



CITY OF KETTERING

Budget Document

Fiscal year January 1 – December 31, 2022

CITY OF KETTERING

**2022 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.

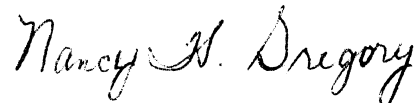
A key element of this document is its use as a planning and policy tool in addition to the legal and financial control aspects normally associated with budgets. Each departmental budget contains commentary relating to that department's programs and objectives. Unless stated otherwise, each department is expected to continue to maintain its programs at current levels of service. Pages 13 through 16 provide a description of the financial structure of the city including the definition of the various fund types. Pages 17 through 21 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.

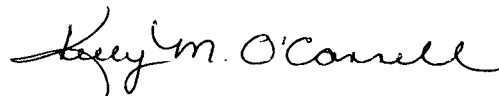
ACKNOWLEDGMENTS

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,

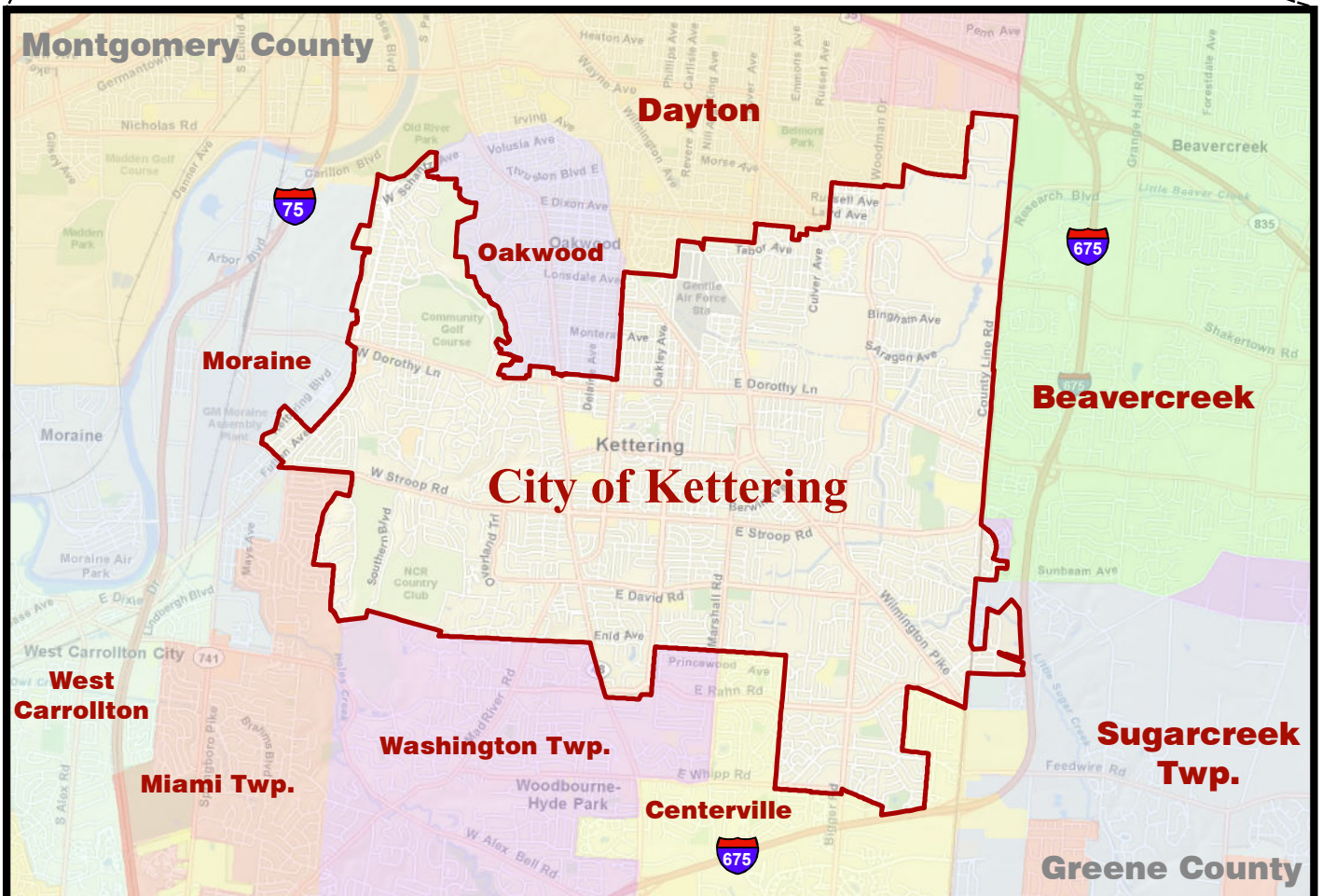


Nancy H. Gregory, CPA
Director of Finance



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, a community our residents and businesses are proud to call home.

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 7,285 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 a few - if not the only department nationally - to be accredited five times and win three National Gold Medals.

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 425-8300.

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: 57,862 (2020 census)

HOUSING UNITS: 27,786 (2020 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	12.31%
Synchrony Financial*	1,900	6.55%
Reynolds & Reynolds Company	1,350	4.66%
Kettering City Schools	1,208	4.17%
Mast Global Digital	1,000	3.45%
Tenneco	800	2.76%
City of Kettering	582	2.01%
Meijer Inc.	550	1.90%
Spectrum	500	1.72%
Total	<u>11,460</u>	<u>39.52%</u>

*Synchrony Financial announced its departure from the City of Kettering in September 2020.

UNEMPLOYMENT RATE:

4.5% (August 2021)

MEDIAN HOUSEHOLD INCOME:

\$58,970 (2019 estimate)

FIRE PROTECTION:

Number of stations	4
Authorized number of firefighters and command staff	80

POLICE PROTECTION:

Number of stations	1
Authorized number of patrol officers and command staff	86

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)	\$80.49 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 4th! 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.

2021 CITY OFFICIALS

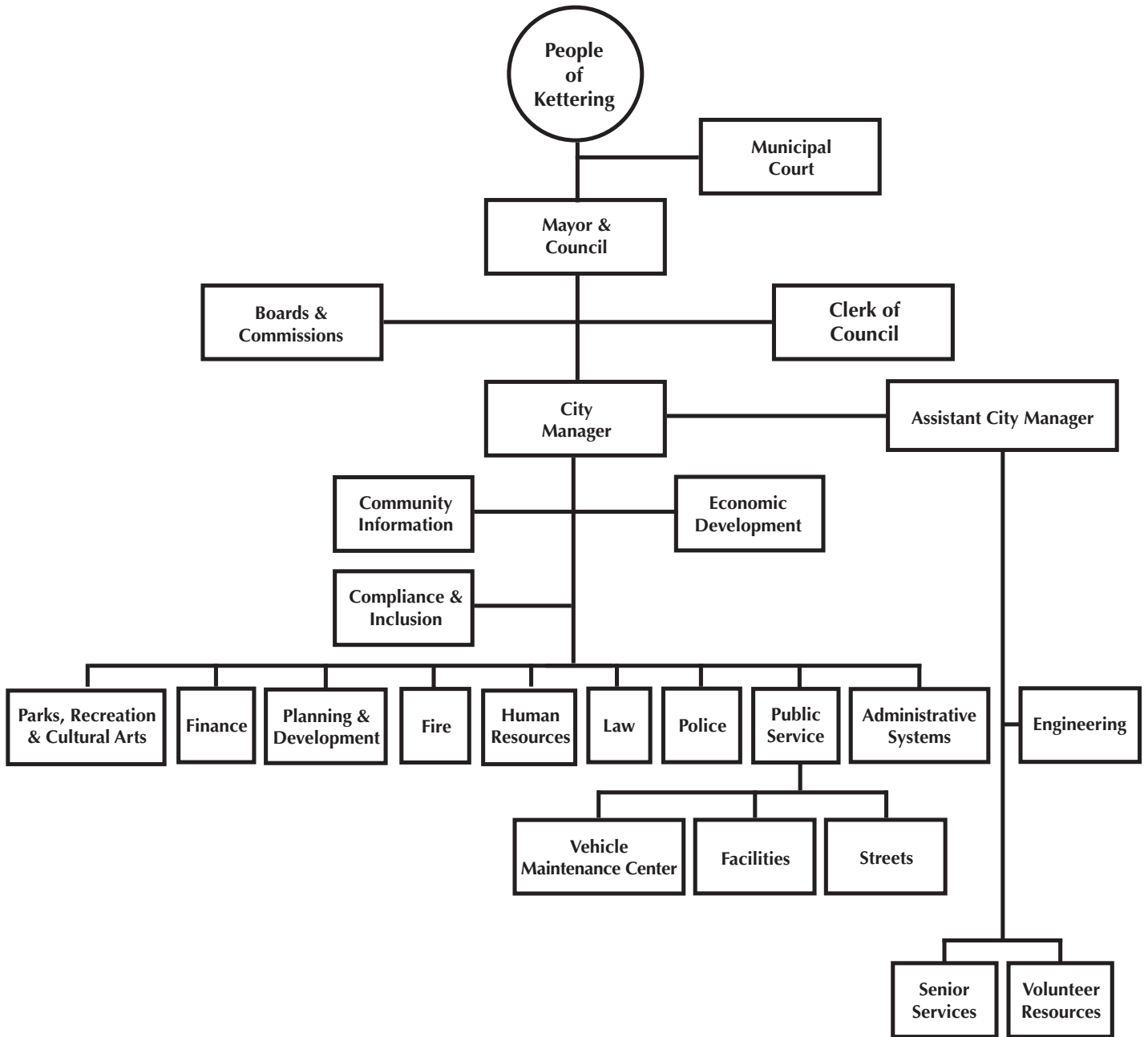
MAYOR AND COUNCIL

DONALD E. PATTERSON	Mayor	
TONY KLEPACZ	Vice Mayor	District 3
ROBERT SCOTT	Councilmember	District 1 through January 19, 2021
LISA DUVALL	Councilmember	District 1 effective November 23, 2021
JOSEPH D. WANAMAKER	Councilmember	District 2 through June 22, 2021
ROBERT L. SCOTT	Councilmember	District 2 effective November 23, 2021
BRUCE E. DUKE	Councilmember	District 4
JACQUE FISHER	Councilmember	At Large
BILL LAUTAR	Councilmember	At Large

CITY ADMINISTRATION

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

City of Kettering 2021 Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget
Presentation Award*

PRESENTED TO

**City of Kettering
Ohio**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Kettering, Ohio for its Annual Budget for the fiscal year beginning January 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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
AMERICAN RESCUE PLAN ACT 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 private purpose trust fund, and custodial funds that are not included in this budget document.

While this Budget document presents a budget for each fund, the City's audited Annual Comprehensive Financial Report 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 16 for a description of the relationship between the City's funds and departments.

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.

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 workers' compensation insurance) 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.

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary control in the governmental funds. Encumbrances outstanding at year-end are reported as restricted, committed or assigned fund balance for subsequent year expenditures. Unencumbered appropriations lapse at year-end, while encumbered amounts are re-appropriated in the following year's budget.

BUDGET ADMINISTRATION

An annual appropriations ordinance must be passed by April 1 of each year for the period January 1 to December 31. The appropriations ordinance generally controls expenditures at the level of personal services, operating expenditures, and capital outlay on a department level. Exceptions are the state highway fund, cemetery fund, police pension fund, DESC (Defense Electronics Supply Center) reuse fund, American rescue plan act fund, special safety grants and programs fund, community development fund, emergency medical fund and the capital projects fund, which are controlled at the fund level.

The following is a description of the process used to amend the budget:

- 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.

SUMMARY OF CHANGES FROM PROPOSED TO ADOPTED BUDGET

City Council adopted the 2022 budget on December 14, 2021. The budget was adopted as proposed, with the exception of the CDBG/HOME programs. The proposed budget as shown in this document reflects estimated grant funding from the U.S. Department of Housing and Urban Development (HUD) for the budget year. The actual appropriation of these funds takes place after City Council approves, by resolution, an annual action plan for the program year; the City Manager submits the annual action plan to HUD; and the City receives notice of the annual award. This process will be completed mid-year 2022.

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	American Rescue Plan Act	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	X	
Engineering	X					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		X

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

BUDGET PROCESS: OVERVIEW

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 for all funds, incorporating known changes in financial resources and capital improvement requests.

SECOND QUARTER (April - June)

- The Mayor and Council may 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 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, & 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 & priorities for the upcoming year, 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 City 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 PROCESS: CITIZEN ENGAGEMENT

Citizen engagement in the budget process may take the form of Citizen surveys, the quarterly printed newsletter "Contact with Kettering", social media, and attendance at City Council workshops and Council meetings.

City Council holds workshops specifically dedicated to the budget. For example, the annual CIP Workshop, usually held the first Tuesday of September, is dedicated to discussion of the upcoming year's capital improvement projects. The Budget Workshop, held the first Tuesday of December, is dedicated to discussion of the overall City Budget.

City Council Workshops precede Council meetings and are open to the public. Please contact the Clerk of Council at (937) 296-2416, email KetteringMayorCouncil@ketteringoh.org, or check the City's website for exact times and locations.

City Council meetings are held the 2nd and 4th Tuesday of every month at 7:30 in Council Chambers in the City Government Center located at 3600 Shroyer Road. All City of Kettering Council meetings are televised live on Government Access channel 6 and are available for archived viewing on the City's website at www.ketteringoh.org.

In an effort to communicate clear, accurate details of how the City budgets and delivers services, a citywide Annual Report is published each summer. The Annual Report is either mailed to residences or published on the City's website.

Citizen participation is especially apparent in the development of the annual CDBG action plan submitted to HUD each year. Steps taken involve the emailing of community surveys to residents as well as local stakeholders and agencies. Additionally, the Board of Community Relations engages with the community regarding community development needs such as fair housing, transportation, housing development and availability for low to moderate incomes, neighborhood development and more. The City holds two public meetings at the Kettering Government Center for the purpose of soliciting citizen comments. Announcements are published in the Dayton Daily News about the time and location of these meetings. An additional step the City has taken is to post public notices prior to submitting our Request for Release of Funds (RROF) at public libraries and at the Government Center with the hope that more citizens would be interested in making comments. Additionally, the survey which specifically asks about CDBG and HOME programs is listed on the City's website and was highlighted in the quarterly print newsletter and monthly e-newsletter, in order that any resident can comment on how to use these funds to make the community better. Further, the city utilized an interactive system via publicinput.com to host the survey and solicit comments, held two hybrid online meetings, and one in-person meeting.

Budget Calendar

January						
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2021

Date	Task
8th	Distribute prior year budget documents and detail reports to all city departments
15th	Blanket purchase orders are calculated
22nd	Apply for GFOA Distinguished Presentation Award
29th	Complete Local Public Agency cost tracking spreadsheets for Ohio Department of Transportation projects

Date	Task
5th	Prior year purchase orders are closed and encumbrance budget is posted
25th	Establish target for Capital Improvement Program (CIP) budget
26th	Department Directors begin compiling CIP requests

Date	Task
5th	Calculate Economic Development commitment and Gas Tax assignment

Date	Task
2nd	Calculate 1% for the Arts transfer
16th	Reconcile prior year actual to prior year estimate.
23rd	CIP budget requests due to Finance Department
30th	Update budget template files

Date	Task
2nd	Create online budget versions in Finance Budget system
21st	Capital Equipment requests due to Finance Department
21st	Departments complete performance measurements
21st - 28th	Internal Service Fund chargeback budgets due to Finance

Date	Task
1st	CIP requests review with City Manager, Finance, Department Directors
2nd	Annual Economic Development incentive meeting
4th	Operating target set by City Manager
11th	Personnel Requests due to Finance

Date	Task
23rd	Personnel requests review with City Manager, Ass't City Manager, Human Resources Director, Finance Director and Budget Manager.

Budget Calendar

August						
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2021

Date	Task
13th	Operating requests due to Finance
21st	Court and Clerk of Courts budget requests due to Finance
20th	Current year CIP estimate is prepared
27th	Boards and grants budgets due to Finance
31st	Department Directors present Capital Improvement Program at Council Workshop

Date	Task
1st	Annual Report is published and posted on the City's website
3rd	PRCA and Frazee Pavilion budget requests due to Finance
10th	Debt Service budget is prepared
17th	Capital equipment review with Finance and Public Service staff

Date	Task
8th	Revenue estimates finalized
15th	Budget Review meeting with City Manager and Finance
22nd	Budget Review meeting with City Manager and Finance
26th	City Manager presents preliminary current year estimate and budget year proposal at Council Workshop

Date	Task
1st - 12th	Budget Message is written
1st - 12th	Budget narratives are written
1st - 18th	Draft budget is revised to reflect input from Council at October 26th Workshop
19th	Draft budget document is printed
24th	Draft Budget Document is distributed to Council and made available to the public

Date	Task
7th	Budget Workshop with Mayor & Council / Finance Presentation
7th	First Reading of Personnel Ordinance
10th	Final Budget Revisions
14th	Adopt Budget at Council Meeting
14th	Second reading of Personnel Ordinance
15th	Post budget to General Ledger
17th	Distribute CIP account numbers to departments
20th - 31st	Final budget document is printed and posted to the City's website



CITY OF KETTERING

December 14, 2021

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 priorities, initiatives, challenges, and suggestions that Council discusses with me throughout the year are reflected in this budget proposal. The 2022 budget includes funding to maintain the same programs and services the Kettering community has come to expect.

PRIORITIES

FISCAL MANAGEMENT AND TRANSPARENCY

As a governing body, Council has established a number of directives related to the manner in which we allocate general fund dollars. First, Council expects the budget process to reflect the desires of the citizens and businesses of this community. Council has 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 utilization of the City's reserves. Therefore, the 2022 budget must address Council's understanding for the economic condition of the City's population base, while maintaining quality services and an aggressive CIP, all within budget constraints.

This is not a new approach for the City. 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 served the City well during economic difficulties of the past and will continue to serve the City well in the future.

Due to our conservative approach toward spending, the City is positioned to allocate the dollars necessary toward programs and services that make Kettering a community our residents and businesses are proud to call home. A culture of fiscal responsibility has long been established in the community, and we have several prestigious awards to support this fact. In 2021, 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 2021 Budget document and 2020 Annual Comprehensive Financial Report (ACFR). This marks the 36th year for receipt of the Budget Award and the 39th year for receipt of the ACFR award. In addition, we again received the Award with Distinction for excellence in financial reporting from the Auditor of State of Ohio.

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 2022 budget. As you prepare to adopt the 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.

In recent years, Kettering City Council placed a focus on transparency. We believe it is important that our residents and business stakeholders understand how tax dollars are used to sustain and improve the Kettering community. In an effort to communicate clear, accurate details of how the City budgets for and delivers services, the City of Kettering has produced a citywide Annual Report since 2017. The feedback from our residents regarding this report is supportive and we plan to continue this effort into the future.

REDEVELOPMENT AND REINVESTMENT

Income tax accounts for approximately 79% of the City's general fund revenue; therefore, it is important that we conduct an aggressive economic development program focused on job retention and creation. The City of Kettering is home to a unique blend of businesses and residential neighborhoods. The business footprint includes a wide range of diversified entities from large corporations to smaller, locally owned companies. Recruiting and maintaining businesses has become extremely competitive during the last several years. Businesses, no matter their size, turn to the government for aid in expansion, relocation or even to sustain their operations. It was anticipated that 2021 would be another strong year for redevelopment and reinvestment, particularly in a couple of the areas that have been economic drivers in recent years.

The Miami Valley Research Park (MVRP) continues to evolve while making a positive impact on the city's overall economic health. In late 2017, the City of Kettering completed the purchase of more than 300 acres of unimproved land from the Miami Valley Research Foundation for \$1.5 million. As a land-locked community, the opportunity to acquire land for redevelopment is rare and exciting. Land Holding, LLC assumed ownership of the four existing buildings in the business park. The property is located in the northeast quadrant of Kettering.

In 2018, the City entered in to an agreement with the Kettering Development Corporation (KDC) for assistance with marketing the newly available acreage. KDC, a private non-profit corporation, entered into a partnership with a commercial real estate firm to accomplish this with continuing success.

Community Tissue Services (CTS) broke ground in 2018 for a 132,000 square-foot expansion at its MVRP facility. This expansion more than doubled their current footprint, allowing for additional processing capabilities, marketing, distribution and supply chain management. The \$50 million project's initial completion date of October 2020 was delayed and completed in 2021. The expansion created more than 200 jobs primarily in the manufacturing and support fields at the company's Center for Tissue Innovation and Research. CTS is the nation's largest nonprofit provider of skin grafts for burn patients. The expansion positioned CTS to be on the leading edge of new graft development and biotechnology and furthered the organization's commitment to meeting the growing worldwide demand for quality tissue grafts.

In 2021, Life Connection of Ohio (LCO) purchased nearly nine acres at the intersection of Research Blvd and Woodman Drive in the Miami Valley Research Park to accommodate their expected growth. LCO is a non-profit organization that has promoted and facilitated organ donation in northwest and west central Ohio for thirty years. LCO's new location in Kettering is expected to be nearly 30,000 square feet, which will more

than triple their current square footage. Projections over the next three to five years show that their expected workforce expansion would increase the organization's \$5 million annual payroll to about \$9 million. LCO hopes to take occupancy in early 2022.

CTS and LCO work toward similar missions, and their close proximity will only strengthen service provision for both companies. As part of the expansion, the City completed the extension of College Drive in the Miami Valley Research Park near CTS in 2019. This critical infrastructure project will link existing businesses and make way for additional future development.

Resonetics, LLC, is another business in MVRP with plans to expand. In 2021, they purchased about three acres of land from the City. The medical device business expects to create 95 full-time jobs with the help of state aid. Specializing in micro manufacturing, Resonetics' expansion is expected to generate \$5 million in new annual payroll and retain \$7.3 million in existing payroll. The Ohio Tax Credit Authority has approved a 1.493%, eight-year tax credit for this project. The estimated value of the tax credit is \$570,000 if the company meets all elements. The business currently has about 147 employees in a 20,000 square-foot facility on 4.5 acres in the College Drive building it moved into in 2013. They have recently begun construction and expect to complete the addition in 2022.

During 2020, Industrial Commercial Properties purchased four buildings and 28 acres in MVRP for \$3.5 million. One of those sites, a building on 10 acres at 1900 Founders Drive, will receive state and local aid for renovation to attract new tenants. The properties are attractive sites well suited to potential defense contractor and research users. The developer is interested in rezoning the property to include residential and commercial use in the hopes of building apartments and restaurants within MVRP.

The City built an access road at Miami Valley Research Park to help attract jobs and development on land it owns. The nearly 350-foot roadway named Donation Circle was built in 2021, in conjunction with the sale of about eight acres to Life Connection of Ohio. Donation Circle would also serve as access for other parcels at MVRP. The project was originally budgeted for \$400,000 and ended up costing \$259,000 for the road connecting to College Drive, an entrance to the research park from Research Boulevard.

Another area with continued development is the Kettering Business Park (KBP), formerly Gentile Air Force Station. KBP was created in 1996 to offset the loss of more than 2,500 jobs at the former base. Today, the Business Park is home to PriMed Physicians, Alternate Solutions Health Network, N12 Technologies, Kettering Health and the Kettering Municipal Court. In 2017, the City and representatives from KBP businesses worked together to design a new signature entrance for the thriving business park on Wilmington Pike. The improvements to the landscaping and entrance signage for the Business Park's main entrance were completed in 2019.

Alternate Solutions Health Network, a long-time Kettering business founded in 1999 is a national leader in post-acute strategic partnerships. They collaborate with health systems to build a continuum of care focused on technology, efficiency, and performance. Alternate Solutions Health Network is dedicated to transforming the quality of care for both partners and patients. In early 2016, the company purchased a 200,000 square foot facility from the City at 1050 Forrer Boulevard in the Kettering Business Park. After two years and more than \$4 million in investment, Alternate Solutions Health Network continues to thrive and expand in their new headquarters.

In late 2018, Kettering Health Network, now Kettering Health, began construction on their state of the art command center in the Kettering Business Park. The facility opened in early 2019 and handles all scheduling and patient management for the entire health network.

In 2019, the City sold 14 acres of land and a largely vacant and underutilized 200,000 square foot warehouse (Building #2) in KBP to a developer. Building #2 was demolished to bring an Amazon “last mile” package distribution center to KBP. The site now holds a 100,000 square foot distribution center and associated delivery vehicle parking areas. The Amazon facility began processing and delivering packages in July 2019. Nearly 400 part-time Amazon employees are working in the facility, with six companies providing drivers for the operation.

Kettering Health opened two facilities to make healthcare easier for Kettering residents and visitors in June 2021. An On-Demand Care Center, located at 424 E. Stroop Road in Town & Country Shopping Center opened to offer same-day, affordable care for conditions ranging from headaches and rashes to muscle pains and strains. The 3,200 square-foot location employs six full-time positions and was an investment of \$1.2 million into the Kettering community.

Kettering Health also opened its Years Ahead Center, located on 1745 E. Stroop Road after breaking ground in August 2020. This new medical office building will focus on senior care and will house more than 30 jobs. The 14,000 square foot building opened in June 2021, and represents a \$5.6 million investment by Kettering Health. Services include primary care/internal medicine, behavioral health and educational classes, and include X-ray and labs with more than 20 exam rooms.

The City sold one of its former fire stations on 0.33 acres at 4121 Shroyer Road to Dayton Town & Country, Ltd., for \$25,000. Town & Country plans to incorporate the site into the shopping center for redevelopment, and to facilitate improvements to the property. This will spur economic growth and development, which will benefit the surrounding area, the city and our citizens.

Kettering Health purchased a former fire station from the City of Kettering along with more than 8 acres at 3780 Tait Road for \$285,000. Kettering Health is the city’s largest employer and has not advised specific plans for the building and property.

Cassano’s Pizza King is a longtime Kettering business that added jobs in preparation to start construction on a \$4 million expansion of its corporate operations on E. Stroop Road. About 25 more jobs are part of the growth as the business plans to build an 18,000 square foot freezer facility at its East Stroop Road headquarters in late 2021. The expansion will boost their local and national distribution capabilities. When completed, the 30 foot tall freezer structure, the restaurant next door, and the headquarters at the corner of East Stroop and Hempstead Station Drive will all be connected. Cassano’s, a mainstay in the Dayton area since the 1950s, has more than 30 restaurants and employs more than 500 workers throughout the region.

We continue to look for ways to enhance our economic development tools in order to address the needs of businesses. City Council has approved, through legislation, an annual commitment of \$500,000 for economic development purposes. We continue to place emphasis on the recruitment of companies to Kettering and 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 to reside in our city.

The Kettering Incentive Program (KIP), established in 2010, incentivizes companies that move into the city 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.

Lasky & Scharrer Law Firm purchased 3461 Office Park Drive in Kettering. The company has ten full-time employees with an annual payroll of \$400,000. The firm was offered a reimbursable incentive grant for moving expenses, HVAC electrical and plumbing work to make the building operational and to the point where a certificate of occupancy can be issued. The amount of the incentive grant is based on 25% of the moving and building renovation costs up to a maximum of \$25,000.

Starwin Industries, located at 3387 Woodman Drive, has been a longtime business in Kettering. This tool and machine shop plans to expand their business, and Kettering is doing everything possible to help Starwin accomplish their goals. An application for ED/GE grant funding was submitted in October 2021.

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 strengths will carry us into 2022 and beyond.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) continues to be an area of emphasis for City Council. The proposed 2022 CIP is \$15.7 million, of which \$5.9 million will be funded by outside grants and reimbursements. We will complete more than \$6.5 million in roadway improvements, leveraging the City's investment with \$2,885,000 from outside sources. The program includes residential asphalt street resurfacing funded in part with revenue received from the State gas tax increase that went into effect in July 2019; Dorothy Lane ADA curb ramp replacement; Hewitt Avenue Bikeway work; Smithville Road resurfacing between Wilmington Pike and north corporation line; Forrer Road Resurfacing between Smithville and Woodman; Polen Farm ramp repair; and Phase 2 renovations to the Rosewood Arts Centre.

In 2019, the City of Kettering, in collaboration with Miami Valley Communication Council (MVCC) member communities, completed construction of the GATEway Fiber Network, one of the first multi-jurisdictional fiber networks in the country. The 10-gigabit network covers 44 miles and includes the first-tier suburban cities of Centerville, Kettering, Miamisburg, Moraine, Oakwood, Springboro and West Carrollton. Its creation allows for technology improvements and partnerships among the MVCC member communities, and provides economic development opportunities for new revenue from the sale or lease of fiber optic data capacity.

Public Safety infrastructure upgrades continue to be a major emphasis in our Capital Improvement Program. In late 2018, the \$29.3 million Fire Station Modernization Plan was completed with the opening of new Fire Station 37, at 1300 West Dorothy Lane. This was the culmination of a strategic planning process started in 2006 to develop a comprehensive modernization strategy for all aspects of the Fire Department. A key component of the plan was the construction of four new fire stations capable of fully accommodating the current and future needs of the Fire Department, as well as a full-time staffing model to accommodate the demands of a modern 24/7 response model.

In 2021, we completed the renovation of the Kettering Police Department Headquarters within the Kettering Government Center complex. This \$8.9 million project brought the facility up to modern standards, improved

and expanded the functionality of the existing space, expanded the operations of our Public Safety Dispatch Center and created a new combined entrance for visitors to the Government Center North Building and Police Headquarters.

The Ridgeway Road Bridge was substantially completed in August including the public art installation. Landscaping will be completed as part of the 2022 Capital Improvement Program. Cliff Garten Studio (Venice, CA) was commissioned to integrate artwork into the project site. Cliff Garten Studio designed the artwork to reflect the flowing landscape of Hills & Dales MetroPark and Kettering, particularly the view to the west. The fluid movement of the fence lines and the luminaire sculptures mimic leaves caught in a gentle breeze. *Foliage* demonstrates the belief that design of infrastructure to serve the needs of the public should also be visually engaging, creating a memorable place and a specific identity for the community it serves.

INITIATIVES

PUBLIC SAFETY

The health and safety of Kettering residents is paramount. At the end of 2020, City Council approved two essential items. During 2021, all Kettering Police officers will be outfitted with body-worn cameras. The cameras will be utilized during any transactions between the officers and the public. The Kettering Fire Department will also welcome a new ladder truck to replace the oldest vehicle in their fleet.

WILMINGTON PIKE

The City of Kettering remains committed to acting as a catalyst for reinvestment along Wilmington Pike for both economic purposes and the impact the corridor has on our residents. 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 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 redevelopment purposes. The Façade and Site Improvement Program allows businesses to apply for a grant up to \$25,000 to assist properties in the corridor with conforming to city code.

A current example of the benefits of these programs is Michael Cui's Restaurant. The restaurant will replace a former sports bar, vacant since 2009. The dining space at the former Norton's will be expanded by adding a 3,000 square foot patio. The renovations will take place in 2021 and 2022, bringing ten jobs to Kettering. Along with significant indoor renovations, the owner plans to add a new street façade with connections from city sidewalks to the property, as well as ambient outdoor features.

A major streetscape project on the corridor between Stroop and Marshall Roads was completed in early 2018. The final stage of this project brought new streetlights, abundant street trees, and decorative banners. On the west side of the corridor, an eight-foot-wide multi-use path offers a connection to existing regional bikeways and improved pedestrian access to businesses. The City has purchased properties along the corridor and demolished the outdated buildings to allow for new development. In 2019, construction was completed on a new Dayton–Montgomery County Library branch at the corner of Wilmington Pike and Stroop Road. The City constructed a new bikeway connection to join the existing bike paths in the area with the entrance to the library.

COMMUNITY DEVELOPMENT AND PROPERTY MAINTENANCE

The City of Kettering is committed to supporting residential development to ensure families looking for affordable homes with modern amenities have options in Kettering. Prugh Woods, a new residential development of 35 single homes located at the intersection of Dorothy Lane and Prentice Drive, is substantially complete. A new roadway, Prugh Woods Drive, offers access from Dorothy Lane to the new neighborhood and scenic passage to the Kettering Recreation Complex.

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.

Efforts by residents to maintain and improve their properties are important and appreciated. The Neighborhood Pride Awards Program is one way the City promotes these efforts. The program recognizes residents and businesses that have made significant improvements to or have maintained their properties impeccably year after year. Winners are selected by the volunteer Neighborhood Pride Award Committee, made up of previous winners, Winners are 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 award.

The Community Development division will continue to facilitate programs for providing quality housing to Kettering homeowners and education opportunities for foreclosure prevention and homeownership. The City has provided assistance stabilizing households and improving neighborhoods through homebuyer assistance, emergency repairs, and comprehensive updates for over forty years. The City offers low cost loans of 0% or 1% with low or no payments, depending on demonstrated need. The repaid funds can be recycled in the future to assist more homeowners.

The City of Kettering partners with the businesses who choose to call this community home. In response to the pandemic, the City of Kettering Economic Development team distributed PPE Safety Toolkits, donated by JobsOhio, to assist small businesses throughout our community. These PPE Safety Toolkits provided small businesses in Kettering resources to stay protected and operate within the State's safety guidelines.

In 2021, the City of Kettering was awarded \$13.8 million in American Rescue Plan funding. Half of the funding was received in May 2021, with the other half expected in May 2022. The City discussed appropriate uses of ARPA funds after reviewing the guidelines and incorporating recommended areas showing revenue loss. Funding allocation was placed into four categories including Community Programs (15%), Capital Equipment (32%), and Capital Improvement Program (53%).

The Planning and Development Department implemented the Stay Put Tenant Assistance Program in 2021. Using funds from Montgomery County, the City of Kettering implemented the program for residents negatively impacted from the COVID-19 pandemic. If qualified, residents could receive funding to cover six months of unpaid rent and three months forward. Thus far, the City has processed 119 applications utilizing nearly \$500,000 in funds. Due to the overwhelming response to this program, the City of Kettering will receive an additional \$1 million to continue assisting this need in our community.

The Planning and Development Department initiated a COVID-19 Business Assistance Program. In the face of the pandemic, the City repurposed business loan funds providing a responsive lifeline to local businesses. A forgivable loan was created that was accessible and easy to get into the hands of challenged businesses

owners. With hard work and flexible thinking, the City assisted businesses and retained jobs. The project reflects outstanding performance in addressing significant and immediate needs in the community.

Another ongoing initiative is the Cities of Service program. Mayor Patterson signed a declaration of service in August of 2012 to participate in Cities of Service – 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 participating. The City focuses efforts on neighborhood revitalization. More than seven Kettering neighborhoods have benefited from this innovative program to date. Each year, on National Make A Difference Day, City volunteers and civic groups join together to accomplish the bulk of the work in the selected area for revitalization. Invasive honeysuckle was removed and red oak seedlings were planted at the Habitat Environmental Center.

INCLUSION

In 2018, we added a full-time Compliance and Inclusion Manager who serves all City departments. The manager works with the Americans with Disabilities Act (ADA) Advisory Committee to address citywide access and inclusion matters. The City fully supports access and inclusion for individuals with disabilities to participate in programs, events, enrichment opportunities and camps throughout the City. In 2020, despite halted summer activities and several recreation programs, the Compliance and Inclusion Manager was busy helping community members and customers in need of accommodations—some trickier due to COVID-19 mandates. During 2021, the assisted listening devices were upgraded in Council Chambers and at Frazee Pavilion. The City of Kettering is working with Miami Valley Communications Council and other member cities to purchase software to offer live captioning on cable access channels.

YOUTH AND FAMILIES

In May 2017, the City of Kettering and Kettering Schools brought together experts and leaders from the Montgomery County Coroner’s Office, Kettering Health Network, ADAMHS, South Suburban Drug & Alcohol Coalition, Kettering Police Department and the Kettering Fire Department to produce a community education video on the rapidly escalating drug epidemic. Thankfully, opiate-related overdoses have declined, but our first responders remain vigilant, as the crisis is not over yet. The City of Kettering also provides five School Resource Officers (SROs) to the Kettering Schools. SROs provide education programs and demonstrate the human connection imperative for positive community relations.

For the past several years, the Partners for Healthy Youth Board, City of Kettering and Kettering City Schools have been working on how to address the growing numbers of families needing assistance. Those efforts culminated in the creation of the Youth and Family Community Resource Coordinator, a position that works with both the City and Schools to gather resources for those in need. The position is jointly funded by the City of Kettering and the Kettering City School District, with additional sponsorship from Dor-Wood Optimist Club. The services have become a critical resource for families in need.

During 2021, Partners for Healthy Youth developed a sub-committee focusing on children’s mental health. To engage with the community and inform parents of assistance programs, City of Kettering staff, Kettering City Schools, Backpack Program and other local groups organized two dinners in areas impacted most. A family fun night was held in October for the entire community as well.

COLLABORATION

Our internal review of services and programs has included identifying collaborations with other government entities. This is both a cost effective way of doing business and is 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, benefits the City financially and 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 & electric rates and management of the fiber ring project
- Housing prisoners in the Kettering Municipal Jail for five other jurisdictions
- 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
- Beginning in 2022, Kettering Communications Center (Dispatch) will begin dispatching for Miami Township. The Dispatch staff was increased by three to accommodate this effort.

CHALLENGES

As we celebrate the successes of many initiatives, we must also prepare for some significant issues and forthcoming challenges. In developing the 2022 budget, we must maintain high quality customer service and programming, while at the same time controlling spending when faced with reductions of funds resulting from COVID-19 and the new realities it brings.

We pride ourselves on customer service. Our most recent customer satisfaction survey confirms that our focus on customer service is on point. While we enjoy a 97% overall satisfaction rate, any real or perceived decrease in service threatens that ranking. Like most, this year has certainly brought the City of Kettering new challenges. We accept the challenges and continue to seek ways to strengthen our community.

COVID-19

In February 2020, news of a novel coronavirus made its way into state and local media outlets. The City of Kettering immediately began close watch on decisions being made by the Ohio Department of Health and the Centers for Disease Control & Prevention. The City administration quickly developed a COVID-19 Task Force to meet daily to develop plans to mitigate rumors, promote safe work conditions and keep employees physically and emotionally healthy. As the Governor began to conduct daily press conferences, Kettering was on the verge of opening its activities for spring and summer. On March 16, 2020 at 5:00 p.m., recreation facilities closed to the public. As we moved toward summer, the majority of city employees were working remotely in conjunction with health guidelines.

As the City's employees and their families began to personally experience COVID-19 and its impact on daily life, the Task Force came up with ways to help ease the burden as much as possible. An additional 80 hours of Administrative COVID-19 Leave was provided for COVID-related reasons. A Temporary Adaptive Work Policy was offered to help employees work while dealing with COVID impacts on their lives. As vaccines became available, the City provided 16 hours of leave for side effects or illness after employees were vaccinated.

Some of the toughest, most heartbreaking decisions needed to be made swiftly and carefully. Kettering is home to summer fun. Frazee Pavilion offers summer music, and the Go Fourth Independence Day celebration includes fireworks with a festival at Delco Park. The Adventure Reef Waterpark is a daily must for kids of all ages, along with our splash pad and summer camps. Mayor, City Councilmembers and City Staff determined the need to cancel summer activities in Kettering. Without activities and with lower revenue, the City felt the impact of the overly used term "unprecedented" when layoffs and furloughs were now part of our history. Approximately 240 employees were impacted in this decision.

On June 29, 2020, employees returned to the office environment. Essential personnel, such as public safety and public service never left the work environment. Employees returned to new sanitization regimens, shielding, cordoning and Xs to ensure proper distancing. All were introduced to a distanced way of doing business using conference calls, drive-through events and mandatory facial coverings. The ebb and flow of pandemic requirements was fluid, and employees assimilated remarkably well.

Being reliant to a large degree on income tax revenues, the financial impact of the pandemic was uncertain. The City took prudent measures at the onset of the health emergency to reduce or delay expenditures. A hiring freeze was implemented, employee furloughs were enacted, travel and training was reduced, and several capital projects were re-scheduled for future years.

