



CITY OF KETTERING

## Budget Document

Fiscal year January 1 – December 31, 2023

**CITY OF KETTERING**

**2023 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.

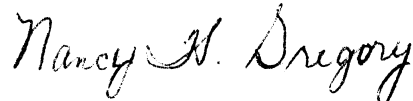
Thank you for taking the time to read this document. We want to make it as understandable as possible whether you are a citizen, Council member, City employee or an interested observer. Please call us at (937) 296-2401 if you have any questions.

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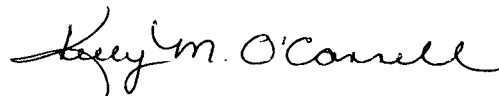
## ACKNOWLEDGMENTS

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

Sincerely,

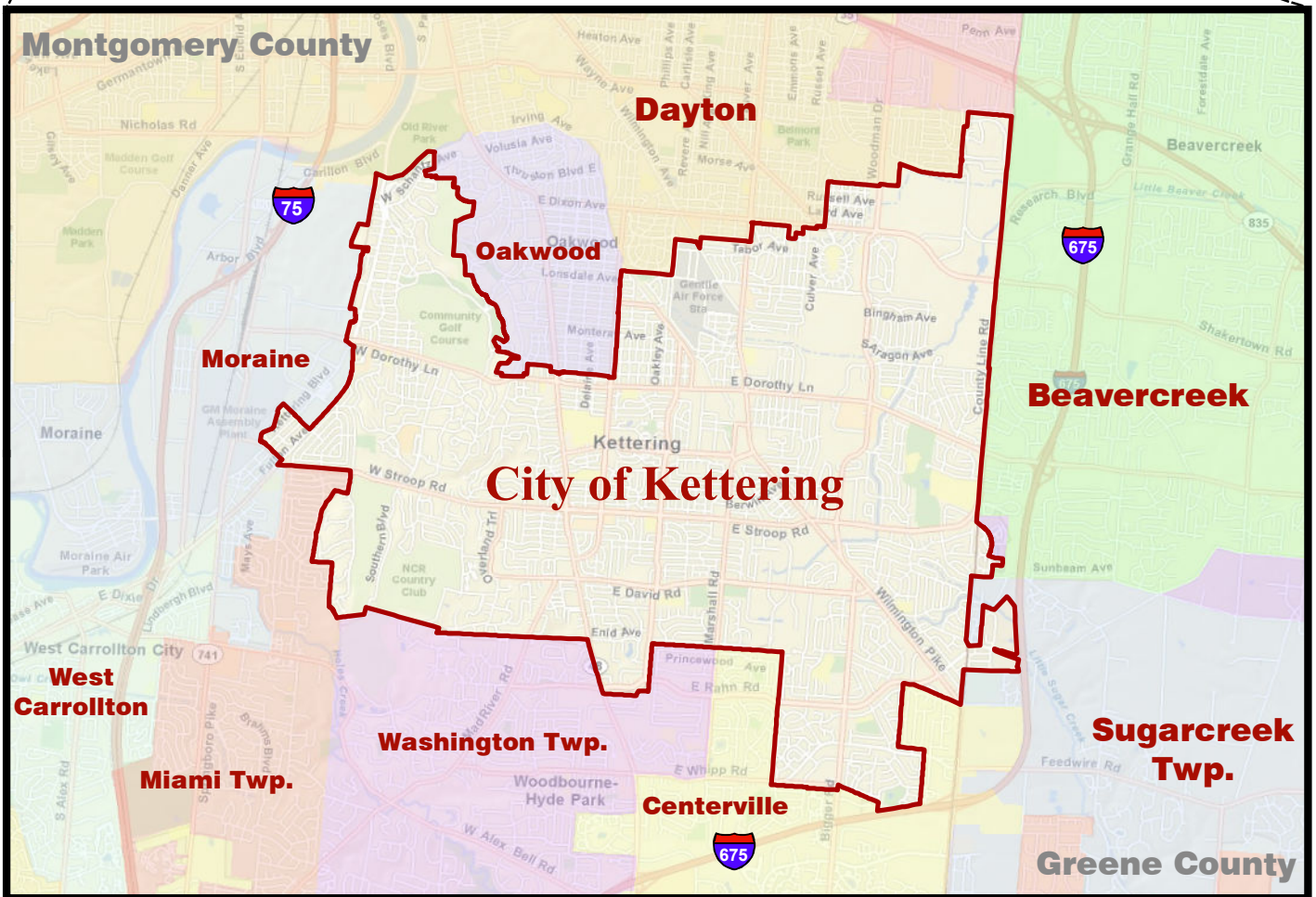


Nancy H. Gregory, CPA  
Director of Finance



Kelly M. O'Connell, CPA  
Budget Manager

# City of Kettering, Ohio



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

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

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



Kettering Government Center

Kettering, Ohio, 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 7,924 students pre-K through 12<sup>th</sup> grade, 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 Health	3,570	12.98%
Reynolds & Reynolds Company	1,350	4.91%
Kettering City Schools	1,155	4.20%
Alternate Solutions Health Network	740	2.69%
Tenneco*	564	2.05%
Meijer Inc.	550	2.00%
City of Kettering	545	1.98%
Spectrum	500	1.82%
Total	<u>8,974</u>	<u>32.63%</u>

\*In November 2021, Tenneco announced its intent to close its Kettering plant by 2024.

