyze purpose of information collection.
- Improve consistency of reported information.

### 2. Communication 360

#### a. Complete marketing study.

- Develop branding campaign and sub-branding for selected core services and programs.
- Develop tools to measure marketing effectiveness and develop methods to quantify the marketing plan.

#### b. Evaluate and improve interdepartmental communication.

- Identify existing methods and areas for improved sharing of information.
- Strengthen agenda of Quarterly, Supervisors & Leadership meetings.
- Maximize use of the Barn to improve ease of information flow and consistency of content.

#### c. Maximize use of existing methods and networks.

- Utilize statistics recorded from community responses on satisfaction surveys and in recent focus group discussion for marketing.
- Develop and improve social media and email blasts.

## **Objectives: Motivate Employees through Development and Support**

### 1. Encourage Professional Development and Growth.

#### a. Improve the department's human resource process.

- Evaluate and improve the recruitment and hiring process.
- Evaluate and improve the performance evaluations and employee feedback.
- Evaluate and improve the training and orientation processes.

### 2. Strengthen professional development for all staff.

#### a. Develop core competencies by position for continued learning and growth.

#### b. Align training with core competency needs.

### 3. Foster a Positive and Rewarding Work Environment.

#### a. Strengthen commitment to mission and vision.

#### b. Measure employee satisfaction on a regular basis.

<b>Measurements:</b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>
<b><u>Rosewood Arts Centre</u></b>				
Class Enrollment/Attendance	2,764/12,841	2,689/14,792	2,800/14,800	3,000/15,000
Drop-In Studio and Gallery Attendance	3,776	3,907	4,000	4,250
Special Events Attendance	14,367	23,530	23,600	24,000
Facility Rental Attendance	18,903	31,779	32,000	32,000
Total Attendance	49,887	74,008	74,400	75,250
<b><u>Recreation Classes/Programs</u></b>				
Aquatics Class Enrollment	2,532	2,225	2,350	2,500
Arena Class Enrollment	966	938	950	1,000
Sports Activities Enrollment	2,416	2,259	2,345	2,500
Adult & Martial Arts Program Enrollment	1,112	1,447	1,400	1,400
Senior Adult Leisure Attendance	59,835	57,950	58,074	58,000
Fitness/Wellness Class Enrollment (both centers)	4,921	5,928	5,592	6,000
Number of Adult Sports League Players	6,163	5,893	6,256	6,500
Special Populations/ Camp Enrollment	209	245	275	275
Special Event Attendance	74,207	75,872	42,047	75,000
Pre School/Youth/Adult Program/Camp Enrollment	3,423	3,936	4,133	4,000
Tot Lot Enrollment	60	69	78	80
Total Overall Program/Class Enrollment	155,844	156,762	123,500	157,255
<b><u>Recreation Drop-Ins and Pass Visits</u></b>				
Swimming	104,193	108,398	110,000	111,000
Skating	15,363	9,891	10,000	10,500
Nursery	5,589	5,249	5,755	5,700
Gymnasium	5,320	5,181	7,158	7,000
Walking/Running Track (KRC)	46,598	46,227	38,000	40,000
Walking/Running Track (KFWC)	17,445	17,445	17,055	18,000
Fitness Room/Aerobics (KRC)	185,639	180,028	171,495	175,000
Fitness Room/Aerobics (KFWC)	99,380	94,923	106,666	107,000
Total Attendance	479,527	467,342	466,129	474,200
<b><u>Recreation Rentals Attendance</u></b>				
Polen Farm	20,657	24,803	19,680	20,000
Aquatics	24,337	23,674	24,000	24,000
Arena	45,875	55,647	56,000	60,000
KRC/Senior Center	24,357	15,932	16,686	16,500
Gymnasium	62	681	800	800
Total Attendance	115,288	120,737	117,166	121,300



## Parks, Recreation & Cultural Arts Expenditures — PRCA Fund (Keys 2400-2455)

<b>OPERATING COSTS:</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	5,321,451	5,426,929	5,696,890	6,263,900	58.82%
<b>Operating Expenditures</b>	3,852,061	3,936,409	4,359,390	4,305,200	40.42%
<b>Capital Equipment Expenditures</b>	<u>58,054</u>	<u>68,875</u>	<u>328,000</u>	<u>81,000</u>	<u>0.76%</u>
<b>Total</b>	9,231,566	9,432,213	10,384,280	10,650,100	100.00%

Each year, the Parks, Recreation and Cultural Arts budget is revised to reflect changes in programming and facilities. A cost of service model is used during the budget process to help examine cost recovery levels. The proposed 2017 budget reflects a 0.8% increase in operational subsidy over the 2016 budget and a 0.2% increase over the estimated 2016 level. Revenue increases for 2016 and 2017 are anticipated at 3.7% and 6.7% respectively. The PRCA staff shall continuously monitor revenues and make expenditure adjustments as needed to mitigate the need for additional general fund subsidy dollars.

Part-time and temporary recreation personnel hours fluctuate each year according to changes in programming. The goal of the PRCA Department is to add recreation-related personnel hours only if sufficient revenues will be gained to offset the increase. During 2014, the PRCA Department proposed a reorganizational plan to improve alignment of personal resources in the department with the intent to increase efficiency in operations, enhance communication, produce better products/services to customers, and to clearly outline advancement opportunities and a succession plan process. New pay grade levels/job titles include Superintendents, Administrators, Managers, Supervisors, and Coordinators. The impact is an increase of two additional full-time employees coupled with a reduction in part-time personnel hours. New positions are italicized in the Staffing Level chart below. During 2015, a regular part-time Art Program Coordinator (0.66 fte) was converted to full-time status. Staffing changes for 2016 include a new regular part-time Facility Coordinator for Polen Farm to provide direct oversight for all weekend events and a conversion of the regular part-time Environmental Education Coordinator to a full-time Supervisor for an expansion of the Habitat Center's program offerings. For 2016 and 2017, a change in the Parks Maintenance staffing model is designed to address challenges with PPACA implications, wage competitiveness, and skill levels. The Parks Maintenance division will hire regular part-time Assistant Crew Leaders and correspondingly reduce temporary part-time Groundskeeper hours.

2016 capital equipment expenditures include a new one-ton pickup truck for the new snow and ice model. Also included are the replacement of vehicles for use by the Parks Maintenance crews including (2) utility vehicles, a tractor, a tree tower, and a truck bed. Proposed 2017 capital purchases include (3) riding mowers and (2) multi-use turf maintenance units.

### Staffing Levels\*

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b>Director</b>	1	1	1	1
<b>Parks Superintendent</b>	1	1	1	1
<b>KRC/CIL Manager/<i>Facility Administrator</i></b>	1	1	1	1
<b>Sports&amp;Fitness Manager/<i>Administrator</i></b>	1	1	1	1
<b>Cultural Arts Superintendent/<i>Administrator</i></b>	1	1	1	1
<b>Business Service Manager/<i>Administrator</i></b>	1	1	1	1
<b>Manager Programs/Special Projects</b>	1	0	0	0
<b>Parks Supevisors/ <i>Managers</i></b>	2	2	2	2
<b><i>Program Manager</i></b>	0	1	1	1
<b><i>Arena/Aquatics Manager</i></b>	0	1	1	1
<b>Supervisors Recreation</b>	3	4	5	5
<b>Communications&amp;Marketing Mgr/<i>Supervisor</i></b>	1	1	1	1
<b>Recreation &amp; Cultural Arts Coordinators</b>	6	7	7	7
<b>Parks Service Workers</b>	12.5	12.5	12	12
<b>Secretary</b>	1	1	1	1
<b>Clerical/Aide</b>	3.3	3.5	3.5	3.6
<b>Part-time &amp; Temp. Rec./Arts Personnel</b>	68.5	65.7	67	70.8
<b>Part-time &amp; Temp. Parks Personnel</b>	<u>23.5</u>	<u>23.5</u>	<u>24.6</u>	<u>21.9</u>
<b>Total</b>	127.8	128.2	131.1	132.3

\*New position titles are italicized.

# FRAZE PAVILION OPERATIONS

# FUND 247

This fund is created to record the revenues and expenses of the Frazee Pavilion operations. The Frazee Pavilion is a 4,300-seat outdoor amphitheater featuring the best in local, regional, and national entertainment from Memorial Day through Labor Day. Programming goals include presenting genres of music for everyone from country to jazz, blues to popular; as well as offering affordable tickets for these performances. Currently completing the 25th year of operation, Frazee Pavilion has presented some of the most recognizable names in the concert industry: Willie Nelson, BB King, Bonnie Raitt, Michael Buble, Huey Lewis, Reba, Harry Connick Jr, Crosby Stills & Nash, Santana, George Jones, Ringo Starr, Lady Antebellum, Jim Gaffigan, ZZ Top, Earth Wind & Fire, Journey, Kris Kristofferson and Bob Dylan. The largest attended events of the 2016 season were the 6th annual Kickin Chicken Wing Fest and the August 2016 Bacon Fest - both presented in conjunction with the MiamiValley Restaurant Association. New for 2016 was Boulevard Bash – a food truck festival with 25 food trucks surrounding Lincoln Park in celebration of 25 years of programming! 2016 shows that played to sold out audiences included Jake Owen, I Love the 90s, The Menus, Foreigner/Guess Who, Lady Antebelleum, Jim Gaffigan, Atlanta RhythmsSection/Pure Prairie League, Get the Led Out and Bonnie Raitt. In 2016 we also offered 3 free concerts – Blood Sweat & Tears, Grand Funk Railroad and The Spinners to celebrate 25 seasons!