In 2020, Kettering received \$3.2 million from Coronavirus Aid, Relief, and Economic Security Act (CARES Act) in response to the pandemic. The funds were used primarily for costs of public safety personnel substantially dedicated to mitigating or responding to the COVID-19 public health emergency. The City also submitted eligible expenditures for reimbursement by the Federal Emergency Management Agency (FEMA).

During 2021, many programs and amenities halted by COVID-19 began again under the guidelines of the Centers for Disease Control and Ohio Department of Public Health. Frazee Pavilion offered a reduced 2021 season. The City was awarded \$3 million from the Shuttered Venues Operators Grant. These funds were used

to offset operations expenditures for the absence of a 2020 season. Although the 2021 season was reduced by half, ticket sales were above average compared with previous years, and the community was happy to see this summertime staple back in action.

EMPLOYMENT CHALLENGES

Another challenge on the horizon is the impact of the departure of two large companies from the City.

WilmerHale operated a business services center at Miami Valley Research Park. The center opened in September 2010, and grew to 235 employees. Despite significant efforts to keep WilmerHale offices in Kettering, including incentive offerings, the decision was made to move to Miami Township. The firm left behind nearly 45,000 square feet of space in the Miami Valley Research Park.

Synchrony Financial announced its departure from the Kettering Business Park in September 2020. As the COVID-19 pandemic forced employees to work remotely, Synchrony discovered that the work-from-home model better fit their needs. The company employed 1,900 at the Kettering location. The City worked with the company for nearly a year on a plan for it to stay at the Business Park, but COVID-19 changed the course of their business model.

News of these departures was cause for budget cuts in preparation for 2021. Departments were tasked with decreasing 2021 budgets by five percent. It was determined that personnel costs would be decreased with a continued hiring freeze, with the exception of public safety and select positions, and through attrition (retirements and resignations). Fortunately, the proposed 2022 budget allows funding for several positions to be restored along with the reversal of previous operating cuts. The 2022 budget reflects an across-the-board pay increase of 2.50% for non-organized employees. Pay increases for organized employees are determined through contract negotiations, with most at 2.50% as well. Our employees recognize our responsibility to operate in a manner that reflects the economic conditions of our community. These efforts allowed the City to maintain a positive budgeted operating margin for 2022.

As the number of people working from home increased in 2020, the state legislature passed an emergency measure that allowed cities to continue collecting income taxes based on where employees would have paid income taxes if there was no pandemic and they were in the office.

However, that emergency measure has ended. Beginning in 2021, Ohioans will pay municipal income taxes where they work, including if that's at the kitchen table. The City of Kettering has been strategizing and preparing for these changes and the impact they will have on our income tax revenues.

RECRUITMENT AND HIRING

As facilities re-opened and programs resumed in 2021, the City of Kettering was short staffed due to the reduction in force during the pandemic in 2020. The hiring freeze was lifted to hire seasonal employees for Frazee Pavilion, Parks Maintenance and the Recreation Complex to accommodate the concert venue, grounds keeping, water park and aquatics positions, as well as staff for summer camps. Our reduction in force left our pool of candidates empty as our former seasonal employees acquired new positions elsewhere. As spring and summer grew closer, it was evident that new recruitment strategies were necessary.

Creative marketing was set in motion and we worked with local schools to attract teachers and students. Supervisors at the Recreation Complex guarded pools and led camps. Parks Division supervisors took to the green spaces to close the gap that the lack of seasonal employees left. While we are expecting shortages for the 2022 season, we have taken action to increase our competitiveness in hiring.

Wage scales for seasonal employees were evaluated and compared with hourly pay being offered for similar positions elsewhere. Pay scales were expanded to offer competitive wages to seasonal employees working for Parks, Recreation and Cultural Arts.

SUPPLY CHAIN ISSUES

Kettering is not alone in experiencing disruptions in the national and even global supply chain. Not only are goods and supplies scarce, but prices are increasing due to increased demand. Mundane items like paper, plastics, apparel and even Christmas lights are difficult to find or are increasingly expensive.

Of additional concern, the City maintains a large fleet of vehicles to provide critical public safety and streets maintenance services. As the production of vehicles came to a standstill, so did our ability to replace vehicles in our fleet. The lead-time for Fire apparatus replacements may be in excess of eighteen months to two years. Fortunately, the City conducts routine preventive maintenance with our fleet allowing us to extend the life of vehicles while dealing with delays in replacements.

STATE FUNDING REDUCTIONS AND MUNICIPAL TAX REFORM

State budget cuts were first reflected in the 2012 budget with additional cuts incurred in each year beyond. As a result, it is necessary to complete the 2022 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.

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 \$511,500 in 2021 and \$565,500 in 2022. These cuts result from a reduction in the Local Government Fund. 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 Ohio Governor signed House Bill 5 (HB5) that required 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 affect 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.

These funding challenges were offset by good news when 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 helps in replacing lost annual revenue of approximately \$3 million per year. Based upon Council direction, we allocate \$3 million per year of the original \$40 million fund to our annual capital improvement program. This direction assists in stabilizing our CIP funding and ensures that the estate tax funds are not used for day-to-day operating expenditures. We project 2028 will be the last year of this funding.

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 budget policies of Council and the operating guidelines of administration have been instrumental in maintaining a sufficient general fund balance. This has facilitated aggressive infrastructure improvements benefiting our housing system, roads, and facilities.

THE FUTURE

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 our residents and businesses are proud to call home. Our goals for 2022 will focus on seven strategic priorities 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.

The Strategic Plan includes specific action agendas and tactics. New for 2022, each City Department's budget presentation provides measurements of progress toward accomplishing the City's strategic priorities.

FINANCIAL POLICIES

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. Please note that the City is in compliance with its financial policies.

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. 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 three 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 2021 budget. Exceptions may be made for special projects, such as technology upgrades.
- The City's Parks, Recreation & Cultural Arts fund shall operate with an \$8.6 million subsidy budget. A subsidy represents funding that must be transferred from the General Fund to cover the excess in expenditures over revenues in these funds. The Frazee Pavilion operations fund expenditures shall be budgeted at \$300,000 greater than revenues.
- 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 \$62.2 million and \$56.4 million for 2021 and 2022 respectively. Revenue and expenditure estimates for both 2021 and 2022 represent conservative projections consistent with our past budgeting practices.

The estimated 2021 available year-end balance of \$62.2 million for all funds is \$5.3 million greater than the 2020 ending balance. The increase is due to the receipt of one-time federal grants: \$3.0 million in Shuttered Venue Operators Grants from the U.S. Small Business Administration, and \$6.9 million in American Rescue Plan Act (ARPA) funds.

During 2021, the Frazee Pavilion was awarded \$3,045,000 in Shuttered Venue Operators Grant (SVOG) funds. This grant from the U.S. Small Business Administration is to assist with lost revenues caused by the COVID-19 pandemic. The grant was instrumental in restoring the Frazee Operations Fund balance after a canceled 2020 season and an abbreviated 2021 season.

Also during 2021, the City received its first tranche of \$6.9 million as part of the American Rescue Plan Act (ARPA) program. Estimated 2021 expenditures include the installation of touchless faucets throughout city facilities (\$145,000) and the encumbrance of a replacement medic for the Fire Department (\$332,000).

The Capital Improvement Fund will show a \$1.9 million fund balance decrease in 2021 due to the expenditure of projects encumbered in 2020.

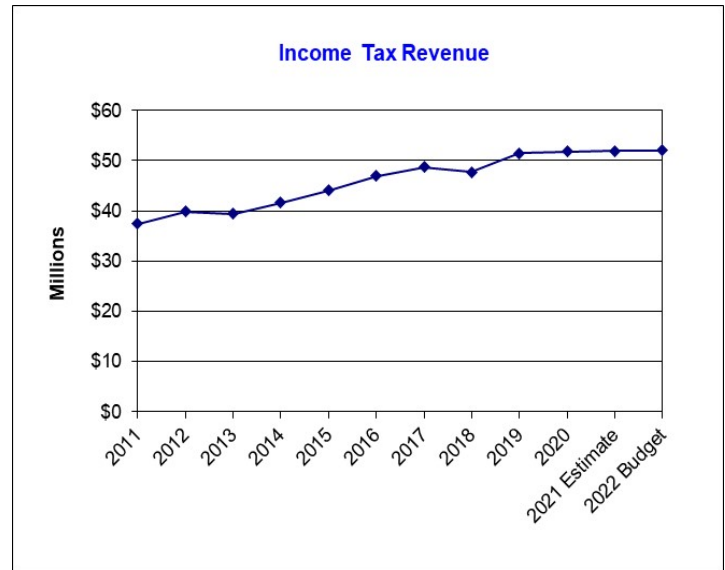
The budgeted 2022 year-end balance for all funds shows a \$5.7 million decrease from the estimated 2021 ending balance. The 2022 decrease is largely due to capital improvement expenditures requiring the use of General Fund balance in the form of a \$5.0 million transfer. Other fund balance decreases are planned in the ARPA Fund due to the expenditure of monies received in 2021; in the Cemetery Fund due to planned capital improvements using existing fund balance; in the Special Grants & Programs Fund due to the implementation of grants and programs with dollars received in previous years; and in the Frazee Pavilion Operations Fund for its annual season.

The Capital Improvement Fund sees an annual \$3.0 million reduction in fund balance. As described in the short-term financial policies, the City of Kettering received a \$40 million one-time estate tax distribution in 2013. 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 usage of this estate tax funds reduces the amount of General Fund dollars needed to fund the annual CIP program.

The available ending balance for the City's General Fund alone is projected at \$47.4 million and \$42.8 million for 2021 and 2022 respectively. The planned decrease in 2022 is mainly attributable to capital improvements necessitating General Fund transfers to the CIP Fund of \$5.0 million. The transfers to the CIP Fund 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 \$3.0 million in 2021 and \$0.7 million in 2022. This means that the City continues to cover its operating costs with current operating revenues.

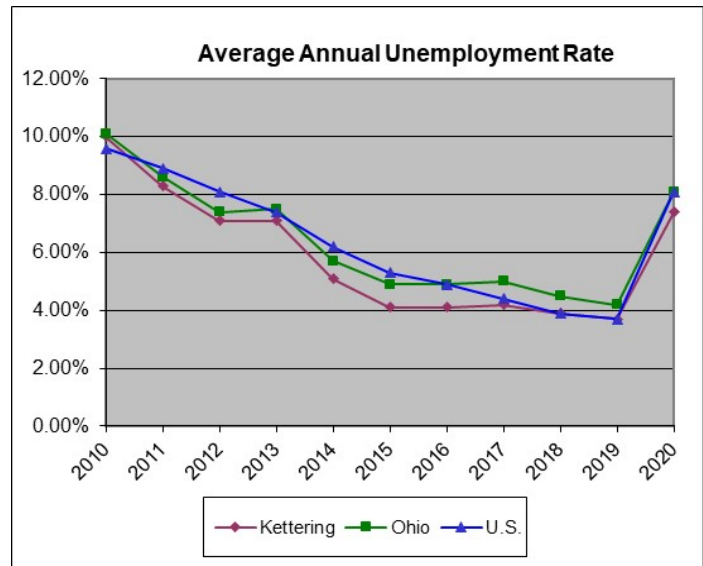
REVENUES

Year 2022 revenues for all funds are projected to be 5.4% less than estimated 2021 revenues, largely due to decreases in anticipated federal grants, state and local grants, and reimbursements. Additional decreases are expected in licenses and permits, local government fund, fines, forfeits and costs, and special assessments. Increases are expected in property tax, tax increment, income tax, homestead and rollback, gasoline tax, liquor and beer permits, charges for services, investment earnings, rental income, concessions, and sponsorships. 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 as evidenced beginning in 2020 due to the pandemic. Historically, Kettering’s unemployment rate has run below the averages for the local area, the State of Ohio and the United States. Although the City has been impacted by the COVID-19 pandemic, the unemployment rate continues to run below those for Ohio and the United States. The diversity of the City’s employment base helps to diminish the impact of economic downturns.



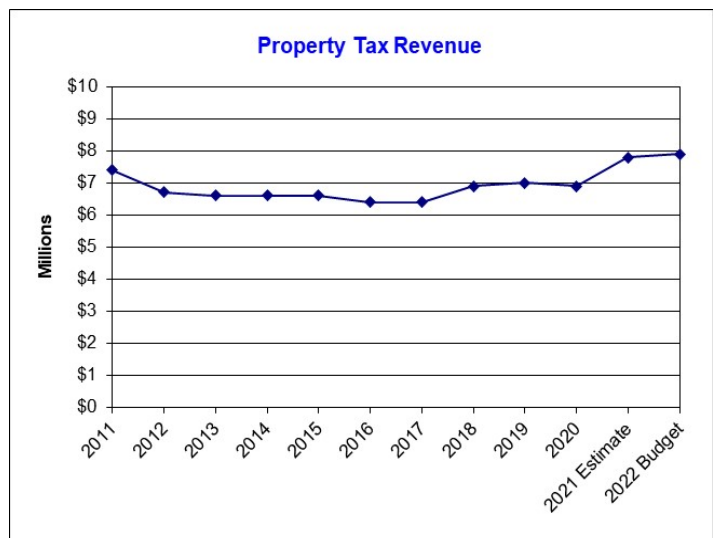
The business base ranges from major employers headquartered in Kettering, to midsize companies specializing in technology or professional services, to smaller family-owned businesses. Kettering’s largest employers include Kettering Medical Center (KMC), Reynolds & Reynolds, and Kettering City Schools. KMC, the flagship facility of the Kettering Health Network (KHN) employs more than 3,500. KMC opened a state of the art command center in the Kettering Business Park (KBP) in early 2019, which handles all scheduling and patient management for the health network and could eventually house up to 300 employees.

In addition, KHN completed a \$5.6 million medical office that focuses on senior care. The Years Ahead Health Center gives senior community members more access to healthcare services including primary care, lab and imaging services, and educational and support programs tailored for those 65 and older. Reynolds & Reynolds, a fortune 1000 company based in Dayton since 1866, is a market leader delivering information technology, software solutions and professional services that support automobile retailing. The company employs 1,350 at its Miami Valley Research Park campus. Despite the departure of Synchrony Financial in late 2020, income tax revenues have continued to improve during 2021. Also, the City's Economic Development Manager is currently working on new employer projects to replace the loss of Synchrony and expand the diversity of Kettering's business base in future years.

One additional factor that may affect 2022 income tax revenue is the language included in the State of Ohio Biennial Budget Bill allowing employers to change an employee's principal place of work and adjust withholding tax accordingly for those employees working from home. This new provision became effective beginning January 2021 and will allow these "work from home" employees to receive refunds from the principal place of work municipalities to which their withholding has been paid while they have worked from home in 2021. This changed the previous provision passed by the State during the state of emergency declaring that employees working from home because of the pandemic would continue to be taxed locally in the municipality where the employer is located known as the principal place of work.

Projected 2022 income tax receipts are expected to be .27% greater than 2021. Future years' income tax revenue projections have been adjusted for inflationary increases, as well as for anticipated changes in employment at various Kettering employers. The projected slight increase is reflective of the current regional economic conditions, the impact of the COVID-19 pandemic, and specific employment, and legislative changes discussed above. (*\$138,000 increase over 2021*)

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. The City's property tax revenues come from a voted 3.5 mill levy and an additional non-voted 2.5 mills as provided by state law. The remaining .63 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.



Property tax revenue projections are based on historical trends, with adjustments in revaluation and update years based on the results. A triennial reappraisal completed in 2020 resulted in an average increase in Kettering's property values of about 13%. The resulting 2021 receipts increased due to this reappraisal. The 2022 revenue is estimated to be about 1% higher than 2021. (*\$74,000 increase over 2021*)

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 and Hempstead Station business park areas. This exemption is set to expire after 2021. 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. The H&H exemption has ended. The most recent tax exemption for the housing development called Prugh Woods began generating additional revenue in 2019. (*\$23,000 increase over 2021*)

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., heating and air, 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. (*\$17,000 decrease from 2021*)

Federal Grants: A primary source of federal grant revenue is the Community Development Block Grant (CDBG) Program. Revenues result from 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 2022, the City anticipates receiving \$1,440,000 in FAST Act funding for phase 3 of the traffic signal project and \$247,000 in FAST Act funding for the Hewitt Avenue Bikeway. The City also expects \$436,000 from the ODOT Municipal Bridge Program for Ansel Bridge. In 2021, the City received \$3,045,000 from the U.S. Small Business Association for the Shuttered Venue Operator Grant and \$1,500,000 through Montgomery County from the Emergency Rental Assistance Program. Both grants are related to impacts from the COVID-19 pandemic. As a result, 2022 federal grants revenues are not expected to be as high as 2021. (*\$8,830,000 decrease from 2021*)

State & Local Grants: The City receives state and local grants for Parks and Recreation programs, Law Enforcement programs and other CIP projects. A primary source of state grants revenue is funding from the Ohio Public Works Commission (OPWC) for various roadway or bridge improvements. Projections are based on approval of specific grants for which the City has applied. (*\$1,132,000 decrease from 2021*)

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. (*\$11,000 increase over 2021*)

Local Government Fund: This revenue represents Kettering's share of the state sales tax distributed to area communities by Montgomery County. This revenue declined in the past several years as the state reduced allocations to municipalities. The most recent State Biennial Budget included increases in municipal allocations. However, 2022 projections are lower because of the impact of COVID-19 on sales tax receipts. Revenue projections are based on historical data and estimates from the State of Ohio Department of Taxation and Montgomery County. (\$54,000 decrease from 2021)

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 designated to fund street repairs and improvements as well as improvements to state highways within the City's borders. Beginning July 1, 2019, the State of Ohio's motor vehicle fuel excise tax increased by 10.5-cents for gasoline and 19-cents for diesel as part of the new State Transportation Budget. The additional taxes are expected to raise an additional \$865 million in revenue statewide, which will be split 55/45 between the State of Ohio and local jurisdictions. Projections are based on historical data, trends, and information received from the State of Ohio. (\$30,000 increase over 2021)

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. 2021 receipts were lower than past history due to the impact of COVID-19 on the operations of establishments with liquor permits. This revenue is expected to return to normal levels in future years. (\$30,000 increase over 2021)

Wireless 911 Tax: This revenue results from monthly surcharge fees, currently \$0.25 per billed line, paid to the State of Ohio by wireless phone users via cellular providers. The funds are remitted to Montgomery County and distributed by a formula to a set number of jurisdictions with the largest public safety dispatching operations including the county. The number of jurisdictions receiving funding decreased from five to four in 2017 and then to three in 2018. The number remains at three, including Kettering. Revenue projections are based on historical data and estimates from Montgomery County. (No change from 2021)

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. The higher payment in 2020 was due to a one-time catch up when the County moved from paying two years in arrears to now paying one year in arrears. (No change from 2021)

Charges for Services: Close to 81% of these revenues are generated by recreation services and 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 (PRCA) and on revisions to the fee structure. Also included in Charges for Services are fees for emergency medical services performed by the City's Fire Department. A higher than normal increase is expected in 2022 due to continued adjustments made in 2021 in response to the COVID-19 pandemic. In particular, the Frazee Pavilion Amphitheater reopened for performances during the summer 2021, but the season was reduced to about half the normal schedule as we made adjustments for public safety due to the pandemic. (\$3,112,000 increase over 2021)

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. The 2021 estimate includes additional revenue anticipated to result from a two-week long amnesty program occurring in October 2021. (*\$84,000 decrease from 2021*)

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. (*\$336,000 increase over 2021*)

Rental Income: Close to 92% of rental income is generated by the rental of sports equipment and facilities through the Parks, Recreation & Cultural Arts Department, including the Frazee Pavilion. These revenues are projected using historical data, trends and information from this department. Leases for various City properties and cell tower generate the remaining income. (*\$475,000 increase over 2021*)

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. Property owners receive advance notification of special assessments from the City and can either make payment in full to the City or pay installments via property tax bills. (*\$4,000 decrease from 2021*)

Concessions and Sponsorships: This revenue is generated from concession sales made at Frazee 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 Frazee performances and recreation activities. Revenue projections are based on historical data and expected activity levels for the recreation complex and for Frazee Pavilion performances determined from information from the Parks, Recreation & Cultural Arts staff. A higher than normal increase is expected in 2022 as PRCA activities continue to return to normal levels following reductions made to operations in response to the COVID-19 pandemic. In particular, numerous PRCA activities and events were canceled and facilities were closed during the pandemic including the outdoor waterpark, the Frazee Pavilion Amphitheater, and Kettering Recreation Center. (*\$918,000 increase over 2021*)

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 applications for funds are filed and a board of local officials for the jurisdictions reviews and approves the projects. No grants were received for 2021, and none is expected for 2022. (*No change from 2021*)

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 Department inspectors on federally funded roadway projects. The Kettering School District reimburses the City for a percentage of a School Resource Officer's salary and for a portion of the annual school crossing guards program costs. 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 based on historical data and trends adjusted for specific information we obtain regarding the various miscellaneous revenue sources. (*\$426,000 decrease from 2021*)

OTHER FINANCING SOURCES AND USES

Other financing sources are generally comprised of proceeds from the issuance of debt, from the sale of properties previously acquired through the Community Development Block Grant's (CDBG) purchase rehabilitation program, and from the sale of other city-owned assets.

The 2019 actuals include \$6,916,000 in other financing sources and \$6,850,000 in other financing uses to refund the voted PRCA Improvement Bonds, originally issued 5-28-2009, and issue new debt at lower interest rates for the remaining par value of these bonds.

The 2020 actuals include \$8.7 million proceeds (par \$8.3 million) from the issuance of general obligation debt for the Kettering Police Station Improvement project.

For 2021, a \$241,000 loan at 0% interest is expected from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge reconstruction project. Another \$1,709,000 is expected from the sale of city-owned properties, including land at Research Park and vacant fire stations. The sale of equipment and vehicles through auction will generate \$12,000.

Other financing sources for 2022 include an estimated \$46,000 from the sale of equipment and vehicles through auction.

OPERATING EXPENDITURES

The City took prudent measures at the onset of the COVID-19 health emergency to reduce expenditures and delay several capital projects. Being reliant to a large degree on income tax revenues, the financial impact of the pandemic was uncertain. A hiring freeze was implemented, employee furloughs were enacted – largely in Parks, Recreations & Cultural Arts – travel and training was reduced, and several capital projects were re-scheduled for future years. Budget reductions continued for the 2021 budget. Fortunately, the proposed 2022 budget restores funding for many of the prior year's reductions in the personnel and operating categories.

Operating costs (all funds) for 2022 are proposed at \$83.8 million compared to an estimated \$77.1 million in 2021. The total 2022 Operating budget (Personal Services, Operating Expenses and Capital Outlay combined) is 12.0% greater than the original 2021 operating budget.

Proposed 2022 personal services are 7.8% greater than the original 2021 budget. The increase is due to the 2021 budget including an across the board pay increase of 0% for all employees. In addition, several vacant positions were unfunded for 2021.

Actual 2021 pay increases for organized employees were determined through contract negotiations that took place throughout the year. Both non-organized and most organized employees received a 2.5% increase during 2021. The proposed 2022 budget includes a second year of 2.5% pay increases.

The 2022 budget restores funding for most 2021 unfilled positions. Please refer to pages 67 – 69 in the Budget Summary Section for detailed information on changes in positions and full time equivalents.

In 2022, the City will keep a High Deductible Health Insurance Plan (HDHP) with United Healthcare. In 2012, the City moved from a fully funded plan to a self-funded plan. This allowed us to take greater control of our health insurance data and work more effectively with employees to reduce health insurance costs. The 2022 budget includes a 3% increase in premium costs after a 10% increase in 2021. Employees will continue to pay 17% of health insurance premiums and pay 35% toward their HSA contributions. The City's contribution into employees' HSA accounts remains at 65% of the deductible amount. Employees do have an opportunity to "earn back" additional HSA funding by participating in the City's wellness program. The Employee Wellness Program has been remarkably successful in encouraging employees to adopt healthier habits. 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 the Patient Protection and Affordable Care Act (known as PPACA or National Health Care Reform).

Proposed 2022 operating expenditures, exclusive of personnel and capital outlay, are 9.6% greater than the original 2021 budget. As part of the 2022 budget planning process, departments were initially asked to keep operating requests, excluding personnel and capital equipment, to not more than a 0% increase over their 2021 budgets. Staff made significant efforts to balance the requirement to meet this objective with the need to provide the same level of efficient, effective, quality services. Ultimately, an extra \$100,000 was restored to the 2022 budget after significant COVID-19 related budget reductions in the prior year. In addition, the 2022 budget includes \$2 million in new funding for community programs as part of the American Rescue Plan Act (ARPA). Please see Fund 269 for details.

The proposed 2022 capital outlay of \$3,311,800 is larger than the City's standard budgeted level. Proposed purchases were identified during a recently completed planning process undertaken by the Public Service Department to identify vehicle replacement needs citywide. In addition to the City's routine capital replacements for patrol vehicles, sedans, pickup trucks, a backhoe, and a compost turner, ARPA funds will provide \$2.1 million in new funding for Public Service and Public Safety vehicles. Planned ARPA purchases include replacements for a heavy dump truck, flatbed truck, wheel loader, bucket truck, medic unit and a fire engine.

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 Citywide current operating revenues are anticipated to exceed expenditures related to operations and debt by \$6.0 million in 2021 and by \$1.6 million in 2022. The General Fund operating margin alone is anticipated to be \$3.0 million in 2021 and \$0.7 million in 2022.

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 2022 is \$15.7 million. When combined with estimated 2021 expenditures of \$18.5 million, the two-year total of \$34.2 million reflects City Council's strong commitment to rebuilding and maintaining the community's neighborhoods, infrastructure, roadways, fire & police stations, and recreational facilities.

The 2022 Capital Improvement Program includes a variety of projects ranging from roadway improvements, neighborhood improvements, Rosewood Arts Centre updates, and a new park, to the usual resurfacing and curb replacement programs.

An exciting project for 2022 will be the continuation of the multi-year, three-phase renovation of Rosewood Arts Centre. The renovation includes infrastructure improvements (mechanical, electrical and plumbing) and the creation of more efficient and customized environments for various artistic disciplines. Phase I at \$2.6 million began during 2021. Phase 2, at \$1.4 million is planned for 2022, and the final \$1.1 million is planned for 2023. The City was awarded \$450,000 in Ohio Facilities Construction Commission funding through the Cultural Facilities Grants program to support the project.

In conjunction with Rosewood Arts Centre's renovation, the Kettering Parks Foundation (KPF) implemented a fund-raising campaign with an initial goal of \$1.2 million for furniture, fixtures and equipment to expand the Centre's distinctive programs and provide the necessary art studio equipment to advance the arts in the community. KPF will grant the City funds over the three-phased renovation project.

Please refer to pages 179-186 (Capital Improvement Fund — \$11,902,000) for a detailed look at the proposed projects and their related impact on operating costs. Capital improvement expenditures are also budgeted in the Cemetery Fund (\$239,000), the ARPA Fund (\$3,475,000), and the Community Development Block Grant Fund (\$81,000).

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. 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 partially financed the construction of four new fire stations as part of the City's Fire Station Improvement Plan. Effective 2015, a percentage 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.

In late 2019, the City redeemed the voted PRCA Improvement Bonds, issued 5-28-09, and issued new debt for the remaining par balance at lower interest rates, generating an estimated \$635,700 net present value savings to the City's taxpayers.

In February 2021, the City issued \$8.3 million in general obligation bonds to finance the Police Station Improvement project. The City also anticipates receiving a \$241,000 0% loan from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge reconstruction project.

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 70-72 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 additional 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 2022 and will be prepared to make recommendations to modify the budget as necessary.

BUDGET PROCESS

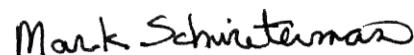
The City's budget process is perhaps, the most important process we facilitate in a given year. It represents a continuing cycle of reviewing long-range goals and objectives, planning, facilitation, and evaluation. A detailed explanation of our budget process is on pages 17 - 19.

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.

I am thankful for our city staff and their commitment to providing outstanding customer service to our Kettering residents and businesses. Our 97% citizen satisfaction level 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.

Sincerely,



Mark W. Schwieterman
City Manager



CITY OF KETTERING

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.

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

Vision: A community our residents and businesses are proud to call Home.

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.

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. 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.

Many of the strategies and tactics, as with most processes within the City's core services, are addressed within and by multiple departments. However, listed with each tactic is the City department for which the bulk of responsibility lies. New for 2022, the departmental budgets provide charts showing measures of progress toward accomplishing the City's strategic priorities.

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.

STRATEGIC PRIORITY:	
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE	
ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> • Greater leadership in MVRPC 	<ul style="list-style-type: none"> • Work with other surrounding jurisdictions via Miami Valley Regional Planning Commission (MVRPC) to determine the need for expanded transportation services. (PRCA, Asst. City Mgr.)
<ul style="list-style-type: none"> • Montgomery County — Greater leadership at the County level 	<ul style="list-style-type: none"> • Participate and provide leadership in County Economic Development initiatives. (Ec. Dev.) • Participate and provide leadership in the Montgomery County 10-year Homeless Solutions Prevention Plan. (P&D and City Mgr.) • Continue to actively participate in regional fair housing initiatives. (P&D)
<ul style="list-style-type: none"> • MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> • Influence and assist in developing the training Miami Valley Communications Council (MVCC) provides to meet the City’s needs (ex. management training, public records training, succession planning, etc.). (HR and Dirs. Team) • Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities. (Admin Systems, Ec. Dev.)
<ul style="list-style-type: none"> • First Tier Suburbs 	<ul style="list-style-type: none"> • Utilize the consortium to influence policy at the state level. (Council and City Mgr.)
<ul style="list-style-type: none"> • Dayton Development Coalition (DDC) 	<ul style="list-style-type: none"> • Strengthen our relationship regarding Development Projects. (City Mgr. and Ec. Dev.) (Ongoing) • Participate and provide leadership in DDC Economic Development initiatives through the DDC’s Public Sector Advisory Committee. (City Mgr.)
<ul style="list-style-type: none"> • School Board - Enhance communication 	<ul style="list-style-type: none"> • Continue the joint meetings between Council and the School Board. (Council and City Mgr.) • Provide Police School Resource Officers to schools in Kettering to handle school-specific criminal activity and to provide drug/alcohol abuse training. (Police) • Develop Prevention Strategy with School and City Staff to be introduced in 2021. (PRCA and All Departments) • Continue to participate on the School’s MTSS Council to support the initiatives that will connect community resources to all Kettering youth. (PRCA) Continue to work with the City/School Youth and Family Community Resource Coordinator to ensure the cities participation with connecting families with necessary resources in the community. (PRCA)

STRATEGIC PRIORITY:

HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE (Continued)

<ul style="list-style-type: none"> • Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> • Cooperate with other agencies on snow and ice control. (Public Service) • Increase participation in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat. (Fire) • Continue the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, the City of Moraine, and the City of Dayton. (Fire) • Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. (Police) • Provide building permitting and inspection services to the City of Oakwood. (Fire and P&D) • Partner with the City of Dayton and Montgomery County to share building code inspection services. (P&D) • Explore a similar arrangement with other jurisdictions regarding inspections. (P&D) <i>(Ongoing arrangement with West Carrollton)</i> • Continued participation in the Miami Valley Risk Management Association (MVRMA). (Finance) • Continue active participation with the Miami Valley Fire and EMS Alliance. (Fire)
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STRATEGIC PRIORITY:

ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT & EXPAND INVESTMENT IN THE CITY

ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> Utilize available communication tools to assist with business retention and attraction. 	<ul style="list-style-type: none"> Include business news section within <i>Contact with Kettering</i> quarterly newsletter and distribute to all businesses. (Ec. Dev. and CIM) KMO Membership – Maintain Kettering-Moraine-Oakwood Chamber of Commerce (KMO) membership and appointment on Advisory Board. (Ec. Dev.)
<ul style="list-style-type: none"> Attraction – Work to recruit new businesses to Kettering. 	<ul style="list-style-type: none"> Continue to work with the County Land Bank to identify and remove buildings causing blight in neighborhoods. (P&D) T&C involvement – Work with Town & County Shopping Center (T&C) Management to take advantage of retail opportunities. (P&D and Ec. Dev.) Create and maintain inventory of available development and redevelopment sites throughout the City in order to best match development possibilities to appropriate areas. (P&D) Develop a City marketing packet that can be distributed to businesses. (Ec. Dev. and CIM) Work to attract development within the Miami Valley Research Park (Ec. Dev.)
<ul style="list-style-type: none"> Retention – Create/retain relationships with existing businesses in the City. 	<ul style="list-style-type: none"> Visit existing businesses to discuss current operations and future needs. (Ec. Dev.) Contact smaller companies through KMO Chamber participation and Business First visits. (Ec. Dev.)
<ul style="list-style-type: none"> Expansion – Work with existing businesses interested in expanding their operations. 	<ul style="list-style-type: none"> Utilize existing federal, state and local resources to assist with business expansion. (Ec. Dev. and P&D) Implement the Wilmington Pike Improvement Plan including the Facade and Demolition Programs. (Ec. Dev., P&D and Engr.)

STRATEGIC PRIORITY:	
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS	
ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> Accommodate a variety of housing types in appropriate locations to meet current and future residential market demands. 	<ul style="list-style-type: none"> Conduct an analysis of current housing stock and future housing needs including identifying housing needs for employees of desired industry clusters. (P&D) Identify locations for development and redevelopment opportunity and identify the appropriate housing type for those locations. (P&D) Identify in-fill development opportunities and work with private and non-profit builders to construct neighborhood appropriate homes. (P&D)
<ul style="list-style-type: none"> Encourage reinvestment in existing housing to ensure long-term marketability of Kettering neighborhoods 	<ul style="list-style-type: none"> Develop a menu of tools to encourage reinvestment and improvement of existing housing and aggressively market the tools to appropriate owners and investors. (CDBG) Market the City's street improvement program and schedule of improvements to appropriate neighborhoods. (P&D, CDBG, and Engr.)
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community. 	<ul style="list-style-type: none"> Continue to support and attend neighborhood block parties and events. (Police and Fire) The Fire Department will participate in neighborhood watch meetings with Police Departments as appropriate to promote fire and life safety. (Police and Fire) Create two outreach programs in two neighborhood parks to improve the social connection with youth and adults in a positive and constructive program. (PRCA) Complete park and parkway improvements in neighborhoods. (PRCA) Promote the City Bike Way system and the connection to the larger regional bike way system through improved online and web based sites and using social media periodically to encourage cycling as a healthy activity. (PRCA) Continue to promote the <i>Cities of Service</i> program and address a different neighborhood each year. (Vol. and P&D)
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering. 	<ul style="list-style-type: none"> Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. (P&D and Law) Utilize the nuisance abatement ordinance to address nuisance property issues. (P&D and Police)

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

STRATEGIC PRIORITY:

PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION

ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> • Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> • Safety Education — Explore new ways of providing Citywide safety education and outreach to the public. (Police) • Address senior safety issues. (City Mgr.) • Continue with and advance the Kettering Safe Senior Program (KSSP). (Police) • Safety Education — Explore new ways of providing City-wide safety education and outreach to the public through programs such as CERT, First Aid Training and School Safety programs. (Fire) • Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering. (Fire) • Continue the City’s Safety Committee. (HR)
<ul style="list-style-type: none"> • Public Works — Ensure Public Safety through quality and responsive public works. 	<ul style="list-style-type: none"> • Design & execute a 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. (Public Service) • Streamline public service request process to establish and achieve standards for timely response to public safety issues (potholes, channels, etc.). (Public Service) • Continue coordination and repair regarding the annual Bridge Inspection Program. (Engr.) (Ongoing)
<ul style="list-style-type: none"> • Police — Traffic Enforcement 	<ul style="list-style-type: none"> • Continue emphasis on Operating Vehicles while under the Influence (OVI). (Police) • Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. (Police and Engr.)
<ul style="list-style-type: none"> • Police — Crime Prevention/ Deterrents 	<ul style="list-style-type: none"> • Participate with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. (Police) • Continue to use bike patrol on night watches to target problem areas. (Police) • Continue to utilize Scanning Analysis Response Assessment forms to identify and address quality of life issues and criminal problems. (Police) • Utilize the Crime Analyst position to work in conjunction with all KPD personnel, TCSU, and numerous outside agencies to collect, evaluate, analyze and disseminate crime data. (Police)
<ul style="list-style-type: none"> • Police — Community-Based Problem Solving 	<ul style="list-style-type: none"> • 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. (Police)
<ul style="list-style-type: none"> • Fire — Continue to develop & implement plans based on Risk Assessment and Hazard Analysis 	<ul style="list-style-type: none"> • Continue to benchmark and evaluate the progress of the Fire Department based on national standards for risk assessment and hazard analysis. (Fire)

STRATEGIC PRIORITY:

PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION (Continued)

ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> • Fire — Alarm Response Goals 	<ul style="list-style-type: none"> • Maintain response time goals and minimum response levels that should be met 90% of the time for fire and EMS alarms. (Fire)
<ul style="list-style-type: none"> • Fire — Members Trained for Type of Alarm 	<ul style="list-style-type: none"> • Ensure the Fire Department is able to provide an adequate number of personnel for hazardous materials and special rescue alarms. (Fire) • Ensure all officers are properly trained to manage all emergency incident scenes. (Fire) • Ensure all officers are trained and educated in personnel and Fire Department function management. (Fire)
<ul style="list-style-type: none"> • Fire - Code Enforcement 	<ul style="list-style-type: none"> • Ensure all commercial facilities are free from fire and life safety hazards. (Fire) • Ensure firefighters responding to alarms in commercial buildings have the most up-to-date information on building construction, hazards, suppression systems, etc. (Fire)
<ul style="list-style-type: none"> • Safety Education 	<ul style="list-style-type: none"> • Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. (Fire, Police, and Engr.)
<ul style="list-style-type: none"> • Fire — Fire & EMS Apparatus Master Plan 	<ul style="list-style-type: none"> • Ensure all fire and EMS vehicles are replaced at the end of their service life in a cost-effective manner. (Fire)
<ul style="list-style-type: none"> • City Disaster Planning & Preparedness 	<ul style="list-style-type: none"> • Ensure the City Emergency Operations Plan provides the proper guidance to City employees in the event of a disaster. (Fire) • Ensure all key employees are trained to National regulations (NIMS courses). (Fire) • Ensure all key personnel are properly trained and educated on the City Emergency Operations Plan. (Fire) • Ensure all key personnel practice their roles in a disaster to provide better service during a disaster. (Fire) • Establish and operate the City's Emergency Operations Center. (Fire)

STRATEGIC PRIORITY:

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

ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> • Optimize City Services and Processes 	<ul style="list-style-type: none"> • Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. (All Depts.)
<ul style="list-style-type: none"> • Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> • Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, and communications. (City Mgr., Admin. Systems) • Promote philosophy of excellent customer service throughout the departments. (Individual Depts.) (Ongoing) • Create leadership teams made up of cross-department personnel to develop and implement solutions to various City issues. (City Mgr)
<ul style="list-style-type: none"> • Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> • 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. (All Depts.)