The construction cost of Frazee Pavilion was \$2.4 million and was financed entirely with donations. In 2016, new patio furniture was purchased for the upgraded patio area by the fountains in Lincoln Park. The expenditures and measurements shown below include all programming and operation costs, including all free activities. The 2016 amounts are slightly higher due to free community events and signature concerts associated with Frazee Pavilion’s 25<sup>th</sup> Anniversary Season. The proposed 2017 budget reflects a return to normal programming.

### Objectives:

1. Maintain a programming mix reflective of Kettering and regional tastes.
2. Showcase local musicians or bands as opening acts as allowed by artists.
3. Continue to provide quality cultural festivals at the Frazee/Civic Commons such as Spass Nacht, Blues Festival, Louisiana Swamp Romp, Festival of the Vine, Bacon Fest and the Kickin Chicken Wing Fest.

### Measurements:

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b><u>Frazee Pavilion/Civic Commons</u></b>				
Number of Ticketed Performances	32	31	32	30
Ticketed Performance Attendance	89,446	94,498	87,200	85,000
Number of Rental Performances	7	4	5	5
Rental Performance Attendance	21,056	10,029	10,825	15,000
Ticket Sales	\$3,634,994	\$3,442,457	\$3,573,458	\$3,200,000
Number of Festivals (Events in Park)	13	13	14	14
Festival (Events in Park) Attendance	54,600	55,742	83,250	55,000
Number of Free Concerts	3	3	6	3
Free Concert Attendance	2,500	4,000	14,786	3,500
Total Concert/Festival Attendance	168,602	164,269	196,061	165,000



*The City of Kettering’s Frazee Pavilion for the Performing Arts*

## Fraze Pavilion Operations Fund Resources and Expenditures (Keys 2200-2210)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	1,679,456	2,176,585	2,474,457	1,974,657
<b>RECEIPTS:</b>				
State Grants	0	0	0	0
Charges for Services	2,927,697	2,701,111	3,110,000	2,565,000
Rentals	255,473	215,308	181,000	200,000
Concessions	1,179,497	1,107,202	1,230,000	1,000,000
Sponsorships	522,878	507,917	475,000	400,000
Miscellaneous	<u>59,628</u>	<u>50,879</u>	<u>45,000</u>	<u>5,000</u>
<b>TOTAL REVENUE</b>	4,945,173	4,582,417	5,041,000	4,170,000
Transfer from General Fund	0	0	0	0
<b>TOTAL AVAILABLE</b>	6,624,629	6,759,002	7,515,457	6,144,657
<b>OPERATING COSTS:</b>				
Personnel Expenditures	952,533	1,043,297	1,227,520	1,198,900
Operating Expenditures	3,495,511	3,241,248	4,313,280	3,271,100
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL OPERATING COSTS</b>	4,448,044	4,284,545	5,540,800	4,470,000
<b>CAPITAL IMPROVEMENTS:</b>				
Parks & Recreation	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	0	0	0	0
<b>GRAND TOTAL</b>	4,448,044	4,284,545	5,540,800	4,470,000

Costs shown above include all programming and operation costs, including free activities. The actual season results for the 2014 and 2015 seasons were profits of \$497,000 and \$298,000 respectively. The estimated results for the 2016 season reflect expenditures and encumbrances exceeding revenues by \$499,800. This is largely due to increased expenditures associated with celebrating the 25<sup>th</sup> Anniversary season. An increased number of national acts were presented in 2016 - three of which were presented free to the community and region. As such, personnel, technical requirements, and artist fees also increased. The proposed 2017 budget reflects a return to normal Fraze programming.

No general fund dollars have been transferred to the Fraze Pavilion operations fund since 2006. However, the annual budgeted general fund subsidy has remained \$300,000 since 2010. While this level of subsidy is typically not needed, conservative budgeting practices are used to ensure appropriate funding levels are available since the outdoor facility is subject to unpredictable weather conditions and other external factors

### Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>General Manager</b>	1	1	1	1
<b>Operations Manager</b>	1	1	1	1
<b>Supervisor</b>	1	1	1	1
<b>Part-time Staff</b>	<u>20.4</u>	<u>20.4</u>	<u>20.4</u>	<u>20.4</u>
<b>*Total employed to be controlled by budget dollar authorization</b>				
<b>Total</b>	23.4	23.4	23.4	23.4

# DESC REUSE FUNDS

# FUNDS 260-262

On May 21, 1993, the Base Realignment and Closure Commission recommended the realignment of the Defense Electronics Supply Center (DESC) and the closure of Gentile Air Force Station (AFS). DESC was directed to relocate to Columbus, Ohio, and the AFS was scheduled for closure in December 1996.

The DESC Reuse Committee was formed in October 1993, consisting of representatives from Kettering, Dayton, Montgomery County, the State of Ohio, public utilities and the private sector. The DESC Reuse Office, established by the City in March 1994, was formed to coordinate the reuse effort. Approximately one year later, the base reuse plan was completed and proposed a mixed-use office and light industrial park.

The DESC Reuse Funds were created to record the revenues and expenditures associated with the development, construction and marketing of the Kettering Business Park. A significant portion of the cost of the conversion was funded by federal and state grants. During 2005, the existing Defense Finance and Accounting Service (DFAS) facility was recommended for closure by the Base Realignment and Closure (BRAC) Commission 2005 process. This recommendation resulted in the loss of 425 jobs. In 2005/2006, the City relocated the Kettering Municipal Court and Fire Headquarters to the Kettering Business Park. In 2007 and 2008, the City worked in conjunction with the Kettering Development Corporation to demolish Building #47 – a 240,000 square foot warehouse facility that stood vacant since the 1995 BRAC decision. The demolition of Building #47 created approximately 15 to 16 acres of available land at the Kettering Business Park. In April of 2013, Building #45 (1050 Forrer Boulevard), previously leased to the Federal Government, was returned to the City of Kettering. In 2015, Building #45 was sold to a private corporation. In late 2004, the last remaining parcel of land was transferred to the City. In 2017, plans for DESC Reuse include the construction of a neighborhood park and continued residential development on this parcel, and the upgrade of signage throughout Kettering Business Park.

### KEY OBJECTIVES

1. Implement the full reuse of the DESC/Gentile facility by attracting high-quality employers.
2. Pursue funding for the revitalization of the existing vacant buildings or demolition to create green space.
3. Coordinate the City's efforts with federal, state and local agencies to facilitate the re-use of the DFAS facility.
4. Partner with a private developer for a residential development on the south portion of the site.

### **DESC Reuse Funds Resources and Expenditures**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	39,174	73,672	54,117	10,517
<b>RECEIPTS:</b>				
Federal Grants	0	0	0	0
State Grants	0	0	0	0
Rental of Land & Buildings	68,580	69,729	69,000	70,000
Reimbursements	<u>14,013</u>	<u>14,153</u>	<u>12,000</u>	<u>12,000</u>
<b>TOTAL REVENUE</b>	82,593	83,882	81,000	82,000
Sale of City Assets	54,535	0	0	0
Transfer from/(To) the General Fund	160,000	147,000	87,000	182,000
<b>TOTAL AVAILABLE</b>	336,302	304,554	222,117	274,517
<b>OPERATING COSTS:</b>				
DESC Leasing Activities	<u>262,630</u>	<u>250,437</u>	<u>211,600</u>	<u>264,000</u>
<b>TOTAL OPERATING COSTS</b>	262,630	250,437	211,600	264,000
<b>CAPITAL IMPROVEMENTS: *</b>				
Grant projects	0	0	0	0
<b>TOTAL CAPITAL IMPROVEMENTS</b>	0	0	0	0
<b>GRAND TOTAL:</b>	262,630	250,437	211,600	264,000

\*Please see the Capital Improvement Program Fund for further costs and details of projects scheduled for the improvements at the former DESC property.

## **SPECIAL GRANTS AND PROGRAMS FUND**

The Special Grants and Programs Fund is established to handle the transactions of multiple grants and programs. This fund allows for strict accounting controls but eliminates the need to continually create new funds. The following is an overview of the various programs included in this fund.

The Frazee Contributions Fund tracks contributions and fan club memberships received for capital improvements to the Frazee Pavilion Amphitheater and facility. The 2014 projects include concession building improvements and new equipment, guest seating replacements, various ADA improvements, and a sound galley. 2015 projects include a master plan and new spotlight tower. For 2017, trench modifications and concrete repairs are planned.