STRATEGIC PRIORITY:	
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY	
ACTION AGENDA	TACTICS
<ul style="list-style-type: none"> Communicate City's successes 	<ul style="list-style-type: none"> Utilize entry signs and banners to announce appropriate City successes/awards. (CIM) (Ongoing) Leverage digital media and traditional media relationships to communicate successes. (CIM) (Ongoing)
<ul style="list-style-type: none"> Actively participate in Social Media 	<ul style="list-style-type: none"> Utilize social media as appropriate to promote City events, programs and services. (CIM)(Ongoing)
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to host the Community Block party, where residents can gather to learn about City programs, services and events. (City Mgr) (Ongoing) Continue to promote the Mayor's Christmas Tree Lighting & Go 4th! as premier events in the community. (PRCA) (Ongoing) Promote the City's Entertainment and Community Art Programs as an initiative that sets us apart from other communities. (PRCA) (Ongoing) Implement a Citywide campaign to highlight the unique and positive attributes of the Kettering community. (CIM) (Ongoing) Continue to support the efforts of the <i>CitiesofService</i> team to promote neighborhood pride. (P&D)
<ul style="list-style-type: none"> Communicate Important Topical Information 	<ul style="list-style-type: none"> Update website to provide access to high demand information. (CIM) (Ongoing) Improve website to make it even more dynamic and user friendly. (CIM) (Ongoing) Use <i>ContactwithKettering</i> to better communicate with residents about topical information. (CIM) (Ongoing)
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Continue to conduct a survey every two years. (CIM) (Ongoing) Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. (All Depts.)(Ongoing) Hold community meetings when appropriate to gauge public opinion. (All Depts.)
<ul style="list-style-type: none"> Market the City to non-residents 	<ul style="list-style-type: none"> Produce updated <i>Resident Guide</i> and distribute broadly, with focus on educating realtors and Wright Patterson Air Force Base (WPAFB). (CIM) (Ongoing) Utilize <i>DaytonDailyNews</i> Kettering City Page to communicate benefits of living in Kettering. (CIM) (Ongoing) Develop a branding campaign and sub-branding for selected core services and programs. (CIM)

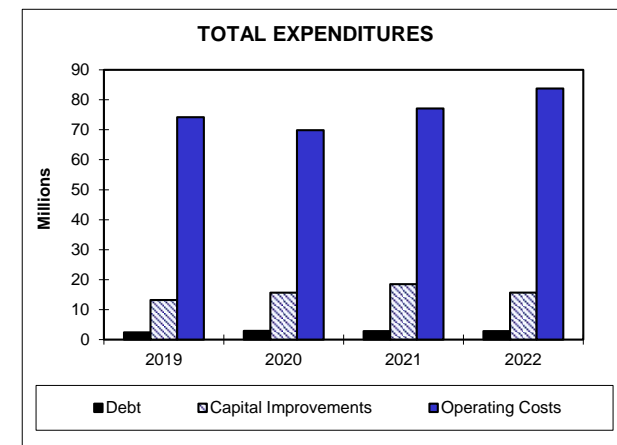
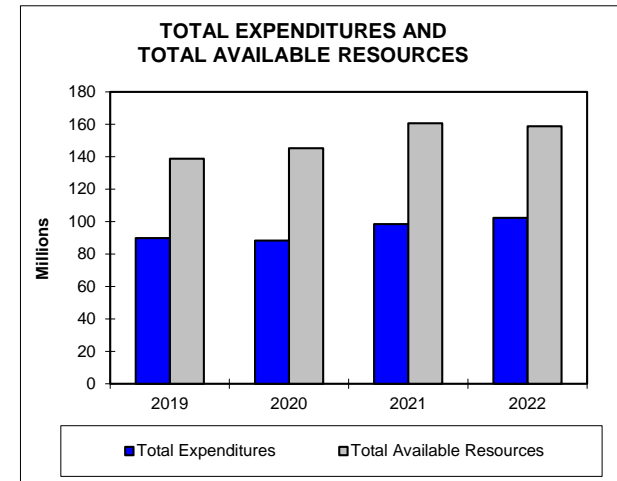
Admin. Systems: Administrative Systems Department
All Depts: All Departments
Asst. City Mgr: Assistant City Manager
CDBG: Community Development Block Grant Manager
CIM: Community Information
City Mgr: City Manager
Council: Mayor and Council
Dirs. Team: Directors Team
Ec. Dev: Economic Development
Engr: Engineering Department

Fire: Fire Department
HR: Human Resource Department
Individual Depts: Individual Departments
PRCA: Parks, Recreation & Cultural Arts
Police: Police Department
Parks Dept: Parks Maintenance
P&D: Planning & Development
Public Service: Public Service Department
Sr. Service Coord: Senior Service Coordinator
Vol: Volunteer Resources

OVERALL BUDGET SUMMARY (All Budgeted Funds)

TABLE I

	Actual 2019	Actual 2020	Estimated 2021	Proposed 2022
Available Resources				
Balance January 1 ^a	\$81,805,836	\$79,817,246	\$84,082,507	\$86,871,097
Nonspendable: Inventory & Loans	5,835,191	3,326,352	3,210,654	3,122,133
Restricted for: CDBG Loans	895,379	856,300	813,675	814,000
Committed to: Economic Development	307,346	762,947	1,176,000	1,676,000
Committed to: Capital Improvement	23,391,025	21,129,284	18,464,461	15,565,461
Assigned to: Capital Improvement	403,706	1,176,350	1,048,000	890,000
Net Balance	50,973,189	52,566,013	59,369,717	64,803,503
Revenues	86,673,888	82,841,283	99,296,000	93,896,000
Other Financing Sources	7,974,270	9,803,427	1,962,000	46,000
Less: Other Financing Uses	6,850,568	0	0	0
Total Available Resources	138,770,779	145,210,723	160,627,717	158,745,503
Expenditures				
Operating Costs	74,166,205	69,844,826	77,146,770	83,786,050
Capital Improvements	13,200,639	15,653,696	18,493,000	15,672,000
Debt Service	2,419,336	2,880,927	2,829,640	2,838,618
Total Expenditures	89,786,180	88,379,449	98,469,410	102,296,668
<i>Revised Budget (Total Expenditures) b.</i>	<i>101,494,005</i>	<i>104,906,536</i>	<i>103,848,547</i>	
Net Balance December 31^c	\$48,984,599	\$56,831,274	\$62,158,307	\$56,448,835
Net Balance Change From Prior Year	\$1,636,101	\$7,846,675	\$5,327,033	(\$5,709,472)



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

^b. 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.

^c. Total available resources less total expenditures.

ESTIMATED 2022 FUND BALANCE*

**TABLE II
Page 1 of 2**

<u>Code</u>	<u>Fund</u>	<u>Balance January 1, 2022</u>	<u>Nonspendable Inventory, Restrictions, Commitments, & Assignments **</u>	<u>Receipts</u>	<u>Other Financing Sources/(Uses)</u>	<u>Transfers and Advances***</u>	<u>Operating Costs</u>	<u>Capital Improvements</u>	<u>Debt Service</u>	<u>Balance December 31, 2022</u>
101	General	52,571,026	(5,493,133)	65,613,000	20,000	(19,046,000)	50,912,000	0	0	42,752,893
	Special Revenue:									
202	Street Maintenance	205,598	(195,000)	3,817,000	25,000	2,971,000	6,807,600	0	0	15,998
203	State Highway	10,020	0	253,000	0	0	165,000	0	0	98,020
205	Cemetery	454,406	0	9,000	0	0	20,000	239,000	0	204,406
213	Police Pension	10,546	0	407,000	0	1,445,000	1,852,100	0	0	10,446
220	EMS Fund	674,550	0	191,000	0	0	17,000	0	0	848,550
246	Parks & Recreation	10,237	0	3,723,000	0	8,600,000	12,323,000	0	0	10,237
247	Lincoln Park Civic Commons & Amphitheatre Operations	3,130,906	0	5,710,000	0	0	6,010,000	0	0	2,830,906
260	DESC Reuse Funds	10,067	0	12,000	0	137,000	149,000	0	0	10,067
269	American Rescue Plan Act Fund	6,451,000	0	6,931,000	0	0	4,099,000	3,475,000	0	5,808,000
271	Special Grants & Programs	2,875,666	0	554,000	0	0	799,350	0	0	2,630,316
283	Community Dev.Block Grant	1,083,268	(814,000)	661,000	1,000	0	575,000	81,000	0	275,268
	Total Special Revenue	14,916,264	(1,009,000)	22,268,000	26,000	13,153,000	32,817,050	3,795,000	0	12,742,214
318	Debt Service	784,012	0	1,957,000	0	898,000	57,000	0	2,838,618	743,394
	Capital Projects:									
406	Capital Improvement	18,599,795	(15,565,461)	4,058,000	0	4,995,000	0	11,877,000	0	210,334
	GRAND TOTAL	86,871,097	(22,067,594)	93,896,000	46,000	0	83,786,050	15,672,000	2,838,618	56,448,835

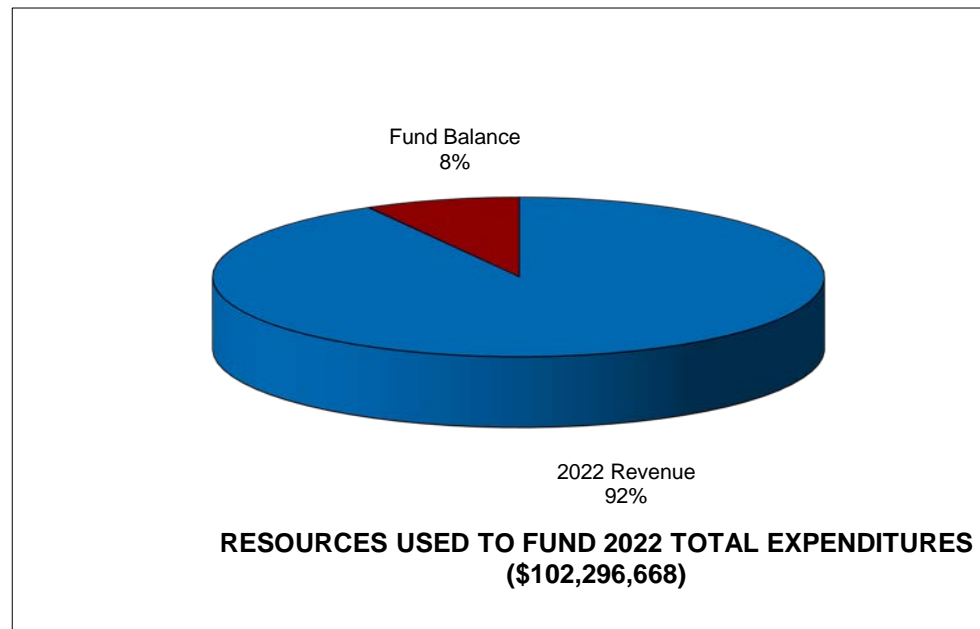
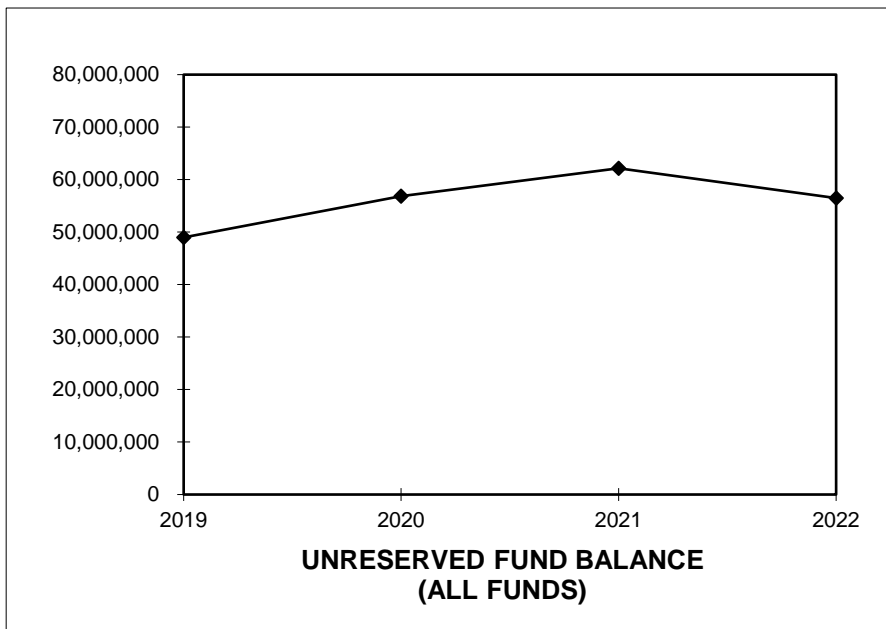
* Fund Balance represents the funds remaining after the application of available revenues and resources to support the expenditures for the fund.

** Please see Fund Balance Classifications discussion on page 14. The 2022 General Fund amount includes prepaid workers compensation insurance, unclaimed funds, assets held for re-sale, other economic development commitments, and a gas tax assignment for neighborhood roadway improvements.

*** 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.

2022 FUND BALANCE

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The 2020 increase in unreserved fund balance reflects cost cutting measures taken by the City in response to the COVID-19 pandemic. The City implemented a hiring freeze and delayed several capital improvement projects, among other measures. In addition, the City received multiple one-time sources of revenue including CARES Act grants (\$3.2 million), Ohio Bureau of Workers Compensation rebates (\$2.0 million), and a Federal Emergency Management Association (FEMA) grant (\$0.1 million).

The estimated increase in 2021 unreserved fund balance is due to the receipt of the first tranche of American Rescue Plan Act (ARPA) grant (\$6.9M) and two phases of the Shuttered Venue Operators Grant (\$3.0M). These increases are offset by a \$1.9M decrease in the Capital Improvement Fund balance due to the expenditure of projects encumbered in 2020.

The estimated decrease in 2022 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 the planned expenditure of ARPA funds received in 2021.

2022 revenues will fund 92% of the City's proposed 2022 expenditures, while 8% of the expenditures will require the use of fund balance.

REVENUES CLASSIFIED BY SOURCE

**TABLE III
Page 1 of 2**

Object Code	Mills 2020	Actual 2019	Percent of Total	Actual 2020	Percent of Total	* Estimated 2021	Percent of Total	* Proposed 2022	Percent of Total	
Property Taxes:										
41110	Real (Non-voted)	2.50	2,580,400	3.0%	2,597,973	3.1%	2,941,000	3.0%	2,971,000	3.2%
41120	Real (Voted)	4.13	4,427,716	5.1%	4,333,054	5.2%	4,856,000	4.9%	4,900,000	5.2%
	Total Property Taxes	6.63	7,008,116	8.1%	6,931,027	8.4%	7,797,000	7.9%	7,871,000	8.4%
41300	Tax Increment		436,314	0.5%	404,253	0.5%	360,000	0.4%	383,000	0.4%
41500	City Income Tax		51,507,371	59.4%	51,818,582	62.6%	51,900,000	52.3%	52,038,000	55.4%
42000	Licenses and Permits		762,716	0.9%	486,764	0.6%	578,000	0.6%	561,000	0.6%
43100	Federal Grants		2,319,931	2.7%	5,709,902	6.9%	18,594,000	18.7%	9,764,000	10.4%
43400	State and Local Grants		1,120,694	1.3%	250,079	0.3%	1,453,000	1.5%	321,000	0.3%
43500	Homestead & Rollback		1,005,824	1.2%	975,283	1.2%	1,087,000	1.1%	1,098,000	1.2%
43510	Local Government Fund		739,424	0.9%	907,448	1.1%	964,000	1.0%	910,000	1.0%
43540	Gasoline Tax		2,448,479	2.8%	2,876,590	3.5%	2,995,000	3.0%	3,025,000	3.2%
43550	Vehicle License Fees		766,314	0.9%	742,479	0.9%	817,000	0.8%	817,000	0.9%
43560	Liquor & Beer Permits		61,153	0.1%	9,749	0.0%	30,000	0.0%	60,000	0.1%
43570	Cigarette License		1,483	0.0%	525	0.0%	1,000	0.0%	1,000	0.0%
43580	Wireless 911 Tax		154,806	0.2%	154,450	0.2%	153,000	0.2%	153,000	0.2%
43850	County Shared Revenues		207,577	0.2%	423,832	0.5%	206,000	0.2%	206,000	0.2%
44100	Charges for Services		7,460,423	8.6%	2,176,816	2.6%	4,719,000	4.8%	7,831,000	8.3%
45100	Fines, Forfeits & Costs		1,522,604	1.8%	1,127,622	1.4%	1,445,000	1.5%	1,361,000	1.4%
46100	Investment Earnings		2,156,124	2.5%	942,849	1.1%	203,000	0.2%	539,000	0.6%
44200	Rental Income		1,168,998	1.3%	421,210	0.5%	555,000	0.6%	1,030,000	1.1%
46300	Special Assessments		1,340,996	1.5%	1,106,950	1.3%	1,129,000	1.1%	1,125,000	1.2%
46900	Concessions		1,097,963	1.3%	2,849	0.0%	605,000	0.6%	1,279,000	1.4%
46910	Sponsorships		484,142	0.6%	3,864	0.0%	298,000	0.3%	542,000	0.6%
49400	County ED/GE Program		100,000	0.1%	500,000	0.6%	0	0.0%	0	0.0%
49400	Reimbursements & Miscellaneous		2,802,436	3.2%	4,868,160	5.9%	3,407,000	3.4%	2,981,000	3.2%
	TOTAL RECEIPTS		86,673,888	100.0%	82,841,283	100.0%	99,296,000	100.0%	93,896,000	100.0%
	REVISED BUDGET		87,213,804		83,633,192		99,771,313			

* Refer to page 39 (Budget Message) for a detailed listing of the assumptions used to project 2021 and 2022 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 has remained unchanged at 2.25% since 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.

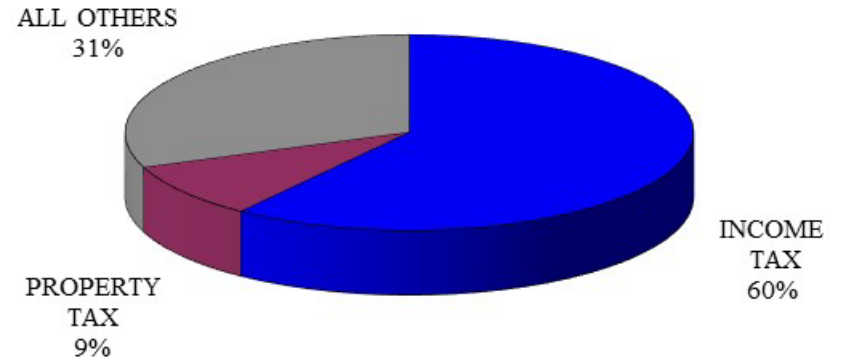
General Property Taxes

This is the City's second largest on-going source of revenue. It is generated 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 2020 tax rates collected in 2021, the other .63 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 6.63 mills represents 5.4% of the current total property tax rate of 123.42 mills with the remainder going to the Kettering schools, Montgomery County, and Libraries. The 123.42 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 99.7 mills for commercial property and 80.49 mills for residential property.

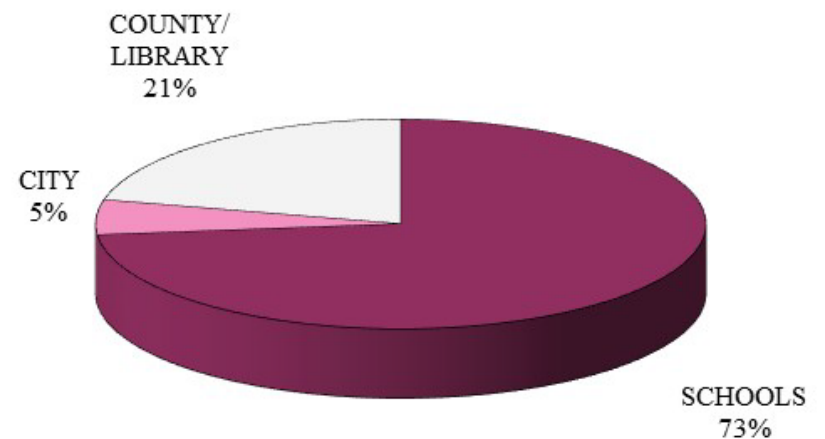
Other Revenues

Additional discussion on revenues can be found in the City Manager's Budget Message. Please see pages 39-44.

2022 REVENUES



PROPERTY TAX RATES



APPROXIMATE SHARE OF TOTAL 2022 EXPENDITURES

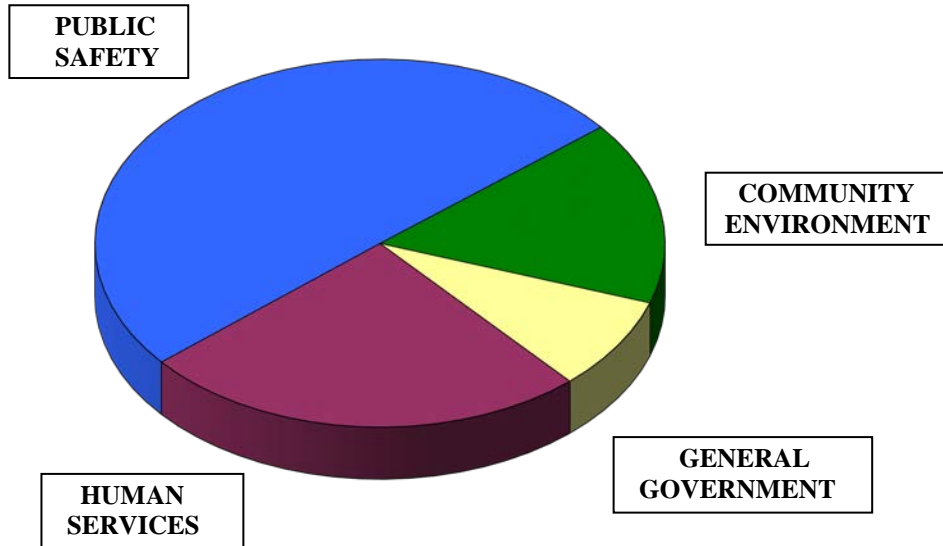
TABLE IV

Public Safety

Crime Prevention & Control	19.11%
Fire & Emergency Medical Services	17.30%
Highway Safety	10.48%
Court	<u>3.35%</u>
	50.24%

Community Environment

Economic and Community Development/Housing & Property Maintenance	4.53%
Streets & Drainage	<u>11.56%</u>
	16.09%



Human Services

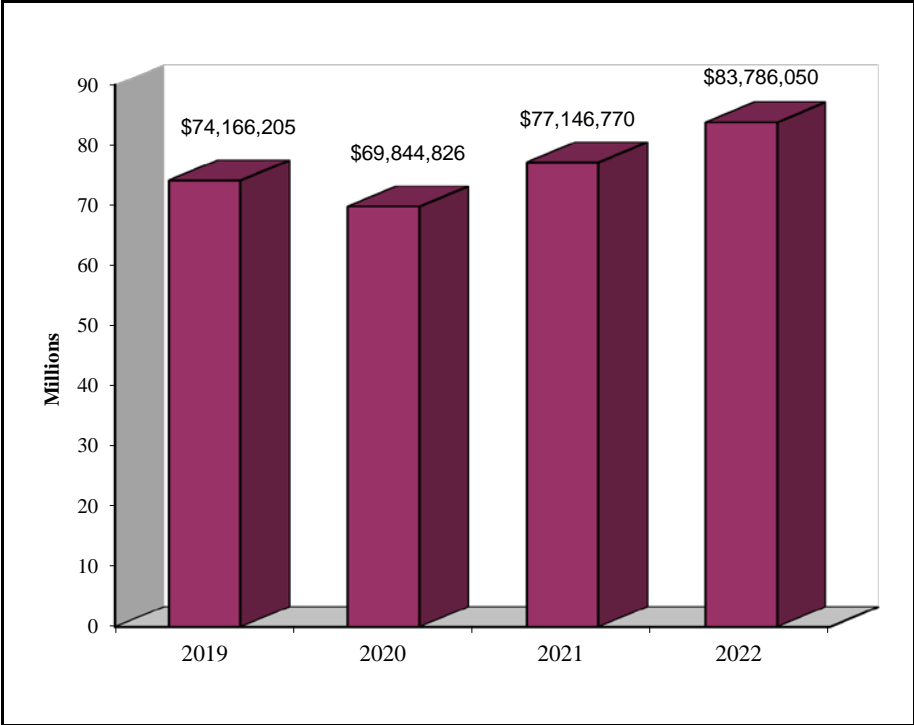
Parks, Recreation & Cultural Arts	23.07%
Community Programs (ARPA)	1.98%
Public Health	0.02%
Youth Services	<u>0.41%</u>
	25.48%

General Government

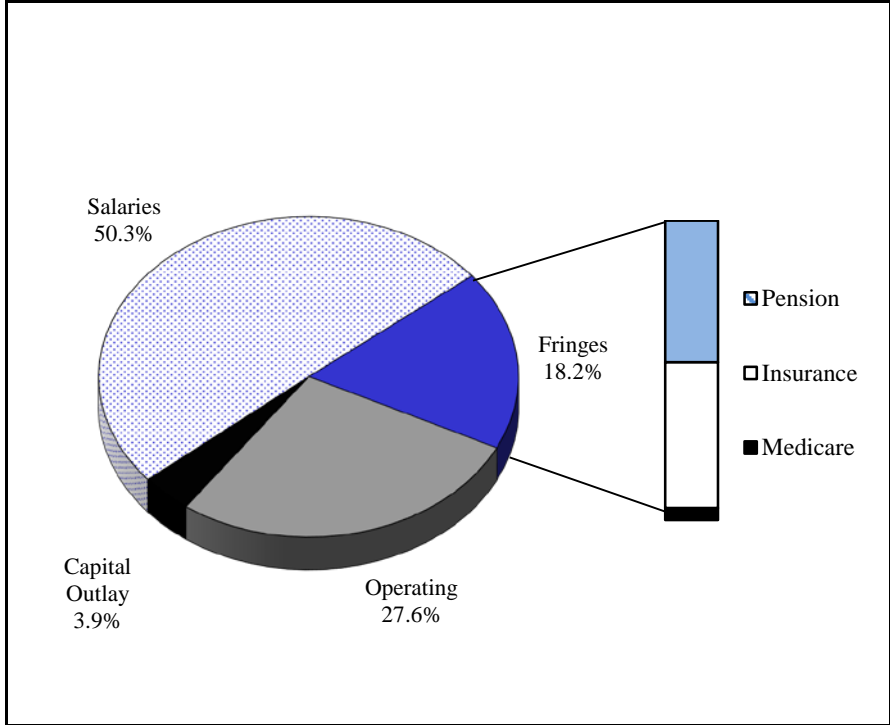
Citizen Committees	0.13%
Public Representation	0.29%
General Administration	1.13%
Legal Services	1.22%
Personnel Administration	1.21%
Financial Administration	3.03%
Administrative Support	0.94%
Volunteer Program	<u>0.23%</u>
	8.18%

PROPOSED 2022 OPERATING COSTS

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TOTAL OPERATING COSTS



DISTRIBUTION OF PROPOSED 2022 OPERATING COSTS

SUMMARY AND COMPARISON OF OPERATING COSTS (All Budgeted Funds)

TABLE V
Page 2 of 2

Cost Center Code	Operating Cost by Cost Center	Actual 2019		Actual 2020		Estimated 2021		Proposed 2022		
		Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total	
0050	Mayor and Council	221,115	0.3%	207,385	0.3%	199,730	0.3%	261,300	0.3%	
0100	Municipal Court	1,536,256	2.1%	1,499,087	2.1%	1,454,510	1.9%	1,734,750	2.1%	
0150	Clerk of Courts	1,129,075	1.5%	1,056,541	1.5%	1,061,200	1.4%	1,251,900	1.5%	
0250	Office of the City Manager	741,299	1.0%	746,183	1.1%	774,810	1.0%	795,600	0.9%	
0300	Law Department	984,452	1.3%	1,027,475	1.5%	1,044,860	1.4%	1,180,300	1.4%	
0350	Finance Department	2,684,305	3.6%	2,668,038	3.8%	2,822,440	3.7%	3,053,300	3.6%	
0400	Administrative Support	927,316	1.3%	883,493	1.3%	954,180	1.2%	948,900	1.1%	
0450	Human Resource Department	1,155,509	1.6%	1,142,779	1.6%	1,271,820	1.6%	1,215,300	1.5%	
0500	Planning & Development Department	2,521,857	3.4%	2,439,857	3.5%	2,409,140	3.1%	2,757,600	3.3%	
0550	Economic Development	2,950,306	4.0%	5,800,379	8.3%	2,165,250	2.8%	998,200	1.2%	
0600	Police Department	16,892,148	22.8%	16,693,965	23.9%	17,932,140	23.2%	18,621,700	22.2%	
0700	Fire Department	14,384,776	19.4%	11,910,531	17.1%	16,653,470	21.6%	16,169,400	19.3%	
0800	Engineering Department	2,514,738	3.4%	2,389,267	3.4%	2,568,720	3.3%	2,839,200	3.4%	
0950	Street Lighting	448,392	0.6%	405,994	0.6%	431,000	0.6%	441,000	0.5%	
2000	Street Division	6,775,563	9.1%	6,073,307	8.7%	6,909,270	9.0%	6,957,600	8.3%	
2400	Parks, Recreation & Cultural Arts	11,128,902	15.0%	8,705,531	12.5%	9,835,010	12.7%	12,343,000	14.7%	
2200	Fraze Pavilion Operations	5,147,055	6.9%	764,217	1.1%	652,960	0.8%	6,010,000	7.2%	
	Special Grants and Programs	366,905	0.5%	3,770,584	5.4%	5,419,990	7.0%	342,000	0.4%	
	CDBG Programs	567,034	0.8%	710,074	1.0%	996,000	1.3%	575,000	0.7%	
1700	Community Information	201,068	0.3%	201,715	0.3%	263,940	0.3%	272,400	0.3%	
	DESC	156,929	0.2%	133,698	0.2%	166,800	0.2%	149,000	0.2%	
	American Rescue Plan Act	0	0.0%	0	0.0%	332,000	0.4%	4,099,000	4.9%	
	Other Cost Centers	617,440	0.8%	566,780	0.8%	778,530	1.0%	712,600	0.9%	
	Debt Service	<u>113,765</u>	<u>0.2%</u>	<u>47,946</u>	<u>0.1%</u>	<u>49,000</u>	<u>0.1%</u>	<u>57,000</u>	<u>0.1%</u>	
	GRAND TOTAL OPERATING COSTS	74,166,205	100.0%	69,844,826	100.0%	77,146,770	100.0%	83,786,050	100.0%	
Object Code	Object Code by Cost Center									
Personnel:										
71100-71300	Salaries & Wages	38,381,219	51.8%	36,962,791	52.9%	39,152,650	50.8%	42,113,500	50.3%	
	Fringe Benefits:									
71500	Pension Contribution	6,613,708	8.9%	6,425,940	9.2%	6,767,190	8.8%	7,210,000	8.6%	
71600	Employee Insurance	5,585,290	7.5%	5,761,038	8.2%	6,268,580	8.1%	7,424,400	8.9%	
71700	Medicare	<u>533,529</u>	<u>0.7%</u>	<u>511,698</u>	<u>0.7%</u>	<u>548,170</u>	<u>0.7%</u>	<u>617,400</u>	<u>0.7%</u>	
	Total Personnel	51,113,746	68.9%	49,661,467	71.1%	52,736,590	68.4%	57,365,300	68.5%	
Operating Expenses:										
72000-72999		21,632,319	29.2%	18,926,075	27.1%	22,363,180	29.0%	23,108,950	27.6%	
Capital Outlay:										
77000-77999		<u>1,420,140</u>	<u>1.9%</u>	<u>1,257,284</u>	<u>1.8%</u>	<u>2,047,000</u>	<u>2.7%</u>	<u>3,311,800</u>	<u>4.0%</u>	
	GRAND TOTAL OPERATING COSTS	74,166,205	100.0%	69,844,826	100.0%	77,146,770	100.0%	83,786,050	100.0%	
	Revised Budget	82,478,537		79,052,285		83,143,897				

TABLE VI

STAFFING LEVEL (FTE) COMPARISON ¹.

Code		Funded 2019			Funded 2020			Funded 2021			Proposed 2022		
		Full Time	Part Time	Total 2019	Full Time	Part Time	Total 2020	Full Time	Part Time	Total 2021	Full Time	Part Time	Total 2022
0050	Council and Mayor	1.0	7.0	8.0	1.0	7.0	8.0	1.0	7.0	8.0	1.0	7.0	8.0
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	12.0	0.1	12.1	12.0	0.0	12.0	11.0	0.0	11.0	11.0	0.0	11.0
0250	City Manager's Office	4.2	0.0	4.2	4.2	0.0	4.2	4.2	0.0	4.2	4.2	0.0	4.2
0300	Law Department	7.0	1.3	8.3	7.0	1.3	8.3	7.0	0.6	7.6	8.0	0.0	8.0
0350	Finance Department	19.0	2.2	21.2	19.0	2.2	21.2	19.0	1.1	20.1	19.0	2.2	21.2
0400	Administrative Support	4.0	4.6	8.6	4.0	4.6	8.6	4.0	4.0	8.0	4.0	4.3	8.3
0450	Human Resources Department	7.0	0.0	7.0	7.0	0.0	7.0	6.5	0.0	6.5	7.0	0.0	7.0
0500	Planning and Development	18.0	3.1	21.1	18.0	3.1	21.1	17.0	2.9	19.9	18.0	3.1	21.1
0550	Economic Development	1.0	0.1	1.1	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1
0600	Police Department	112.0	6.7	118.7	114.0	6.7	120.7	112.0	5.4	117.4	117.0	5.4	122.4
0700	Fire Department ² .	84.3	0.5	84.8	84.3	0.5	84.8	83.3	0.5	83.8	83.0	1.0	84.0
0800	Engineering Department	15.8	4.4	20.2	15.8	3.8	19.6	15.8	3.8	19.6	15.8	3.8	19.6
1000	Volunteer Program	2.0	0.0	2.0	2.0	0.0	2.0	1.5	0.3	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
1770	Compliance/Inclusion	0.8	0.0	0.8	0.8	0.0	0.8	0.8	0.0	0.8	0.8	0.0	0.8
2000	Street Division	43.2	3.3	46.5	43.2	2.6	45.8	39.2	1.2	40.4	41.2	2.6	43.8
2200	Fraze Pavilion Operations Fund ³ .	3.0	18.3	21.3	5.0	16.7	21.7	4.4	16.7	21.1	4.0	17.6	21.6
2400	Parks, Recreation & Cultural Arts	39.0	94.2	133.2	39.0	96.5	135.5	35.8	84.2	120.0	41.0	92.3	133.3
4300	Vehicle Maintenance Center	8.0	0.6	8.6	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0
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	26.0	5.7	31.7	26.0	5.1	31.1	25.0	2.6	27.6	26.0	1.4	27.4
TOTAL		424.3	153.3	577.6	428.3	151.3	579.6	413.5	131.5	545.0	429.0	141.9	570.9

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.

2. Fire Department FTE totals exclude part-time firefighters.

3. Frazee Pavilion part-time staffing levels have been re-stated.

Note: Refer to pages 68 and 69 for an analysis of material changes in staffing level.

This analysis should be reviewed in conjunction with Table VI (page 67).

STAFFING LEVEL (FTE) ANALYSIS

<u>Department</u>	<u>Explanation</u>
Mayor and Council	No significant increases or decreases in regular staffing from 2019-2022.
Municipal Court	Staffing levels exclude one temporary probation officer funded by a grant from the Ohio Department of Rehabilitation and Corrections. This officer's salary is charged to the Special Grants & Programs Fund.
Clerk of Courts	Effective 2021, a full-time Deputy Clerk position is under-filled with a part-time employee.
City Manager's Office	Effective 2018, the budget includes funding for a full-time Compliance and Inclusion Manager position. The cost of this position is allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis to coincide with estimated hours supporting each function. The cost of the Secretary position is allocated between the City Manager's Office and the Economic Development Department on a 95/05 basis.
Law Department	Effective 2021, the regular part-time Clerk position will not be filled. For 2022, funding is provided for a full-time Clerk position. The part-time Paralegal position (0.6) will not be funded.
Finance Department	As part of citywide budget reduction efforts, the vacant regular part-time Tax Clerk (0.7) and Tax Intern (0.2) positions were not funded for 2021. In addition, the part-time Accounts Payable Technician reduced hours from 20 to 12 per week. For 2022, funding is restored for the vacant positions and hours are restored for the regular part-time Technician.
Administrative Support	As part of citywide budget reduction efforts, the vacant part-time Administrative Designer position (0.6) was not funded for 2021. Funding is restored for the position in 2022. Also for 2022, part-time clerical hours in the Print Shop are slightly reduced (0.3).
Human Resources	As part of citywide budget reduction efforts, a previously vacant full-time Technician position was partially funded for 2021. Funding is restored for the position in 2022.
Planning and Development	As part of citywide budget reduction efforts, the vacant full-time Property Maintenance Inspector, Summer Intern (0.1) and Temporary Plumbing Inspector (0.1) positions were not funded for 2021. Funding is restored for these positions in 2022.
Economic Development	No significant increases or decreases in regular staffing from 2019-2022.
Police Department	Effective 2020, a full-time Crime Analyst position is funded and a full-time Secretary I position is eliminated. Also for 2020, two additional Patrol Officers are added to staffing levels based upon the results of a workforce study. As part of citywide budget reduction efforts, two vacant Patrol Officers, a part-time Court Security Officer (0.7) and a part-time Dispatcher (0.6) position were not funded for 2021. Funding is restored for the Patrol Officer positions for 2022. During 2021, the City entered into an agreement with Miami Township to provide Dispatch services to the Township. As such, the City of Kettering hired three additional full-time Civilian Dispatchers. The cost of the additional positions are to be reimbursed by Miami Township.
Fire Department	As part of citywide budget reduction efforts, one vacant Firefighter position was not funded in 2021. Funding is restored for 2022. During 2021, a full-time Secretary position was converted to a Regular part-time Clerk. In addition, partial year funding for a Full-time Fire Inspector (0.3) was replaced with two Contractual Fire Inspector positions (1.2).
Engineering Division	Since 2014, the Assistant City Manager holds the position of City Engineer with the roles and responsibilities of directly overseeing the Engineering Department. As a result, an Assistant City Engineer was hired in 2015 to oversee and manage day-to-day operations of the Engineering Department. Effective 2019, additional crossing guard hours (0.3 fte) are funded for pedestrian crossing posts at designated Kettering City School District elementary schools. The cost of the additional hours are partially reimbursed by the Kettering City School District. For 2020 through 2022, the temporary part-time Engineering Aide positions will remain vacant.

This analysis should be reviewed in conjunction with Table VI (page 67).

Volunteer Program	The previously vacant full-time Assistant Volunteer Administrator position was filled with a part-time Aide for the first half of 2021 before resuming full-time status.
Community Info.	No significant increases or decreases in staffing from 2019-2022.
Compliance	Effective 2018, the budget includes funding for a full-time Compliance and Inclusion Manager position. The cost of this position is allocated between the City Manager's Office and the Compliance cost center on a 25% / 75% basis to coincide with estimated hours supporting each function.
Street Division	The Streets Division and Facilities Division form one Public Service Department. The Public Service Director is charged to the Facilities Division, while the Assistant Director and Secretary are charged to the Streets Division. As part of citywide budget reduction efforts four vacant full-time Streets Service positions were not funded for 2021. Funding is restored in 2022 for two of the four positions. Funding for part-time laborers fluctuates based upon anticipated need.
Fraze Pavilion Operations Fund	<p>The General Manager position has been vacant since September 2019. While the 2020 and 2021 budgets included funding or partial year funding for this position, it was not filled due to the cancellation of the 2020 performance season and reduction of the 2021 season. The 2022 budget includes a full year funding in anticipation of a 2022 recruitment.</p> <p>Effective 2020, the budget reflects the conversion of a regular part-time Facility Coordinator to full-time status. A new full-time Facility Coordinator position was created, but not filled. Funding is eliminated for 2022.</p> <p>The 2018 through 2022 budgets include funding for a regular part-time (0.6 fte) Communication/Marketing Coordinator to assume management of social media presence and assist the General Manager with advertising and marketing. To date, the position has not been filled.</p> <p>Each year's temporary and contractual part-time staffing levels are determined based upon the anticipated number of shows and festivals scheduled for each performance season.</p>
Parks, Recreation & Cultural Arts	<p>Part-time and temporary recreation personnel hours fluctuate each year to align with changes in programming and facility coverage needs. This was certainly apparent with the 2021 personnel budget. COVID 19 prompted facility closures in 2020 that extended into part of 2021. As a result, temporary and regular part-time recreation & arts positions were reduced for 2021. In addition, only partial funding was provided for three vacant full-time positions, the recruitment of which was delayed until mid-2021. Funding for these full-time positions is restored for 2022.</p> <p>The Parks Maintenance Division plans to reduce the number of regular part-time Assistant Crew Leaders from six to four and hire two additional full-time Parks Service I employees. This is in response to ongoing challenges in hiring and retaining both year-round and seasonal groundskeepers.</p>
Vehicle Maintenance	Effective 2020, a vacant full-time Parts Inventory Attendant position is not funded. Also for 2020, the regular part-time Clerk position converted to full-time status. This coincides with the elimination of a regular part-time Clerk position in the Facilities Department.
Information Systems	No significant increases or decreases in staffing from 2019-2022.
Facilities Department	<p>The Streets Division and Facilities Division form one Public Service Department. The Public Service Director is charged to the Facilities Division, while the Assistant Director and Secretary are charged to the Streets Division.</p> <p>Effective 2021, a full-time Building Service position and four regular part-time Maintenance Aide positions (2.5 fte) are not funded. For 2022, two additional regular part-time Maintenance Aide positions are not funded coinciding with the addition of an additional full-time Facility Attendant position.</p>

fte: Full Time Equivalent

DEBT STATEMENT

<u>Purpose</u>	Schedule of Bonds and Notes for The Years 2021 and 2022				Amount Outstanding <u>12/31/2021</u>
	<u>Date Issued</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Amount Issued</u>	
General Obligation Bonds:					
Court Refunding Bonds, Series 2015	2-4-15	1.00%-4.00%	12-1-24	2,215,000	770,000
PRCA Improvement Refunding Bonds, Series 2019	12-17-19	2.12%-2.66%	12-1-28	6,825,000	5,435,000
Fire Station Improvement Bonds	2-4-15	1.00%-4.00%	12-1-34	15,500,000	11,065,000
Police Station Improvement Bonds	2-12-20	2.00%-3.00%	12-1-39	8,300,000	7,590,000
TOTAL				<u>32,840,000</u>	<u>24,860,000</u>
Promissory Notes:*					
Ohio Public Works Commission:					
Spaulding Road	10-1-02	0.00%	1-1-23	1,520,719	114,054
Bigger Road	11-1-02	3.00%	1-1-24	511,071	81,705
County Line Road	12-1-02	0.00%	7-1-23	686,098	68,610
TOTAL				<u>2,717,888</u>	<u>264,369</u>
TOTAL				35,557,888	25,124,369

The City of Kettering has a "Aa1" bond credit rating from Moody's Investors Service.

Notes:

* The City has been awarded a 30 year \$400,000 loan at 0% interest from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge project scheduled for 2021. However, the City anticipates only using up to \$241,000 based upon the latest project estimate.

DEBT STATEMENT

**TABLE VII
PAGE 2 OF 3**

PURPOSE	Actual Payments in 2019			Actual Payments in 2020			Estimated Payments in 2021			Payments Due in 2022			Payments Due 2023 through Maturity		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
General Obligation Bonds:															
Court Refunding Bonds, Series 2015	235,000	35,100	270,100	240,000	30,400	270,400	245,000	25,600	270,600	250,000	20,700	270,700	520,000	26,300	546,300
PRCA Improvement Bonds	625,000	302,768	927,768	0	0	0	0	0	0	0	0	0	0	0	0
PRCA Improvement Refunding Bonds, Series 2019	0	0	0	690,000	156,887	846,887	700,000	145,830	845,830	720,000	127,210	847,210	4,715,000	368,576	5,083,576
Fire Station Improvement Bonds	665,000	390,950	1,055,950	675,000	377,650	1,052,650	690,000	364,150	1,054,150	705,000	350,350	1,055,350	10,360,000	2,303,850	12,663,850
Police Station Improvement Bonds, Series 2020	0	0	0	370,000	146,065	516,065	340,000	174,550	514,550	345,000	167,750	512,750	7,245,000	1,488,150	8,733,150
TOTAL	1,525,000	728,818	2,253,818	1,975,000	711,002	2,686,002	1,975,000	710,130	2,685,130	2,020,000	666,010	2,686,010	22,840,000	4,186,876	27,026,876
Promissory Notes:															
Ohio Public Works Commission:															
Spaulding Road	76,036	0	76,036	38,018	0	38,018	76,036	0	76,036	76,036	0	76,036	38,018	0	38,018
Bigger Road	29,661	4,505	34,166	15,165	1,918	17,083	31,016	3,153	34,169	31,954	2,213	34,167	49,751	1,500	51,251
County Line Road	34,305	0	34,305	17,153	0	17,153	34,305	0	34,305	34,305	0	34,305	34,305	0	34,305
Ridgeway Road Bridge (Series 6-1-05)*	19,643	1,368	21,011	122,060	611	122,671	0	0	0	0	0	0	0	0	0
Ridgeway Road Bridge (estimate)*	0	0	0	0	0	0	0	0	0	8,100	0	8,100	232,900	0	232,900
TOTAL	159,645	5,873	165,518	192,396	2,529	194,925	141,357	3,153	144,510	150,395	2,213	152,608	354,974	1,500	356,474
TOTAL	1,684,645	734,691	2,419,336	2,167,396	713,531	2,880,927	2,116,357	713,283	2,829,640	2,170,395	668,223	2,838,618	23,194,974	4,188,376	27,383,350
REVISED BUDGET	1,684,646	734,692	2,419,338	2,167,438	715,782	2,883,220	2,116,357	713,283	2,829,640						

* The City has been awarded a 30 year \$400,000 loan at 0% interest from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge project scheduled for 2021. However, the City anticipates only using up to \$241,000 based upon the latest project estimate. The Ridgeway Road Bridge note dated 6-1-05 was retired in 2020.

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 2019, the City redeemed the voted PRCA Improvement Bonds and issued new debt for the remaining par balance at lower interest rates. During 2020, the City issued \$8.3 million general obligation debt for the Police Station Improvement project.

LEGAL DEBT MARGIN - DECEMBER 31, 2020

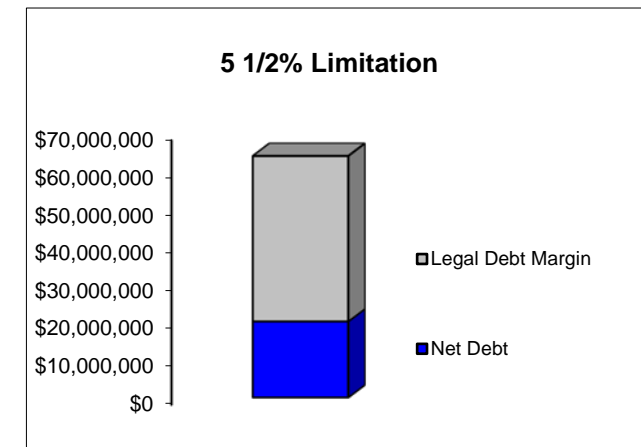
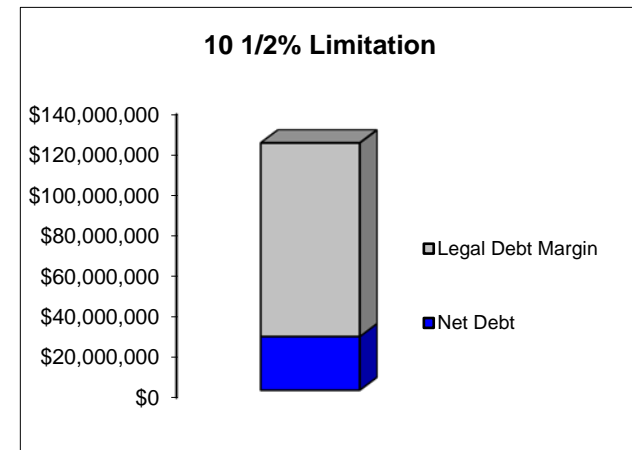
	10-1/2% OF ASSESSED <u>VALUATION (1)</u>	5-1/2% OF ASSESSED <u>VALUATION (2)</u>
OVERALL DEBT LIMITATIONS	\$122,057,309	\$63,934,781
GROSS INDEBTEDNESS	27,844,540	27,844,540
Less Debt outside limitations-		
Voted Debt		6,207,951
Special Assessment Debt	0	0
Promissory Notes	405,725	405,725
Less Debt Service Available Fund Balance	1,009,652	1,009,652
NET DEBT WITHIN LIMITATIONS	26,429,163	20,221,212
LEGAL DEBT MARGIN WITHIN LIMITATIONS	\$95,628,146	\$43,713,569

Source: City of Kettering, Ohio, Department of Finance

(1) Applies to both voted and unvoted debt. The total assessed valuation is \$1,162,450,560.

(2) Applies only to unvoted debt. The total assessed valuation is \$1,162,450,560.

LEGAL DEBT MARGIN



SUMMARY OF CAPITAL IMPROVEMENTS

TABLE VIII

Activity Code	Actual 2019	Actual 2020	Estimated 2021	Total Proposed 2022	Capital Improvement Fund	Special Revenue Funds
5100 Traffic Controls						
Miscellaneous Traffic Controls				55,000	55,000	
Signal Rebuild: Southern Blvd. & W. Stroop Road				200,000	200,000	
Citywide Traffic Signal System Upgrade Phase 3				1,845,000	1,845,000	
Total Traffic Controls	66,478	667,140	1,116,000	2,100,000	2,100,000	0
5200 Street Surfacing & Roadway Improvements						
Normal Program				1,010,000	1,010,000	
Gas Tax Program				1,000,000	1,000,000	
ADA Curb Ramp Replacement Program				116,000	116,000	
Curb, Sidewalk, & Drive Approach Repair Program				750,000	750,000	
Thoroughfares, Arterials & Collectors				565,000	565,000	
County Line Widening project (carryover)				100,000	100,000	
David Road: Far Hills to Ackerman Blvd. Right of way				60,000	60,000	
Dorothy Lane Resurfacing: S. Dixie to County Line				175,000	175,000	
Forrer Blvd: Smithville to Woodman Drive				1,975,000	0	1,975,000
Hewitt Ave. Bikeway				495,000	495,000	
Smithville Road: Wilmington Pike to North corp limit				575,000	575,000	
Southern Blvd.: Stroop to Dorothy Lane				400,000	400,000	
Woodman Drive: Wilmington Pike to Stocker				590,000	590,000	
Ansel Bridge Rehabilitation				471,000	471,000	
Ridgeway Rd. Bridge Landscaping				175,000	175,000	
Total Street Surfacing & Roadway Improvements	8,550,595	5,076,557	11,777,000	8,457,000	6,482,000	1,975,000
5700 Streetscape Improvements						
W. Stroop Sidewalk: Overland to Southmoor Circle ROW				25,000	25,000	
Pole and Bus Stop Painting				20,000	20,000	
Bike program				10,000	10,000	
Total Streetscape Improvements	608,763	0	13,000	55,000	55,000	0
5900 Drainage Improvements						
Stormwater Master Plan & Miscellaneous Drainage				125,000	125,000	
Total Drainage Improvements	227,350	6,702	8,000	125,000	125,000	0
6100 Parks, Recreation & Cultural Arts						
Beavertown Cemetery Improvements				239,000	0	239,000
Miscellaneous Improvements				30,000	30,000	
Parks Painting & Repair Program				30,000	30,000	
Tennis/Basketball Court Resurfacing				70,000	70,000	
Parks Irrigation Improvements				50,000	50,000	
Civic Commons Landscaping				95,000	95,000	
Polen Farm Improvements				45,000	45,000	
Playground Equipment Replacement				100,000	100,000	
State Farm Park ADA Improvements				24,000	24,000	
KRC Improvements				260,000	260,000	
Water Park and Main Pool Improvements				53,000	53,000	
Parks Restroom Improvements				40,000	40,000	
Parks Maintenance Center Electric Service upgrade				125,000	125,000	
Gentile Park				1,500,000	0	1,500,000
City Sites Artwork Projects				20,000	20,000	
Rosewood Arts Centre Improvements				1,365,000	1,365,000	
Total Parks & Recreation	1,320,409	866,383	3,255,000	4,046,000	2,307,000	1,739,000
6500 Tree Planting and Landscaping	211,811	54,962	54,000	240,000	240,000	
6600 Other						
ADA Improvements				25,000	25,000	
Miscellaneous Building Improvements				257,000	257,000	
Fire Station Attic Heaters				20,000	20,000	
Core Fiber Network Enhancement				221,000	221,000	
Government Center Facility Security				45,000	45,000	
Community Development Block Grant Projects and Acquisitions				81,000	0	81,000
Total Other	2,215,233	8,981,952	2,270,000	649,000	568,000	81,000
GRAND TOTAL CAPITAL IMPROVEMENTS	13,200,639	15,653,696	18,493,000	15,672,000	11,877,000	3,795,000
Revised Budget	16,596,130	22,971,031	19,398,010			

TABLE IX
Page 1 of 2

REVENUES AND EXPENDITURES BY FUND TYPE

	General Fund				Special Revenue Funds			
	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>
REVENUES:								
Property Taxes	5,882,069	5,922,137	6,704,000	6,771,000	309,921	312,028	353,000	357,000
Payments in lieu of taxes	0	0	0	0	0	0	0	0
Income Tax	51,507,371	51,818,582	51,900,000	52,038,000	0	0	0	0
Licenses and Permits	746,966	469,824	564,000	548,000	15,750	16,940	14,000	13,000
Intergovernmental Revenues	1,746,126	2,250,910	1,929,000	1,915,000	4,148,450	8,007,084	19,158,000	11,636,000
Charges for Services	47,527	47,537	40,000	40,000	6,276,093	1,204,533	3,741,000	6,729,000
Fines, Forfeits and Costs	1,095,596	819,716	1,116,000	1,016,000	427,008	307,906	329,000	345,000
Investment Earnings	1,310,680	629,501	116,000	412,000	59,718	24,142	13,000	18,000
Special Assessments	414,601	413,019	408,000	400,000	0	0	0	0
Miscellaneous	2,084,918	4,018,525	1,986,000	2,473,000	3,235,610	919,984	2,279,000	3,170,000
TOTAL REVENUES	64,835,854	66,389,751	64,763,000	65,613,000	14,472,550	10,792,617	25,887,000	22,268,000
EXPENDITURES:								
Current:								
General Government	14,594,451	17,249,331	13,969,470	13,785,800	981,002	1,065,658	1,351,270	3,135,350
Public Safety	29,730,609	27,102,783	32,624,090	33,289,100	1,869,513	1,753,062	2,612,270	2,961,600
Public Works	2,708,155	2,612,135	2,755,270	2,926,400	6,775,563	6,073,307	6,909,270	8,025,100
Human Services	404,631	335,567	511,200	416,600	16,275,957	9,469,748	10,487,970	18,353,000
Miscellaneous	345,654	364,705	456,970	494,100	366,905	3,770,584	5,419,990	342,000
Capital Improvements:					96,634	203,073	2,707,000	3,795,000
Debt Service:								
Principal								
Interest								
TOTAL EXPENDITURES	47,783,500	47,664,521	50,317,000	50,912,000	26,365,574	22,335,432	29,487,770	36,612,050
Revised Budget	51,993,376	52,862,435	51,691,902		30,802,166	28,104,369	32,780,855	

For Fund Definitions, please see "Financial Structure" on page 13.

TABLE IX
Page 2 of 2

REVENUES AND EXPENDITURES BY FUND TYPE

	Debt Service Fund				Capital Projects Fund				Total			
	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>
REVENUES:												
Property Taxes	816,126	696,862	740,000	743,000					7,008,116	6,931,027	7,797,000	7,871,000
Payments in lieu of taxes					436,314	404,253	360,000	383,000	436,314	404,253	360,000	383,000
Income Tax									51,507,371	51,818,582	51,900,000	52,038,000
Licenses and Permits									762,716	486,764	578,000	561,000
Intergovernmental Revenues	117,237	98,148	104,000	104,000	2,913,872	2,194,195	5,109,000	2,700,000	8,925,685	12,550,337	26,300,000	16,355,000
Charges for Services	1,136,803	924,746	938,000	1,062,000					7,460,423	2,176,816	4,719,000	7,831,000
Fines, Forfeits and Costs									1,522,604	1,127,622	1,445,000	1,361,000
Investment Earnings	47,467	14,985	4,000	8,000	738,259	274,221	70,000	101,000	2,156,124	942,849	203,000	539,000
Special Assessments	0	0	0	0	926,395	693,931	721,000	725,000	1,340,996	1,106,950	1,129,000	1,125,000
Miscellaneous	40,000	40,000	40,000	40,000	193,011	317,574	560,000	149,000	5,553,539	5,296,083	4,865,000	5,832,000
TOTAL REVENUES	2,157,633	1,774,741	1,826,000	1,957,000	5,207,851	3,884,174	6,820,000	4,058,000	86,673,888	82,841,283	99,296,000	93,896,000
EXPENDITURES:												
Current:												
General Government					576,222	0	85,000	0	16,151,675	18,314,989	15,405,740	16,921,150
Public Safety					66,478	667,140	1,116,000	2,100,000	31,666,600	29,522,985	36,352,360	38,350,700
Public Works					9,369,049	4,880,353	9,351,000	6,662,000	18,852,767	13,565,795	19,015,540	17,613,500
Human Services					1,453,245	921,178	3,309,000	2,547,000	18,133,833	10,726,493	14,308,170	21,316,600
Miscellaneous	113,765	47,946	49,000	57,000	1,639,011	8,981,952	1,925,000	568,000	2,465,335	13,165,187	7,850,960	1,461,100
Capital Improvements:									96,634	203,073	2,707,000	3,795,000
Debt Service:												
Principal	1,684,645	2,167,396	2,116,357	2,170,395					1,684,645	2,167,396	2,116,357	2,170,395
Interest	734,691	713,531	713,283	668,223					734,691	713,531	713,283	668,223
TOTAL EXPENDITURES	2,533,101	2,928,873	2,878,640	2,895,618	13,104,005	15,450,623	15,786,000	11,877,000	89,786,180	88,379,449	98,469,410	102,296,668
Revised Budget	2,543,338	2,947,220	2,881,640		16,155,125	20,992,511	16,494,151		101,494,005	104,906,536	103,848,547	

For Fund Definitions, please see "Financial Structure" on page 13.

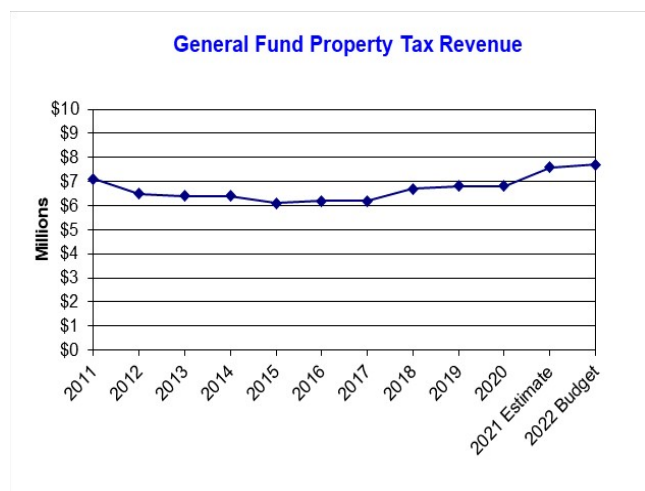
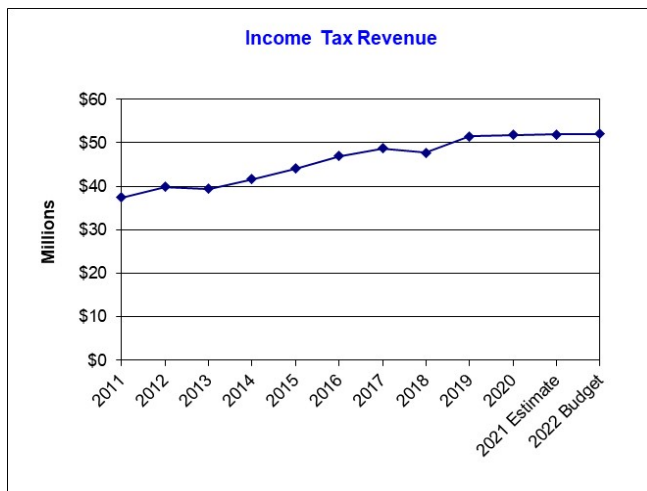


CITY OF KETTERING

GENERAL FUND RECEIPTS

FUND 101

	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	44,136,819	44,803,248	52,728,026	52,363,236
Nonspendable: Inventory, Loans & Prepaids	5,687,996	3,055,622	3,015,235	2,927,133
Committed to: Economic Development	307,346	762,947	1,176,000	1,676,000
Assigned to Capital Improvement	<u>403,706</u>	<u>1,176,350</u>	<u>1,048,000</u>	<u>890,000</u>
Net Balance	37,737,771	39,808,329	47,488,791	46,870,103
RECEIPTS				
Property Taxes				
Real Non-Voted 2.2 Mills	2,270,479	2,285,945	2,588,000	2,614,000
Real Voted 3.5 Mills	<u>3,611,590</u>	<u>3,636,192</u>	<u>4,116,000</u>	<u>4,157,000</u>
Total General Property Tax	5,882,069	5,922,137	6,704,000	6,771,000
City Income Tax				
City Income Tax	51,507,371	51,818,582	51,900,000	52,038,000
City Licenses and Permits	746,966	469,824	564,000	548,000
State Grants	0	0	0	0
Homestead & Rollback	844,066	833,188	934,000	944,000
Local Government Fund	739,424	907,448	964,000	910,000
Liquor & Beer Permits	61,153	9,749	30,000	60,000
Cigarette Tax	1,483	525	1,000	1,000
Charges for Services	47,527	47,537	40,000	40,000
Court Fines, Forfeits and Costs	1,095,596	819,716	1,116,000	1,016,000
Investment Earnings	1,310,680	629,501	116,000	412,000
Special Assessments	414,601	413,019	408,000	400,000
Reimbursements & Miscellaneous	<u>2,184,918</u>	<u>4,518,525</u>	<u>1,986,000</u>	<u>2,473,000</u>
TOTAL REVENUE	64,835,854	66,389,751	64,763,000	65,613,000
OTHER FINANCING SOURCES				
Sale of City Assets	950,929	1,018,145	1,700,000	20,000
Transfer in From Other Funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OTHER FINANCING SOURCES	950,929	1,018,145	1,700,000	20,000
TOTAL AVAILABLE FOR EXPENDITURES	103,524,554	107,216,225	113,951,791	112,503,103



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.

Focus

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</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>	<u>% of Total</u>
Personnel Expenditures	143,951	150,803	141,530	172,700	66.09%
Operating Expenditures	77,164	56,582	58,200	88,600	33.91%
Capital Equipment Expenditures	0	0	0	0	0.00%
Total	221,115	207,385	199,730	261,300	100.00%

The proposed 2022 budget is 18.0% greater than the 2021 budget and 30.8% greater than estimated 2021 expenditures. The decrease in 2021 personnel expenditures is due to partial year vacancies for two Council members. The proposed 2022 personnel expenditures show an increase due to the enactment of New Chapter 125 of the Codified Ordinance regarding City Council compensation. Effective January 1, 2022, the Mayor's annual compensation increases from \$12,000 to \$18,000 and at-large Council members' annual compensation increases from \$8,000 to \$12,000. Effective January 1, 2024, district Council member's annual compensation will increase from \$8,000 to \$12,000.

Expenditures for 2019, 2020, and 2021 represent an under-spending of each year's budget. For 2022 the Mayor and Council proposed operating expenditures are increased due to an updated Facilities Division chargeback. The Public Service Facilities Division updated its internal service fund chargeback methodology for the 2022 budget. This created an increase in operating expenditures for some departments and a decrease for others. In addition, citywide budget reductions implemented in 2021 are partially restored for the 2022 budget.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Mayor & Council	7	7	7	7
Clerk of Council	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8.0	8.0	8.0	8.0

Performance Measurements: Mayor and Council

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> First Tier Suburbs 	<ul style="list-style-type: none"> Utilize the consortium to influence policy at the state level. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Attend Regular First Tier Suburbs Meetings	11	11	11	11
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> School Board -Enhance communication 	<ul style="list-style-type: none"> Continue the joint meetings between Council and the School Board. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Hold Joint School Board Meetings	0	0	1	1

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Hold City Council meetings	24	24	24	24

Workload Indicators: Mayor and Council

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Legislative Action:				
Resolutions Adopted	116	158	158	158
Ordinances Adopted	19	18	18	18
Liquor Permits Processed	10	YES	8	YES
Organization / Community Engagement:				
Ribbon Cuttings	5	YES	5	YES
Special recognition certificates	25	YES	36	YES

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 2021 that the Court will distribute to the City's General Fund about \$1,116,000 for Court fines and fees. In addition, approximately \$48,000 will come to Kettering from Centerville and Moraine, and another \$207,000 will be reimbursed from Montgomery County.

Kettering Municipal Court Expenditures — General Fund (Key 0100)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	1,066,994	1,073,507	1,069,220	1,193,300	82.86%
Operating Expenditures	261,309	252,182	250,920	246,900	17.14%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,328,303	1,325,689	1,320,140	1,440,200	100.00%

The proposed 2022 budget is 2.4% greater than the 2021 budget and 9.1% greater than estimated 2021 expenditures.

For 2022 the Kettering Municipal Court operating expenditures slightly decreased due to an updated Facilities Division chargeback. The Public Service Facilities Division updated its internal service fund chargeback methodology for the 2022 budget. This created an increase in operating expenditures for some departments and a decrease for others.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Judges	2	2	2	2
Bailiffs	2	2	2	2
Probation Off./Deputy Bailiff	2	2	2	2
Administrative Secretary	4	4	4	4
Court Reporter	2	2	2	2
Substitute Judge	0.3	0.3	0.3	0.3
Civil Magistrate	0.3	0.3	0.3	0.3
Part-Time Deputy Bailiff	0.3	0.3	0.3	0.3
Part-Time Clerical	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
Total	13.2	13.2	13.2	13.2

Staffing levels exclude one temporary probation officer 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 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	954,074	895,632	854,500	990,900	87.30%
Operating Expenditures	125,915	112,421	152,600	144,200	12.70%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,079,989	1,008,053	1,007,100	1,135,100	100.00%

The proposed 2022 budget is at the same level as the 2021 budget and is 12.7% greater than estimated 2021 expenditures.

Effective 2021, a currently vacant full-time Deputy Clerk position will not be filled. Estimated 2021 operating expenditures include costs associated with a one-time amnesty event in conjunction with Montgomery County Municipal Court.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Clerk of Courts	1	1	1	1
Deputy Clerks	11	11	10	10
Part-Time Clerical	0	0	0	0
Temp. Part-Time	<u>0.1</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12.1	12.0	11.0	11.0

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 provides supervision over certain City Offices, as assigned by the City Manager. The current Assistant City Manager also serves in the role of City Engineer.

Focus

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 as well as directives from City Council.

Programs

Inclusion

Program Purpose:

To address citywide access and inclusion matters and to facilitate the update of our ADA Transition Plan.

Program Description:

In 2018, the City of Kettering added a full-time Compliance and Inclusion Manager who serves all City departments and reports directly to the City Manager. The Compliance and Inclusion Manager works with the Americans with Disabilities Act (ADA) Advisory Committee and the ADA Coordinator on ADA issues to address citywide access and inclusion matters and to facilitate the update of our ADA Transition Plan. The Compliance and Inclusion Manager also supports the access and inclusion process for individuals with disabilities visiting our City, participating in programs, events, enrichment opportunities and camps throughout the City.

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 assistance and information to Kettering's senior citizens. The City of Kettering is a senior friendly community. We have 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.

Program Focus:

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.
4. During the COVID-19 pandemic, work with seniors and the community to provide education about the virus and related benefits, assist with procuring personal protective equipment, and provide technical support for video conferencing as needed.

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

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	680,562	697,350	720,310	741,200	93.16%
Operating Expenditures	60,737	48,833	54,500	54,400	6.84%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	741,299	746,183	774,810	795,600	100.00%

The proposed 2022 budget is 4.3% greater than the 2021 budget and 2.7% greater than estimated 2021 expenditures. Operating budget reductions implemented in 2021 are partially restored for the 2022 budget.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Senior Services Coordinator	1	1	1	1
Compliance & Inclusion Manager	0.25	0.25	0.25	0.25
Secretary	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>
Total	4.2	4.2	4.2	4.2

Performance Measurements: City Manager’s Office

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> • Greater leadership in MVRPC 		<ul style="list-style-type: none"> • Be an active participant in Miami Valley Regional Planning Commission Initiatives and Programs 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
MVRPC Board Meetings attended	10	12	12	12
Participation on MVRPC Board Executive Committee	Yes	Yes	Yes	Yes
MVRPC Technical Advisory Committee Meetings attended	10	12	12	12

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Dayton Development Coalition (DDC) 	<ul style="list-style-type: none"> Participate and provide leadership in DDC Economic Development initiatives through the DDC's Public Sector Advisory Committee. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of DDC Public Sector Advisory Committee meetings attended	4	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of GovTech meetings attended	12	12	12	12

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Continually evaluate existing services for inclusion in annual operating budgets	Yes	Yes	Yes	Yes
Evaluate existing GIS Contracts with other entities to confirm fee is appropriate for resources utilized	Yes	Yes	Yes	Yes
Evaluate Building Inspection/Plan Review agreements to confirm arrangement and fee is still appropriate for resources	Yes	Yes	Yes	Yes

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Address senior safety issues. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of senior resident home visits conducted to determine and address individual needs and issues	76	50	50	75
Conduct senior safety training sessions	No	Yes	Yes	Yes

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, and communications. Promote philosophy of excellent customer service throughout the departments. Create leadership teams made up of cross-department personnel to develop and implement solutions to various City issues. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Utilize Accela for enterprise-wide permitting and work flow activities	Yes	Yes	Yes	Yes
Participation in University of Dayton Center for Leadership Training	Yes	Yes	Yes	Yes
COVID-19 Task Force	Yes	Yes	Yes	No

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to host the Community Block party, where residents can gather to learn about City programs, services and events. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Community Block Party held	No	Yes	Yes	Yes

Workload Indicators: City Manager's Office

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administrative:				
Contracts and agreements signed	295	300	300	300
Council Inquiry Management System (CIMS) Requests Received	25	25	25	25
CIMS Requests Resolved	25	25	25	25
Number of external phone calls received	100	100	100	100
Compliance & Inclusion:				
Modification Requests Received	11	20	20	20
Senior Services:				
Number of Senior Citizens served	1,723	2,000	2,000	2,100

LAW DEPARTMENT

The Law Department is responsible for the programs of General Legal Services and Criminal Prosecution. The Law Department provides general legal services to the City and the City's elected officials, officers, and employees in matters relating to their official duties and, in addition and as requested, to the Kettering Municipal Court and the Kettering Municipal Court Clerk; prepares or reviews contracts, legislation, and other legal documents and instruments; and prosecutes misdemeanor crimes in the Kettering Municipal Court with a prosecutor assigned to each of the Court's two judges.

Programs

Criminal 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:

- The Law Department's Prosecutors Office provides legal advice to law enforcement officers of the Kettering Police Department, Centerville Police Department, Kettering Health Network Police Department, and Montgomery County Sheriff Deputies serving Washington Township on issues relating to investigations, arrests, criminal charges, and search and seizure; provides similar advice to inspectors on matters relating to code enforcement; provides continuing legal education programs for police, fire, and inspectors; and provides advice to the Tax Division and prosecutes failure to file and failure to pay municipal income tax cases. The Prosecutors Office conducts arraignments and pre-trials of cases charging violations of City ordinances and State statutes (only misdemeanors); performs legal research and provides courtroom representations in pretrial motions filed in such cases, and participate in negotiations to resolve cases with defense counsel. The Prosecutors Office prepares for and conducts trials in Kettering Municipal Court; performs all research for and preparation of legal motions and pleadings; and in appeals, prepares briefs and makes oral arguments in the Court of Appeals and Supreme Court.

Program Focus:

1. Provide timely and effective prosecution services with limited resources.
2. Stay abreast of trends and changes in criminal law impacting law enforcement and criminal prosecutions.
3. Provide training to law enforcement agencies on such changes.

General Legal Services

Program Purpose:

The Law Department provides general legal services to the City's elected officials, officers, and employees in matters relating to their official duties.

Program Description:

The Law Department serves as general counsel for the City, and provides legal advice and services for the City's elected officials, officers, and employees. The Law Department processes and adjusts claims against the City in conjunction with the City's insurer; represents the City and its officials and employees in civil litigation; arranges for outside attorneys as special counsel for civil litigation and other issues requiring specialized legal services; prepares or reviews contracts and other legal instruments; prepares ordinances and resolutions and maintains the City's Codified Ordinances; responds to public records requests.

Program Focus:

1. Provide timely and effective general legal services with limited resources.
2. Stay abreast of legal trends and changes impacting the City.
3. Advise on and develop strategies to reduce the City's legal risk.

Law Department Expenditures — General Fund (Key 0300)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	856,718	912,195	912,160	998,200	84.57%
Operating Expenditures	127,734	115,280	132,700	182,100	15.43%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	984,452	1,027,475	1,044,860	1,180,300	100.00%

The proposed 2022 budget is 8.0% greater than the 2021 budget and 13.0% greater than estimated 2021 expenditures.

The 2021 personnel expenditures reflect a partial year vacancy of the full-time Secretary position. The regular part-time Clerk position (0.7 fte) became vacant in early 2021 and the position is eliminated. For 2022, funding is provided for a full-time Clerk position. The part-time Paralegal position (0.6) will not be funded.

Expenditures for 2019, 2020, and 2021 represent an under-spending of each year's budget. Budget reductions implemented in 2021 are partially restored for the 2022 budget.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Law Director	1	1	1	1
Administrative Attorney	1	1	1	1
Prosecuting Attorneys	2	2	2	2
Secretary	2	2	2	2
Clerk	1	1	1	2
Part-time Clerical	0.7	0.7	0.0	0.0
Part-time Paralegal	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.0</u>
Total	8.3	8.3	7.6	8.0

Performance Measurements: Law Department

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering 	<ul style="list-style-type: none"> Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
If requested, prepare legislation to amend the property maintenance code.	0 amendments	1 amendments	1 amendments	1 amendments

STRATEGIC PRIORITY:**DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY**

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Respond to public records requests within a reasonable time as required by law.	100%	100%	100%	100%

Workload Indicators: Law Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program: General Legal Services				
Resolutions written	116	122	122	122
Ordinances written	19	20	20	20
Public records request responses	180	189	189	189
Contracts written/reviewed	310	326	326	326
Miscellaneous legal services	181	190	190	190
Program: Criminal Prosecution				
Criminal cases filed	1,622	1,703	1,703	1,703
Trials/hearings	453	476	467	476

FINANCE DEPARTMENT

The Finance Department is responsible for the programs of Administration and Budget, Accounting, Taxation and Purchasing. Managing over \$100 million annually in financial transactions requires processing over 7,400 accounts payable checks, 21,000 direct deposits of payroll and 2,000 purchase orders. In addition, the Tax Division collects in excess of \$51.9 million annually in City income tax and maintains active records on over 56,500 taxpayers. In 2021, through careful cash management efforts, over \$203,000 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.

Program Focus:

1. Focus on projects 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-seventh 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.

Program Focus:

1. Focus on projects 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 fortieth 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

Program Focus:

1. Maintain and enhance our reputation of professionalism and excellence in the community.
 - a. Provide exceptional customer service to all individuals in contact with the Tax Division.
 - b. Maintain working relationships with local tax preparers, providing guidance and assistance with the application of municipal income tax laws.
 - c. Provide taxpayers and preparers thorough and accurate information through all available channels, including the City of Kettering website, city publications and speaking engagements.
2. Maintain a high level of technical competence among the Tax Division staff.
 - a. Ensure that all staff members are well versed in municipal and federal tax laws through ongoing training and discussion.
 - b. Provide all staff members with literature to enhance their knowledge of current income tax law and developments.
 - c. Provide staff members with the technological resources necessary to carry out our objectives efficiently and effectively.

3. Provide quality service while maximizing collection efforts and conserving city resources.
 - a. Maintain a professional demeanor in all taxpayer contacts, whether by phone, in person or through written communication.
 - b. Continue to utilize automated filing and payment functions to reduce costs and minimize staff processing time.
 - c. Continue to streamline the audit and document imaging processes through the utilization of our lockbox service.
 - d. Review internal procedures and policies on an ongoing basis to determine changes that will enable the Tax Division to most effectively meet its objectives.
 - e. Regularly update our Tax Code and Regulations to comply with state laws.
 - f. Continue to develop accurate and well-designed tax forms each year; review forms annually to make updates and improvements as necessary.
 - g. Ensure compliance with “opt-in” requirements put in place by the State of Ohio for seamless transfer of funds received through the centralized collection process.

4. Continue to encourage a teamwork environment within the Tax Division.
 - a. Promote collaboration among Tax Division staff to generate suggestions for improvement and/or changes to processes that will achieve the overall mission of the Tax Division.
 - b. Maintain an open-door policy between all employees and supervisors.

5. Maintain our leadership role in municipal income tax.
 - a. Engage in regular meetings of professional organizations.
 - b. Work together with other local tax agencies to ensure taxpayer compliance and share information.

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.

Program Focus:

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.

Finance Department Expenditures — General Fund (Key 0350)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	2,156,736	2,154,235	2,243,750	2,432,500	79.67%
Operating Expenditures	527,569	513,803	578,690	620,800	20.33%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	2,684,305	2,668,038	2,822,440	3,053,300	100.00%

The proposed 2022 budget is 12.3% greater than the original 2021 budget and 8.2% greater than estimated 2021 expenditures.

As part of citywide budget reduction efforts, the vacant regular part-time Tax Clerk (0.7) and Tax Intern (0.2) positions were not funded for 2021. In addition, the part-time Accounts Payable Technician reduced hours from 20 to 12 per week. For 2022, funding is restored for the vacant positions and hours are restored for the regular part-time Technician.