The Court computerization/automation program is established per state law. The program, began in 1993, allows court costs to be earmarked to improve Court-related paperwork through new technology. During 2001, a Municipal Probation Services fund was established by Court Order and contains all probation fees collected by the Clerk of Courts and paid to the City Treasury. These fees are disbursed at the request of the Municipal Court, and are generally used to pay for probation officers' salaries and benefits. This fund is also used to account for fees and expenditures associated with the driving school program implemented by the Court in 2002. Special Project funds are established by court order to track additional court filing fees and may be disbursed upon order of the Court.

The Law Enforcement Trust Fund accounts for the receipt and expenditure of monies received from forfeited assets and drug funds. The Law Enforcement Trust Fund term actually describes a collection of sub-funds including the US Treasury Equitable Sharing Fund, Law Enforcement Trust Fund, Drug Enforcement Fund, Federal Furtherance of Justice Fund, Drug Education Fund and the DUI Enforcement Fund. Monies are received into these funds through the County Prosecutor's office, County Clerk of Courts and the Federal Courts. Although it is difficult to project how much money the City will actually receive each year, we have developed estimates for budget purposes. Expenditures are limited to law enforcement purposes and require the advance approval of the Police Chief and City Manager. Other sub-funds include various grants for equipment or personnel expenditures.

The Other Special Grants and Programs category includes a variety of grants or programs, some of which are renewed each year and others that are for a short term only. Some of the on-going grants and programs include the Healthy Youth Task Force Grant, Regional Transit Authority grants, the Kettering Memorial Fund and the Christmas Day Dinner Fund. The Healthy Youth Task Force Grant provides funding from the Ohio Department of Mental Health and Addiction Services for various youth services. The Regional Transit Authority (RTA) Community Grant Program promotes transit-related planning and development in the RTA service area to enhance mobility alternatives for Montgomery County residents. The City of Kettering uses these grant funds for the construction of bus stops located throughout the City. The Kettering Memorial Fund is used to account for donations to Kettering Firefighters/Paramedics. The Christmas Day Dinner Fund is used to account for donations to the Kettering Volunteers Annual Christmas Party. In 2005 through 2016, the Kettering Parks Foundation contributed funds to the City designated for the Parks, Recreation and Cultural Arts Department's Financial Assistance Program. These funds will be used by the City as a grant to certain individuals to reduce fees charged by the City for programs, camps or other services offered by the PRCA Department.

The Wireless 911 Government Assistance Fund is used to track county disbursements of the surcharges collected by wireless service providers and resellers for the implementation of wireless enhanced 9-1-1. The surcharge is imposed on each wireless telephone number of wireless subscribers within Ohio. The 2015 and estimated 2016 expenditures include the implementation next generation 911 emergency services and purchase of dispatch consoles.

Also included in the Other Special Grants and Programs category are grants and programs for one-time purchases or special non-recurring programs. An example is the acceptance of a \$4,319 Recycling Incentive Grant from the Montgomery County Solid Waste District for the purchase of fifty 60-gallon recycling containers. The City of Kettering provides matching funds of \$1,851. Another example is the acceptance of a \$21,797 Ohio Access to Recreation Grant from the Dayton Foundation for the purchase of equipment to be used in the Parks, Recreation & Cultural Arts Department's adaptive recreation programs.

## Special Grants and Programs Fund Resources and Expenditures

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	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>	<u>Proposed</u> <u>2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	3,608,374	3,092,193	2,426,552	2,149,852
<b>RECEIPTS:</b>				
Fraze Contributions	144,150	130,350	92,000	92,000
Regional Transit Authority Grant	0	0	21,000	0
Access to Recreation Grant	0	24,997	0	0
Wireless 911 Tax	128,871	134,239	130,000	130,000
Court Computerization and Special Programs	448,890	533,687	566,000	524,000
Law Enforcement Funds	43,865	52,290	38,000	19,000
Other	<u>132,856</u>	<u>181,748</u>	<u>134,000</u>	<u>3,000</u>
<b>TOTAL REVENUE</b>	898,632	1,057,311	981,000	768,000
Transfer from General Fund	4,042	35,578	7,200	0
Other Financing Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL AVAILABLE</b>	4,511,048	4,185,082	3,414,752	2,917,852
<hr/>				
<b>OPERATING COSTS:</b>				
Court Computerization and Special Programs	429,924	502,578	512,360	575,790
Police Law Enforcement Funds	78,688	86,260	72,000	72,000
Other	<u>232,815</u>	<u>565,892</u>	<u>625,540</u>	<u>292,000</u>
<b>TOTAL OPERATING COSTS</b>	741,427	1,154,730	1,209,900	939,790
<b>CAPITAL IMPROVEMENTS:</b>				
Pondview Park Improvements	0	0	0	0
Handicap Accessible Improvements	14,910	0	0	0
Fraze Capital Improvements	662,518	597,726	35,000	112,000
RTA Grants	<u>0</u>	<u>6,074</u>	<u>20,000</u>	<u>0</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	677,428	603,800	55,000	112,000
<b>GRAND TOTAL</b>	1,418,855	1,758,530	1,264,900	1,051,790

# COMMUNITY DEVELOPMENT BLOCK GRANT FUND

This fund is used to record revenues and expenditures from the federally funded programs known as the Community Development Block Grant Program, HOME Investment Partnership Program, Neighborhood Stabilization Program Funds, and CHIP (Community Housing Improvement Program) funds from the State of Ohio Development Services Agency. These programs are designed to assist the City in addressing community needs. They provide low interest loans to income-eligible homeowners to make repairs to their home, down-payment and closing cost assistance to first-time homebuyers, low interest loans to businesses to retain or create jobs and financing to assist in the purchase, rehabilitation and sale of homes to income-eligible families. Please refer to the General Fund - Planning & Development section of this document for program data relating to this fund.

## Community Development Block Grant Fund Resources and Expenditures\*

	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>	<u>Proposed</u> <u>2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1*	1,135,236	1,128,542	1,355,009	1,059,609
Restricted: Loans Receivable	<u>1,063,850</u>	<u>826,731</u>	<u>820,103</u>	<u>823,000</u>
NET BALANCE	71,386	301,811	534,906	236,609
<b>RECEIPTS:</b>				
Federal Grants	702,586	1,133,520	1,000,000	1,079,000
State & Local Grants	72,935	0	0	0
Investment Earnings	2,424	3,213	1,000	0
Sale of City Assets	7,239	113,366	127,000	0
Reimbursements & Misc.	<u>10,412</u>	<u>6,041</u>	<u>12,000</u>	<u>0</u>
TOTAL RECEIPTS	795,596	1,256,140	1,140,000	1,079,000
Transfer from General Fund	<u>32,583</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL AVAILABLE</b>	899,565	1,557,951	1,674,906	1,315,609
<b>OPERATING COSTS:</b>				
Community Housing Improvement Program	(17,144)	45,506	50,900	8,000
Neighborhood Stabilization Program	76	2,375	1,200	0
Neighborhood Stabilization Program II	9,687	18,831	24,600	25,000
General Administration	351,995	127,159	129,000	135,500
Fair Housing	34,100	32,000	34,000	34,000
HOME Funds	258,805	202,997	390,000	370,000
Housing Rehabilitation	(10,755)	231,179	288,000	297,000
Business Loan Program	51,045	0	62,100	0
Senior Resource Program	<u>21,909</u>	<u>31,277</u>	<u>17,600</u>	<u>26,200</u>
TOTAL OPERATING COSTS	699,718	691,324	997,400	895,700
<b>PROGRAMS AND CAPITAL IMPROVEMENTS:</b>				
Neighborhood Improvements	12,115	32,037	50,000	85,000
Lead Based Paint Removal	0	0	0	30,000
Neighborhood Stabilization Program	9,404	17,732	0	0
Neighborhood Stabilization Program II	3,820	164,199	243,000	83,000
Clearance and Demolition	7,656	33,406	38,000	35,000
Disposition	27,190	34,972	77,000	29,000
Fire Safety & Code Enforcement	2,422	18,878	5,000	5,000
Acquisitions	0	37,125	25,000	32,000
Moving Ohio Forward Demolition Grant	<u>72,548</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS	135,155	338,349	438,000	299,000
<b>GRAND TOTAL</b>	834,873	1,029,673	1,435,400	1,194,700

\* Activity in this Fund has been stated on the General Accepted Accounting Principles (GAAP) basis consistent with other budgeted funds. The beginning Fund balance includes the amount of loans outstanding and accordingly is restricted.