Operating expenditures for all years include annual audit costs and Montgomery County fees for the collection and processing of property taxes. The County fees increased in 2018 and 2019 due to costs associated with the data collection and reappraisal project for tax year 2020. Included in the 2022 operating budget is funding for a two-year renewal of the bank lockbox used for income tax mail processing and imaging.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 202</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Finance Director	1	1	1	1
Assistant Finance Dir.	1	1	1	1
Budget Manager	1	1	1	1
Purchasing Manager	1	1	1	1
Tax Manager	1	1	1	1
Financial Analyst	2	2	2	2
Finance Technician II	7.5	7.5	7.5	7.5
Finance Technician I	3.5	3.5	3.2	3.5
Secretary	1	1	1	1
Full-time Clerk	1	1	1	1
Part-Time Clerical	<u>1.2</u>	<u>1.2</u>	<u>0.3</u>	<u>1.2</u>
Total	21.2	21.2	20.1	21.2

Performance Measurements: Finance Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Continued participation in the Miami Valley Risk Management Association (MVRMA). 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of MVRMA meetings attended by Finance Director	8	8	9	8
Number of MVRMA committees with Finance Director representation	2	2	2	2
MVRMA rebates received	2	0	0	1

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 		<ul style="list-style-type: none"> Continued participation in state, local and regional cooperative bidding and contracts 			
PERFORMANCE MEASURE		2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of cooperative bids and contracts each year		20	15	15	20
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Co-operation among regional municipal tax entities 		<ul style="list-style-type: none"> Continued participation in Southwest Ohio Tax Administrators Association (SWOTAA) 			
PERFORMANCE MEASURE		2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of SWOTAA meetings attended by Income Tax Manager		0	4	4	4
ACTION AGENDA		TACTIC			
Tax Preparers – Enhance Communication		<ul style="list-style-type: none"> Seek out opportunities to speak to various tax preparation organizations 			
PERFORMANCE MEASURE		2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of Speaking Engagements		0	1	1	3

STRATEGIC PRIORITY:					
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS					
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 		<ul style="list-style-type: none"> Continue to develop a 5-year Capital Improvement Plan (CIP). 			
PERFORMANCE MEASURE		2020 Actual	2021 Budget	2021 Estimate	2022 Budget
5-year Capital Improvement Plan presented at Council Workshop		9/08/2020	09/28/2021	09/28/2021	09/27/2022
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Develop financial documents that meet the highest reporting standards and provide relevant information to all users 		<ul style="list-style-type: none"> Prepare Annual Comprehensive Financial Report and Budget in accordance with both GAAP and GFOA standards. 			
PERFORMANCE MEASURE		2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Issue Annual Comprehensive Financial Report by March 31		Yes	Yes	Yes	Yes
Receive unmodified opinion on annual audit		Yes	Yes	Yes	Yes
Years Received GFOA's Certificate of Excellence in Financial Reporting		38	39	39	40
Years received GFOA's Distinguished Budget Presentation award		35	36	36	37
Moody's credit rating		Aa2	Aa2	Aa2	Aa2

STRATEGIC PRIORITY:

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

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize use of automated receipts of withholding and other tax receipts 	<ul style="list-style-type: none"> Investigate additional ways for taxes to be paid via electronic methods 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of Electronic payments received	58,453	59,000	59,000	60,000
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize the Electronic Return Filing 	<ul style="list-style-type: none"> Improve methods and option for taxpayers to submit electronic returns 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of Electronic Returns Filed	1,998	2,100	2,038	2,500

Workload Indicators: Finance Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program: Accounting				
Checks Processed	6,712	8,200	7,400	7,585
EFT Vendor Payments	0	0	250	615
Late Penalties Paid	1	0	0	0
Receipts Processed	3,756	4,275	3,700	4,200
Travel Forms Processed	45	200	150	200
1099's Issued	200	200	200	200
Direct Deposits Processed	16,025	21,250	21,000	22,000
Program: Taxation				
New Accounts	4,789	4,800	4,800	5,000
Refunds	1,212	1,300	1,300	1,800
Accounts Maintained: Active	56,156	56,500	56,500	57,000
Accounts Maintained: Inactive	111,412	111,800	111,800	113,000
Deferred Payment Plans in Place	513	520	520	540
% of Accounts Delinquent	0.65%	0.63%	0.63%	0.64%
Program: Purchasing				
Purchase Orders Issued	1,621	2,000	2,000	2,000
Bid Openings held	8	20	10	15
Request for Proposal/Quotes Processed	72	120	100	100
Local Preference Quotes	22	20	20	20
Annual Inventories Completed	0	10	10	0

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, the Information Systems Division, and City Print Shop.

The Administrative Support Division performs the following functions: Records Management, Graphic Design, 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

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.

Program Focus:

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.

Graphic Design

Program Purpose:

To provide high-quality documents and graphics, both print and electronic, allowing departments to provide information to the public in an engaging and professional manner that is consistent with the City's branding and style guidelines. To assist departments with creation of internal documents, both printed and electronic, to improve workflow and efficiency.

Program Description:

- Create/prepare documents using a variety of software applications for in-house and outsourced printing, web, social media and other electronic formats.
- Create/edit original logos, art and digital videos to support City programs.

Program Focus:

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.

Telecommunications**Program Purpose:**

To acquire and provide useful and cost effective third 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.
- Provide subject matter expertise for communication related aspects of the City's Emergency Operations Plan.
- Coordinate City participation in first responder emergency communication programs such as FirstNet, GETS (Government Communication Emergency Telecommunications Services) and WPS (Wireless Priority Services).

Program Focus:

1. Plan for and implement telecommunications acquisitions, installations, service changes and upgrades.
2. Serve as liaison between the City and external communication vendors.
3. Minimize telecommunication costs by eliminating unused services, modifying service plans to closely align with needs, and identifying cost savings opportunities in technology advancement.

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.

Program Focus:

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.
- Assemble mail for delivery per standard mail permit requirements and deliver to Business Mail Entry Unit.
- Ship and receive City packages via Fed Ex, UPS, and USPS.
- Obtain and organize appropriate mail supplies for the various carriers.

Program Focus:

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.

Program Focus:

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. Identify ways to apply GIS technology across all City departments to improve the efficiency of City operations and to expand the City’s ability to deliver services to the public.
5. Manage the integration between GIS software and department record keeping applications, such as permitting and dispatching, that utilize spatial data.

Administrative Support Expenditures — General Fund (Key 0400)

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>	<u>% of Total</u>
Personnel Expenditures	729,861	700,613	668,640	765,700	80.69%
Operating Expenditures	197,455	182,880	285,540	183,200	19.31%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	927,316	883,493	954,180	948,900	100.00%

The proposed 2022 budget is 1.1% greater than the original 2021 budget and 0.6% less than estimated 2021 expenditures.

As part of citywide budget reduction efforts, the vacant part-time Administrative Designer position (0.6) was not funded for 2021. Funding is restored for the position in 2022. Also for 2022, part-time clerical hours in the Print Shop are slightly reduced (0.3).

Each year’s Administrative Support operating budget includes funding for telecommunication services. The expenditures fluctuate due to encumbrances for several citywide multi-year phone service contracts.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Administrative Systems Director	1	1	1	1
City Planner – GIS	1	1	1	1
Technician – GIS	0.5	0.5	0.5	0.5
Administrative Designer	2.6	2.6	2.0	2.6
Clerk Typist – Records Center	0.5	0.5	0.5	0.5
Part-Time Clerical - Records Center	0.2	0.2	0.2	0.2
Part-Time Clerical – Print Shop	1.6	1.6	1.6	1.2
Part-Time PBX Operators	<u>1.2</u>	<u>1.2</u>	<u>1.2</u>	<u>1.3</u>
Total	8.6	8.6	8.0	8.3

Performance Measurements: Administrative Support

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Monthly Telecom Spend (Citywide/All Services)	\$14,500	\$15,000	\$15,000	\$15,450
Annual Bulk Mail Cost Savings vs. 1 st Class	\$73,626.31	\$95,000	\$95,000	\$90,000

Workload Indicators: Administrative Support

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program: Reception Desk				
Avg. daily phone calls answered	40.0	42.0	34.0	36.0
Avg. daily walk in patrons assisted	27.3	40.0	22.0	25.0
Program: Design and Publishing				
Total Support Requests Completed	1,355	2,200	1,400	1,690
Program: Mail and Messenger Service				
Outbound 1 st Class pieces metered	72,008	82,000	66,000	68,000
Bulk mail pieces	294,039	310,000	360,000	375,000

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 425 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 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 for the 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, dental, vision and health insurance, retirement programs, wellness program and Worker's Compensation.
- The oversight of Title I and Title II of the Americans with Disabilities Act, in coordination with the City Manager's office and the Inclusion Manager.

Program Focus:

1. Focus on projects that are 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 health 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.

Human Resources Expenditures — General fund (Key 0450)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	837,480	853,223	920,170	864,900	71.17%
Operating Expenditures	318,029	289,556	351,650	350,400	28.83%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,155,509	1,142,779	1,271,820	1,215,300	100.00%

The proposed 2022 budget is 2.0% greater than the 2021 budget and 4.4% less than estimated 2021 expenditures.

Budget reductions implemented in 2021 are partially restored for the 2022 budget.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Human Resources Director	1	1	1	1
Human Resources Managers	2	2	2	2
Human Resources Technicians	3	3	2.5	3
Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	7.0	7.0	6.5	7.0

Performance Measurements: Human Resources Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Influence and assist in developing the training Miami Valley Communications Council (MVCC) provides to meet the City's needs (ex. management training, public records training, succession planning, etc.). 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Meet quarterly with MVCC to collaborate on trainings at least four times per year	N/A	N/A	4	6
Number of employees who attended MVCC trainings	N/A	10	10	30

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Evaluate monthly and/or as invoices are received	Yes	Yes	Yes	Yes
Meet with McGohan Brabender to evaluate Medical Dental, Vision, Life insurance	N/A	6	6	6

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Continue the City's Safety Committee. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of Safety Committee meetings attended	N/A	6	6	6
Number of missed workdays due to workplace injuries.	280	270	270	268

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Research to potentially implement an online application process	No	Yes	Yes	Yes
Number of applications received via online application portal if implemented	N/A	N/A	N/A	Target is pending implementation of portal

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Meet with Department Directors bi-monthly or as needed	No	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Greet and assist visitors in Human Resources within one minute	Yes	Yes	Yes	Yes

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Utilize a dedicated email address for citizen inquiries	Yes	Yes	Yes	Yes
Percentage of job openings posted to City's website	100%	100%	100%	100%

Workload Indicators: Human Resources Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program:				
Position evaluations performed	14	30	25	30
Examinations developed or administered	2	3	4	4
Number of positions filled	21	30	30	36
Number of regular appointments	13	20	20	29
Number of promotions	8	10	10	7
Hours of safety training*	8,722	14,500	10,000	14,750
Hours of city-wide training*	8,722	14,500	10,000	14,750
Hours of HR sponsored training*	65	1,000	300	1,200
*Training may cross categories				
Regular full-time turnover rate	5%	3%	3%	3%
Grievances reaching third step	9	4	4	4
Average elapsed time in filling vacancies	25 wks.	13 wks.	13 wks.	12 wks.

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 2021, we anticipate construction to increase from 2020 expecting approximately 4,200 construction and mechanical permits to be reviewed and approximately 8,000 structural and mechanical inspections, resulting in a total construction value of about \$50 million in investments. We also expect an increase in property maintenance enforcement cases from last year as we have rehired our seasonal inspectors allowing us to increase our efforts. 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 2022, 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.

Program Focus:

1. Continue to implement the Wilmington Pike Redevelopment Plan.
2. Implement redevelopment strategies for key redevelopment areas.
3. Facilitate new construction and remodeling for business expansion and home construction.

Building Code Enforcement

Program Purpose:

To ensure 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.

Program Focus:

1. Continue efforts to streamline the permitting process.
2. Continue to work with Montgomery County and Dayton Building Departments to provide coordination, efficiency and effectiveness in building inspections.
3. 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.

Program Focus:

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.
5. Complete the Analysis of Impediments to Fair Housing with the city of Dayton and Montgomery County and begin implementation of the strategies.

Property Maintenance**Program Purpose:**

To enforce the residential and commercial property maintenance code 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 complaints and proactive identification by a code enforcement inspector.
- Coordinate the implementation of new property maintenance initiatives.
- Coordinate with other divisions and departments to improve and enhance all areas of the City.

Program Focus:

1. Continue to improve the Property Maintenance Program to assure 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. Continue to work with the Cities of Service Team on neighborhood improvement initiatives.
5. Continue to coordinate with other departments/divisions on implementation of nuisance abatement.

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

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	2,166,366	2,161,506	2,089,140	2,397,200	86.93%
Operating Expenditures	355,491	278,351	291,000	360,400	13.07%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>29,000</u>	<u>0</u>	<u>0.00%</u>
Total	2,521,857	2,439,857	2,409,140	2,757,600	100.00%

The proposed 2022 budget is 6.7% greater than the 2021 budget and 14.5% greater than estimated 2021 expenditures.

As part of citywide budget reduction efforts, the vacant full-time Property Maintenance Inspector, Summer Intern (0.1) and Temporary Plumbing Inspector (0.1) positions were not funded for 2021. Funding is restored for these positions in 2022.

The reduction in 2020 operating expenditures is attributable to a decrease in the depreciation chargeback for the department's software application. Citywide budget reductions implemented in 2021 are partially restored for the 2022 budget.

The 2021 capital equipment expenditure is the replacement of a 2004 Ford van.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Planning & Development Director	1	1	1	1
Planning & Development Architect	2	2	2	2
City Planner	2	2	2	2
Neighborhood Services Manager	1	1	1	1
Inspector	3	3	3	3
Property Maintenance Inspector	3	3	2	3
CDBG Program Administrator	1	1	1	1
CDBG Housing Specialist	1	1	1	1
CDBG Program Coordinator	1	1	1	1
Secretary	2	2	2	2
Clerk Typist	1	1	1	1
Planning & Development Aide	2.1	2.1	2.0	2.1
Seasonal Property Maintenance Inspectors	0.9	0.9	0.9	0.9
Temporary Plumbing Inspector	<u>0.1</u>	<u>0.1</u>	<u>0</u>	<u>0.1</u>
Total	21.1	21.1	19.9	21.1

Performance Measurements: Planning & Development Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Montgomery County — Greater leadership at the County level 	<ul style="list-style-type: none"> Participate and provide leadership in the Montgomery County 10-year Homeless Solutions Prevention Plan. Continue to actively participate in regional fair housing initiatives. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of meetings P&D Director chaired for Montgomery County Housing Advisory Board	6	6	6	6
Number of Continuum of Care Meetings P&D Director attended.	8	12	10	12
Number of cases referred to the Fair Housing Center.	175	200	200	200
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Provide building permitting and inspection services to the City of Oakwood. Partner with the City of Dayton and Montgomery County to share building code inspection services. Explore a similar arrangement with other jurisdictions regarding inspections. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
No. of permits issued for Oakwood	912	1,200	1,200	1,200
No. of inspections provided to Oakwood	1,444	1,500	1,500	1,500
No. of inspections provided to Dayton/Montgomery County	62	50	50	50
No. of inspections Dayton/Montgomery County provided to Kettering	3	5	5	5
Jurisdictions consulted for Inspection Service. West Carrollton	1	0	0	0
No. of Inspections provided to West Carrollton	0	60	60	5

STRATEGIC PRIORITY:	
ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT & EXPAND INVESTMENT IN THE CITY	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Attraction – Work to recruit new businesses to Kettering. 	<ul style="list-style-type: none"> Continue to work with the County Land Bank to identify and remove buildings causing blight in neighborhoods. T&C involvement – Work with Town & County Shopping Center (T&C) Management to take advantage of retail opportunities. Create and maintain inventory of available development and redevelopment sites throughout the City in order to best match development possibilities to appropriate areas.

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
No. of properties demolished by the Land Bank with Kettering's consultation.	2	2	2	2
No. of properties acquired by the Land Bank in Kettering	0	2	2	1
No. of new certificates of occupancy issued for Town and Country Shopping Center	2	2	2	2
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Expansion – Work with existing businesses interested in expanding their operations. 	<ul style="list-style-type: none"> Utilize existing federal, state and local resources to assist with business expansion. Implement the Wilmington Pike Improvement Plan including the Facade and Demolition Programs. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of businesses assisted with funding	34	3	3	3
HUD Funds spent on business assistance	\$115,000	\$20,000	\$20,000	\$20,000
No. of Wilmington Pike Site and Façade Improvement Program grants issued	2	3	3	3
Funds spent for the Wilmington Pike Site and Façade Improvement Program	\$25,000	\$65,000	\$75,000	\$75,000

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Accommodate a variety of housing types in appropriate locations to meet current and future residential market demands 	<ul style="list-style-type: none"> Conduct an analysis of current housing stock and future housing needs including identifying housing needs for employees of desired industry clusters. Identify locations for development and redevelopment opportunity and identify the appropriate housing type for those locations. Identify in-fill development opportunities and work with private and non-profit builders to construct neighborhood appropriate homes. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of in-fill housing sites developed for new housing.	4	3	3	3
No. of new single-unit dwellings	8	4	4	4
No. of new multi-unit dwellings	40	0	0	100
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Encourage reinvestment in existing housing to ensure long- term marketability of Kettering neighborhoods 	<ul style="list-style-type: none"> Develop a menu of tools to encourage reinvestment and improvement of existing housing and aggressively market the tools to appropriate owners and investors. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of Owner Rehab Program projects funded	10	50	50	50
Amount spent on Owner Rehab Program projects	\$52,360	\$100,000	\$100,000	\$100,000
No. of permits issued for residential improvements.	224	250	250	250

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community. 	<ul style="list-style-type: none"> Continue to promote the <i>Cities of Service</i> program and address a different neighborhood each year. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of neighborhoods served.	0	1	1	1
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering. 	<ul style="list-style-type: none"> Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. Utilize the nuisance abatement ordinance to address nuisance property issues. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Reviews and updates of Property Maintenance Code	1	1	1	1
No. of nuisance abatements	1	2	2	3
No. of Property Maintenance cases	4,348	4,100	4,100	4,100
No. of Property Maintenance violations	3,557	3,500	3,500	3,500
No. of Property Maintenance inspections	11,826	13,000	13,000	13,000
Amount invoiced for re-inspection fees	\$36,235	\$35,000	\$35,000	\$36,000
Amount invoiced for tall grass mowing	\$25,440	\$25,000	\$25,000	\$25,000
No. of properties mowed by the city	1,058	1,000	1,000	1,000

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 	<ul style="list-style-type: none"> Coordinate with City CDBG personnel to evaluate opportunities to complete necessary projects utilizing CDBG assistance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
CDBG funds budgeted for City infrastructure	\$0	\$0	\$0	\$0
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit. Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Permit Fees evaluated annually	Yes	Yes	Yes	Yes
Permit fees collected	\$453,367	\$450,000	\$450,000	\$475,000

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Percentage of completed applications for permits reviewed within 10 days of receipt.	99.4%	95%	99%	99%
Percentage of on-site inspection requests responded to within one business day.	99.1%	100%	99%	100%
Percentage of plumbing, electrical, gas, and mechanical permits issued within 3 days.	95%	95%	95%	95%

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to support the efforts of the <i>Cities of Service</i> team to promote neighborhood pride. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of P&D staff involved with Cities of Service Team	1	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
No. of citizen surveys conducted regarding HUD funds	1	1	1	1
No. of survey participants	450	350	350	350

Workload Indicators: Planning & Development Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program: Planning and Zoning				
BZA Cases	3	3	3	3
Planning Commission Cases:				
Re-zonings	3	4	3	3
Zoning Amendments	1	1	1	1
Conditional Use Permits	0	3	3	3
Program: Building Code Enforcement				
Permit Fees Collected				
Structural Permits	419	425	425	425
Structural Inspections	1,289	2,200	1,600	2,000
Electrical Permits	680	850	850	850
Electrical Inspections	1,374	2,000	1,500	1,500
Plumbing Permits	1,458	2,050	1,600	2,000
Plumbing Inspections	1,658	2,500	2,000	2,500
HVAC permits	768	1,010	900	1,000
HVAC Inspections	1,198	2,025	1,500	1,800
Zoning Permits	697	500	500	500
Zoning Inspections	620	575	600	600
New Commercial Structures	3	5	5	5
New Residential Homes (1, 2 and 3 unit)	12	10	10	10
Program: Property Maintenance				
Code Enforcement Cases	4,348	4,100	4,100	4,100
Complaints	791	750	750	750
Violations	3,557	3,350	3,350	3,350
Tall Grass	1,515	1,500	1,500	1,500
Properties Mowed	168	170	170	170
Violation Fees Assessed	\$37,680	\$38,000	\$38,000	\$38,000
Tall Grass Fees Assessed	\$25,440	\$25,000	\$25,000	\$25,000
Program: Community Development				
CDBG Funds Secured	\$569,344	\$570,000	\$576,194	\$575,000
CDBG Program Income	\$45,797	\$21,000	\$21,000	\$20,000
HOME Funds Secured	\$74,000	\$100,000	\$100,000	\$100,000
HOME program Income	\$52,655	\$49,000	\$49,000	\$49,000
Rehab Loan Applications Processed	10	90	50	50
Rehab Loan Amount	\$52,360	\$100,000	\$100,000	\$100,000
Housing Counseling Participants	61	180	100	100
Down Payment Assistance Processed	0	10	0	0
Fair Housing Contacts	175	200	200	200
Business Loans Processed	34	3	3	3
Business Loan Amount	\$115,000	\$20,000	\$20,000	\$20,000
Real Property Acquisition spent	\$0	\$0	\$60,000	\$60,000
Senior Resource Program	\$72,942	\$40,000	\$50,000	\$50,000

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

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.

Program Focus:

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 updates on Economic Development projects, opportunities and services for city publications.
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</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>	<u>% of Total</u>
Personnel Expenditures	153,995	158,044	205,950	166,300	16.66%
Operating Expenditures	2,796,311	5,642,335	1,959,300	831,900	83.34%
Capital Equipment Expenditures	0	0	0	0	0.00%
Total	2,950,306	5,800,379	2,165,250	998,200	100.00%

Operating expenditures in the Economic Development Department fluctuate widely based upon specific incentives for local businesses. Incentives may take the form of tax sharing agreements, forgivable loans, infrastructure grants, or Montgomery County ED/GE grants. Actual 2020 operating expenditures include \$3.6 million to record the forgiveness of a loan made to Kettering Medical Center. The City entered into a Forgivable Loan Agreement in July 2015 with Kettering Medical Center (KMC) to assist with the construction of a comprehensive cancer center and walkway to connect the facility to KMC's main hospital. The conditions for forgiveness have been met and include: 1) Construction of the project has been completed and final occupancy permit has been issued for the use of at least three floors of the facility, 2) As constructed, the facility is a minimum of 120,000 square feet in size, 3) The annual payroll directly attributable to the facility has been at least \$7.0 million per year for three consecutive years.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Economic Development Manager	1	1	1	1
Secretary	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
Total	1.1	1.1	1.1	1.1

Performance Measurements: Economic Development Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Montgomery County — Greater leadership at the County level 	<ul style="list-style-type: none"> Participate and provide leadership in County Economic Development initiatives. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Participate in all MC local LEDO and Business First Meetings. Attempt to get appointed to serve another term on the Business First Executive Committee.	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Dayton Development Coalition (DDC) 	<ul style="list-style-type: none"> Strengthen our relationship regarding Development Projects. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Attend all DDC quarterly LEDO Meetings and Annual Meeting. (Min of 5 meetings per year)	5	5	5	5

STRATEGIC PRIORITY:	
ENGAGE IN ECONOMIC DEVELOPMENT VENTURES THAT ATTRACT & EXPAND INVESTMENT IN THE CITY	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Utilize available communication tools to assist with business retention and attraction. 	<ul style="list-style-type: none"> Include business news section within <i>Contact with Kettering</i> quarterly newsletter and distribute to all businesses. KMO Membership – Maintain Kettering-Moraine-Oakwood Chamber of Commerce (KMO) membership and appointment on Advisory Board.

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Prepare quarterly "Business News" articles for Contact with Kettering	Yes	Yes	Yes	Yes
Maintain appointment on the KMO Advisory Board attend monthly KMO Chamber Meetings	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Attraction – Work to recruit new businesses to Kettering. 	<ul style="list-style-type: none"> T&C involvement – Work with Town & County Shopping Center (T&C) Management to take advantage of retail opportunities. Develop a City marketing packet that can be distributed to businesses. Work to attract development within the Miami Valley Research Park. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Hold quarterly calls with Casto/Skilken for updates on the center (4 times per year)	No	Yes	Yes	Yes
Work annually with CIM to produce and distribute City marketing packet annual	No	Yes	Yes	Yes
Update the MVRP website to better market the Park	No	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Retention – Create/ retain relationships with existing businesses in the City. 	<ul style="list-style-type: none"> Visit existing businesses to discuss current operations and future needs. Contact smaller companies through KMO Chamber participation and Business First visits. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of BR&E visits with existing businesses.	0 (COVID)	12	12	24
Respond to small business needs as identified through Chamber visits	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Expansion – Work with existing businesses interested in expanding their operations. 	<ul style="list-style-type: none"> Utilize existing federal, state and local resources to assist with business expansion. Contact smaller companies through KMO Chamber participation and Business First visits. Implement the Wilmington Pike Improvement Plan including the Façade and Demolition Programs. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of Incentive Packages produced for existing and potential companies.	2	4	4	4
Sale of lots included in the Wilmington Pike plan, number of façade/demolition grants executed	0	2	2	2

Workload Indicators: Economic Development Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program:				
Number of phone calls regarding economic development	50	100	100	100
Number of marketing packets distributed	10	50	50	100
Number of Business First visits	0	20	20	30
Number of incentive offer letters	4	4	4	6

POLICE DEPARTMENT

The Police Department is responsible for the programs of Police Patrol, Criminal Investigations, Crime Prevention/Community Relations, and Community Service (Animal Control). The Police Department has three primary objectives: 1) Build strong relationships with the community, 2) Address drug issues, and 3) Address traffic issues. To achieve these issues we continue to place a strong emphasis on Crime Prevention/Community Relations, both formally through the Community Relations Section and informally through day-to-day personal contact between officers/civilian personnel and the public. Drug issues are dealt with through a combined effort between Patrol and Criminal Investigations. We also focus police patrol activities on high traffic and crash areas, through self-initiated and directed patrol, and respond to community traffic and safety concerns.

Programs

Police Patrol

Program Purpose:

To operate with the underlying objective of keeping our city safe and crime-free. Patrol activity includes the following activities: self-initiated and directed patrol, traffic enforcement, monitoring suspicious activity, investigating crimes, responding to emergency calls, community outreach, and more.

Program Description:

The Police 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 contacts with the goal of reducing criminal activity through Police presence.

Program Focus:

1. Assign available manpower and equipment to best address the needs of the community.
2. Continue to aggressively prevent property crimes through proactive patrol and consistent business checks.
3. Use Accurint crime mapping tools to identify crime trends and hotspots, to effectively direct patrol activity.
4. 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.

Program Focus:

1. Track cases assigned to detectives and ensure they are worked and completed in a timely manner.
2. Be responsive to any active SARA (Scanning, Analysis, Response, Assessment) initiatives.
3. Utilize Accurint crime mapping tools to identify crime trends and hotspots.
4. Aggressively pursue 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 and community outreach programs, classes and events designed to serve the needs of area residents and businesses.

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 committed to the schools to create a safe learning environment for students, teachers, and administrators. This Community Relations section also provides, compiles statistics of crimes for reports, alarms and registrations, and coordinates. It is the link between the public and the Police Department.

Program Focus:

1. Ensure a safe learning environment in the schools by working with the schools and our community.
2. Ensure community connections through social media: Facebook, Twitter, Nextdoor, Neighbors/Ring, etc.
3. Ensure community connections through events, classes and presentations: Citizens Police Academy, Coffee with a Cop, RAD and radKIDS classes, National Night Out, Block Party, and more.
4. Continue our positive relationship with all media outlets.
5. Make effective use of our alarm program (new software in 2020) to help prevent crime.

Animal Control**Program Purpose:**

To protect the public health and safety, and promote the welfare of animals.

Program Description:

The Community Service Officer (CSO) is responsible for addressing issues related to domestic animals through public education and enforcement of City animal control ordinances.

Program Focus:

1. Work with the community to resolve animal issues in the City.
2. Successfully administer the cat Trap-Neuter-Return program in cooperation with the SICSA Pet Adoption & Wellness Center.
3. Promote education for responsible pet ownership by speaking in the schools and at special events.
4. Work with county agencies and veterinarians to promote licensing and spay/neuter programs.

Police Department Expenditures — General Fund (Key 0600)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	12,933,389	12,904,915	13,653,040	14,424,400	86.25%
Operating Expenditures	1,943,604	2,006,186	2,242,830	2,075,200	12.41%
Capital Equipment Expenditures	<u>173,569</u>	<u>49,813</u>	<u>80,000</u>	<u>224,000</u>	<u>1.34%</u>
Total	15,050,562	14,960,914	15,975,870	16,723,600	100.00%

The proposed 2022 budget is 7.7% greater than the 2021 budget and 4.7% greater than estimated 2021 expenditures.

For 2021, two vacant Patrol Officers, a part-time Court Security Officer (0.7 fte) and a part-time Dispatcher (0.6 fte) position were not filled. The proposed 2022 budget restores funding for the two Patrol Officers.

During 2021, the City entered into an agreement with Miami Township to provide Dispatch services to the Township. As such, the City of Kettering hired three additional full-time Civilian Dispatchers. The cost of the additional positions are to be reimbursed by Miami Township.

The estimated 2021 operating expenditures include \$236,100 for new body worn cameras and related technology originally encumbered in 2020. The estimated 2021 operating expenditures also reflect reductions from the normal budgeted level as part of a citywide effort to decrease expenditures. These funding reductions are partially restored for the 2022 budget.

Capital equipment expenditures for 2022 include the replacement of (4) marked vehicles and (1) unmarked sedan.

Staffing Levels - Police

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Chief	1	1	1	1
Captains	2	2	2	2
Lieutenants	6	6	6	6
Sergeants	10	10	10	10
Patrol Officers	65	67	65	67
Jailers	5	5	5	5
Court Officers	2	2	2	2
Crime Analyst	0	1	1	1
Secretaries	3	2	2	2
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.	4.5	4.5	3.8	3.8
Part-Time Clerical	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
Sub-total	104.4	106.4	103.7	105.7
Public Safety Civilian Dispatchers	<u>14.3</u>	<u>14.3</u>	<u>13.7</u>	<u>16.7</u>
Total Police and Dispatch	118.7	120.7	117.4	122.4

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.

Performance Measurements: Police Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> School Board -Enhance communication 		<ul style="list-style-type: none"> Provide Police School Resource Officers to schools in Kettering to handle school-specific criminal activity and to provide drug/alcohol abuse training. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of School Resource Officers assigned to work with the schools	5	5	5	5
Number of visits to at least one school by each officer working the road when schools are in session	0	75	75	75
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 		<ul style="list-style-type: none"> Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of TCSU monthly intel meetings the Police Chief attended	12	12	12	12
Number of TCSU monthly intel meetings a representative from the detective section attended	12	12	12	12

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community. 		<ul style="list-style-type: none"> The Fire Department will participate in neighborhood watch meetings with Police Department as appropriate to promote fire and life safety. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of neighborhood meetings with Fire Department and Police Department participation.	0	12	12	12
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering. 		<ul style="list-style-type: none"> Utilize the nuisance abatement ordinance to address nuisance property issues. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Work with the Law Department and Zoning to identify properties having a negative impact on the neighborhood and utilize the abatement process.	1 property	1 property	1 property	1 property

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Discuss departmental operations yearly during the spring and fall retreats	2	2	2	2
Annually update the invoice to Kettering School District for School Resource Officer reimbursement	Yes	Yes	Yes	Yes

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Safety Education — Explore new ways of providing Citywide safety education and outreach to the public. Continue with and advance the Kettering Safe Senior Program (KSSP). 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of National Night Out events	1	1	1	1
Number of citizens contacted who may benefit from KSSP	150	150	150	50
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Police — Traffic Enforcement 	<ul style="list-style-type: none"> Continue emphasis on Operating Vehicles while under the Influence (OVI). Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of OVI Details conducted	9	10	10	10
Number of Traffic Citations	2,938	3,500	3,500	3,500
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Police — Crime Prevention/ Deterrents 	<ul style="list-style-type: none"> Continue to use bike patrol to target problem areas and to have positive interaction with the public. Continue to utilize Scanning Analysis Response Assessment (SARA) forms to identify and address quality of life issues and criminal problems. Utilize the Crime Analyst position to work in conjunction with all KPD personnel, Tactical Crime Suppression Unit (TCSU), and numerous outside agencies to collect, evaluate, analyze and disseminate crime data. 			

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of officers on bike patrol	0	20	20	20
Number of SARA forms completed for problem areas	2	5	5	5
Number of Crime mapping reports sent out for each staff meeting	0	26	26	26
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Police — Community- Based Problem Solving 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of community events with KPD participation	0	10	10	10
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Safety Education 	<ul style="list-style-type: none"> Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Evaluate all programs at the fall retreat	No (Covid)	Yes	Yes	Yes

STRATEGIC PRIORITY:				
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				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Conduct Strengths, Weaknesses, Opportunities, Threats (SWOT) exercise with command group on annual basis	No (Covid)	Yes	Yes	Yes
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Request surveys be completed by all residents who participate in police department sponsored programs	5 programs	5 programs	5 programs	5 programs
Provide a survey for customer satisfaction every two years to Kettering residents	No	Yes	Yes	No
Maintain Law Enforcement and Dispatch accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA)	Yes	Yes	Yes	Yes
Maintain jail certification from the State of Ohio	Yes	Yes	Yes	Yes

STRATEGIC PRIORITY:**DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY**

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Increase followers on police department social media platforms (Facebook, Twitter, etc)	8% increase	5% increase	5% increase	5% increase
Number of community meetings with Police Department attendance	0	10	10-15	30

Workload Indicators: Police Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Homicides	2	1	1	1
Arsons	6	5	5	5
Robberies	15	20	20	20
Aggravated Assaults	40	45	45	45
Burglary	91	90	90	90
Thefts	589	600	600	600
Motor vehicle thefts	47	50	50	50
Rapes	23	20	20	20
Part II Crimes*	2,043	2,500	2,500	2,500
Arrests	1,179	1,500	1,500	1,500
Traffic citations	2,281	3,000	3,000	3,000
Traffic accidents	594	650	650	650
Traffic stops	4,850	6,000	6,000	6,000
Calls for service	53,856	56,000	56,000	56,000
Community outreach programs	0	200	200	200
Criminal reports	3,209	4,000	4,000	4,000
Animal Control:				
Miles Driven	7,499	8,000	8,000	8,000
Complaints Received	4,004	4,000	4,000	4,000
Warnings	886	885	885	885
Citations	51	50	50	50
Dog Bites	40	35	35	35
Cat Bites	0	0	0	0

*Part II Crimes: Vandalism, Weapons, Sex-Morals and Narcotics

FIRE DEPARTMENT

The Kettering Fire Department is responsible for the provision of emergency preparedness, 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

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

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 Focus

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.
- 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.

Focus:

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 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.
7. Continue implementation of vehicle replacement guidelines.
8. 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.

Program Focus:

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. Develop 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.
- Develop and implement 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.

Program Focus:

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 improve the utilization of the integrated computer-based records management system.
3. Continue to support and expand the Quartermaster Program to provide personnel with safe work clothing.

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 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.

Program Focus:

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.
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. Continue the implementation and timely maintenance of digital record keeping for all departmental fire pre-plans.

Emergency Services

The Kettering Fire Department provides Emergency services utilizing apparatus and trained personnel (strength authorized at 80) responding to nearly 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.

Program Focus:

1. Improve the health and safety of Fire Department personnel by providing:
 - a. A Wellness/Fitness Program.
 - b. On-going analysis and review of operating practices through the Fire Department's Safety and Cancer Prevention work group.
 - c. Effective and safe tools, equipment, and protective clothing.
 - d. On-going analysis and review of operating practices of the computer aided dispatch system and the EMS field data collection/reporting program.
 - e. Continued research of accreditation programs related to the administration, management, practices, and training of the department.
 - f. Enhanced training and education through expanded programs using effective training props, tabletop scenarios, and computer/distance learning.
2. Improve inventory control through final implementation of a computer-based equipment tracking system.
3. Continue efforts to utilize the Computer Aided Dispatch (CAD) system and the Records Management System (RMS) to their fullest extent.
4. Assist with training of all public safety dispatchers through a nationally recognized EMD training program.
5. Training of all appropriate City staff and all Fire Department members in the National Incident Management System (NIMS).

Fire Department Overview Strategies

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 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.
-

Fire Department Expenditures — General Fund (Key 0700)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	12,338,490	9,569,819	13,602,770	13,965,500	86.46%
Operating Expenditures	1,726,483	1,621,798	1,927,700	2,070,300	12.82%
Capital Equipment Expenditures	<u>300,486</u>	<u>702,932</u>	<u>807,000</u>	<u>116,600</u>	<u>0.72%</u>
Total	14,365,459	11,894,549	16,337,470	16,152,400	100.00%

The proposed 2022 budget is 7.2% greater than the 2021 budget and 1.1% less than estimated 2021 expenditures.

The decrease in 2020 personnel expenditures is due to the receipt of Federal Emergency Management Agency (FEMA) and Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding for applicable public safety expenditures. City Council passed a resolution finding that public safety personnel are substantially dedicated to mitigating or responding to the COVID-19 public health emergency and that the payroll and benefits of specific positions in the Police and Fire Departments meet the requirement for CARES Act funding. Therefore, \$88,800 in Fire Department personnel expenditures is reported in the FEMA Grant fund and \$3,177,000 in the CARES Act fund. (See Special Grants & Programs Fund.)

During 2021, a full-time Secretary position was converted to a regular part-time Clerk. In addition, partial year funding for a full-time Fire Inspector (0.3 fte) was replaced with two contractual Fire Inspector positions (1.2 fte). As part of citywide budget reduction efforts, one vacant Firefighter position was not funded in 2021. Funding is restored for the Firefighter position in 2022.

Actual 2020 operating expenditures include \$132,000 for the replacement of the department's rugged mobile data terminals (MDTs). Overall 2020 operating expenditures decreased due to the impact of the COVID-19. The pandemic created restrictions on training, travel, and community programming. The estimated 2021 operating expenditures reflect reductions from the normal budgeted level as part of a citywide effort to decrease expenditures. These funding reductions are partially restored for the 2022 budget.

For 2022 the Fire Department's proposed operating expenditures are increased \$254,000 due to an updated Facilities Division chargeback. The Public Service Facilities Division updated its internal service fund chargeback methodology for the 2022 budget. This created an increase in operating expenditures for some departments and a decrease for others.

Capital equipment expenditures in 2020 include a replacement engine (\$641,000), replacement battalion chief staff vehicle (\$41,300), and replacement sedan (\$21,000). Estimated 2021 capital equipment includes a rescue cutter/spreader (\$23,400) and an encumbrance for an aerial ladder truck (\$783,600 in the General Fund and \$300,000 in the EMS Fund). Proposed equipment in 2022 includes the replacement of two sport utility vehicles (\$116,600).

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Chief	1	1	1	1
Assistant Fire Chiefs	2	2	2	2
Battalion Chiefs	5	5	5	5
Captains	15	15	15	15
Civilian Fire Marshal	1	1	1	1
Firefighters	57	57	56	57
Fire Service Specialist	1	1	1	1
Fire Inspector	0.3	0.3	0.3	0
Secretary	2	2	2	1
Part-time Clerk	0	0	0	0.5
Part-Time Hydrant Inspection Crew	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Sub-total	84.8	84.8	83.8	84.0
No. of Part-time Firefighters	3	1	1	1

Staffing levels shown above exclude two contractual Fire Prevention Inspector positions scheduled to work on a part-time basis (1.2 fte).

Performance Measurements: Fire Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> School Board -Enhance communication 		<ul style="list-style-type: none"> Develop Prevention Strategy with School and City Staff to be introduced in 2021. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Participate in School Safety & Preparedness Training & Drills	N/A	Yes	Yes	Yes
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 		<ul style="list-style-type: none"> Participate in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat. Continue the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, the City of Moraine, and the City of Dayton. Provide building permitting and inspection services to the City of Oakwood. Continue active participation with the Miami Valley Fire and EMS Alliance (MVFEA), Greater Montgomery County Fire Chiefs Association (GMCFCA), Southwest Ohio Fire Chiefs Association (SWOFCA), Ohio Fire Chiefs (OFC), Regional Physicians Advisory Board (RPAB), Regional QA/QI. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of Fire Department personnel rostered onto R3 Rescue Task Force	13	13	13	13
Number of Fire Department personnel sent to Regional Haz.Mat. Trainings	2	6	6	6
Number of AMARS agreements reviewed annually	4	4	4	4
Number of Oakwood City building inspections as requested	234	250	250	260
Number of Monthly MVFEA Meetings attended	12	12	12	12

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community 		<ul style="list-style-type: none"> Continue to support and attend neighborhood block parties and events. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of block parties attended by Kettering Fire Department personnel when requested	0 (COVID)	12	12	25

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Review EMS billing service and meet with billing service annually to ensure optimal cost recovery for billed services	1 meeting	1 meeting	1 meeting	1 meeting
Conduct routine meetings with Budget Manager for updates	4 meetings	4 meetings	4 meetings	4 meetings

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Safety Education — Explore new ways of providing City-wide safety education and outreach to the public through programs such as CERT, First Aid Training and School Safety programs. Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of Disaster Preparedness Starter Kits to handed out from Fire Headquarters	181	180	180	180
Number of Safety messages distributed through Social Media outlets	24	24	24	24
Continue joint effort with KPD to host Safety Village classes	0 classes	8 classes	8 classes	8 classes
Continue Campaign for Fire Prevention Week and produce fire safety video	1 video	1 video	1 video	1 video
Number of Fire Station tours provided	8	8	8	37
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Fire — Continue to develop & implement plans based on Risk Assessment and Hazard Analysis 	<ul style="list-style-type: none"> Continue to benchmark and evaluate the progress of the Fire Department based on national standards for risk assessment and hazard analysis. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Annually review pertinent NFPA Standards for updates and changes.	1 review	1 review	1 review	1 review
Insurance Services Office (ISO) rating	2	2	2	2
Membership in the Miami Valley Risk Management Association (MVRMA)	YES	YES	YES	YES
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Fire — Alarm Response Goals 	<ul style="list-style-type: none"> Maintain response time goals and minimum response levels set by Insurance Services Office, Inc. (ISO) and National Fire Protection Association (NFPA) standard 1710 which should be met 90% of the time for fire and EMS alarms. 			