CITY OF KETTERING



**DEBT SERVICE FUNDS****FUNDS 315 - 318**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	834,621	901,840	1,116,296	1,073,256
<b>RECEIPTS:</b>				
General Property Tax	766,172	735,848	748,000	750,000
Tax Increment Revenue	0	0	0	0
Homestead & Rollback	119,681	114,402	114,000	114,000
Charges for Services	94,055	1,185,257	1,125,000	1,125,000
Investment Earnings	15,709	13,241	10,000	8,000
Special Assessments	0	0	0	0
Reimbursements & Miscellaneous	<u>46,344</u>	<u>43,618</u>	<u>40,000</u>	<u>40,000</u>
<b>TOTAL REVENUE</b>	<b>1,041,961</b>	<b>2,092,366</b>	<b>2,037,000</b>	<b>2,037,000</b>
Transfer from General Fund	435,000	424,000	402,000	404,000
Proceeds of General Obligation Bonds	0	2,215,000	0	0
Premium on Bond Issuances	0	99,567	0	0
Payment to Refunded Bond Agent	0	(2,264,714)	0	0
<b>TOTAL AVAILABLE</b>	<b>2,311,582</b>	<b>3,468,059</b>	<b>3,555,296</b>	<b>3,514,256</b>
<b>DEBT SERVICE:</b>				
Contractual Services	452	86,234	60,000	62,000
Bond Principal	695,000	1,270,000	1,385,000	1,430,000
Special Assessment Bond Principal	0	0	0	0
Revenue Bond Principal	0	0	0	0
Note Principal	174,734	170,945	162,660	157,543
Bond Interest	528,623	814,612	865,393	826,968
Special Assessment Bond Interest	0	0	0	0
Revenue Bond Interest	0	0	0	0
Note Interest	<u>10,933</u>	<u>9,972</u>	<u>8,987</u>	<u>7,977</u>
<b>GRAND TOTAL</b>	<b>1,409,742</b>	<b>2,351,763</b>	<b>2,482,040</b>	<b>2,484,488</b>

During 2015, the City issued \$17.7 million general obligation debt. \$2.2 million of the bond proceeds were to advance refund the City's Series 2005 Court Facility bonds. \$15.5 million of the bond proceeds will partially finance the construction of four new fire stations as part of the City's Fire Station Improvement Plan. (Please see the Capital Improvement Fund for project details.) Effective 2015, 75% of the EMS billing revenues and contracted billing service expenditures will be allocated to the Debt Service Fund to pay \$1,055,000 in annual principal and interest on the \$15.5 million debt issuance.



CITY OF KETTERING

**2017 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS**

The Capital Improvement Program includes expenditures related to the acquisition, expansion or rehabilitation of the City's physical infrastructure and facilities. Each proposal is evaluated according to its impact on achieving tactics in the strategic plan, as well as its long run and short run cost effectiveness. The City places emphasis on those projects for which federal or state funding is available.

The Capital Improvement Fund's estimated 2016 expenditures of \$27.5 million and proposed 2017 expenditures of \$17.5 million show Council's commitment to the rebuilding and maintaining of the community's infrastructure and neighborhoods.

Capital improvement highlights from 2016 include \$11.3 million for fire station improvements, \$2.9 million for the resurfacing of East Stroop Road, and \$1.2 million for the resurfacing of West Stroop Road. Improvements of \$750,000 were made at Civic Commons including new lighting, pavers and stone edging around the pond. Other 2016 projects include the residential rebuild on Valleywood, the new Prugh Woods Drive, pond edging at Delco Park, and a 75% federally funded citywide upgrade to the City's signal system. These are in addition to the City's regular programs such as the curb/drive approach/sidewalk repair, asphalt resurfacing, and thoroughfare improvements.

Please see the following program highlights for detailed information on the City's proposed 2017 capital improvements.

**Traffic Controls (\$270,000)****Annual Program (\$108,000)**

Funding is provided in 2017 for traffic control maintenance items, a fiber optic connection from Fire Station #34 to two intersections, the pavement marking program and miscellaneous traffic control needs.

**Impact on operating budget: Traffic Controls**

Making ongoing investments and upgrades to the City's traffic control hardware will allow the City to stay current with new technology and reduce the amount of man-hours necessary for traffic signal hardware maintenance.

**Citywide Traffic Signal System Upgrade carryover (\$162,000)**

This project, estimated at \$2.8 million, was largely completed during 2016. The proposed 2017 budget includes \$162,000 carried over from 2016 to finish the construction. The project involves a complete upgrade to all of the City's traffic signals. It includes upgrading traffic system central software and hardware; upgrading all traffic signal controllers; upgrading conflict monitors with central system communication capabilities; replacing older fiber optic cameras with upgraded cameras and improved camera communications; upgrading school flashers with LEDs; creating fiber optic redundant links; retrofitting traffic signal cabinets with UPS battery backups; and retrofitting curb ramps as needed per ADA requirements. This is a federally funded project at a 75% level.

**Impact on operating budget: Citywide Traffic Signal Upgrade**

The proposed upgrades to the City's traffic signal infrastructure will be more reliable than the current hardware, thus time spent maintaining the system will be reduced. The new technology will allow the system to be controlled remotely when needed, reducing the need for technical staff to physically come into work during non-working hours to correct problems that might occur. Also the battery backup systems will reduce the need for staff to come into work during power outages to set up temporary generators, as the signals will be able to run under their own power for a period of time until the main power is restored. This will lead to a reduction in the amount of overtime needed during severe weather events.

**Street Surfacing and Roadway Improvements (\$5,534,000)**

This program consists of concrete and asphalt maintenance on various thoroughfares and residential streets throughout the City of Kettering as determined and recommended by the pavement management system and the 5-year capital improvement program as approved by City Council and used in the Engineering Department.

**Annual Program (\$1,000,000) and Thoroughfare Maintenance (\$380,000)**

The City's annual asphalt resurfacing program, proposed at \$1.0 million in 2017, consists of general asphalt resurfacing, parking lot improvements, concrete repair, asphalt rejuvenator and other miscellaneous roadway improvements. This program focuses primarily on the resurfacing of residential streets that are not slated for more significant improvements within the next 15-20 years. The 2017 Thoroughfare Arterial & Collector program includes the resurfacing of Wagner Road from Stroop to the Corp. Line, a portion of Big Hill and Winding Way, and the intersection at Research & County Line Road.

#### Impact on operating budget: Annual Program and Thoroughfare Maintenance

This program has a significant positive effect on the City's operating budget, specifically with regard to the Public Service Department's asphalt resurfacing budget. Man-hours and materials for maintenance of the asphalt roadways resurfaced under this program are greatly reduced for at least the first 10 years after resurfacing.

#### Oak Creek Improvements (\$450,000)

This project involves concrete repair to existing curb, sidewalk, drive approaches, and handicap ramps; as well as the resurfacing of existing roadways with a new asphalt surface. Improvements will be made in the section of the Oak Creek neighborhood that is east of Bigger, north of Whip and south of Rahn.

#### Impact on operating budget: Oak Creek Improvements

This project has a positive effect on the City's operating budget, specifically with regard to the Public Service Department's asphalt resurfacing budget. Man-hours and materials for maintenance of the asphalt roadways resurfaced under this program are greatly reduced for at least the first 10-15 years after resurfacing, allowing budget dollars to be spent on other roadways that are in need of repairs.

#### Curb, Gutter, Sidewalk and Drive Approach Repair Program (\$800,000)

This is a program that preserves the City's improved roadway infrastructure, repairs sidewalks, and enhances the appearance of the City's neighborhoods. The cost for replacement of concrete is assessed to property owners. The 2017 program includes \$175,000 for targeted sidewalk repairs for areas posing potential safety hazards in the Benfield and Kenosha neighborhood. The 2017 program also includes \$625,000 for Braddock Street, from Stroop to Olsen, and side streets in this area. Montgomery County Environmental Services has received OPWC funding to replace the water mains along Braddock Street from Stroop to Olsen. The City's portion of the project will resurface the streets and perform curb, gutter, sidewalk, & drive approach repairs as necessary. A portion of the City's paving cost is funded by the OPWC grant.

#### Shroyer Road Resurfacing: East Stroop to Oakwood North Corp. Line (\$2,189,000)

This joint project with the City of Oakwood involves a 2.5" mill and overlay of Shroyer Road from E. Stroop Road north through the City of Oakwood. Concrete base/joint repairs, and curb/sidewalk/drive approach repairs will be made as necessary. Federal funds are projected at a 60% level.

#### Impact on operating budget: Shroyer Road Resurfacing

This project has a positive effect on the City's operating budget, specifically with regard to the Public Service Department's asphalt resurfacing budget. Man-hours and materials for maintenance of the asphalt roadways resurfaced under this program are greatly reduced for at least the first 8-10 years after resurfacing, allowing budget dollars to be spent on other roadways that are in need of repairs.

#### Ghent Bridge Replacement (\$400,000)

This joint project with Montgomery County involves the removal and replacement of the existing bridge that carries Ghent Avenue over the Little Beaver Creek. Ohio Public Works Commission will provide 50% funding

#### Impact on operating budget: Shroyer Road Resurfacing

The bridge's current triple-barrel design lends itself as a maintenance "trouble spot" as debris tends to collect on the upstream end. Overtopping of the bridge by floodwaters is common during high water events. The replacement will have a positive effect on the City's operating budget by reducing maintenance man-hours.

#### Prugh Woods Drive (\$155,000)

This TIF project began in 2016 and will continue in 2017. The project involves a new roadway connection from East Dorothy Lane to the Kettering Recreation Complex, on vacant land that the City owns. A bicycle & pedestrian pathway will also be constructed adjacent to the new roadway. This project is being constructed along with a proposed housing development that will build approximately 37 new single-family homes on a portion of the City-owned property that will be sold to a developer. The proposed 2017 budget includes a \$75,000 carryover from 2016 for construction and \$75,000 new funding for landscape design, landscaping, irrigation and signage.

#### Impact on operating budget: Prugh Woods Drive

In the short- to medium-term, there will be minimal impact on the operating budget as the new roadway will require minimal maintenance other than snow and ice removal during winter. This is the expectation for at least the first 10 years of the roadway's life before infrastructure maintenance activities may be necessary.

#### Other Roadway Projects

Other smaller scale improvement and engineering/design costs for future roadway improvements are also included in the 2017 Capital Improvement Plan.

## **Streetscape Improvements (\$945,000)**

### **Wilmington Pike Improvements (\$880,000)**

Funding is provided in 2017 for proposed improvements to Wilmington Pike as a result of the “City of Kettering Wilmington Pike Improvement Plan”. In 2013, a special task force, headed by Mayor Patterson, studied and created a plan for the long term improvement of the Wilmington Pike corridor. The plan contains recommendations for strategies and tasks to implement significant infrastructure and land improvements. The 2017 budget includes \$880,000 for streetscape improvements as part of this plan. Specifically, a multi-use path, street lights, and landscaping are planned for the west side of Wilmington Pike from Stroop Road to Marshall Road.

#### **Impact on operating budget: Wilmington Pike Improvements**

Minimal impacts on the operating budget are anticipated as a result of this project.

In addition to the above projects, the proposed 2017 Streetscape budget includes \$10,000 for the painting of poles and bus stops; and \$55,000 for the replacement of street lights on Spaulding Road.

### **Drainage (\$40,000)**

Miscellaneous Drainage is not a single project but rather a series of small projects where intervention will be cost-effective in the long run. Items in this section include, but are not limited to, the replacement of small culverts on the City roadways, and the purchase and installation of erosion control materials where it proves to be cost-effective. These are generally done in conjunction with corresponding street improvements but may be done on an individual basis if it proves cost-effective.

**Impact on operating budget:** Capital repairs to the drainage infrastructure, in the long run, reduce the need to continually assess and repair temporary damage done by heavy rainfall. We are currently estimating that our annual drainage capital improvement funding reduces the operating costs by \$4,000 per year.

## **Parks, Recreation & Cultural Arts (PRCA) Improvements (\$3,098,000)**

### **Annual Program (\$864,000)**

The 2017 budget includes funding for annual projects such as the repair of water park amenities, Recreation Center water line replacements, locker room improvements, fencing replacements, concrete repairs, and the colorcoating of tennis and basketball courts.

**Impact on operating budget:** The miscellaneous annual projects included in the PRCA capital improvement plan involve upgrading or replacing existing structures and result in an immaterial impact on the operating budget.

### **Gentile Park TIF Project (\$1,544,000)**

The 2017 budget includes \$1,544,000 for the design and construction of a new neighborhood park in the undeveloped southern portion of the Kettering Business Park. The federal government used this area of the Business Park as open space when DESC was open. Now that the City has taken ownership of this land, plans are being made to develop a portion of the site as residential property, and a portion of the remaining land will be developed into a City park.

#### **Impact on operating budget: Gentile Park**

The project is still in the planning phase and the exact operating impact is not yet available. Costs will vary depending upon the features chosen for this park. Maintenance needs may include mowing, equipment maintenance, and trash pickup. It is anticipated that these costs will be partially offset by tax increment financing revenues.

### **Polen Farm Improvements (\$320,000)**

Polen Farm is a beautiful historic rental facility that hosts mainly weddings, graduation parties, corporate retreats and picnics, as well as family reunions and social gatherings. The 2017 budget includes funding for improvements to both the barn and farmhouse. Barn improvements will include the installation of an elevator to the second floor and repairs will be made to the farmhouse porch and patio. Other site improvements include lighting updates and the replacement of pavers on the patio near the tent and gazebo area.

#### **Impact on operating budget: Polen Farm**

Lighting at the facility is currently set on timers that require City personnel to periodically change. Planned improvements will update the lighting and add to photocell, thus eliminating the manpower used to change timers.

### **Kettering Recreation Center and Senior Center DDC Control Replacement Program (\$150,000)**

The proposed 2017 budget includes \$150,000 for phase II of the Kettering Recreation Center & Senior Center DDC Control Replacement Program. Both facilities contain some of their original pneumatic controls. KRC has had approximately 70% of the facility upgraded to direct digital control during the past capital expansion projects, but some of the original areas remain pneumatic. This project would complete the upgrade at the KRC.

#### **Impact on operating budget: DDC Control Replacement Program**

The City's ability to manage the current system is severely limited and this changeover will allow for better adjustment of the HVAC system and more timely responses. The City has been upgrading the HVAC control

systems as part of its overall facility improvements over the past 10 years. The upgrade from pneumatic to direct digital controls in our larger facilities provides greater efficiency through better management of the system.

In addition to the above projects, the proposed 2017 PRCA budget includes \$220,000 for miscellaneous projects such as a dog park design, electrical panel repairs at Delco Park, Civic Commons landscaping, and a City Sites collection management plan.

### **Tree Planting and Landscaping (\$295,000)**

#### **Annual program (\$65,000)**

This program continues the planting of new and replacement trees throughout the City. Trees are also planted in conjunction with street improvements where possible.

#### **Ash Tree Program (\$150,000)**

The proposed 2017 budget includes funding for the removal of ash trees within the City. This is part of a multi-year effort to combat the arrival of the Emerald Ash Borer (EAB). The EAB is an invasive, wood-boring beetle that infests and destroys ash trees.

#### **Prugh Woods Tree Replacements (\$80,000)**

The proposed 2017 budget includes \$80,000 for the planting of 250 trees near the new Prugh Woods Drive.

#### **Impact on operating budget:**

The planting and replacement of trees throughout the City does not have a material impact on the City's operating budget.

### **Other CIP (\$1,626,000) and Fire Station Improvements (\$5,712,000)**

The Other CIP category contains miscellaneous projects for various City properties to be completed in order to meet code requirements, resolve safety problems, or improve operating efficiency. The 2017 budget includes \$50,000 for the Government Center's North Building skylight, \$340,000 for a wash station and other improvements at the Public Service Center, \$90,000 for improvements and repairs at the Vehicle Maintenance Center, \$50,000 for the roof replacement program, and \$120,000 for improvements to Kettering Business Park, among other miscellaneous projects.

For 2017, the City plans \$5,712,000 in Fire Station expenditures as a continuation of the multi-year improvement plan. In all, the City of Kettering intends to complete four new fire stations. The new stations were sought as a result of a planning process which began in 2006 and resulted in a comprehensive modernization strategy for all aspects of the Kettering Fire Department. With an average age of 42 years, Kettering's previous seven fire stations lacked the physical space or available land to properly allow for the improvements necessary to upgrade to current standards. The new stations will provide appropriate facilities for the storage and safety requirements of modern apparatus in addition to modern facilities to accommodate 24/7 operations. Kettering held multiple public meetings and met with key stakeholders to gain input on the design of the new stations. Funding for the fire station improvements come from the EMS Fund balance and from the issuance of general obligation debt – to be re-paid using EMS Fund revenues. Effective 2014, costs related to the improvements are recorded in the Capital Improvement Fund. As such, there are transfers from the EMS Fund to the CIP Fund in 2014 and 2017.

Groundbreaking for the first of four stations was held on September 19, 2014. Construction of the new station, located at 3484 Far Hills Avenue (Station #32), began soon after. It was complete early 2016 and is now fully operational.

Year 2016 estimated expenditures include construction and equipment costs for the second new station (Station #36) located at 4745 Hempstead Station Road. Station #36, housing the Fire Headquarters and Emergency Operations Center, is complete as well.