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Travel time to Structure Fires. Percentage of time that the first arriving unit is on scene within 240 seconds (ISO)	91%	90%	90%	90%
Travel time to Structure Fires. Percentage of time that the remainder of the response arrives on scene within 480 seconds for (ISO)	86%	90%	90%	90%
Travel time to EMS alarms. Percentage of time that the responding EMS unit arrives within 480 seconds for (NFPA 1710)	91%	90%	90%	90%
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Fire — Members Trained for Type of Alarm 	<ul style="list-style-type: none"> Ensure the Fire Department is able to provide an adequate number of personnel for hazardous materials and special rescue alarms. Ensure all officers are properly trained to manage all emergency incident scenes. Ensure all officers are trained and educated in personnel and Fire Department function management. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Participate in Regional Haz. Mat. Coordination trainings	0 (COVID)	4 (COVID)	4 (COVID)	12
Continue to Certify all Fire Officers in Blue Card Fire Command	22 officers	22 officers	22 officers	22 officers
Continue to certify all Officers as Fire Instructor and appropriate level of Fire Officer I, II, III, or IV training.	20 officers	22 officers	22 officers	22 officers
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Fire - Code Enforcement 	<ul style="list-style-type: none"> Ensure all commercial facilities are free from fire and life safety hazards. Ensure firefighters responding to alarms in commercial buildings have the most up-to-date information on building construction, hazards, suppression systems, etc. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Continue to provide Plans Review for Fire and Life Safety in conjunction with the City's Planning and Development Department	102 plans	100 plans	100 plans	120 plans
Continue to Pre-Plan commercial occupancies and input Pre-Plans into Active 911 for easy access.	4 plans	10 plans	10 plans	15 plans
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education 	<ul style="list-style-type: none"> Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Participate in the City Safety Committee meetings	6	6	6	6
Host KFD Safety Committee meetings regularly.	4	4	4	6
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Fire — Fire & EMS Apparatus Master Plan 	<ul style="list-style-type: none"> Ensure all fire and EMS vehicles are replaced at the end of their service life in a cost-effective manner. 			

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Annually update the KFD Apparatus Replacement Plan including recommendations for replacing fleet vehicles	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> City Disaster Planning & Preparedness 	<ul style="list-style-type: none"> Ensure the City Emergency Operations Plan provides the proper guidance to City employees in the event of a disaster. (Fire) Ensure all key employees are trained to National regulations (NIMS courses). Ensure all key personnel are properly trained and educated on the City Emergency Operations Plan. Ensure all key personnel practice their roles in a disaster to provide better service during a disaster. Establish and operate the City's Emergency Operations Center (EOC). 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Review the City of Kettering Emergency Operations and Management Plan and update as needed	1 review	1 review	1 review	1 review
City's NIMS Compliance Officer annually reviews City personnel for proper NIMS compliance.	1 review	1 review	1 review	1 review
Hold Annual Emergency Operations training with City Staff	0 (COVID)	0 (COVID)	0 (COVID)	1 training
Required Key personnel to participate in the annual Emergency Operations Training	0 (COVID)	0 (COVID)	0 (COVID)	1 training
Use EOC in annual Emergency Operations training	0 (COVID)	0 (COVID)	0 (COVID)	1 training

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of monthly Labor/Management meetings with Firefighter's/Captain's bargaining units attended.	12	12	12	12
Number of quarterly Labor/Management meetings with Dispatcher's bargaining unit attended.	4	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
KFD inclusion in the City's annual Customer Service Survey.	Yes	Yes	Yes	Yes

STRATEGIC PRIORITY:

DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Maintain KFD Twitter Account	YES	YES	YES	YES
Maintain KFD Facebook Account	YES	YES	YES	YES

Workload Indicators: Fire Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Fire Suppression Bureau:				
Fire Alarms	1,880	1,798	1,893	1,908
Fire – Residential structure	54	68	51	48
Fire – Commercial/Other structures	9	9	10	11
Fire – Vehicles	7	17	6	7
Fire – Outside, including brush, rubbish	49	78	39	29
False alarms	366	395	288	210
Hazardous materials responses	110	110	243	276
Mutual aid given	10	51	25	40
Other Responses including public service and non-emergency responses	1,275	1,069	1,231	1,287
Emergency Medical Services:				
Medic Alarms	6,498	6,935	7,109	7,365
EMS – Illness	3,392	3,504	3,602	3,655
EMS – Injury	1,239	1,428	1,513	1,570
EMS – Cardiac	701	711	712	728
EMS – Full arrest	161	152	168	175
EMS – Stroke	196	203	198	218
EMS – Vehicle accident	174	210	192	231
EMS – Assault/Violence	26	35	28	51
EMS – Overdose	154	162	147	160
EMS – Mental	108	164	132	138
EMS – Maternity	27	29	21	22
EMS – Non-emergency	106	58	189	197
EMS – Mutual aid given	47	202	55	63
EMS – Medical alarm	167	75	152	157
Fire Prevention Bureau:				
Plans reviewed	102	200	102	200
Construction inspections	238	260	175	225
Fire safety inspections	150	175	150	200
Public Education/Community Relations:				
Fire safety talks/block parties/safety trailer visits, etc.	21	75	21	175
CPR classes	7	45	7	75

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 247 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, ADA Curb Ramp 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 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.

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 with 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.

Program Focus:

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 (Centrac).
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.

Program Focus:

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.

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 schoolchildren 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.

Program Focus:

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.

Program Focus:

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

ADA Curb Ramp Construction

Program Purpose:

Make pedestrian transportation infrastructure in the public right-of-way accessible to people with disabilities by constructing compliant curb ramps at street crossings.

Program Description:

Kettering has approximately 3,500 pedestrian sidewalk curb ramps with varying levels of compliance to the Americans with Disabilities Act (ADA). It is projected that compliant curb ramps will be constructed at a substantial number of these crossings by 2037. Curb ramp replacement is precipitated primarily by roadway repair projects (Sidewalk Design

& Construction; Sidewalk, Curb & Drive Approach Repair; Street Design & Construction; Street Surfacing), but also from citizen complaints and awareness of needs from city staff. ADA compliant curb ramps are constructed as part of roadway repair projects, as well as through an annual CIP program to address curb ramps outside of roadway projects. The curb ramp replacement locations are selected by the criteria above, as well as in preparation for applications for federal funds.

Program Focus:

1. Increase accessibility of pedestrian transportation infrastructure by constructing compliant curb ramps as part of roadway projects, as well as a stand-alone program.
2. Maintain documentation of curb ramp construction to fulfill requirements of Transition Plan.
3. Coordinate with other departments as necessary for curb ramp construction at Kettering facilities.

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 (re)constructed as necessary to conform to federal statutes.

Program Focus:

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: Streetlights are installed upon petitioning from residents.

Program Focus:

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 were recently converted to LED. City-owned streetlights 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.

Program Focus:

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. Sidewalk ramps are (re)constructed as necessary to conform to federal statutes.

Program Focus:

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.

Program Focus:

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.

Program Focus:

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.

Engineering Department Expenditures — General Fund Key (0800)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	2,024,116	2,006,108	2,163,420	2,315,500	81.99%
Operating Expenditures	448,416	361,681	397,300	454,400	16.09%
Capital Equipment Expenditures	<u>33,596</u>	<u>17,449</u>	<u>0</u>	<u>54,300</u>	<u>1.92%</u>
Total	2,506,128	2,385,238	2,560,720	2,824,200	100.00%

The proposed 2022 budget is 6.4% greater than the 2021 budget and 10.3% greater than estimated 2021 expenditures.

Proposed 2022 operating expenditures include \$20,000 for the City's share of a countywide aerial photo project.

The 2022 capital equipment purchases will include replacements for an inspector truck and a portable generator.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
City Engineer	0	0	0	0
Assistant City Engineer	1	1	1	1
Civil Engineer	3	3	3	3
Design Engineer	1	1	1	1
Engineering Surveyor	1	1	1	1
Engineering Technicians	4	4	4	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	3.8	3.8	3.8	3.8
Secretary	1.8	1.8	1.8	1.8
Temporary Engineering Aides	<u>0.6</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	20.2	19.6	19.6	19.6

Performance Measurements: Engineering Department

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 		<ul style="list-style-type: none"> Update long-term Roadway Plan and use for CIP budgeting. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Use pavement management data, collected every 4 years, to maintain Roadway Plan	Data collection completed in 2020	Data collection scheduled in 2024	Data collection scheduled in 2024	Data collection scheduled in 2024
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide long-term planning aligned with the strategic plan 		<ul style="list-style-type: none"> Ensure CIP plan follows the priorities of the strategic plan and comprehensive plan, Wilmington Pike plan, and various neighborhood plans. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Audit CIP yearly to align with priorities	Yes	Yes	Yes	Yes
5 – year Capital Improvement Plan is presented at Council Workshop to receive input and discuss alignment with Strategic Plan	9/08/2020	9/28/2021	9/21/2021	9/27/2022
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 		<ul style="list-style-type: none"> Apply for roadway project assistance from federal funding through the Ohio Department of Transportation and from state funding through the Ohio Public Works Commission (OPWC) and federal funding. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of applications submitted	5	4	4	4
Amount of funding awarded (dollars)	\$2,001,601	\$673,500	\$673,500	\$500,000

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 		<ul style="list-style-type: none"> Safety Education – Explore new ways of providing city-wide safety education and outreach to the public through programs such as School Safety Programs (Engineering) (Ongoing) 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Safety Village Attendance	0	96	96	144
Pedestrian injuries	5	2	2	2
Pedestrian Fatalities	0	0	0	0
Bicycle Injuries	5	2	2	2

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Bicycle Fatalities	0	0	0	0
Motorcycle Injuries	6	5	5	5
Motorcycle Fatalities	0	0	0	0
ACTION AGENDA	TACTIC			
• Traffic Enforcement	•Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. (Police and Engineering) <i>(Ongoing)</i>			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Yearly meeting with Kettering Police Department to review high-incident locations	Yes	Yes	Yes	Yes
Transportation Operations Accidents:				
Red light violations	34	36	36	36
Non-stop (at sign)	8	9	9	9
Right of way after stop (at sign)	41	20	20	25
Assured clear distance	159	160	160	170
Total Accidents	558	560	560	570
ACTION AGENDA	TACTIC			
•Ensure Public Safety through quality and responsive public works	•Continue coordination and repair regarding the annual bridge inspection Program (Engineering) <i>(Ongoing)</i>			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of bridges inspected	27	27	14	27
General Appraisal – 4 and under	3	4	4	4
General Appraisal – 5 and 6	12	12	12	12
General Appraisal – 7 and above	12	11	11	11

Workload Indicators: Engineering Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Traffic signals				
Number of vehicle & pedestrian indicators maintained	3,090	3,006	3,006	3,098
New signal indications installed	2	6	6	2
Maintenance & emergency calls	340	338	338	336
Vehicle Thoroughfare volume trends	96,289	97,300	97,300	99,000
Sidewalk Design & Construction				
Miles of walk (total)	245.5	245.6	245.6	245.6
Existing Thoroughfare Walk (miles)	64.2	64.2	64.2	64.2
Existing Residential Walk (miles)	181.3	181.4	181.4	181.4
Projects in Plan Development	1	0	0	1
Projects under Construction	1	1	1	0

WORKLOAD INDICATORS continued	2020 Actual	2021 Budget	2021 Estimate	2022 Target
ADA Curb Ramp Construction				
Number of Curb Ramps Constructed	133	306	306	267
Sidewalk, Curb & Drive Approach Repair				
Sidewalk repair total (square feet)	25,635	26,931	26,931	18,325
Drive Approach (square feet)	23,196	16,700	16,700	19,356
Curb (linear feet)	6,923	6,357	6,357	7,441
Street Lighting				
Miles of Thoroughfare				
Lighting in Place	26.5	26.5	26.5	26.5
Miles of Residential				
Lighting in Place	89.7	89.8	89.8	89.8
Street Design & Construction				
Total Miles of Thoroughfares	44.4	44.4	44.4	44.4
Mileage Improved to Standard	43.9	43.9	43.9	43.9
Mileage—Below Standard	.5	.5	.5	.5
Total Miles of Residential Streets	202.4	202.5	202.5	202.5
Projects under Study	0	0	0	0
Projects in Plan Development	0	0	0	0
Projects under Construction	0	1	1	0
Street Surfacing				
Local Streets- Square yards (Concrete)	0	6,610	6,610	1,800
Thoroughfares- Square yards (Concrete)	0	0	0	0
Asphalt Resurfacing (miles)	10.6	11.7	11.7	15.9
Storm Drainage Design and Construction				
Storm system improvement:				
Storm sewer or open channel- Linear Feet	0	108	108	0
Projects in Plan Development	1	0	0	0
Water and Sanitary Sewer				
County/City Meetings	1	2	2	4
Water System Construction Projects Scheduled	1	1	1	1
Sewer System Construction Projects Scheduled	0	1	1	0

Community Information

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. The Office 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.

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.

Community Information Expenditures — General Fund (Key 1700)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>	<u>% of Total</u>
Personnel Expenditures	108,019	115,523	125,960	137,700	50.55%
Operating Expenditures	93,049	86,192	137,980	134,700	49.45%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	201,068	201,715	263,940	272,400	100.00%

The proposed 2022 budget is 13.3% greater than the 2021 budget and 3.2% greater than estimated 2021 expenditures.

Estimated 2021 and proposed 2022 operating expenditures include funding for Zen City, a tool that allows the City to manage social media comments en masse. It measures overall public sentiment relative to city services and improved communication with our citizens. Also included in the 2021 operating expenditures is the printing and mailing costs of a postcard with City compensation information. An amendment to the City Charter passed in November 2016 requires that, in the odd numbered years, the City must mail a list of the top, middle and bottom 15 city employee positions by compensation to all registered voter households in the City of Kettering.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Community Information Manager	1	1	1	1
Temporary Part-Time Personnel	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1.0	1.0	1.0	1.0

Performance Measurements: Community Information Department

STRATEGIC PRIORITY:				
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				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 		<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Publish the internal communications Inside Kettering newsletter	52	52	52	52
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 		<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, and service audits. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Citizen Satisfaction Survey	No	No	No	Yes
Annual Report	1	1	1	1

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Communicate City's successes 		<ul style="list-style-type: none"> Utilize entry signs and banners to announce appropriate City successes/awards. Leverage digital media and traditional media relationships to communicate successes. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Update Banners on Far Hills and Wilmington Pike	No	Yes (Far Hills)	Yes (Far Hills)	Yes (Wilm. Pk.)
Social Media Posts	25	25	25	25
Press Releases	4	4	4	4
The Starter Electronic Newsletter	12	12	12	12
Annual Report	1	1	1	1
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 		<ul style="list-style-type: none"> Implement a Citywide campaign to highlight the unique and positive attributes of the Kettering community. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Social Media Posts	25	25	25	25
Press Releases	4	4	4	4
The Starter Electronic Newsletter	12	12	12	12
Annual Report	1	1	1	1

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Communicate Important Topical Information 	<ul style="list-style-type: none"> Update website to provide access to high demand information. Improve website to make it even more dynamic and user friendly. Use <i>Contact with Kettering</i> to better communicate with residents about topical information. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Update City Website	Yes	Yes	Yes	Yes
Contact With Kettering Newsletter	4	4	4	4
The Starter Electronic Newsletter	12	12	12	12
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Continue to conduct a survey every two years. Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Citizen Satisfaction Survey	No	No	No	Yes
Annual Report	Yes	Yes	Yes	Yes
Email and Mail Correspondence	5	5	5	5
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Market the City to non-residents 	<ul style="list-style-type: none"> Produce updated <i>Resident Guide</i> and distribute broadly, with focus on educating realtors and Wright Patterson Air Force Base (WPAFB). Utilize <i>Dayton Daily News</i> Kettering City Page to communicate benefits of living in Kettering. Maintain branding campaign and sub-branding for selected core services and programs. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Update Resident Guide	No	No	Yes	No
Kettering City Page (Dayton Daily News)	12	12	12	12
Maintain branding in all publications and digital media	Yes	Yes	Yes	Yes

Workload Indicators: Community Information Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Networking				
Schools	2	2	2	2
Businesses	4	4	4	4
Neighboring Municipalities	2	2	2	2
Government Social Networking Forum	4	4	4	4
Communications Team				
Updates / Meetings	12	12	12	12
Onboarding Training	1	1	1	1

Volunteer Department

The Volunteer Department is responsible for the recruitment, onboarding, risk management and recognition of over 1,000 volunteers who serve the city in a variety of capacities. In a typical year, volunteers contribute nearly 35,000 hours of service saving the city over \$850,000.

Program Purpose:

To offer citizens an opportunity to become involved in their city by assisting city staff in a variety of jobs and organizing activities that expand programs, enhance services, build an understanding of city government and encourage community pride.

Program Description:

- **ADMINISTRATION**
Perform duties necessary for onboarding volunteers, recordkeeping and the planning and implementation of programs and activities.
- **RISK MANAGEMENT**
Ensure that all background check forms are completed and processed as they relate to specific volunteer positions. Also, ensure that the proper risk release forms are completed when necessary.
- **PUBLICITY**
Write articles for newsletters, social media, printed publications and maintain the city’s website.
- **BUDGETING**
Seek support for specific programs through partnerships and grant applications offered by community organizations and businesses.

Program Focus:

1. Work closely with staff from all departments to develop positions descriptions for volunteers.
2. Examine all volunteer programs and activities to ensure they are run in a cost effective and efficient manner.
3. Seek continual improvement in our processes and procedures.
4. Develop projects that enhance our city both internally and externally.
5. Identify volunteers capable of leadership roles and volunteers willing to develop new skills.

Volunteer Department Expenditures — General Fund (Key 1000)

The Volunteer Department expenditures are reported in the “Other Cost Center Expenditures – General Fund” category.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Volunteer Administrator	1	1	1	1
Assistant Volunteer Administrator	1	1	0.5	1
Regular Part-time Administrative Aide	<u>0</u>	<u>0</u>	<u>0.3</u>	<u>0</u>
Total	2.0	2.0	2.0	2.0

Performance Measurements: Volunteer Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Develop volunteers to take on leadership roles throughout the community 	<ul style="list-style-type: none"> Continue to promote and coordinate the Kettering Leadership Academy 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Kettering Leadership Academy sessions held	3	8	3	8
Number of Kettering Leadership Academy graduates	14	14	14	14
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Ensure Kettering's volunteer program has representation at the local, state and national levels 	<ul style="list-style-type: none"> Continue to participate in the Miami Valley Association of Volunteer Administrators, the Serve Ohio conference, National Association of Volunteer Administrators and Cities of Service organizations 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Meetings and conferences attended	5	15	15	15

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community 	<ul style="list-style-type: none"> Continue to promote the <i>Cities of Service</i> and Make A Difference Day programs which focuses on a different neighborhood each year Continue to promote the <i>Neighborhood Pride</i> program which encompasses properties throughout the entire city 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of property owners presented with a Neighborhood Pride Award	39	39	39	39
Number of volunteers serving on the Neighborhood Pride committee	15	15	15	18
Number of Neighbors Impacted by Cities of Service and Make A Difference Day	Hundreds	Hundreds	Hundreds	Hundreds

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of grants received to sustain programs	1	3	3	5
Number of partnering community organizations	10	15	15	20

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Utilize social media and citywide publications to publicize activities and highlight volunteer impact	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of volunteers assisting with programs and events throughout the city	457	900	900	950
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of Kettering Advisory Council meetings held to evaluate programs, activities and events	9	9	9	9

STRATEGIC PRIORITY:**DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY**

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Receive feedback from various volunteer committees	Yes	Yes	Yes	Yes
Correspond via Zoom and email to gather input and opinions	Yes	Yes	Yes	Yes

Workload Indicators: Volunteer Department

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Volunteer Program:				
Volunteer applications processed	89	130	130	140
Fingerprints processed	40	100	80	100
Attendees at Christmas Day Open House	0	450	450	450
Volunteer hours logged (for all programs)	9,434	9,000	9,000	32,000
Neighborhood Pride Program:				
Nominations reviewed	234	425	450	500
Awards presented	39	39	39	39
Holiday Lights Program:				
Participating homes mapped	60	75	75	85
Fraze Usher Program:				
Number of volunteers assisting	0	45	45	50
Shows worked	0	20	20	50
Cities of Service/Make A Difference Day:				
Volunteers participating	70	200	200	200
Volunteer hours logged	230	400	400	400
Kettering Leadership Academy:				
Interviews held	15	14	14	14

Other Cost Centers Expenditures — General Fund

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
SUB-TOTAL OPERATING COSTS	46,717,668	46,691,747	49,107,470	49,758,400
OTHER COST CENTERS				
Communications	68,223	68,223	74,300	74,300
Street Lighting	448,392	405,994	431,000	441,000
Volunteer Program	228,948	185,197	225,990	226,200
Youth Services	153,518	135,372	265,000	169,000
Health Department	22,165	14,998	20,210	21,400
ED/GE Program Contribution	0	0	0	0
Board of Community Relations	1,882	665	1,130	2,200
Volunteer Celebration Committee	3,862	551	4,500	7,000
Sister City Committee	4,522	1,293	2,200	6,300
Compliance Program	87,409	89,260	95,800	98,800
Public Defender Program	32,479	18,228	20,000	50,000
Nuisance Abatement	0	16,065	5,000	5,000
Innovations	0	0	0	5,000
Election Fees	2,237	30,912	23,000	35,000
Contributions	601	5,000	31,000	1,000
Leadership Kettering	<u>11,594</u>	<u>1,016</u>	<u>10,400</u>	<u>11,400</u>
Total Other Cost Centers	1,065,832	972,774	1,209,530	1,153,600
GRAND TOTAL OPERATING COSTS	47,783,500	47,664,521	50,317,000	50,912,000
TRANSFERS TO OTHER FUNDS*				
Street Maintenance Fund	3,482,600	1,685,000	2,468,000	2,971,000
State Highway Fund	0	165,600	32,000	0
Police Pension Fund	1,380,200	1,364,600	1,387,000	1,445,000
Parks & Recreation Fund	7,209,200	7,275,800	7,324,000	8,600,000
Fraze Pavilion Operations Fund	0	0	0	0
DESC Reuse Funds	134,400	88,800	109,000	137,000
Special Grants and Programs	26,167	48,472	19,000	0
Debt Service	389,400	794,900	827,000	898,000
Capital Improvement Fund	<u>4,714,887</u>	<u>395,425</u>	<u>4,137,000</u>	<u>4,995,000</u>
Total Transfers to Other Budgeted Funds	17,336,854	11,818,597	16,303,000	19,046,000
GRAND TOTAL GENERAL FUND	65,120,354	59,483,118	66,620,000	69,958,000

*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

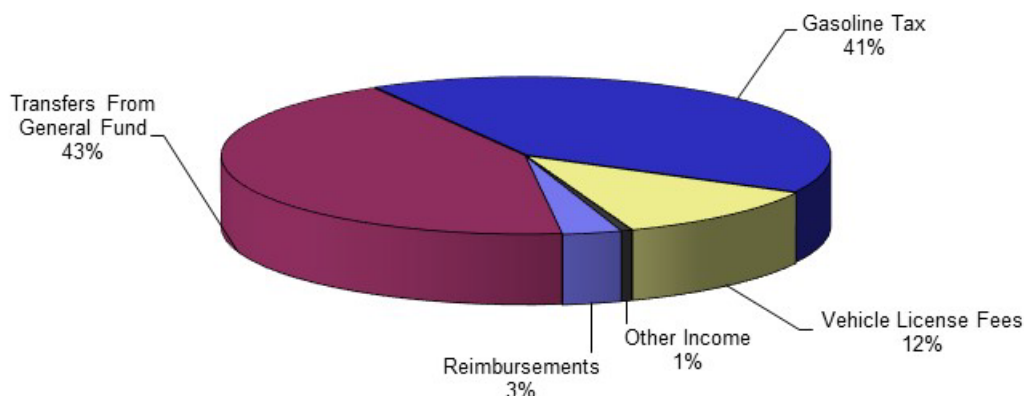
FUND 202

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 motor vehicle fuel excise tax (gasoline tax) 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. Beginning July 2019, the State of Ohio’s gas tax increased 10.5 cents for gasoline and 19 cents for diesel as part of the new State Transportation budget. Even with the increase, this source of revenue is short of the necessary resources to accomplish the annual maintenance on our streets. For example, in 2021 we anticipate receiving revenues of \$3,828,000, but an additional \$2,468,000 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 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURE:				
Balance January 1	982,451	1,164,487	668,868	205,598
Nonspendable: Inventory & Prepaids	<u>147,195</u>	<u>270,730</u>	<u>195,419</u>	<u>195,000</u>
NET BALANCE	835,256	893,757	473,449	10,598
RECEIPTS:				
Federal and State grants	0	0	0	0
Gasoline Tax	2,264,843	2,660,846	2,775,000	2,800,000
Vehicle License Fees	739,846	716,762	790,000	790,000
Other Income	15,750	16,940	14,000	13,000
Reimbursements	<u>242,745</u>	<u>318,401</u>	<u>249,000</u>	<u>214,000</u>
TOTAL REVENUE	3,263,184	3,712,949	3,828,000	3,817,000
Sale of City Assets	78,615	88,520	0	25,000
Transfer from General Fund	3,482,600	1,685,000	2,468,000	2,971,000
TOTAL AVAILABLE	7,659,655	6,380,226	6,769,449	6,823,598

STREET MAINTENANCE FUND 2022 RECEIPTS



Proposed 2022 Streets Maintenance operations will require a \$2,971,000 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 247 miles of public streets, approximately 55 buildings and structures, and approximately 372 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.

As part of the Public Service Department, the Street Division is responsible for street maintenance, including snow and ice control, signage and pavement markings, and traffic control response; storm sewer maintenance; and a leaf pickup program and mulch & compost program, including a yard debris collection center and leaf farm facility.

Programs

Street Maintenance

Program Purpose:

Efficiently and effectively maintain the public infrastructure in the public right-of-way to promote safe and orderly movement of traffic on the City's roadways.

Program Description:

STREET MAINTENANCE

Maintain all roadway surfaces in a safe and attractive manner through routine and emergency patching, sealing, and berm maintenance; Provide routine sweeping for the removal of dirt and debris.

SNOW & ICE CONTROL

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

SIGNAGE & PAVEMENT MARKINGS

Provide clear and uniform traffic control for the safe interaction between pedestrians and motorists.

Program Focus:

1. Coordinate street maintenance activities with Engineering and the overall CIP program.
2. Utilize pavement rating system to schedule necessary roadway repairs.
3. Evaluate all snow routes for improved response and material application.
4. Utilize other City personnel during snow operations to maximize allocation of available resources.
5. Implement sign replacement program to meet the Federal Highway Administration's retro-reflectivity program for sign replacement.

Storm Sewer Maintenance

Program Purpose:

Efficiently and effectively maintain all of the public storm water system including storm sewers and appurtenances, open channels, and roadside ditches.

Program Description:

STORM SEWER MAINTENANCE

Inspect, clean, and repair the City's storm water system on a regular basis to promote proper drainage throughout the City; Designate areas where debris collects more regularly as "trouble spots" to be inspected and cleaned after every major storm event.

Program Focus:

1. Coordinate sewer maintenance activities with Engineering and the overall CIP program.
2. Develop permanent solutions to ongoing drainage problems.

Compost & Mulch Program

Program Purpose:

Provide "greens industry" programs to collect leaves and brush throughout the year to create compost and mulch products available the following year to City residents during the growing season.

Program Description:**LEAF PICKUP PROGRAM**

Perform annual leaf pickup program to collect leaves throughout the City and haul to the City leaf farm.

YARD DEBRIS CENTER/LEAF FARM

Manage yard debris center for residents to dispose of tree branches and brush; Operate a leaf farm facility to produce the compost and mulch during the fall and winter months.

Program Focus:

1. Recycle leaves, brush, and tree limbs into a reusable resource, mulch and compost, for use by City residents and City operations.

Street Division Expenditures — Street Maintenance Fund (Key 2000)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
OPERATING COSTS:				
Personnel Expenditures	4,283,207	4,148,540	4,102,870	4,568,900
Operating Expenditures	1,875,577	1,456,181	2,252,400	1,772,000
Capital Equipment Expenditures	<u>483,579</u>	<u>377,367</u>	<u>404,000</u>	<u>466,700</u>
TOTAL EXPENDITURES	6,642,363	5,982,088	6,759,270	6,807,600

The proposed 2022 budget is 8.3% greater than the 2021 budget and 0.7% greater than estimated 2021 expenditures.

The reduction in 2021 personnel expenditures is partially due to four vacant full-time Streets Service positions. For 2022, two of the four positions will be filled. Funding for part-time laborers fluctuates based upon anticipated need.

Annual expenditures in the Streets Division may fluctuate based upon the severity of Midwestern winters. Large snowfall events affect expenditures such as overtime, vehicle maintenance, fuel, salt and calcium chloride. In addition, the spring's thaw and re-freeze events may necessitate additional asphalt to repair roadways.

The City experienced an 80% increase in the price per ton of road salt for the 2018/2019 winter. This price remained the same for the 2019/2020 season. As part of a cooperative purchasing program, the price is in line with that of other communities and schools in southwest Ohio. Fortunately, the 2019/20 winter was mild and the City did not need to purchase a large quantity of salt at the higher price. The contracted price per ton decreased 46% for 2020/21 but increased 23% for 2021/22. Estimated 2021 expenditures include an encumbrance for the purchase of 5,500 tons.

2022 capital equipment purchases will include replacements for an asphalt roller, skid steer, forklift, backhoe, compost turner and leaf loader.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Assistant Public Service Director	1	1	1	1
Street Maintenance Manager	1	1	1	1
Street Maintenance Supervisor	3	3	3	3
Street Service Workers	35	35	31	33
Traffic Control	2	2	2	2
Secretary	1.2	1.2	1.2	1.2
Part-time Maintenance Aide	1.2	1.2	1.2	1.2
Temporary Aides	<u>2.1</u>	<u>1.4</u>	<u>0</u>	<u>1.4</u>
Total	46.5	45.8	40.4	43.8

Performance Measurements: Street Maintenance

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Explore joint opportunities to save resources. 	<ul style="list-style-type: none"> Maintain active role in Association of Public Service Officials (APSO) to coordinate with other agencies on street related matters, including snow and ice control. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Number of meetings attended.	3	7	7	7

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate and update Street Maintenance programs to ensure safe travel throughout the City. 	<ul style="list-style-type: none"> Review snow routes, and utilize available personnel from multiple departments to enhance efforts to minimize winter storm impact on residents and motorists. Monitor public service request process to provide timely response to public safety issues (potholes, etc.). 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Average time frame (hours) to clear roadways after winter storm cessation.	<24	<24	<24	<24
Number of damage claims due to "reported" potholes, etc.	0	0	0	0

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize Maintenance Services and Processes. 	<ul style="list-style-type: none"> Monitor roadway conditions to anticipate maintenance needs and maximize useful pavement life. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Percentage of streets at or above a 56 Pavement Condition Index (PCI) rating (fair).	71%	72%	72%	72%
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Develop systematic approach to reduce or eliminate known drainage problems. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of "designated" trouble spots.	80	76	76	74

Workload Indicators: Streets Maintenance

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Street Maintenance:				
Asphalt maintenance man-hours	7,324	9,000	9,000	9,000
Street cleaning cycles throughout City streets	2	2	2	2
Number of snow events	13	22	22	20
Tons of salt used	1,653	5,500	5,500	5,500
Gallons of liquid treatment used	26,104	75,000	75,000	75,000
Storm Sewer Maintenance:				
Sewer maintenance man-hours	7,552	7,500	7,500	7,500
Channel maintenance man-hours	5,343	3,000	3,000	4,000
Mulch and Compost Program:				
Leaf pickup program man-hours	7,943	9,000	9,000	8,500
Leaf truckloads	1,300	1,500	1,500	1,500
Leaf farm man-hours	2,314	3,250	3,250	3,300

STATE HIGHWAY FUND**FUND 203**

The state law provides that 7.5% of motor vehicle fuel excise tax (gasoline tax) and vehicle license fees be earmarked for the State highways within the borders of the municipality. Beginning July 2019, the State of Ohio's gas tax increased 10.5 cents for gasoline and 19 cents for diesel as part of the new State Transportation budget.

Kettering has two state highways - Far Hills Avenue (State Route 48), and a portion of Woodman Drive & Research Boulevard (State Route 835) within its borders. 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.

2020 construction expenditures include \$177,000 for concrete repairs to sections of SR 835 and SR 48.

Estimated 2021 expenditures include the resurfacing of Far Hills Avenue from David Road to the north corp. line. Federal funding at the 80% level will provide \$1,077,000 of the \$1.3 million cost. Also included in 2021 expenditures is a \$718,000 resurfacing project for State Route 835. Federal funding at the 80% level will provide \$559,000 of the cost. Both 2021 projects were bid and managed by the Ohio Department of Transportation (ODOT) under its Urban Paving Program.

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

	Actual 2019	Actual 2020	Estimated 2021	Proposed 2022
AVAILABLE FOR EXPENDITURES:				
Balance January 1	113,329	188,421	324,020	10,020
RECEIPTS:				
Federal Grants	0	0	1,636,000	0
State Grants	0	0	0	0
Gasoline Tax	183,636	215,744	220,000	225,000
Vehicle License Fees	26,468	25,717	27,000	27,000
Investment Earnings	5,376	1,424	1,000	1,000
Refunds and Reimbursements	<u>1,422</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	216,902	242,885	1,884,000	253,000
Transfer from General Fund	0	165,600	32,000	0
TOTAL AVAILABLE	330,231	596,906	2,240,020	263,020
OPERATING COSTS:				
Transportation Engineering	8,610	4,029	8,000	15,000
Street Department	<u>133,200</u>	<u>91,219</u>	<u>150,000</u>	<u>150,000</u>
TOTAL OPERATING COSTS	141,810	95,248	158,000	165,000
CAPITAL IMPROVEMENTS:				
Street Surfacing and Traffic Controls	<u>0</u>	<u>177,638</u>	<u>2,072,000</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS	0	177,638	2,072,000	0
GRAND TOTAL	141,810	272,886	2,230,000	165,000

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.

Proposed 2022 capital improvements include the replacement of the existing gravel drive and cemetery paths (\$115,000), the demolition and construction of a storage building (\$119,000), and other miscellaneous improvements such as trees, gates, etc. (\$5,000).

Cemetery Fund Resources and Expenditures (Key 2100)

	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	442,660	454,639	460,406	454,406
RECEIPTS:				
Interment/Foundations	14,794	10,196	7,000	7,000
Investment Earnings	11,955	4,949	2,000	2,000
Lot Sales	<u>2,300</u>	<u>780</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	29,049	15,925	9,000	9,000
TOTAL AVAILABLE	471,709	470,564	469,406	463,406
OPERATING COSTS:				
Cemetery Operating Activities	<u>17,070</u>	<u>10,158</u>	<u>15,000</u>	<u>20,000</u>
TOTAL OPERATING COSTS	17,070	10,158	15,000	20,000
CAPITAL IMPROVEMENTS:				
Cemetery Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>239,000</u>
TOTAL CAPITAL IMPROVEMENTS	0	0	0	239,000
GRAND TOTAL	17,070	10,158	15,000	259,000

POLICE PENSION FUND

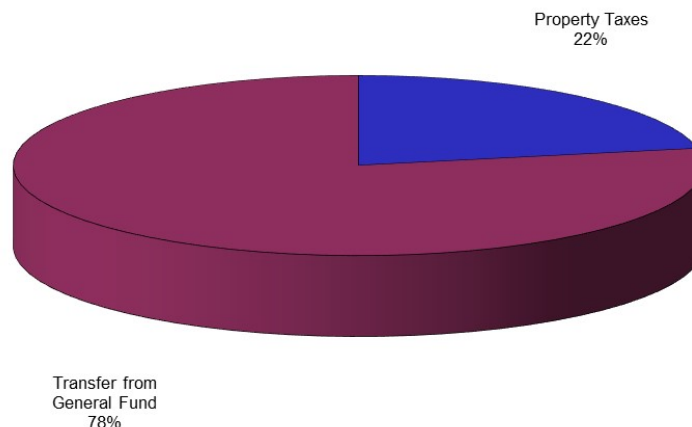
FUND 213

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 for \$1,387,000 in 2021.

Police Pension Fund Resources and Expenditures (Key 2150)

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	10,209	10,014	9,996	10,546
RECEIPTS:				
General Property Taxes	309,921	312,028	353,000	357,000
Homestead & Rollback	44,521	43,947	49,000	50,000
Refunds & Reimbursements	0	0	0	0
Transfer from General Fund	<u>1,380,200</u>	<u>1,364,600</u>	<u>1,387,000</u>	<u>1,445,000</u>
TOTAL AVAILABLE	1,744,851	1,730,589	1,798,996	1,862,546
POLICE (2100):				
Current Liability - Pension Contribution	<u>1,734,837</u>	<u>1,720,593</u>	<u>1,788,450</u>	<u>1,852,100</u>
GRAND TOTAL	1,734,837	1,720,593	1,788,450	1,852,100

POLICE PENSION FUND 2022 RECEIPTS



Proposed 2022 Police pension expenditures will require a \$1,445,000 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</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	40,026	377,087	675,550	674,550
RECEIPTS:				
Federal Grant Revenue	0	0	0	0
Charges for Services	378,934	308,249	313,000	187,000
Investment Earnings	7,381	6,196	2,000	4,000
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	386,315	314,445	315,000	191,000
TOTAL AVAILABLE	426,341	691,532	990,550	865,550
OPERATING COSTS:				
EMS (2220):				
Operating Expenditures	19,317	15,982	16,000	17,000
Capital Equipment	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>0</u>
TOTAL OPERATING COSTS	19,317	15,982	316,000	17,000
TRANSFER TO OTHER BUDGETED FUNDS:				
Capital Improvement Fund	<u>29,937</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	49,254	15,982	316,000	17,000

During 2012 through 2019, the City incurred \$29.3 million in capital improvement expenditures as part of a multi-year fire station improvement project. In all, the City completed four new fire stations. Funding for the fire station improvements came from the EMS Fund balance and from the issuance of general obligation debt – to be re-paid using EMS Fund revenues. 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 the fire station improvements. Effective 2022, the percentage allocated to the Debt Service Fund will increase to 85% in response to declining EMS revenues.

In 2021, the EMS Fund will supplement the cost of a replacement aerial ladder truck (\$300,000 from the EMS Fund and \$783,600 from the General Fund).

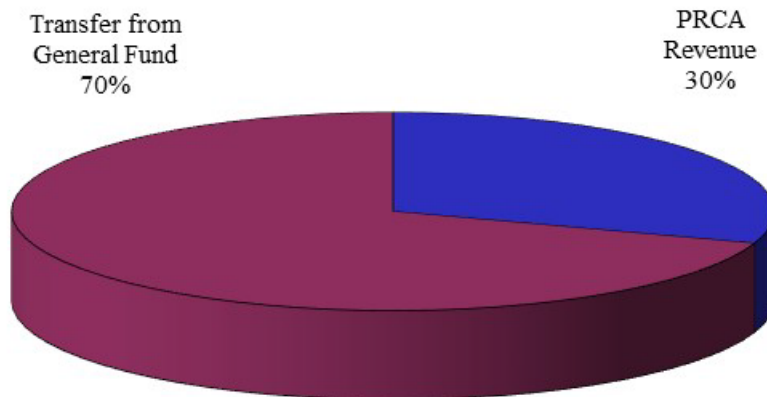
PARKS, RECREATION & CULTURAL ARTS - FUND 246

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 implementing new programs is offset by the receipt of additional revenues.