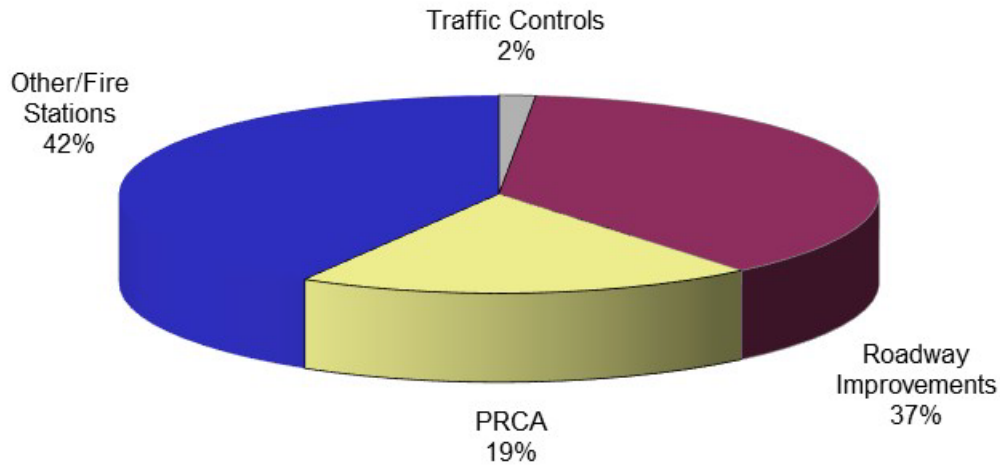
Year 2016 estimated expenditures also includes design, construction, and equipment costs for the third new station (Station #34) located at 2575 Woodman Drive. Construction is underway.

The design process for the fourth new station (Station #37) to be located at 1300 W. Dorothy Lane will be completed during 2016 with construction beginning in 2017.

#### **Impact on operating budget:**

The design of the new fire stations create efficiencies not available in the existing seven stations. Station designs include built-in training features such as a confined space simulator and ladder training structure. The stations will be equipped with interconnected audiovisual technology. All these features allow firefighters to participate in training without leaving their assigned station. The new structures will also be more efficient than the older stations that averaged 42 years old. For example, LED lighting will be installed throughout most of the new stations.

## 2017 CAPITAL PROJECTS FUND EXPENDITURES



*The Proposed 2017 budget includes \$17.5 million in planned projects. Roadway improvements, comprising 37% of the total, include \$1,313,000 in federal dollars and \$240,000 in state dollars.*

### Capital Projects Fund Resources and Expenditures

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>AVAILABLE FOR EXPENDITURES</b>				
Balance January 1	41,243,102	46,848,146	52,743,725	35,497,725
Committed to: Capital Improvements	<u>37,135,000</u>	<u>33,786,892</u>	<u>31,078,832</u>	<u>27,831,394</u>
Net Balance	4,108,102	13,061,254	21,664,893	7,666,331
<b>RECEIPTS</b>				
Tax Increment Revenue	36,977	310,388	272,000	259,000
Federal Grants	1,542,038	7,291	4,113,000	1,434,000
State & Local Grants	427,956	48,960	15,000	240,000
Estate Tax	847,540	0	0	0
County Shared Revenue	203,950	204,139	205,000	205,000
Investment Earnings	(348,612)	311,293	285,000	200,000
Special Assessments	526,619	607,224	664,000	565,000
Reimbursements & Miscellaneous	<u>28,341</u>	<u>416,112</u>	<u>67,000</u>	<u>564,000</u>
Total Revenue	3,264,809	1,905,407	5,621,000	3,467,000
Transfer from General Fund	2,996,249	5,248,255	4,639,000	5,612,000
Transfer from EMS Fund	9,835,312	0	0	1,300,000
Proceeds of General Obligation Bonds	0	15,500,000	0	0
Premium on Bond Issuance	0	184,860	0	0
Sale of City Assets	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>0</u>
Total Other Financing Sources	12,831,561	20,933,115	4,642,000	6,912,000
<b>TOTAL AVAILABLE</b>	57,339,472	69,686,668	63,006,725	45,876,725

**EXPENDITURES:**

		<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
	<u>2017 Details</u>				
Traffic Controls		277,317	332,768	2,953,000	270,000
Miscellaneous Traffic Controls	55,000				
Citywide Traffic Signal System Upgrade (\$162,000 carryover)	162,000 *				
Fiber Optic Connections (\$25,000 carryover)	53,000 *				
Street Surfacing & Roadway Improvements		5,550,557	4,871,934	8,784,000	5,534,000
Normal Program	1,000,000				
Construction Material Testing	10,000				
Curb, Gutter, Sidewalk Repair Program	800,000				
Ghent Bridge	400,000				
Oak Creek Improvements	450,000				
Thoroughfares, Arterials & Collectors	380,000				
Prugh Woods Drive (\$80,000 carryover)	155,000 *				
Schantz Ave. Bridge Rehab	150,000				
Shroyer Road Resurfacing	2,189,000				
Streetscape Improvements		875,384	149,584	297,000	945,000
Spaulding Rd Street Light Improvements	55,000				
Wilmington Pike Improvements: Marshall to Stroop	880,000				
Bus Stop/Pole Painting Program	10,000				
Drainage		173,945	150,986	33,000	40,000
Normal Program	40,000				
Parks & Recreation		505,475	1,730,003	2,315,000	3,098,000
Miscellaneous Improvements	95,000				
Tennis/Basketball Court Resurfacing	30,000				
Dog Park Design (Carryover)	50,000 *				
Acorn Walk Park Design (\$144,000 carryover)	1,544,000 *				
Polen Farm Pavers, Barn Elevator, Lighting, Porch (\$195,000 carryover)	320,000 *				
Skate Plaza Concrete Repair	40,000				
Fairmont Fitness Center HVAC and Lighting	75,000				
KRC Water lines, Lighting, DDC Control, Electric Panels)	263,000				
KRC Locker Room Improvements	30,000				
KRC and Rosewood Floor Refinishing Projects	34,000				
Parks Maintenance Center Improvements	0				
Water Park and Main Pool Improvements (\$25,000 carryover)	242,000 *				
Delco Park Fencing and Electric Panel Repairs (\$55,000 carryover)	170,000 *				
Indian Rifle Park Fencing and Disc Golf	55,000				
Kennedy Park Fencing and Amenities (\$25,000 carryover)	85,000 *				
Civic Commons Landscaping	40,000				
City Sites Collection Management Plan	20,000 *				
Rosewood Miscellaneous Improvements	5,000				
Tree Planting & Landscaping		94,237	80,742	229,000	295,000
Landscaping and Tree programs	145,000				
Ash Tree Removal and re-planting	150,000				
Other		3,014,411	9,626,926	12,898,000	7,338,000
Public Service Improvements (\$300,000 carryover)	340,000 *				
Government Center Police Station Improvements	125,000				
North Building Skylight Replacement	50,000 *				
Municipal Court Vestibule	25,000				
Vehicle Maintenance Center Fuel Island/Overhead Door (\$30,000 carryover)	90,000				
Defense Electronics Supply Center (DESC) /Kettering Business Park	120,000				
Miscellaneous Building Improvements	826,000				
Miscellaneous Roofing Projects	50,000				
Fire Station Improvements	5,712,000				
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>10,491,326</b>	<b>16,942,943</b>	<b>27,509,000</b>	<b>17,520,000</b>

\*Denotes all or part of funding is carried over from 2016. These projects total: \$1,141,000



# INTERNAL SERVICE FUNDS

The Internal Service Fund is used to account for the financing of goods or services provided by one department to other departments or agencies of the City, or to other governments on a cost-reimbursement basis. Although internal service funds require no appropriation, we have presented four internal service fund budgets because they represent separate organizational units of the City. All of their costs have been charged back to the governmental fund types. For example, each department budget listed in pages 61 - 130 includes funding for anticipated charges related to the following internal service funds.

## ADMINISTRATIVE SYSTEMS - INFORMATION SYSTEMS FUND 740

The Information Systems staff coordinates technology activities throughout the life cycle of the various citywide and departmental specific systems to include installation and maintenance services. This budget includes the cost of outside contracts as well as depreciation on major information systems and equipment. Costs in this fund are distributed back to the departmental budgets.

### Programs

#### Information Systems

**Program Purpose:**

To provide Information System support services to City staff and maximize the return on investment for the City's systems by increasing productivity.

**Program Description:**

- Serve as network administrator and provide technical support for Citywide voice and data networks and for application and file servers.
- Provide data and database administration for shared City information systems.
- Provide central budget review for all information systems purchases and serve as City focal point for information systems issues.
- Coordinate information system hardware, software, and communications installation and maintenance.
- Lead the City's information systems technology planning.
- Facilitate the development of departmental information system disaster recovery plans for critical systems.

**Objectives:**

1. Provide responsive technical expertise in support of the City's objectives.
2. Research and implement methods of increasing efficiency, reducing expenses or providing additional services to the public through the use of technology.
3. Enhance city internet capacity and reliability.
4. Enhance disaster recovery and backup capabilities.
5. Implement equipment replacement and upgrade programs.