Parks, Recreation and Cultural Arts Fund Resources - Fund 246

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	231,662	71,041	95,247	10,237
RECEIPTS:				
Federal and State Grants	22,718	27,308	48,000	8,000
Charges for Services	2,731,234	886,088	1,882,000	2,775,000
Rentals	703,209	298,166	380,000	748,000
Concessions	93,262	2,849	56,000	114,000
Other Receipts	<u>164,051</u>	<u>205,914</u>	<u>45,000</u>	<u>78,000</u>
TOTAL REVENUE	3,714,474	1,420,325	2,411,000	3,723,000
Sale of City Assets	27,537	23,454	0	0
Transfer from General Fund	<u>7,209,200</u>	<u>7,275,800</u>	<u>7,324,000</u>	<u>8,600,000</u>
TOTAL AVAILABLE	11,182,873	8,790,620	9,830,247	12,333,237

PARKS, RECREATION AND CULTURAL ARTS FUND 2022 RECEIPTS



Proposed 2022 Parks, Recreation & Cultural Arts operations will require a \$8,600,000 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 youth outreach within the community. 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 are here to provide quality parks, recreation and cultural arts that make Kettering home. We envision an exceptional and engaging parks, recreation and cultural arts department that improves the quality of life for everyone in our community. We make the experience successful for each customer through providing quality service focused on community.

Programs

Facilities and Program Areas

Program Purpose:

To provide parks, recreation, and cultural arts spaces, places, and programs that make Kettering a premier community to call home.

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 (1/12th of a mile). There is also a child-care area, meeting spaces, and a summer concessions operation.
- **Adventure Reef Water Park** is a 3-acre outdoor aquatic facility, built in 1990 and renovated in 2011. The Water Park is open seasonally, from Memorial Day weekend through Labor Day. The Water Park features the highest and fastest slides in Montgomery County. Additionally, a splash pad, large water playground and plenty of deck seating and chairs greet guests. Passholders enjoy special benefits including early entry, exclusive use of the park on Sundays, and food and drink specials at the concession stand.
- **Kettering Ice Arena (KIA)** is located within the Kettering Recreation Complex and hosts youth and adults involved in figure skating, ice hockey, ice skating lessons, curling lessons and leisure skating. 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 early May. The heated seating area can accommodate 700 spectators. The Kettering Ice Arena is home ice for Dayton Stealth Youth Hockey, Alter Varsity Hockey, Beaver Creek Varsity Hockey and University of Dayton Hockey. Adult hockey leagues include Huff n Puff, Wonderleague as well as an all-female league - The Dayton Fangs. The KIA also is home to South Dayton Figure Skating Club and Ice Force Synchronized Skating Teams.
- **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. The Senior Center provides the **Senior Transportation Program**, which 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.

- **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 a wide selection of strength and cardiovascular fitness equipment, personal viewing screens on all cardiovascular machines, locker rooms and 1/8th mile indoor walking/running track. Limited amounts 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 offers 10-15 classes/week.
- **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 grounds also serve as a picturesque gathering place for family strolls or photographs 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, ceramics studios, a jewelry and metals studio, a glass studio, drawing and painting studios, private artist studios, and general meeting spaces. Rosewood hosts office space for the Montgomery County Health Department and dance studio space for the Richens/Timm Academy of Irish Dance. Rosewood works closely with local nonprofit organizations to provide general operating and logistical support for the Kettering Children's Choir and the Kettering Civic Band. In addition, the Kettering Arts Council is a City Council appointed committee dedicated to creating accessibility to the arts for residents, with Rosewood as its main focus. Rosewood is responsible for signature PRCA events including Art on the Commons, Kettering Children's Theatre performances and community outreach programs including "Kaleidoscope: Art and Nature on Wheels."
- **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 early September. Emphasis is placed on presenting events that reflect the diverse musical and cultural tastes in the Miami Valley while maintaining affordable ticket prices. A variety of free events is conducted each year and through the presentation of free signature festivals. For financial and specific objectives for the Fraze Pavilion, see Fund 247.
- Recently in **Adaptive Recreation**, the focus has changed from providing adaptive programs to providing inclusive programs, and supporting modifications to be able to provide a quality experience for all users. The City hired a Compliance and Inclusion Manager to help navigate this new direction for the City. PRCA continues to offer Camp Discovery, but beyond that all Adaptive Recreation efforts are inclusion-based through the modification process.
- **Adult Athletic Leagues** encompass a variety of recreational and competitive athletic leagues offered for adults each season. Men's, women's and co-ed leagues are offered for softball, volleyball, and basketball.
- **CitySites** percent for art program recognizes artistic excellence, accessibility to the arts for all people, and the positive impact creativity has on the community and quality of life in the City of Kettering. CitySites has a collection of 27 permanent artworks throughout the parks and facilities of Kettering. It is overseen by Rosewood Arts Centre staff and an eleven-member advisory committee, Art in Public Places.
- The **Marketing and Communications** division has a critical role in informing Kettering residents of the amenities the City offers, as well as updates that may affect their leisure activities within the City. Using the principle of "Quality Service Focused on the Community", information is delivered through print materials, emails, social media, an app service, and targeted paid/in-kind advertising in local and regional media outlets.
- **Partners for Healthy Youth** (PFHY) is a community initiative focused on identifying and addressing the needs and issues facing Kettering youth and families. PFHY is a collaborative partnership between the City of Kettering, the Kettering City Schools, youth leaders and adult representatives from businesses, faith-based and non-profit organizations in the community.
- We have **Summer Camps** for every kid! Each camper is unique, with their own diverse interests, skills and potential and our camps are created with that in mind. Camps are designed specifically to keep children active, engaged, learning, exploring and connected to their friends and the community during the summer months.
- **Youth Sports** of all sorts are offered to every member of the family. Programs include disc golf, soccer, basketball, volleyball, 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, volleyball and basketball comprise the youth sports leagues but other recreational activities are provided. Sports camps, sport-specific skill development programs, and martial arts programs comprise our youth development program area. All of our youth sport opportunities are focused on recreation, participation and skill development. Youth Sports are offered year-round and will vary over time to mesh with local and regional trends.

Parks

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:

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

- **Parks Maintenance** 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, 26 miles of median areas, a plaza-style skate park, two environmental center facilities, and a splash pad. Responsibilities include turf care; tree and plant care; athletic field maintenance and scheduling; general park maintenance, and capital projects relating to parks and park facilities.
- **Civic Commons** is a park located adjacent to the Government Center and is used for performing arts activities and signature festivals throughout the year. Previous 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.
- The **Kennedy Park Splash Pad** is a 3,000 square foot farm-themed splash pad, adjacent to Polen Farm. It is comprised of small and large water play features, including water cannons, multiple spray features and tall water dumping buckets. The splash pad is free to use and is open seven days a week, May through September.
- The **Rob Dyrdek/DC Shoe Foundation Skate Plaza** was the first-of-its kind street-style skate facility with approximately 40,000 square feet. It was designed for street skateboarding by incorporating urban terrain elements such as benches, rails, and ledges.
- The **Delco Park BMX Track** hosts local and national BMX races.
- It is our mission to provide comprehensive **Environmental Education** to foster stewardship, promote sustainability and appreciation of the natural world. Environmental Education annually supports a programming partnership (Land Lab) with the Kettering City School District. Land Lab is a fully curriculum-based program for students in first through fifth grade focused in science with an emphasis on sustainability and stewardship. Most recently, the Environmental Education program has broadened its program offerings to engage the community in both indoor/outdoor educational based programs, but also outdoor experiential and skill building programs that engage participants with nature.

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

	Actual <u>2019</u>	Actual <u>2020</u>	Estimated <u>2021</u>	Proposed <u>2022</u>	<u>% of Total</u>
OPERATING COSTS:					
Personnel Expenditures	6,338,445	5,348,960	5,948,910	7,763,600	63.00%
Operating Expenditures	4,370,542	3,257,541	3,871,100	4,208,200	34.15%
Capital Equipment Expenditures	<u>402,845</u>	<u>88,872</u>	<u>0</u>	<u>351,200</u>	<u>2.85%</u>
Total	11,111,832	8,695,373	9,820,010	12,323,000	100.00%

In early 2018, the Parks, Recreation and Cultural Arts (PRCA) Department underwent an assessment of its recreational programs to review how well they are aligned with community needs. The assessment results are intended to help staff focus on core program areas and enhance quality in those programs. One result of the assessment was the creation of a Department Playbook. The purpose of the Department Playbook is to create consistent standards to guide the Parks, Recreation and Cultural Arts Department operations. This manual outlines the approach to product and service delivery; product and facility staffing priorities; managing policies and procedures; pricing and budget processes; internal support and process improvement projects.

The main strength to Department success is creating and developing a strong financial strategy to support all of the resources necessary to provide exceptional customer service. The Parks Recreation and Cultural Arts Department budget is the financial tool that allows the department to implement its philosophy of *Quality Service Focused on Community*. Success is measured by the degree of value the product and service provides to the public while maintaining a reasonable level of subsidy for each operational unit within the department.

Each year, the PRCA budget is revised to reflect changes in resources needed to provide quality programming and facilities. This was certainly apparent in 2020 and 2021. The COVID-19 pandemic necessitated programming changes and facility closures, some of which extended into 2021. The department faced uncertainty specifically as it related to customer behavior and the potential impact on participation. Another challenge was the continued impact of the State and Health Department mandates on our various facilities and programs, and the timing of when regulations would be reduced or canceled.

The decline in 2020 and 2021 revenues prompted staff to make expenditure adjustments in order to mitigate the need for additional general fund subsidy dollars.

The proposed 2022 budget includes in increased transfer from the General Fund over previous levels. One reason an additional subsidy is necessary is to provide competitive wages to part-time employees. The City, like many employers, experienced difficulty recruiting and retaining employees, especially at the minimum wage. The proposed 2022 personnel budget restores funding for many of the staff reductions experienced during 2020 and 2021. In addition, the Parks Maintenance Division plans to reduce the number of regular part-time Assistant Crew Leaders from six to four and hire two additional full-time Parks Service I employees.

Another reason for additional subsidy dollars in 2022 is to replace outdated vehicles. The 2022 capital purchases include the replacement of a chip truck, a utility truck, three crew cab pickups and two zero-turn mowers.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Director	1	1	1	1
Parks Superintendent	1	1	1	1
Recreation Superintendent	1	1	1	1
Administration&Special Projects Superintendent	1	1	0.1	1
Division Manager of Cultural Arts	1	1	1	1
Parks Managers	2	2	2	2
KRC Facility Manager	1	1	1	1
PRCA Division Manager - Recreation	1	1	1	1
Arena/Aquatics Manager	1	1	1	1
Supervisors Parks & Recreation	7	7	7	7
Communications & Marketing Supervisor	1	1	0.1	1
Recreation & Cultural Arts Coordinators	7	7	5.6	7
Parks Service Workers	12	12	12	14
Secretary	1	1	1	1
Clerical/Aide	2.7	2.7	2.7	2.7
Part-time Technician I	0.7	0.7	0.7	0.7
Part-time & Temp. Rec./Arts Personnel*	69.9	73.3	63.8	73.3
Part-time & Temp. Parks Personnel*	<u>21.9</u>	<u>20.8</u>	<u>18.0</u>	<u>16.6</u>
Total	133.2	135.5	120.0	133.3

*Total employed to be controlled by budget dollar authorization.

Performance Measurements: Parks, Recreation & Cultural Arts

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Greater leadership in MVRPC 		<ul style="list-style-type: none"> Work with other surrounding jurisdictions via Miami Valley Regional Planning Commission (MVRPC) to determine the need for expanded transportation services. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Provide Senior Transportation Services through Montgomery County Human Services Levy with reimbursement for number of rides. **No longer administered through MVRPC.	\$6,385	\$9,000	\$15,690* *Increase from County	\$15,000
	1,815 rides	2,800 rides	2,800 rides	2,800 rides
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> School Board – Enhance communication 		<ul style="list-style-type: none"> Develop Prevention Strategy (PBIS) with School and City Staff to be introduced in 2021. Continue to participate on the School's Multi-tiered Systems of Support (MTSS) Council to support the initiatives that will connect community resources to all Kettering youth. Continue to work with the City/School Youth and Family Community Resource Coordinator to ensure the city's participation with connecting families with necessary resources in the community. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Provide PBIS and Second Step training to PRCA supervisory staff that they can integrate into existing programs and services.	0 training	1 training	1 training	2 trainings
Number of meetings with MTSS committee.	2	6	6	6
Number of meetings through PFHY, with report from Youth and Family Community Resource each month, plus monthly newsletter disseminated to all stakeholders.	5	12	10	12
City's financial contribution for Youth and Family Resource Coordinator	\$35,179	\$52,000	\$46,500	\$52,000

STRATEGIC PRIORITY:	
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community 	<ul style="list-style-type: none"> Create two outreach programs in two neighborhood parks to improve the social connection with youth and adults in a positive and constructive program. Complete park and parkway improvements in neighborhoods. Promote the City Bike Way system and the connection to the larger regional bike way system through improved online and web based sites and using social media periodically to encourage cycling as a healthy activity.

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Traditional programming did not occur in 2020 because of COVID-19. Resuming in 2021 through a series of fitness programs scheduled in various park areas, plus several special events.	0	5 programs	5 programs	5 programs
Utilize the 5 year capital improvement program to connect neighborhood parks and or improve existing walking areas (delayed until 2023).	\$0	\$0	\$0	\$0
Promote the City of Kettering Bicycle Friendly Bronze Designation in Fall PRCA media and social media information.	0	3-4 social media ads	3-4 social media ads	3-4 social media ads
Participate in Miami Valley Cycling event.	0	1 event	1 event	1 event

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 		<ul style="list-style-type: none"> Update long-term Parks, Ice Arena, and Frazee Pavilion Master Plans and use for CIP budgeting. Seek public/private funding options for Rosewood Arts Center with assistance through the Kettering Park Foundation. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Kettering Park Foundation identified potential donors for Arts Center through a comprehensive planning process.	0	\$750,000	\$450,000	Total Target = \$1.2 million
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 		<ul style="list-style-type: none"> Grow alternative revenue sources through increased obligation of sponsorships, grants and the growing of the Kettering Parks Foundation. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Target specific grant opportunities to supplement existing services to support the arts operations.	0	0	7 grants with estimated value of \$300,000	3 grants with estimated value of \$150,000
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 		<ul style="list-style-type: none"> Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit. Analyze existing services for appropriate cost recovery and determine level of subsidy support and/or percent of revenue that can be generated per cost center. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Conduct an annual fees and charges regional survey to ensure competitive pricing for revenue cost centers. *COVID-19 impacted the ability to effectively analyze data. Resume in 2022.	0	0	0	TBD

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Implementation of the Department Playbook processes to meet General Fund subsidy target.	\$7,275,000	\$7,400,000	\$7,400,000	\$8,600,000
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Implement the department wide “guiding principles” targets through ongoing training and communication.	0	1 training	1 training	4 trainings
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> 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. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Develop a digital survey, in-house, through the PlayKettering app for customers to evaluate the “guiding principles” and impact on service.	N/A	N/A	N/A	Utilize feedback to modify services on a quarterly basis.

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to promote the Mayor’s Christmas Tree Lighting and Go 4th as premier events in the community. Promote the City’s Entertainment and Community Art Programs as an initiative that sets us apart from other communities. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Utilize social media, website and quarterly Activities Guide to keep residents connected to events.	20+ media posts	20+ media posts	20+ media posts	20+ media posts
Develop an Arts and Entertainment marketing plan, in-house, to promote the impact of the arts on improvement to mental health, stress and quality of life for a community.	0	0	0	\$5,000 to be used for program roll out

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
<p>Monitor website, Facebook and social media engagement from previous year (numbers reflect followers for the social sites).</p>	<p>Facebook 5% increase (11,889-12,399)</p> <p>Twitter 14% increase (826-955)</p> <p>Instagram 33% increase (614 to 903)</p> <p>Website 657,573 page views</p>	<p>Facebook 12,339</p> <p>Twitter 955</p> <p>Instagram 903</p> <p>Website 657,573 page views</p>	<p>Facebook 12,468 or 1% increase</p> <p>Twitter 970 or 2% increase</p> <p>Instagram 1,005 or 11% increase</p> <p>Website 675,000 page views</p>	<p>Facebook 13,374 or 3% increase</p> <p>Twitter 1,000 or 3% increase</p> <p>Instagram 1,100 and or 10% increase</p> <p>Website 800,000 page views</p>
<p>Conduct a joint PRCA Advisory Board meeting with all members on targeted topics that are pertinent to department operations.</p>	0	0	1	2

Workload Indicators: Parks, Recreation & Cultural Arts

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
<i>Recreation Class/Program Enrollment</i>				
Aquatics Class Enrollment	426	1,200	1,400	2,000
Arena Class Enrollment	865	1,100	1,000	1,200
Youth Sports and Martial Arts Class Enrollment	1,177	2,000	1,500	3,000
Adult Sports League Teams	170	250	250	300
Adult and Senior Registered Class Enrollment	867	1,000	1,500	2,400
Fitness Class Enrollment	526	1,000	700	4,000
Personal Training Hours	1,249	1,500	1,750	2,400
Preschool/Youth/Family Program Enrollment	677	1,200	1,200	2,000
Traditional/Sports/Specialty Camps Enrollment	0	4,000	1,500	4,000
Special Populations Enrollment	0	200	60	100
Special Event Attendance	700	40,000	25,000	50,000
<i>Total Recreation Enrollment</i>	<i>6,657</i>	<i>53,450</i>	<i>35,860</i>	<i>71,400</i>

WORKLOAD INDICATORS continued	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Recreation Drop-Ins and Pass Visits				
Swimming	14,417	66,000	60,000	75,000
Skating	2,994	10,000	9,300	13,000
Nursery	500	500	300	3,500
Gymnasium	2,873	4,000	1,000	7,000
KRC Indoor Track	5,114	8,000	17,500	15,000
KFWC Indoor Track	4,217	5,000	11,000	10,000
Senior Center Attendance	12,000	20,000	10,000	30,000
KRC Fitness and Group Exercise	63,565	100,000	103,700	130,000
KFWC Fitness and Group Exercise	45,563	75,000	68,700	100,000
Group Exercise Attendance (virtual)	326	0	2,270	0
Combination Pass Visits*	25,421	30,000	Included Above*	Included Above*
Total Recreation Drop-Ins and Pass Visits	176,990	318,500	283,770	383,500
Recreation Rental Hours**				
Polen Farm Rental Hours	248	1,000	770	1,200
Aquatics Rental Hours	440	600	450	600
Arena Rental Hours	800	800	850	850
Gymnasium Rental Hours	0	10	0	20
Total Rental Hours	1,488	2,410	2,070	2,670
Rosewood Arts Center				
Class Enrollment/Attendance***	939	12,000	10,000***	8,000***
Virtual Class/Activity Engagement	4,043	150	150	150
Drop-In Studio Visits	1,865	2,250	2,250	1,500
Gallery Attendance (in person)	985	2,000	2,000	2,000
Gallery Attendance (virtual)	37,992	10,000	10,000	10,000
Special Events Attendance (in person)	0	0	0	15,000
Special Events Engagement (virtual)	35,163	10,000	10,000	10,000
Facility Rental Attendance	4,509	4,500	4,500	2,500
Total Rosewood Attendance	85,496	40,900	38,900	49,150

2020 numbers were drastically reduced due to COVID-19 pandemic. 2021 numbers are estimated lower than typical years based on the continued uncertainty due to COVID-19.

*Combination Pass Visits are included in various Recreation Drop-Ins and Pass Visits categories because PRCA began gathering specific visit purposes from patrons in late 2020. Moving forward we will continue to track visit purposes so we know what area of the building our patrons are utilizing and when.

**Presenting rental hours in 2021 instead of attendees as this is a much more accurate metric for PRCA.

***Class Enrollment/Attendance projections for 2021 and 2022 will be impacted by the Rosewood renovation project.

FRAZE PAVILION OPERATIONS

FUND 247

This fund exists 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 mid-September. The construction cost of Frazee Pavilion was \$2.4 million and was financed entirely with donations. 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. The expenditures and measurements shown below include all programming and operation costs, including all free activities.

Currently completing the 29th 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, Roger Daltrey, Lady Antebellum, Jim Gaffigan, ZZ Top, Earth Wind & Fire, Journey, Moody Blues, and Bob Dylan. The largest attended events of the 2021 season were the 10th annual Kickin Chicken Wing Fest and the August 2021 Bacon Fest - both presented in conjunction with the Miami Valley Restaurant Association. 2021 shows that played to sold out audiences included Styx and Night Ranger and Get the Led Out. The 2021 season showcased first time Frazee performers: Boyz to Men and Shinedown

Focus:

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, Bacon Fest and the Kickin Chicken Wing Fest.



The City of Kettering's Frazee Pavilion for the Performing Arts

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

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	1,650,366	1,543,551	799,866	3,130,906
RECEIPTS:				
Charges for Services	3,151,131	0	1,539,000	3,760,000
Rentals	355,085	0	98,000	200,000
Concessions	1,004,701	0	549,000	1,165,000
Sponsorships	468,672	0	294,000	525,000
Miscellaneous	<u>60,651</u>	<u>20,532</u>	<u>504,000</u>	<u>60,000</u>
TOTAL REVENUE	5,040,240	20,532	2,984,000	5,710,000
Sale of City Assets	0	0	0	0
Transfer from General Fund	0	0	0	0
TOTAL AVAILABLE	6,690,606	1,564,083	3,783,866	8,840,906
OPERATING COSTS:				
Personnel Expenditures	1,159,433	357,366	122,690	1,240,100
Operating Expenditures	3,986,622	406,851	530,270	4,769,900
Capital Equipment Expenditures	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING COSTS	5,147,055	764,217	652,960	6,010,000

Expenditures shown above include programming and operational costs for performances and festivals at the City's Fraze Pavilion, including free activities. No general fund dollars have been transferred to the Fraze Pavilion operations fund since 2006.

In May 2020, the Mayor and Council Members made the difficult decision to cancel the 2020 Fraze concert and festival season due to the COVID-19 pandemic; and while our 2021 season was shortened to July through early September, we plan for the execution of a full season in 2022.

During 2021, the Fraze Pavilion was awarded \$3,045,000 in Shuttered Venue Operators Grant (SVOG) funds. This grant from the U.S. Small Business Administration is to assist with lost revenues from the closing of the Fraze Pavilion due to the COVID-19 pandemic. The 2021 Miscellaneous revenue line item includes \$0.5 million in grant reimbursement and \$2.6 million in Fraze personnel and operating expenditures is reported in the SVOG Grant fund. (See Special Grants & Programs Fund.)

The proposed 2022 budget reflects expenditures of \$300,000 in excess of revenues, the same budgeted level since 2010.

The General Manager position has been vacant since September 2019. While the 2020 and 2021 budgets included funding or partial year funding for this position, it was not filled due to the cancellation of the 2020 performance season and reduction of the 2021 season. The 2022 budget includes a full year funding in anticipation of a 2022 recruitment.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
General Manager	1	1	0.4	1
Operations Manager	1	1	1	1
Supervisor	1	1	1	1
Facility Coordinator	0	2	2	1
Part-time Operations Specialist	0.6	0	0	0
Part-time Communication / Marketing Coordinator	0.6	0.6	0.6	0.6
Part-time Facility Coordinator	0.7	0	0	0
Temporary Part-time *	<u>16.4</u>	<u>16.1</u>	<u>16.1</u>	<u>17.0</u>
Total	21.3	21.7	21.1	21.6

*Total employed to be controlled by budget dollar authorization.

Performance Measurements: Frazee Pavilion

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing services for appropriate cost recovery and services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Increase Awareness of Fan Club and create a value add to the membership	Season Cancelled	43 members 116 seats	43 members 116 seats	50 members 140 seats
Modify Existing contract with Lighting vendor. Vendor will assume the management and payment for Tech Crew	Season Cancelled	65 city employees	65 employees contracted	65 employees contracted
Increase sponsorship for Frazee	Season Cancelled	6 sponsors	6 sponsors season modified reduced sponsors support	10 sponsors increase title sponsors by 2
Utilize Fairmont Boosters as additional manpower for all beverage locations inside the park	Season Cancelled	8-12 per show	24 per show	24 per show

STRATEGIC PRIORITY:				
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				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Optimize City Services and Processes 		<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Reduce manpower for shows through use of additional technology, operation changes and equipment	Season Cancelled	Anticipated to hire 200+ seasonal staff	Reduced Staff and added: *Self-scanning stations at gates *Scaled back store hours at fanfare once the season begins *Limited menu options in concessions *Metal detectors *Added crowd barriers to reduce set up time for park operations	Continue: *Self-scanning at gates *Metal detectors *Crowd Barriers *Modification in some operations including the staffing model
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 		<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Improve all service scores through online surveys and season year end survey. (measured from 2019 season)	Season Cancelled	Ticket office: 4.7 Concessions 4.2 Overall Satisfaction: 78% Value of Experience: 71%	Ticket office: 4.8 (1-5 scale) Concessions 4.5 (1-5 scale) Satisfaction: 85% Value of Experience 80%	Ticket office: 4.8 (1-5 scale) Concessions 4.6 (1-5 scale) Satisfaction 90% Value of Experience 85%
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 		<ul style="list-style-type: none"> 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. 		

PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Utilize post-concert evaluations, year-end season evaluation, zip code analysis and total ticket purchase to measure customer reach and customers service	Season Cancelled	*30 post concert evaluation *1 season year end evaluation *1 zip code evaluation *1 today ticket sales evaluation	*17 post concert evaluation *1 Season year end evaluation 1 zip code evaluation 1 ticket sales evaluation	*30 post concert evaluation *1 season year end evaluation 1 zip code evaluation *1 ticket sales evaluation

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 		<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 		
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Track analytics for Facebook, Twitter, and Instagram	Facebook Reach: 527,628 Instagram Reach: 6,176 Twitter Impression 109,151	Facebook Reach: 1,585,479 Instagram Reach 36,501 Twitter Impression 293,744	Facebook Reach 600,000 Instagram Reach 10,000 Twitter Impression 82,000	Facebook Reach 1,585,479 Instagram Reach 36,501 Twitter Impression 293,744
Program Advisory Committee Event Evaluation	Season Cancelled	Evaluate one festival	Evaluate one festival	Evaluate one festival and one \$5 show

Workload Indicators: Frazee Pavilion

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Paid Concerts:				
Number of ticketed performances	0	30	17	30
Number of rental performances	0	4	2	4
Number of tickets sold	0	80,000	43,455	80,000
Ticket sales	\$0	\$3,760,000	\$1,616,000	\$3,760,000
Free Events:				
Number of Festivals (Events in the Park)	0	10	4	10
Festival (Events in the Park) attendance	0	75,000	20,000	75,000
Number of free concerts	0	1	1	1
Free concert attendance	0	500	1,000	500
Total Concert/Festival Attendance	0	165,000	69,455	165,000

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, at the direction of City Council, a Steering Committee of representatives from various Business Park employers was established to help provide vision to a Master Plan for improvements to the Business Park. The Master Plan sets out a vision of how the Business Park may transform itself into an engaging and sustainable economic development destination within the local, regional and national market place. The plan identifies strategies and tactics meant to achieve the stated vision

The plan strategies include recommended public infrastructure improvements such as an improved front door gateway entrance and corresponding streetscaping and landscaping upgrades, increased pedestrian connectivity, the addition of public gathering and outdoor collaboration spaces, adoption of a wayfinding program and business park branding. The plan also provides a concept for a mixed-use development to include office, retail and commercial uses.

Improvements completed in 2018 include new entrance signage and landscaping along Forrer Blvd at Wilmington Pike and a new entrance sign for the Kettering Municipal Court. Improvements completed in 2019 include new hardscaping, landscaping, and wayfinding signage within and near the roundabout intersection of Forrer Blvd, Composite Drive, and Madison Street. In 2019, the City sold approximately 14 acres of land in the Kettering Business Park, including Building #2, a largely vacant and underutilized 200,000 square foot warehouse left over from the Gentile Air Force Station, to a developer for the purpose of bringing in an Amazon “last mile” package distribution center. Building #2 was demolished to make way for the 100,000 square foot distribution center and associated delivery vehicle parking areas. Finally, construction of a neighborhood park south of the Business Park is anticipated to begin in 2022. Please see the Capital Improvement Fund for further costs and details of projects scheduled for the improvements at the former DESC property.

DESC Reuse Funds Resources and Expenditures

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	48,266	75,312	55,867	10,067
RECEIPTS:				
Rental of Land & Buildings	33,863	23,465	12,000	12,000
Reimbursements	<u>15,712</u>	<u>1,988</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	49,575	25,453	12,000	12,000
Transfer from/(To) the General Fund	134,400	88,800	109,000	137,000
TOTAL AVAILABLE	232,241	189,565	176,867	159,067
OPERATING COSTS:				
DESC Leasing Activities	<u>156,929</u>	<u>133,698</u>	<u>166,800</u>	<u>149,000</u>
TOTAL OPERATING COSTS	156,929	133,698	166,800	149,000

AMERICAN RESCUE PLAN ACT (ARPA)**FUND 269**

The ARPA Fund is established to handle the transactions related to the American Rescue Plan Act of 2021, signed into law on March 11, 2021. ARPA provides additional relief to address the continued impact of COVID-19 on the economy, public health, state and local governments, individuals, and businesses.

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	0	0	0	6,451,000
RECEIPTS:				
Federal Grant Revenue	0	0	6,925,000	6,925,000
Investment Earnings	0	0	3,000	6,000
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	0	0	6,928,000	6,931,000
TOTAL AVAILABLE	0	0	6,928,000	13,382,000
OPERATING COSTS:				
Operating Expenditures	0	0	0	2,000,000
Capital Equipment	<u>0</u>	<u>0</u>	<u>332,000</u>	<u>2,099,000</u>
TOTAL OPERATING COSTS	0	0	332,000	4,099,000
CAPITAL IMPROVEMENTS:				
Touchless Faucets	0	0	145,000	0
Forrer Blvd. Resurfacing: Smithville to Woodman	0	0	0	1,975,000
Gentile Park	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,500,000</u>
TOTAL CAPITAL IMPROVEMENTS	0	0	145,000	3,475,000
GRAND TOTAL	0	0	477,000	7,574,000

On June 22, 2021 the City of Kettering's Mayor and Council passed a resolution to accept the first tranche of the American Rescue Plan act of 2021 and to affirm that such funds will be expended only to cover City of Kettering expenditures for eligible uses, consistent with the requirements of ARPA, Sec. 9901, Public Law 117-2. Kettering's estimated revenue loss due to the COVID-19 public health emergency, calculated according to a formula provided in the law, is such that ARPA funds may be used for the provision of government services to the extent of the reduction in revenue. The Mayor and Council held several workshops, open to the public, to discuss a plan for ARPA funds.

Estimated 2021 expenditures include \$145,000 for the installation of touchless faucets in city facilities and \$332,000 for the encumbrance of a Fire Department medic. Proposed 2022 expenditures include \$2.0 million for community programs, \$2.1 million for vehicle replacements, and \$3.5 million for capital improvements.

The proposed 2022 vehicle replacements include a heavy dump truck, flatbed truck, wheel loader, and signal truck for Public Service. Also included is a fire engine and medic for the Fire Department.

Proposed capital improvements include the resurfacing of Forrer Blvd. from Smithville to Woodman. The project involves rebuilding large sections of pavement, resurfacing the length from Smithville to Woodman, as well as repairs to existing curb, sidewalks, and drive approaches. Also proposed for 2022 is the construction of the new Gentile Park. This project was included in the 2020 budget but was postponed in response to the COVID-19 health emergency.

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 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 Fraze Contributions Fund tracks contributions and fan club memberships received for capital improvements to the Fraze Pavilion Amphitheater and facility.

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 Ohio Department of Public Safety OVI Grants, the Kettering Memorial Fund and the Christmas Day Dinner Fund. Grants from the Ohio Department of Public Safety reimburse the City of Kettering for overtime expenditures related to Operating a Vehicle under the Influence (OVI) enforcement. 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. Since 2015, the Kettering Municipal Court has been awarded multiple Justice Reinvestment Grants (JRIG) from the Ohio Department of Rehabilitation and Correction. These funds are used to pay for a probation officer's salary, benefits and program expenses.

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 2020 expenditures include the set up of wireless enhanced 911 capability in the emergency operations center located at Fire Headquarters/Station #36.

Grants and programs for one-time purchases or special non-recurring programs are included in this fund as well. The Crisis Intervention Program grant from the Montgomery County Alcohol, Drug Addiction and Mental Health Services Board provides funding for a behavioral specialist to assist the Kettering Police Department in identification of symptomatic behavior, utilization of placement services, and conduct follow up processes for individuals suffering from mental illness and substance abuse. The initial 2020 grant for \$60,000 is renewed for 2021.

For 2020, the City established the CARES Act Fund to record the receipt of \$3,189,000 in Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding to be expended only to cover costs of the City of Kettering consistent with the requirements for Section 5001 of the CARES Act as described in 42 U.S.C. 801(d) and any applicable regulations and guidance. The City's expenditures include public safety payroll and benefits (\$3,177,000), and laptop computers for employees to work remotely (\$14,000). City Council passed a

resolution finding that public safety personnel are substantially dedicated to mitigating or responding to the COVID-19 public health emergency and that the payroll and benefits of specific positions in the Police and Fire Departments meet the requirement for CARES Act funding. Therefore, \$3,177,000 in Fire Department personnel expenditures are recorded in the CARES Act fund.

Also in 2020, the City established the FEMA Fund to record the anticipated receipt of approximately \$167,000 in Federal Emergency Management Agency funding as public assistance reimbursements for emergency protective measures taken by the City during the COVID-19 health emergency.

The City was awarded a grant from the FEMA Hazard Mitigation Program (HMGP) through the Ohio Emergency Management Agency. This grant will enable the City of Kettering and Kettering Fire Department to update or replace several outdated components of the siren alert system in early 2021. The project cost is estimated at \$32,640. Federal funding will be provided in the amount of \$24,480, State of Ohio funding of \$4,080, and a City match of \$4,080.

The City accepted an Electric Vehicle Charging Station Grant from the Ohio Environmental Protection Agency (Ohio EPA). The grant is part of a regional grant application submitted by the Miami Valley Regional Planning Commission on behalf of 37 jurisdictions in Montgomery, Warren, and Greene Counties. Grant funding will be used for the installation of charging stations at Delco Park and the Kettering Recreation Complex. The project cost is estimated at \$88,000 (\$45,000.00 grant, \$43,000.00 Kettering match).

During 2021, the Frazee Pavilion was awarded \$3,045,000 in Shuttered Venue Operators Grant (SVOG) funds. This grant from the U.S. Small Business Administration is to assist with lost revenues from the closing of the Frazee Pavilion due to the COVID-19 pandemic.

Also during 2021, the City was awarded funding from the Board of County Commissioners of Montgomery County, Ohio to administer \$1.5 million in Emergency Rental Assistance for low income renters in Kettering, Moraine, Centerville and Washington Township. The Federal eviction moratorium expired on July 31, 2021, putting potentially thousands south Dayton renters in peril. Montgomery County has an existing Emergency Rental Assistance program and will contract with Kettering to assist the renters whose evictions are processed through the Kettering Courts. The communities included are from the cities of Centerville, Kettering, Moraine and Washington Township.

Special Grants and Programs Fund Resources and Expenditures

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	2,769,902	2,874,445	2,851,946	2,875,666
RECEIPTS:				
Court Computerization and Special Programs	427,008	307,906	329,000	345,000
Law Enforcement Funds	28,757	41,024	15,000	15,000
Court Grants	123,305	175,303	450,000	0
Police Grants	23,462	31,427	80,000	0
Fraze Contributions	51,400	0	74,000	35,000
Wireless 911 Tax	154,806	154,450	153,000	153,000
CARES Act State and County Distribution Fund	0	39,546	0	0
CARES Act Provider Relief Fund	0	3,169,407	0	0
CARES Act Funding Interest	0	2,019	0	0
Federal Emergency Management Agency Grant (COVID-19)	0	0	143,000	0
Emergency Rental Assistance Grant	0	0	1,500,000	0
Shuttered Venue Operators Grant	0	0	3,045,000	0
Other	<u>79,306</u>	<u>13,042</u>	<u>107,000</u>	<u>6,000</u>
TOTAL REVENUE	888,044	3,934,124	5,896,000	554,000
Transfer from General Fund	26,167	48,472	19,000	0
TOTAL AVAILABLE	3,684,113	6,857,041	8,766,946	3,429,666
OPERATING COSTS:				
Court Computerization and Special Programs	257,039	221,886	188,470	411,350
Police Law Enforcement Funds	106,749	12,458	167,820	46,000
Wireless 911 Government Assistance Fund	140,081	139,096	294,600	209,000
Local Coronavirus Relief Grants (CARES Act)	0	3,210,971	0	0
Federal Emergency Management Agency Grant (COVID -19)	0	190,261	0	0
Emergency Rental Assistance Grant	0	0	1,500,000	0
Shuttered Venue Operators Grant	0	0	3,045,000	0
Other Grants & Programs	<u>226,824</u>	<u>230,256</u>	<u>580,390</u>	<u>133,000</u>
TOTAL OPERATING COSTS	730,693	4,004,928	5,776,280	799,350
CAPITAL IMPROVEMENTS:				
Ohio Environmental Protection Agency Electronic Vehicle Charging Station Grant	0	0	88,000	0
Court Facility Improvements	0	0	27,000	0
Fraze Capital Improvements	<u>78,975</u>	<u>167</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS	78,975	167	115,000	0
GRAND TOTAL	809,668	4,005,095	5,891,280	799,350

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>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1*	1,253,974	1,200,606	1,215,268	1,083,268
Restricted: Loans Receivable	<u>895,379</u>	<u>856,300</u>	<u>813,675</u>	<u>814,000</u>
NET BALANCE	358,595	344,306	401,593	269,268
RECEIPTS:				
Federal Grants	512,626	737,031	1,214,000	656,000
Investment Earnings	7,919	6,108	1,000	1,000
Sale of City Assets	1,000	0	21,000	1,000
Reimbursements & Misc.	<u>9,780</u>	<u>6,865</u>	<u>3,000</u>	<u>4,000</u>
TOTAL RECEIPTS	531,325	750,004	1,239,000	662,000
Transfer from General Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL AVAILABLE	889,920	1,094,310	1,640,593	931,268
OPERATING COSTS:				
Community Housing Improvement Program	13,184	7,908	12,000	12,000
Neighborhood Stabilization Program II	2,814	124	31,000	0
General Administration	99,043	158,009	182,000	128,000
Home Owner Counseling	27,000	27,000	29,000	27,000
Fair Housing	32,000	34,000	42,000	34,000
HOME Funds	42,288	0	0	0
Housing Rehabilitation	320,424	285,011	389,000	292,000
Business Assistance Program	0	115,000	35,000	0
Forgiveable Business Loans	0	0	60,000	0
Micro Enterprise Grants	5,000	0	0	5,000
Senior Resource Program	25,281	72,943	41,000	27,000
Education Public Services	<u>0</u>	10,079	157,000	50,000
Maplecrest Water/Sewer	<u>0</u>	<u>0</u>	<u>18,000</u>	<u>0</u>
TOTAL OPERATING COSTS	567,034	710,074	996,000	575,000
PROGRAMS AND CAPITAL IMPROVEMENTS:				
Emergency Repair & Handicapped Needs Grants	7,725	11,665	66,000	26,000
Lead Based Paint Removal	4,810	10,132	15,000	15,000
Accessible Elevator Project	0	0	1,000	1,000
Neighborhood Stabilization Program II	4,763	0	179,000	0
Clearance and Demolition	0	0	28,000	28,000
Disposition	361	530	1,000	1,000
Environmental Remediation of Former Cheerhart Site	0	2,941	10,000	0
Acquisitions	0	0	75,000	10,000
Moving Ohio Forward Demolition Grant	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS	17,659	25,268	375,000	81,000
GRAND TOTAL	584,693	735,342	1,371,000	656,000

* 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.

DEBT SERVICE FUNDS**FUNDS 315 - 318**

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	1,069,750	1,149,303	1,009,652	784,012
RECEIPTS:				
General Property Tax	816,126	696,862	740,000	743,000
Homestead & Rollback	117,237	98,148	104,000	104,000
Charges for Services	1,136,803	924,746	938,000	1,062,000
Investment Earnings	47,467	14,985	4,000	8,000
Reimbursements & Miscellaneous	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
TOTAL REVENUE	2,157,633	1,774,741	1,826,000	1,957,000
Transfer from General Fund	389,400	794,900	827,000	898,000
Proceeds of General Obligation Bonds	6,825,000	0	0	0
Premium on Bond Issuances	91,189	219,581	0	0
Payment to Refunded Bond Agent	(6,850,568)	0	0	0
TOTAL AVAILABLE	3,682,404	3,938,525	3,662,652	3,639,012
DEBT SERVICE:				
Contractual Services	113,765	47,946	49,000	57,000
Bond Principal	1,525,000	1,975,000	1,975,000	2,020,000
Note Principal	159,645	192,396	141,357	150,395
Bond Interest	728,818	711,002	710,130	666,010
Note Interest	<u>5,873</u>	<u>2,529</u>	<u>3,153</u>	<u>2,213</u>
GRAND TOTAL	2,533,101	2,928,873	2,878,640	2,895,618

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 partially financed the construction of four new fire stations as part of the City's Fire Station Improvement Plan. Effective 2015, a percentage 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.

During 2019, the City redeemed the voted PRCA Improvement Bonds (Series 2009) and issued new debt for the remaining par value at lower interest rates, generating an estimated \$635,700 net present value savings for the City's taxpayers.

In 2020, the City issued \$8.3 million in general obligation debt for the Police Station Improvement project.

The City has been awarded a \$400,000 loan at 0% interest from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge project scheduled for completion in 2021. However, the City anticipates only using up to \$241,000 based upon the latest project estimate. The previous Ridgeway Road Bridge note dated 6-1-05 was retired in 2020.



CITY OF KETTERING

CAPITAL IMPROVEMENT PROGRAM PROJECT SELECTION CRITERIA

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. In addition, the following criteria are used when considering each project proposal:

- Impact on operating budget
- Fiscal Impact and Expenditure Targets
- Health & Safety Issues
- Economic Development Effects
- Environmental, Aesthetic & Social Effects
- Disruption & Inconvenience Caused
- Implications of Deferring the Project
- Effect on Inter-jurisdictional Relationships
- Advantages from Relation to Other Projects
- Availability of federal and State Funding

When prioritizing residential roadway projects, the City employs a Pavement Condition Rating Method. Every four years, the City's pavement conditions for the entire City are rated. Annual adjustments are made to the ratings to account for pavement deterioration caused by factors such as traffic patterns and weather.

Thoroughfares and collectors are historically resurfaced on a 12 – 15 year cycle. Often, these projects are aligned with the County's scheduled work on water mains.

Bridges are inspected annually or biennially and prioritization of replacements/repairs are based upon those ratings.

Other ranking systems are used by City departments for replacement programs such as traffic signals and poles, tree replacements and pruning, fencing and backstops, roofing replacement and repairs, among others.

City staff prepares a five-year capital improvement proposal that is presented to the Mayor and Council in a special workshop that is open to the public. This workshop typically takes place before the first Council meeting in September of each year. The program may be modified based upon discussion and input from City Council. The upcoming year's program is then incorporated into the budget proposal.

2021 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The Capital Improvement Fund's estimated 2021 expenditures of \$15.8 million and proposed 2022 expenditures of \$11.9 million show Council's commitment to rebuilding and maintaining the community's infrastructure and neighborhoods.

Capital improvements from 2021 include \$2.8 million for the widening of County Line Road from East Dorothy Lane to Vale Drive, \$2.2 million for the replacement of the Ridgeway Road bridge, \$2.6 million for Phase I of the Rosewood Arts Centre renovation, and \$1.0 million for the balance of the Citywide Traffic Signal Replacements – Phase 2 project.

A highlight for 2021 is certainly the the replacement of the Ridgeway Road Bridge. This project involved the removal and replacement of the bridge that carries Ridgeway Road over Dorothy Lane. The replacement bridge is capable of carrying vehicles, bicyclists and pedestrians. It includes a public art component installed as part of the City Sites program. Federal funding as part of the Municipal Bridge Program has been awarded by ODOT for 95% of construction costs up to \$2 million. State funding through the Ohio Public Works Commission has been awarded in the form of a \$400,000 grant and a \$400,000 loan at 0% interest, although the City anticipates only using up to \$241,000 of the loan based upon the latest project estimates. The schedule calls for the bridge to be complete and artwork installed before the end of 2021.

Another 2021 highlight is the renovation of Rosewood Arts Centre. The renovation includes infrastructure improvements (mechanical, electrical and plumbing) and the creation of more efficient and customized environments for various artistic disciplines. Phase I at \$2.6 million began during 2021. Phase 2, at \$1.4 million is

planned for 2022, and the final \$1.1 million is planned for 2023. The City was awarded \$450,000 in Ohio Facilities Construction Commission funding through the Cultural Facilities Grants program to support the project.

In conjunction with Rosewood Arts Centre's renovation, the Kettering Parks Foundation (KPF) implemented a fund-raising campaign with an initial goal of \$1.2 million for furniture, fixtures and equipment (FF&E) to expand the Centre's distinctive programs and provide the necessary art studio equipment to advance the arts in the community. KPF will grant the City funds over the three-phased renovation project. \$283,000 is provided in 2021 for the initial FF&E purchases.

Other 2021 projects include new curb ramps on Dorothy Lane, the design and installation of landscaping at the new Schantz Avenue bridge, and the completion of the Police Department Headquarters. These are in addition to the City's regular programs such as the curb/drive approach/sidewalk repair, asphalt resurfacing, and thoroughfare improvement.

2022 CAPITAL IMPROVEMENT PROGRAM PROJECTS AND OPERATING IMPACT

The following highlights provide detailed information on the City's proposed 2022 capital improvement program.

Traffic Controls (\$2,100,000)

Annual Program (\$55,000)

Funding is provided in 2022 for traffic control maintenance items, the annual pavement marking program and miscellaneous traffic control needs.

Citywide Traffic Signal Replacements – Phase 3 (\$1,845,000)

The project will replace six traffic signals with new mast arm traffic signals at various intersections in the central and east side of the City. This is a federally funded project at a 79% level. The proposed 2022 budget includes \$22,000 for right of way costs and \$1.8 million for construction.

Signal Rebuild at Southern Blvd and W. Stroop Road Intersection (\$200,000)

This project will replace the existing traffic signal with a new mast arm traffic signal, with related hardware and traffic signal infrastructure.

Impact on operating budget: Traffic Controls

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

Street Surfacing and Roadway Improvements (\$6,482,000)

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 (\$565,000)

The City's annual asphalt resurfacing program, proposed at \$1.0 million in 2022, consists of general asphalt resurfacing, concrete repair, and other miscellaneous roadway improvements. This program focuses primarily on the resurfacing of residential streets and secondary thoroughfare & collector streets that are not slated for more significant improvements within the next 15-20 years.

The 2022 Thoroughfare Arterial & Collector program, proposed at \$565,000, includes the resurfacing of Spaulding Road from Research Boulevard to Dayton corp line, Isaac Prugh Way from Shroyer Road to Lincoln Park Boulevard, and Mad River Road from W. David Road to corp line.

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. Person-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.

State Gas Tax Revenue Program (\$1,000,000)

This program utilizes funds generated from the State of Ohio's gas tax increase implemented mid-year 2019. These funds allow the City to make infrastructure improvements within select neighborhoods throughout the City. The 2022 project involves resurfacing of local streets in the Greenmont neighborhood; Brydon/Hathaway/Delaine/Shafar

neighborhood; Indianola neighborhood Phase 3; Newcom Knolls neighborhood Phase 1; Office Park Drive; and other miscellaneous locations.

Impact on operating budget: State Gas Tax Revenue Program

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. Person-hours and materials for maintenance of the asphalt and concrete roadways resurfaced under this program are greatly reduced for at least the first 10 years after resurfacing.

ADA Curb Ramp Replacement Program (\$116,000) and Dorothy Lane Curb Replacements (\$175,000)

This program includes reconstruction of curb ramps to meet guidelines promulgated by the Americans with Disabilities Act (ADA), primarily on thoroughfares that are due for resurfacing 2 to 5 years in the future and that are eligible for federal funding through Miami Valley Regional Planning Commission (MVRPC). Newer MVRPC policy dictates that resurfacing projects funded by MVRPC with federal dollars must have curb ramps brought into compliance with current ADA Public Right of Way Accessibility Guidelines (PROWAG) prior to the submission of a funding application for the resurfacing project. This program will allow the City to "get ahead" of this requirement by upgrading curb ramps on streets that are eligible for federal funding ahead of when an application to MVRPC might be made.

As additional funding is allotted, this program would shift focus to upgrading curb ramps in neighborhoods that are due for asphalt resurfacing a year or two prior to when the resurfacing is scheduled. This will allow us to stretch our resurfacing budget allocation, as we currently use resurfacing budget to upgrade curb ramps as part of the resurfacing project. Upgrading curb ramps can cost upwards of 10% of the resurfacing project budget, depending on the streets that are included in a given year's project. A funding level of \$116,000 per year will allow the replacement of 35-40 ramps annually. There are approximately 3,400 ramps throughout the City. This program will allow us to systematically program their replacement on an as-needed basis. The 2022 budget also includes \$175,000 to reconstruct ADA curb ramps on Dorothy Lane, completing a two-year program.

Impact on operating budget: ADA Curb Ramp Replacement Program

The impact on the City's operating budget for this program is minimal. Making ongoing investments and upgrades to the City's ADA curb ramp infrastructure will allow the City to increase safety and stay current with the Federal Public Right of Way Accessibility Guidelines, and open opportunities for federal funding of thoroughfare resurfacing projects.

Curb, Gutter, Sidewalk and Drive Approach Repair Program (CGS&D) (\$750,000)

This is a program that preserves the City's improved roadway infrastructure, repairs sidewalks & drive approaches, and enhances the appearance of the City's neighborhoods. The 2022 program includes \$250,000 for the Brydon/Hathaway/Delaine/Shafor neighborhood; \$245,000 for Indianola neighborhood Phase 3; \$135,000 for Newcom Knolls neighborhood Phase 1; \$60,000 for Office Park Drive; and \$60,000 for other miscellaneous citywide repairs. The cost for replacement of concrete is assessed to property owners.

Hewitt Avenue Bikeway (\$495,000)

This joint project with the City of Centerville involves the construction of a bikeway connection along Whipp Road and Hewitt Avenue. The new bikeway will start at the Iron Horse Bikeway crossing of Whipp Road, where a shared-use path will be constructed along the south side of Whipp Road to Hewitt Avenue. Bicyclists will then use the extra-wide street of Hewitt Avenue until Bigger Road, where a shared use path will be constructed crossing Bigger Road just south of the corporation limit. This effort will connect bikeways between Kettering and Centerville providing a critical crossing of Interstate 675. The 2022 budget provides \$495,000 for construction. Federal funding has been awarded at a 50% level. The local share is to be split between Kettering and Centerville.

Impact on operating budget: Hewitt Avenue Bikeway

The impact on the City's operating budget for this project is minimal. The new infrastructure planned to be constructed has a long projected service life and minimal annual maintenance needs.

Smithville Road Resurfacing: Wilmington Pike to North Corp Limit (\$575,000)

This project involves the resurfacing of a portion of Smithville Road from Wilmington Pike to the North Corp. line with Dayton, as well as ADA curb ramp replacements and repairs to existing curb, sidewalks, and drive approaches. The cost for replacement of concrete is assessed to property owners.

Impact on operating budget: Smithville 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. Person-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, allowing budget dollars to be spent on other roadways that are in need of repairs.

Southern Boulevard Resurfacing: Stroop to Big Hill (\$400,000)

This project involves the resurfacing of Southern Boulevard from Stroop to Big Hill. Phase 2 of the project from Big Hill to Dorothy Lane is scheduled for 2024. The project scope includes a 2.5” mill and overlay, thermoplastic pavement markings, detector loops, manhole adjustments, and curb ram replacements.

Impact on operating budget: Southern Boulevard 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. Person-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, allowing budget dollars to be spent on other roadways that are in need of repairs.

Ridgeway Road Bridge Landscaping (\$175,000)

The Ridgeway Road Bridge Landscape Installation is a facet of a much larger project that included the demolition and reconstruction of the bridge that carries Ridgeway Road over Dorothy Lane. A significant art installation was incorporated within the bridge design and redevelopment. Current plans suggest extensive landscape on both the southeast and southwest side of the Ridgeway Bridge whereas the northeast and northwest areas affected by the construction will see a more naturalized landscape and planting. Specific focus and the selection of native plant material is being proposed throughout the landscape due to the design and planning efforts associated with the art installation. Several native flora depicted and laser cut within the artwork panels will be seen throughout the landscape. The landscape plan is being designed to not only beautify the surrounding area, but to also address hard to maintain sloped areas adjacent to the bridge’s wing walls.

Impact on operating budget: Ridgeway Road Bridge Landscaping:

Overall the new landscape proposed for the new Ridgeway Bridge will require additional man hours and impact the Parks Division operationally. Due to being a new landscape, it will take two seasons for staff to ensure all plantings are established. Currently, the project does not include irrigation which will require additional watering via staff to ensure establishment. Larger planting beds will require additional mulching, but the reduction of declining trees and larger perennials that previously required extensive pruning will balance out the impact for seasonal maintenance. Additionally, perennial and under story plantings are being proposed along Wayside Court. These additional plantings will positively impact the aesthetics of the surrounding areas, but will require additional maintenance relating to mulching, pruning, weeding and chemical applications that were not previously experienced. The northeast and northwest sides of the bridge were areas that were previously unmaintained and viewed as naturalized areas, meaning the only labor associated was to address dead or downed trees. The proposed landscape throughout the northern end of the bridge is to planned remain that way in the future, but operationally the Parks Division will see an impact the first two years with new plantings to ensure plant and tree establishment via watering.

Woodman Drive Resurfacing: Wilmington Pike to Stocker (\$590,000)

This project involves the resurfacing of a portion of Woodman Drive from Wilmington Pike to Stocker Drive, as well as repairs to existing curb and drive approaches. The cost for replacement of concrete is assessed to property owners.

Impact on operating budget: Woodman Drive 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. Person-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, allowing budget dollars to be spent on other roadways that are in need of repairs.

Ansel Road Bridge Rehabilitation (\$471,000)

This project will rehabilitate the existing bridge that carries Ansel Drive over a branch of the Little Beaver Creek. The bridge superstructure will be removed and replaced and the existing abutments will be retained and rehabilitated. Federal funding has been awarded at a 95% level.

Impact on operating budget: Ansel Road Bridge Rehabilitation

This project has a positive impact on the City’s operating budget, specifically with regard to Public Service Department’s bridge maintenance budget. By replacing the bridge’s superstructure, the annual maintenance required for this bridge will be greatly reduced, particularly within the first 10-20 years after construction.

Other Roadway Projects (\$170,000)

Other smaller scale improvements, right of way acquisitions, and engineering/design costs for future roadway improvements are also included in the 2022 Capital Improvement Plan.

Streetscape Improvements (\$55,000)

The proposed 2022 Streetscape budget includes \$20,000 for the painting of poles and bus stops, \$10,000 for the City's bike program, and \$25,000 in right of way costs for the 2024 construction of a new sidewalk on the north side of West Stroop Road from Overland Trail to Southmoor Circle NW.

Drainage (\$125,000)

Miscellaneous Drainage (\$25,000)

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: Drainage Projects

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.

Storm Water Master Plan (\$100,000)

The City's existing storm water conveyance system is near or at capacity and the majority of the pipes are over 50 years old. A master plan is planned to model the current system, updating layout and sizing, to identify bottlenecks, determine future capacity needs, and develop potential trunk line locations to serve underutilized areas within the City.

Impact on operating budget: Storm Water Master Plans

Future maintenance will become more targeted as identified projects will be prioritized and addressed systematically. This will ultimately provide more efficient maintenance operations by eliminating known deficiencies and chronic problem areas. Storm water system capital needs will be identified and programmed into future capital improvement plans.

Parks, Recreation & Cultural Arts (PRCA) Improvements (\$2,307,000)

Annual Program (\$289,000)

The 2022 budget includes funding for annual projects such as the painting/repair of park amenities, irrigation improvements, tennis court resurfacing, ADA improvements, concrete repair, and park restroom improvements.

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.

1% for the Arts Projects (\$20,000)

Public Art projects, as part of the City Sites program, utilize the 1% For the Arts fund. The City Sites Committee is currently exploring a new public art installation in conjunction with the renovation of the Rosewood Arts Centre.

Impact on operating budget: Ridgeway Road Bridge Art

Maintenance of the artwork will not affect the General Fund operating budget as the 1% For Public Art Fund includes a funding allocation for artwork maintenance.

Kettering Recreation Center/Senior Center Program (\$313,000)

The proposed 2022 budget includes \$313,000 for multiple improvements at the Kettering Recreation Center and Senior Center. The largest in terms of dollar amount will be the \$225,000 boiler replacements. Other KRC improvements include water slide improvements, floor refinishing, and glass and netting improvements at the Ice Arena, and the waterpark/main pool painting program.

Rosewood Art Centre Improvements (\$1,365,000)

The 2022 budget includes \$1,365,000 as Phase 2 of a three-year improvement plan to Rosewood Arts Centre. Plans for 2022 include interior upgrades to the HVAC, plumbing, and electrical systems for the new classrooms; and the reconfiguration of a new main parking lot.

Impact on operating budget: Rosewood Art Centre Improvements:

The 2022 improvements will continue to provide more energy efficient systems, which will result in lower utility bills.

Other PRCA Projects (\$320,000)

Other smaller scale PRCA improvements are included in the 2022 Capital Improvement Plan. These include new playground equipment at Indian Riffle Park, landscape improvements at Civic Commons, and electric service upgrades at the Parks Maintenance Center.

Tree Planting and Landscaping (\$240,000)

Annual program (\$90,000)

The annual program allows for the replacement of trees in neighborhoods in which construction projects occurred in previous years, the purchase of citizen and memorial trees the cost of which is reimbursed to the City, and the purchase of trees as replacements or enhancements in existing park and median locations. Trees are also planted in conjunction with street improvements where possible. For 2022, \$25,000 is budgeted for the installation of street trees along a newly completed section of College Drive in the Miami Valley Research Park.

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.

Tree Maintenance and Planting Program (\$150,000)

This program was previously a disease management plan created to address the impact on ash trees from the Emerald Ash Borer infestation. The updated program addresses the continued maintenance and care of the approximately 7,500 trees located on City properties. It allows for annual pruning, removals and plantings to maintain the City's urban canopy.

Impact on operating budget:

The city's tree program is planned and completed both internally and externally with city staff and via service contracts to limit the labor impact associated with maintaining so many trees throughout the city. The operating impact is through labor associated with maintenance and plantings completed by Parks Division staff. As completed in past years the operating impact is to remain consistent with how the Parks Division has handled the planting of trees and will not see an increase in 2022. The service contracts associated with tree maintenance will be focused on removals and pruning of trees that are in decline or that have died. Since completing the city wide tree inventory and risk assessment in 2019, there is a great deal of work relating to the overall health of the trees the Parks Division maintains. To begin addressing priorities within the management plan, the Parks Division is focusing on the tree pruning program outlined within the management plan that was developed via the 2019 inventory. As mentioned, to continue a net zero policy for tree mortality the program will fund both a spring and fall orders to purchase trees that are to be planted by Parks Division staff. The city's natural infrastructure (7,500+ trees) benefits the city in terms of beautification and natural environment relating to watershed, habitats and the surrounding wildlife.

Other CIP (\$568,000)

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 2022 budget includes \$20,000 for attic heaters in Fire Station attic spaces, \$25,000 for miscellaneous ADA projects, and \$45,000 in security improvements among other miscellaneous projects.

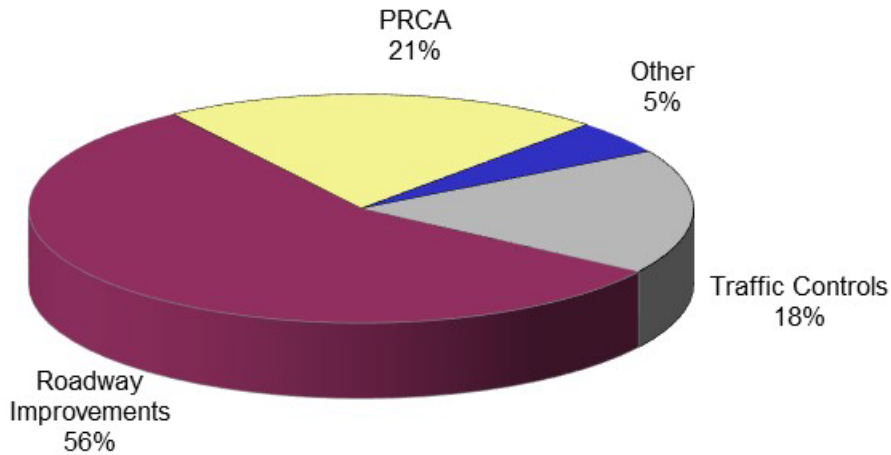
Core Fiber Network Enhancement (\$221,000)

The proposed 2022 budget includes \$221,000 for Phase 1 of a multi-year program to install additional fiber optic cabling to support City data connectivity. The existing fiber loop connecting the Government Center, Municipal court, Recreation Complex and Fire Headquarters is the core of the City's data network. Eventually overhead cables will be replaced with underground conduit in order to improve streetscape aesthetics and protect fiber from damage due to weather or traffic accidents.

Impact on operating budget: Fiber Network Enhancement

Initially the project will provide additional redundancy to our citywide network. Longer term however, the additional fiber and conduit (anything above and beyond what the City uses for itself) is an asset that can be sold or leased which would generate either one time or recurring revenue.

2022 CAPITAL PROJECTS FUND EXPENDITURES



The Proposed 2022 budget includes \$11.9 million in planned projects. Roadway improvements, comprising 56% of the total, include \$743,000 in federal dollars and \$28,000 in state dollars.

Capital Projects Fund Resources and Expenditures

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
AVAILABLE FOR EXPENDITURES				
Balance January 1	29,056,422	25,905,092	23,187,795	18,599,795
Committed to: Capital Improvements	<u>23,391,025</u>	<u>21,129,284</u>	<u>18,464,461</u>	<u>15,565,461</u>
Net Balance	5,665,397	4,775,808	4,723,334	3,034,334
RECEIPTS				
Tax Increment Revenue	436,314	404,253	360,000	383,000
Federal Grants	1,791,843	1,754,056	4,070,000	2,183,000
State & Local Grants	914,452	16,307	833,000	311,000
County Shared Revenue	207,577	423,832	206,000	206,000
Investment Earnings	738,259	274,221	70,000	101,000
Special Assessments	926,395	693,931	721,000	725,000
Reimbursements & Miscellaneous	<u>193,011</u>	<u>317,574</u>	<u>560,000</u>	<u>149,000</u>
Total Revenue	5,207,851	3,884,174	6,820,000	4,058,000
Transfer from General Fund	4,714,887	395,425	4,137,000	4,995,000
Transfer from EMS Fund	29,937	0	0	0
Proceeds of Promissory Notes/General Obligation Bonds	0	8,300,000	241,000	0
Premium on Bond Issuance	0	153,727	0	0
Sale of City Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Financing Sources	4,744,824	8,849,152	4,378,000	4,995,000
TOTAL AVAILABLE	15,618,072	17,509,134	15,921,334	12,087,334

EXPENDITURES:

		<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
	<u>2022 Detail</u>				
Traffic Controls		66,478	667,140	1,116,000	2,100,000
Miscellaneous Traffic Controls	55,000				
Signal Rebuild: Southern Blvd. & W. Stoop Road	200,000				
Citywide Traffic Signal System Upgrade Phase 3 (\$22,000 carryover)	1,845,000 *				
Street Surfacing & Roadway Improvements		8,532,936	4,873,651	9,330,000	6,482,000
Normal Program	1,010,000				
Gas Tax Program	1,000,000				
ADA Curb Ramp Replacement Program	116,000				
Curb, Sidewalk, & Drive Approach Repair Program	750,000				
Thoroughfares, Arterials & Collectors	565,000				
County Line Widening project (\$20,000 carryover)	100,000 *				
David Road: Far Hills to Ackerman Blvd. Right of way	60,000				
Dorothy Lane Resurfacing: S. Dixie to County Line	175,000				
Hewitt Ave. Bikeway	495,000				
Smithville Road: Wilmington Pike to North corp limit	575,000				
Southern Blvd.: Stoop to Dorothy Lane	400,000				
Woodman Drive: Wilmington Pike to Stocker	590,000				
Ansel Bridge Rehabilitation (\$12,000 carryover)	471,000 *				
Ridgeway Rd. Bridge Landscaping	175,000				
Streetscape Improvements		608,763	0	13,000	55,000
W. Stoop Sidewalk: Overland to Southmoor Circle ROW	25,000				
Pole and Bus Stop Painting	20,000				
Bike program	10,000				
Drainage		227,350	6,702	8,000	125,000
Stormwater Master Plan & Miscellaneous Drainage	125,000				
Parks & Recreation		1,241,434	866,216	3,255,000	2,307,000
Miscellaneous Improvements	30,000				
Parks Painting & Repair Program	30,000				
Tennis/Basketball Court Resurfacing	70,000				
Parks Irrigation Improvements (carryover)	50,000 *				
Civic Commons Landscaping	95,000				
Polen Farm Improvements	45,000				
Playground Equipment Replacement	100,000				
State Farm Park ADA Improvements	24,000				
KRC Improvements	260,000				
Water Park and Main Pool Improvements	53,000				
Parks Restroom Improvements	40,000				
Parks Maintenance Center Electric Service upgrade	125,000				
City Sites Artwork Projects	20,000				
Rosewood Arts Centre Improvements	1,365,000				
Tree Planting & Landscaping		211,811	54,962	54,000	240,000
Landscaping and Tree programs	240,000				
Other		2,215,233	8,981,952	2,010,000	568,000
ADA Improvements					
Miscellaneous Building Improvements	25,000				
Fire Station Attic Heaters	257,000				
Public Service Improvements	20,000				
Core Fiber Network Enhancement	221,000				
Government Center Facility Security	45,000				
TOTAL CAPITAL IMPROVEMENTS		13,104,005	15,450,623	15,786,000	11,877,000

*Denotes all or part of funding is carried over from 2021. These projects total: \$104,000

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 78 - 186 includes funding for anticipated charges related to the following internal service funds.

ADMINISTRATIVE SYSTEMS - INFORMATION SYSTEMS FUND 740

As part of the Administrative Systems Department, the Information Systems Division 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 technology 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 protection 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.

Program Focus:

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 with 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.

Information Systems Expenditures — Internal Service Fund (Key 4400)

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>	<u>% of Total</u>
Personnel Expenditures	405,295	631,029	462,110	453,200	52.30%
Operating Expenditures	443,569	253,486	408,000	413,400	47.70%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	848,864	884,515	870,110	866,600	100.00%

The proposed 2022 budget is 0.4% greater than the 2021 budget and 0.4% less than estimated 2021 expenditures. Each year's operating budget includes approximately \$100,000 to fund 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. This replacement program was temporarily suspended in 2020 but resumed in 2021.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Information Systems Manager	1	1	1	1
Information Systems Technicians	2	2	2	2
Desktop Support Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4.0	4.0	4.0	4.0

Performance Measurements: Information Systems

STRATEGIC PRIORITY:	
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities.
PERFORMANCE MEASURE	
2020 Accomplishment(s)	<ul style="list-style-type: none"> Independents Fiber Network (IFN) commits to invest \$1.8m for a 50% share of the network. IFN will provide competitive telecom services to the private sector. MVCC receives a percentage of all IFN sales revenue.
2021 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Completion of Phase II fiber construction. 1-2 additional government agencies connect to the network.

STRATEGIC PRIORITY:	
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies.
PERFORMANCE MEASURE	
2020 Accomplishment(s)	<ul style="list-style-type: none"> Improved reliability and redundancy of non-emergency dispatch phone lines by converting from analog to VoIP phone lines.
2021 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Transition to new internet service provider resulting in cost savings/avoidance of \$14,000 annually. Consolidate Active Directory domains which will result in eliminating IT staff time and expense required to operate four servers that will become redundant.

STRATEGIC PRIORITY:	
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	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.
PERFORMANCE MEASURE	
2020 Accomplishment(s)	<ul style="list-style-type: none"> Eliminated seven legacy public safety applications and enabled Police and Fire dispatchers to utilize a common software platform with the implementation of Spillman Flex.
2021 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Implement free, public Wifi in select public spaces as an amenity to visitors at minimal expense to the City.

Workload Indicators: Information Systems

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Resolved Tech Support Requests	1,185	1,200	1,245	1,200

PUBLIC SERVICE - VEHICLE MAINTENANCE CENTER FUND 741

As part of the Public Service Department, the Vehicle Maintenance Center (VMC) is responsible for management and maintenance of the City’s fleet, including vehicles, equipment, and other ancillary devices. Maintenance requests cover a broad range of equipment sizes and types, including automobiles / trucks, public safety vehicles (including select fire apparatus), heavy construction / snow removal equipment, and other public works specialty vehicles and equipment. Costs in this fund are distributed back to the departmental budgets.

Programs

Vehicle Maintenance Center

Program Purpose:

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; and to operate the City’s two fuel islands.

Program Description:

FLEET MANAGEMENT

Develop replacement schedules for the City’s current fleet of vehicles and equipment, and work with City departments to acquire, maintain, and dispose of all assets; Establish annual garage charges and prepare monthly billing to all departments; Manage insurance claims through City’s insurance carrier; Manage the City’s fuel farms and maintain compliance with OEPA and OSHA regulations.

MAINTENANCE

Service vehicles and equipment on a regularly scheduled basis through the preventive maintenance program as recommended by the manufacturer and/or industry best practices. Component failure and accident damage occurring between normal service periods is repaired in the most safe, expedient, and cost-effective manner.

Program Focus:

1. Maintain a high quality automotive and equipment fleet through efficient repair and replacement.
2. Maintain accurate records through the Fleet Management System regarding the lifetime costs of maintaining and operating the vehicles and equipment.
3. Research and recommend standard specifications and provide guidance in the timing and type of replacement vehicles and equipment.
4. Maintain a qualified staff of mechanics, technicians, and parts inventory through adequate training.
5. Maintain and manage the City's fuel supplies in accordance with applicable rules and regulations.
6. Investigate all technological advancements and study these advancements for possible City fleet applications.

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

	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>	<u>% of Total</u>
Personnel Expenditures	800,545	1,206,327	824,490	932,900	71.37%
Operating Expenditures	244,297	222,056	259,780	270,300	20.68%
Capital Equipment Expenditures	0	0	0	<u>104,000</u>	<u>7.96%</u>
Total	1,044,842	1,428,383	1,084,270	1,307,200	100.00%

The proposed 2022 personnel and operating expenditures are 3.5% greater than the 2021 combined personnel and operating budget. Effective 2020, a previously vacant full-time Parts Inventory Attendant position is not funded. Also for 2020, the regular part-time Clerk position is converted to full-time status. This coincides with the elimination of a regular part-time Clerk position in the Facilities Department. Proposed 2022 capital equipment expenditures include the replacement of two sedans, welding/cutting equipment, a tire balancer, and a new AC recharge machine.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Equipment Maintenance Manager	1	1	1	1
Equipment Maintenance Supervisor	1	1	1	1
Equipment Mechanics	4	4	4	4
Parts/Inventory Attendant	2	1	1	1
Clerical	<u>0.6</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8.6	8.0	8.0	8.0

Performance Measurements: Vehicle Maintenance Center

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate vehicle cost versus usage for long-term viability, sustainability and affordability. 	<ul style="list-style-type: none"> Analyze lifetime cost of each vehicle and establish time frame for replacement. Evaluate vehicle usage for possible fleet reduction. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Number of vehicles at/beyond useful life (>15 points on FASTER system).	Not available	110	110	61
Number of underutilized vehicles (<3,500 miles/250 hours).	Not available	65	65	45

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize maintenance processes and services. 	<ul style="list-style-type: none"> Eliminate the number of overdue preventative maintenance requests for service on vehicles and equipment. Utilize VMC Scheduler to schedule service in advance to reduce downtime. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Average number of overdue preventative maintenance services per week.	77	58	65	50
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Reduce indirect time and increase billable hours for operations cost recovery. 	<ul style="list-style-type: none"> Complete all work orders within established repair times. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Percentage of billable hours versus total hours.	76%	82%	80%	82%

Workload Indicators: Vehicle Maintenance Center

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
FLEET MANAGEMENT:				
Number of vehicles/equipment in City fleet	324	320	367	360
Gallons of fuel dispensed	178,203	207,000	185,830	210,500
Insurance claims processed	N/A	10	10	10
Number of work orders processed	1,020	1,070	1,179	1,200

ADMINISTRATIVE SYSTEMS - PRINTING/REPRODUCTION FUND 744
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As part of the Administration Support Division of the Administrative Systems Department, the Print Shop is responsible for providing high quality, cost effective, short run printing services to all City departments and for maintaining various copiers and printing machinery to maximize the City’s investment in this equipment. Costs in this fund are distributed back to the departmental budgets.

Programs

Printing and Copying

Program Purpose:

To provide high quality, cost effective printing and copying services for City departments.

Program Description:

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

The Print Shop operates three digital print production copiers to provide high quality images, print on demand services, and inexpensive color and B/W printing. Additionally, the Print Shop operates specialty printers for use with ID cards, labels and unusual paper sizes.

Program Focus:

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.

Print Shop Expenditures — Internal Service Fund (Key 4350)

	Actual	Actual	Estimated	Proposed	% of Total
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2022</u>
Personnel Expenditures	0	0	0	0	0.00%
Operating Expenditures	44,579	35,211	50,200	62,700	100.00%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	44,579	35,211	50,200	62,700	100.00%

The proposed 2022 budget is equal to the 2021 budget.

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

Each year’s operating budget includes funding of the purchase of paper products, miscellaneous supplies, copier maintenance, and equipment depreciation.

Performance Measurements: Print Shop

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Cost recovery charge per print - B/W	\$0.01	\$0.01	\$0.01	\$0.01
Cost recovery charge per print - Color	\$0.064	\$0.064	\$0.064	\$0.064

Workload Indicators: Print Shop

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Printing and Copying Volume - B/W	213,179	430,000	230,000	230,000
Printing and Copying Volume - Color	157,827	350,000	335,000	300,000

As part of the Public Service Department, 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 labor services. Costs in this fund are distributed back to the departmental budgets.

Programs

Facility Maintenance

Program Purpose:

Efficiently and effectively maintain all City-owned facilities in a clean, attractive, safe, and secure manner, while meeting the functional needs of all departments.

Program Description:

MAINTENANCE

Perform all necessary preventative maintenance and repairs of buildings to promote a welcoming and comfortable work environment for all employees; Forecast future improvements to meet the ongoing needs of all City departments.

CUSTODIAL

Investigate new products and equipment to promote quality cleaning services throughout City facilities.

Program Focus:

- Maintain life expectancy of HVAC, electrical, and mechanical equipment through preventative maintenance.
- Implement appropriate security protocol to protect City property and personnel.
- Utilize advances in technology to leverage energy conservation opportunities to reduce operational costs.
- Provide facility improvements to meet employee and department operational needs.
- Eliminate underutilized City property that no longer serves a public purpose.
- Allocate sufficient man-hours for systematic cleaning of various facilities and offices.

Facilities Division Expenditures — Internal Service Fund (Key 4410)

	Actual 2019	Actual 2020	Estimated 2021	Proposed 2022	% of Total
Personnel Expenditures	2,516,704	3,293,680	2,530,360	2,620,700	80.68%
Operating Expenditures	506,146	433,148	537,600	500,700	15.41%
Capital Equipment Expenditures	0	0	0	126,800	3.90%
Total	3,022,850	3,726,828	3,067,960	3,248,200	100.00%

Proposed 2022 personnel and operating expenditures are 3.6% greater than the 2021 combined personnel and operating budget.

The Streets Division and Facilities Division form one Public Service Department. The Public Service Director is charged to the Facilities Division, while the Assistant Director and Secretary are charged to the Streets Division. For 2020, a regular part-time Clerk position is eliminated. This coincides with the conversion of a regular part-time Clerk to full-time status in the Vehicle Maintenance Center. Effective 2021, a full-time Building Service position and four regular part-time Maintenance Aide positions (2.5 fte) are not funded. For 2022, two additional regular part-time Maintenance Aide positions are not funded coinciding with the addition of an additional full-time Facility Attendant position.

The proposed 2022 capital equipment budget includes replacements for a 2007 van, 2008 pickup, and 1996 platform lift.

Staffing Levels

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Estimated 2021</u>	<u>Proposed 2022</u>
Public Service Director	1	1	1	1
Facilities Maintenance Manager	1	1	1	1
Facilities Maintenance Supervisor	1	1	1	1
Lead Facilities Attendant	0	0	0	0
Facilities Mechanics	4	4	4	4
Facilities Service Workers	7	7	6	6
Facilities Attendants	12	12	12	13
Part-time Clerical	1.2	0.6	0.6	0.6
Part-Time/Temp.Maint. Aides	<u>4.5</u>	<u>4.5</u>	<u>2.0</u>	<u>0.8</u>
Total	31.7	31.1	27.6	27.4

Performance Measurements: Facility Division

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Evaluate City-owned buildings for reinvestment or to reduce underutilized inventory by analyzing if buildings serve a public purpose and if market conditions are favorable for sale or demolition. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Square footage of underutilized City-owned building space. (*Includes vacant portion of Bldg #46; old Fire Stations #34, #35, #37.	186,534*	176,664	176,664	171,039

STRATEGIC PRIORITY:				
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				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Complete work orders in a timely manner and analyze open tickets remaining at the end of each quarter. Allocate appropriate resources to individual maintenance activities and long-term projects to reduce overall operational costs. Reduce City utility costs through promotion of efficient equipment and other energy improvements to take advantage of opportunities to reduce energy consumption. 			
PERFORMANCE MEASURE	2020 Actual	2021 Budget	2021 Estimate	2022 Target
Annual maintenance & custodial cost per square footage of building space.	\$5.90	\$5.45	\$5.45	\$5.20
Percentage of chargeback to CIP per year.	20.0%	20.2%	20.2%	4.1%
Energy cost per building square footage.	\$1.56	\$1.45	\$1.45	\$1.40

Workload Indicators: Facility Division

WORKLOAD INDICATORS	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
MAINTENANCE:				
Number of work orders generated	4,413	4,500	4,500	4,500
Square footage of buildings served	527,348	527,348	527,348	527,348
Square footage of total building/structure space	812,954	803,084	803,084	797,459
CUSTODIAL:				
Number of buildings served	24	24	24	24
Seasonal position hours utilized	0	1,600	1,600	1,600
CAPITAL IMPROVEMENTS:				
Number of projects managed	38	35	35	35
Value of projects managed	\$8,028,605	\$2,599,848	\$2,599,848	\$2,323,500

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.

ACFR: Annual Combined Financial Report.

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.

ARPA: American Rescue Plan Act.

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.

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.

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

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.

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 21st 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.

MVCC: Miami Valley Communications Council.

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