<b>Measurements:</b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>	<b>Estimated <u>2016</u></b>	<b>Proposed <u>2017</u></b>
<b><u>IS Support</u></b>				
Technology Devices Supported	1,304	1,313	1,400	1,450
Total Support Requests Completed	1,679	1,470	1,760	1,800

## Information Systems Expenditures — Internal Service Fund (Key 4400)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	426,321	411,847	408,530	409,700	44.49%
<b>Operating Expenditures</b>	141,122	349,266	436,190	493,150	53.55%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>18,000</u>	<u>1.95%</u>
<b>Total</b>	567,443	761,113	844,720	920,850	100.00%

The proposed 2017 personnel and operating expenditures are 2.6% less than the 2016 combined personnel and operating budget. The 2015 increase in operating expenditures is due to depreciation of the new enterprise-wide system and of the time and attendance software package. In addition, \$102,000 is funded to implement a 5-year replacement cycle for PC's and laptops throughout city departments. The responsibility of this replacement program has been transferred from individual departments to the IS Department, thus streamlining the purchase of equipment and keeping PC's up-to-date and in good working order. Estimated 2016 operating expenditures include additional depreciation related to a city-wide phone system upgrade and the Police Department's Alert system, and \$48,000 for server replacements. The proposed 2017 capital equipment budget is for the replacement of the Government Center's switch.

### Staffing Levels

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Information Systems Manager</b>	1	1	1	1
<b>Information Systems Technicians</b>	3	3	3	2
<b>Desktop Support Technician</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<b>Total</b>	4.0	4.0	4.0	4.0

## PUBLIC SERVICE - VEHICLE MAINTENANCE CENTER FUND 741

The Vehicle Maintenance Center is responsible for management and maintenance of the City's fleet, which includes more than 300 vehicles and 150 other pieces of equipment. Maintenance requests cover a broad range of equipment sizes and types, including heavy construction equipment and delect fire apparatus. Costs in this fund are distributed back to the departmental budgets.

### Programs

#### Fleet Management

#### **Program Purpose:**

To maintain the City's fleet of vehicles, trucks, equipment and motorized tools in excellent working condition; to assist other City departments in the proper selection of vehicles and/or equipment to meet their needs; and to dispose unnecessary equipment in a cost effective manner.

#### **Program Description:**

The Vehicle Maintenance Center services equipment on a regularly scheduled basis through the preventive maintenance program. Cars and trucks are scheduled for general maintenance and visual inspection of external wear items every 2,500 miles or 6 months, whichever comes first. Off-the-road equipment is scheduled for general maintenance and visual inspection of external wear items every 150 hours. Accident damage and component failure occurring between normal service periods is repaired in the most expedient and cost-effective manner.

#### **Objectives:**

1. Maintain a high quality automotive and equipment fleet through repair and replacement at lowest possible cost.
2. Support the City's internal departments with vehicle and equipment repairs.
3. Maintain and manage the City's fuel supplies in accordance with applicable rules and regulations.
4. Inspect, evaluate and ensure all Environmental Protection Agency and Occupational Safety and Health Act regulations are being followed in all operations.
5. Investigate all technological advancements and study these advancements for possible City fleet applications.

**Measurements:**

	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>	<u>Proposed</u> <u>2017</u>
<b><u>Fleet Management</u></b>				
Number service/repair requests	1,630	1,580	1,300	1,300
Number of vehicles/equipment	406	410	403	396

**Vehicle Maintenance Center Expenditures — Internal Service Fund (Key 4300)**

	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>	<u>Proposed</u> <u>2017</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	805,816	795,442	767,760	920,000	74.51%
<b>Operating Expenditures</b>	252,859	240,190	253,820	264,770	21.44%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>4.05%</u>
<b>Total</b>	1,058,675	1,035,632	1,021,580	1,234,770	100.00%

The proposed 2017 personnel and operating expenditures are 1.2% greater than the 2016 combined personnel and operating budget. During 2016, the previous full-time Clerk/Typist working 20 hours per week at the Vehicle Maintenance Center was replaced with a regular part-time Clerk at 25 hours per week. Effective 2017, the full-time Parts/Inventory Clerk and full-time Maintenance Clerk positions will be converted to two full-time Parts/Inventory Attendant positions. The 2017 capital equipment budget includes the replacement of two sedans.

**Staffing Levels**

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Proposed 2017</u>
<b>Equipment Maintenance Manager</b>	1	1	1	1
<b>Equipment Maintenance Supervisor</b>	1	1	1	1
<b>Equipment Mechanics</b>	5	5	5	5
<b>Parts/Inventory Attendant</b>	0	0	0	2
<b>Equipment Maintenance Aide</b>	1	1	1	0
<b>Parts/Inventory Clerk</b>	1	1	1	0
<b>Clerical</b>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.6</u>
<b>Total</b>	9.5	9.5	9.5	9.6

**ADMINISTRATIVE SYSTEMS - PRINTING/REPRODUCTION  
FUND 744**

The Print Shop is responsible for providing printing services to all City departments and for maintaining various copiers and printing machinery to maximize the City's investment in this equipment. Use of on-demand printing offers economical short run printing and allows the use of up-to-date data. Costs in this fund are distributed back to the departmental budgets.

**Programs**

**Printing and Copying**

**Program Purpose:**

To provide effective printing and copying services for City departments.

**Program Description:**

The Print Shop provides printing services to City departments. Minutes, reports, and forms are produced for use in department operations. Letters, flyers, and brochures are printed to convey information on current events to the public.

Printed matter is reproduced on a Xerox 252 Color Copier, Ricoh 3002 Color Copier, and Lanier LD270SP. The color copiers provide high quality images, print on demand services, and inexpensive color printing. The Lanier provides fast, high volume, black image copies. The bindery includes a paper cutter, padding wagon, laminator, cerlox binder, and two folders.

**Objectives:**

1. Evaluate office copiers, recommending replacement as needed.
2. Provide a high-quality, cost-effective in-house printing.
3. Keep current on changes in printing technology that could affect the City.

<b>Measurements:</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>
<b><u>Printing and Copying Volume</u></b>				
Auxiliary Copiers	19,595	15,269	5,000	4,000
Lanier 270	329,276	374,024	320,000	350,000
Xerox 252	439,706	422,010	510,000	430,000
Ricoh 3002	49,613	44,765	40,000	40,000
Scanned Documents	37,493	47,634	45,000	45,000
<b><u>Printing and Copying Costs per Print</u></b>				
Auxiliary Copiers (B/W)	\$0.05	\$0.05	\$0.05	\$0.05
Lanier 270 (B/W)	\$0.01	\$0.01	\$0.01	\$0.01
Xerox 252/Ricoh 3002 (color)	\$0.064	\$0.064	\$0.064	\$0.064
Xerox 252/Ricoh 3002 (B/W)	\$0.02	\$0.02	\$0.02	\$0.02

**Print Shop Expenditures — Internal Service Fund (Key 4350)**

	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Estimated 2016</b>	<b>Proposed 2017</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	0	0	0	0	0.00%
<b>Operating Expenditures</b>	70,287	55,588	69,900	69,900	100.00%
<b>Capital Equipment Expenditures</b>	0	0	0	0	0.00%
<b>Total</b>	70,287	55,588	69,900	69,900	100.00%

The proposed 2017 budget remains flat at the 2016 budgeted level.

Note: The City's Print Shop personnel and facility related expenditures are recorded in the General Fund's Administrative Support cost center.

<b>PUBLIC SERVICE – FACILITIES DIVISION</b>	<b>FUND 747</b>
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The Facilities Division is responsible for the construction, maintenance, repair, improvement and custodial care of all City-owned buildings and structures. Services provided include preventative maintenance, energy conservation and retrofits, seasonal changeover, and general manpower services. Costs in this fund are distributed back to the departmental budgets.

**Programs**

**Facility Maintenance**

**Program Purpose:**

To construct, improve, and maintain all City-owned facilities in an attractive, safe, functional and secure manner.

**Program Description:**

- Eliminate any conditions that create hazards or could cause injury.
- Secure City Property and minimize opportunities for vandalism.
- Capitalize on energy conservation opportunities concurrent with advances in technology.
- Provide facility improvements consistent with employee and department needs.
- Maintain the City's critical services including back-up power and emergency warning systems.

**Objectives:**

1. Perform preventive maintenance to improve operational efficiency, reduce outages, decrease major repair costs, and enhance the quality and safety of city-owned facilities.
2. Repair city-owned facilities to restore operations and safeguard safety, health, property and environment.
3. Plan and complete facility-related projects as approved for the calendar year.
4. Improve skill base of department employees through various educational opportunities.
5. Coordinate with other departments to achieve City goals.

**Custodial Care**

**Program Purpose:**

To maintain health, safety and cleanliness of the City’s facilities.

**Program Description:**

- Provide high quality custodial services to the majority of City-owned facilities.

**Objectives:**

1. Improve cleanliness and efficiency through investigation of new products and equipment.

**Measurements:**

<b><u>Building Maintenance</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>
Number of buildings serviced	61	59	60	57
Building floor space requiring Facilities oversight (square feet)*	1,213,312	1,028,300	1,056,300	1,042,200

\*In 2015, the City demolished two city-owned houses on Dorothy Lane, estimated at 1,500 square feet each.

\*In 2015, the City added a new 18,000 square foot Fire Station #32 on Far Hills Avenue.

\*In 2015, the 200,000 square foot Building #45 at Kettering Business Park was sold to a private firm.

\*In 2016, the City will add a new 28,000 square foot Fire Station #36 on Hempstead Station.

**Facilities Department Expenditures — Internal Service Fund (Key 4410)**

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>	<b><u>% of Total</u></b>
<b>Personnel Expenditures</b>	2,284,539	2,282,974	2,463,640	2,522,800	80.98%
<b>Operating Expenditures</b>	522,920	571,378	500,400	530,400	17.03%
<b>Capital Equipment Expenditures</b>	0	0	0	62,000	1.99%
<b>Total</b>	2,807,459	2,854,352	2,964,040	3,115,200	100.00%

Proposed 2017 personnel and operating expenditures are 1.3% less than the 2016 combined personnel and operating budget. The Streets Division and Facilities Department form one Public Service Department. Prior to 2017, personnel costs for the Public Service Director, the Assistant Public Service Director, and the Public Service Secretary were allocated to the two divisions on a 50/50 basis. Effective 2017, the Public Service Director will be charged 100% to the Facilities Division, while the Assistant Director and Secretary will be charged 100% to the Streets Division.

The 2015 through 2017 budgets reflect a reduction in funding from 2014 levels for currently vacant part-time Maintenance Aide hours. For 2016, the full-time Facilities Attendant positions increase from 10 to 11 while for 2017, the Lead Facilities Attendant position is converted to a 12<sup>th</sup> Facilities Attendant position.

Expenditures for 2015 through 2017 include an allocation of depreciation for an enterprise-wide software application. The proposed 2017 capital equipment budget includes funding for a new 30’ single-man lift and a replacement pickup truck with utility package.

**Staffing Levels**

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Estimated 2016</u></b>	<b><u>Proposed 2017</u></b>
<b>Public Service Director</b>	0.5	0.5	0.5	1
<b>Assistant Public Service Director</b>	0.5	0.5	0.5	0
<b>Facilities Maintenance Manager</b>	1	1	1	1
<b>Facilities Maintenance Supervisor</b>	1	1	1	1
<b>Lead Facilities Attendant</b>	1	1	1	0
<b>Facilities Mechanics</b>	4	4	4	4
<b>Facilities Service Workers</b>	7	7	7	7
<b>Facilities Attendants</b>	10	10	11	12
<b>Secretary</b>	0.5	0.5	0.5	0
<b>Part-time Clerical</b>	0.6	0.6	0.6	1.2
<b>Part-Time/Temp.Maint. Aides</b>	<u>6.6</u>	<u>4.5</u>	<u>4.5</u>	<u>4.5</u>
<b>Total</b>	32.7	30.6	31.6	31.7



CITY OF KETTERING

## GLOSSARY

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ADA:** The Federal Americans with Disabilities Act.

**AFBCA:** Air Force Base Conversion Agency.

**Appropriation:** Legal authorization by the City Council to make expenditures and to incur obligations for specific purposes.

**Assessed Valuation:** The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Balanced Budget:** The appropriations for any given year shall not exceed the sum of available cash balances, less reserves, plus revenues to be received during the year.

**Bond:** A written promise to pay a specific sum of money, called the face value of principal amount, at a specified date or dates in the future, called the maturity dates, together with periodic interest at a specified rate.

**Budget:** The financial plan for the operation of a program or organization that includes an estimate of proposed expenditures for a given period and the proposed means of financing those expenditures.

**Budget Message:** A general outline of the proposed budget that includes comments regarding the government's financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

**Budgetary Basis:** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

**Budgetary Control:** The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**CABO:** Council of American Building Officials.

**CAFR:** Combined Annual Financial Report.

**Capital Improvements:** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant and infrastructure.

**Capital Outlay:** Capital assets valued at \$10,000 or more with a useful economic lifetime of more than one year.

**CERT:** Certified Emergency Response Team. The CERT concept is promoted by the Federal Emergency Management Agency whereby emergency service personnel train members of the local community in basic response skills. This allows CERT members to provide assistance in the event of a disastrous event.

**CIP:** Capital Improvement Program.

**City Sites:** A program established by the City to develop a public art program in Kettering through the installation and maintenance of public works of art. The program is funded by 1% of the previous year's capital expenditures.

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services:** Services other than employee services such as contractual arrangements and consultant services that may be required by the municipality.

**Debt Service Fund:** A fund established to account for the accumulation of resources for and the payment of general long-term debt, principal and interest.

**Dayton Foundation:** A philanthropic community foundation serving needs in the Dayton area.

**Department:** The basic organizational unit of government that is functionally unique in its delivery of services.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DESC:** Defense Electronics Supply Center, formerly at Gentile Air Station, was at one time that City's third largest employer. The base was approved for closure by Congress based on the recommendation of the Base Realignment and Closures Commission in 1993. The site has been converted into the Kettering Business Park. Future plans exist for a mixed residential area and parkland as well.

**Distinguished Budget Presentation Awards Program:** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**EDA:** Economic Development Agency.

ED/GE: A revenue sharing program with participation from a number of communities in Montgomery County. Money from the program is distributed to the communities for economic development projects after an application for funds is filed and a board of local officials review and approves the projects.

Emerald Ash Borer: The Emerald Ash Borer, a native Asian insect, is an invasive beetle that destroys North American ash trees. Ash is one of the most common trees in Ohio.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Expenditures: The cost of goods received or services rendered for the government unit. For the City of Kettering, expenditures are charged against an appropriation when incurred, not when paid.

Full-Time Equivalent Position (FTE): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to 0.5 of a full-time position.

Fiscal Policy: The City of Kettering's policy with respect to taxes, spending and debt management as they relate to government services, programs and capital investments.

Fiscal Year: A twelve-month period to which an annual operating budget applies. For Kettering it is the same as the calendar year.

Fringe Benefits: Benefits paid by the City of Kettering for retirement, group medical and life insurance. It also includes cost for worker's compensation and unemployment.

Fund: The fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equity or balances and changes therein which are segregated for the purpose of carrying out specific activities or obtaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: Funds remaining after the application of available revenues and resources to support expenditures for the fund.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: A fund used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GIS — Geographical Information Systems: A computer system or database that links information to a spatial reference.

Goal: Broad statements of desired results for the City, department, and/or activity relating to the quality of services to be provided to the citizens of Kettering.

Governmental Funds: Funds used to account for tax-supported activities.

Governor's Place: The former Hills & Dales shopping center that was purchased by the city and developed into a business/office complex. The new name honors the late Ohio Governor James M. Cox, whose former home is located near the site.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

H.U.D.: The United States Department of Housing and Urban Development.

Infrastructure: The physical assets of a government that are typically stationary in nature (e.g., streets, bridges, sewer systems).

Internal Service Fund: A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government on a cost/reimbursement basis.

KARTS: The Kettering Area Responsive Traffic System is the computerized traffic system used to operate all traffic signals and intersections in the City.



Kettering Business Park: Office and light industrial park located at the former Gentile Air Station.

Level of Service: Generally used to define the existing or current services, programs and facilities provided by the government for its citizens. Level of service of any given activity may be increased, decreased or remain the same depending upon the needs, alternatives and available resources.

Major Fund: A governmental fund that meets specific criteria per the Governmental Accounting Standards Board Statement No. 34 to be reported in a separate column in the City's fund financial statements.

MAP-21 Funds: The Moving Ahead for Progress in the 21<sup>st</sup> Century Act was signed into law by President Obama on July 6, 2012 to fund surface transportation programs.

Modified Accrual Basis of Accounting: A basis of accounting where revenues are recognized in the accounting period in which they become measurable and available and where expenditures are recognized in the accounting period in which the fund liability is incurred.

ODOD: Ohio Department of Development.

OPWC: Ohio Public Works Commission

Objectives: Specific achievements that an organization seeks to accomplish within a given time frame that are directed to a particular goal. For the City of Kettering, key departmental objectives are included in the department's budget request.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Performance Measure: Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Services: Expenditures for salaries, wages and fringe benefits of a government's employees.

PRCA: Parks, Recreation and Cultural Arts.

Program: Particular and primary part of a function of governments. A program encompasses associated activities directed toward the attainment of established program objectives.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers and beginning balances.

Revenue: Income received by the City of Kettering to support the government's program of services to the citizens. Income includes such items as property tax, income tax, user charges, grants and fines.

Revised Budget: Total of the budget adopted by Council at the beginning of the year plus supplemental appropriations passed during the year plus encumbrances open at the beginning of the year.

SAFETEA-LU: The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users was signed into law by President George W. Bush on August 10, 2005 to fund surface transportation programs.

SARA Title III (The Super Fund Amendments and Reauthorization Act): The United States Environmental Protection Agency's Emergency Planning and Community Right-to-Know Act.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Funds: Funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Supplemental Appropriation: An additional appropriation made by the governing body after the budget year has started.

Taxes: Compulsory charges levied by government for the purpose of financing services performed for the common benefit. This does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Additionally, it does not include charges for services rendered, only for those paying such charges.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.



CITY OF KETTERING