**UNEMPLOYMENT RATE:**

3.8% (August 2022)

**MEDIAN HOUSEHOLD INCOME:**

\$61,974 (2020 census inflation adjusted)

**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)	\$80.23 per \$1,000 valuation
City Income Tax	2.25% of income earned

**CITY EVENTS:**

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

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

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

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

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

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

## 2022 CITY OFFICIALS

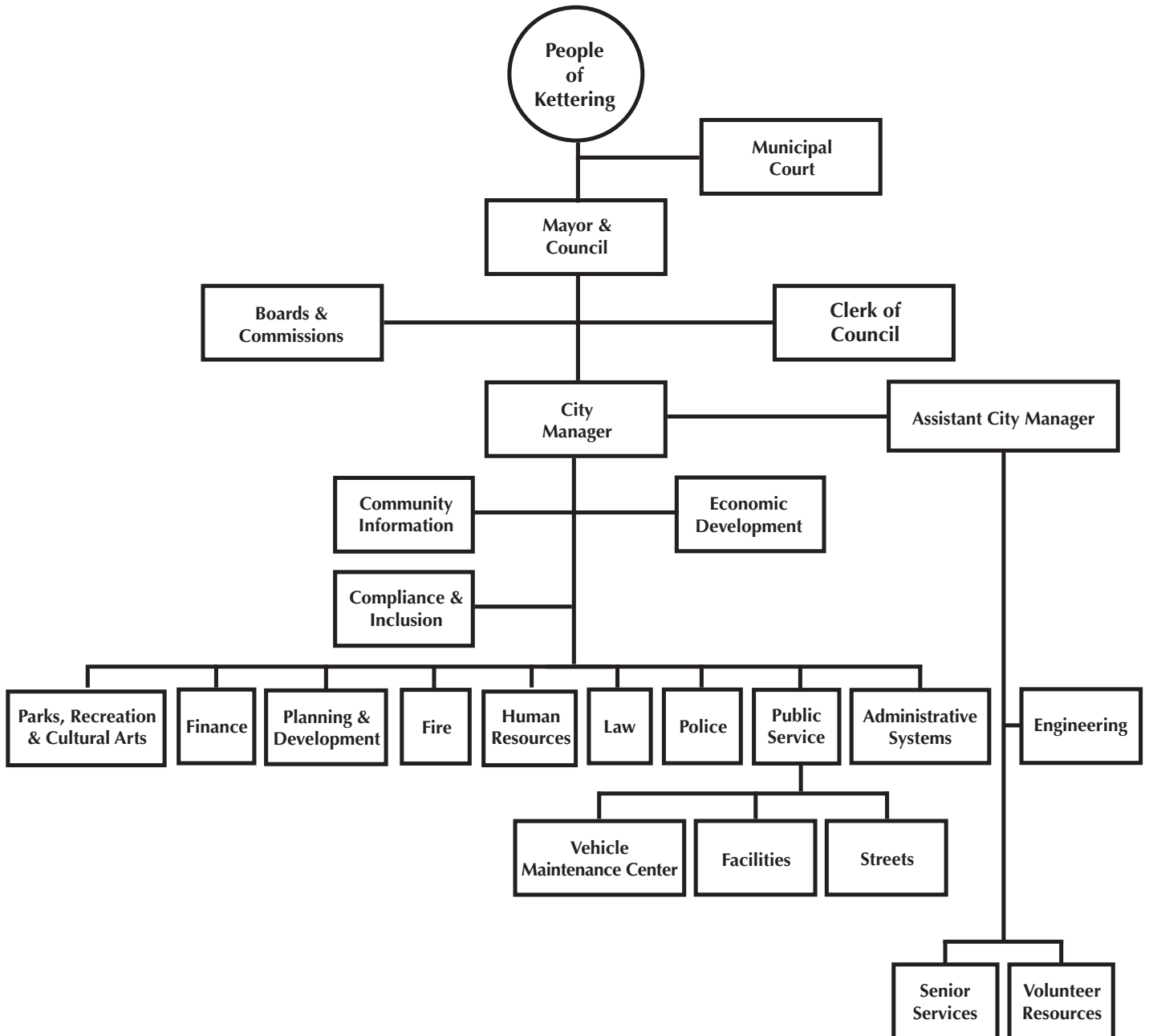
### MAYOR AND COUNCIL

PEGGY LEHNER	Mayor	
JACQUE FISHER	Vice Mayor	At Large
JYL HALL	Councilmember	At Large
LISA DUVALL	Councilmember	District 1
BOB SCOTT	Councilmember	District 2
TONY KLEPACZ	Councilmember	District 3
BRUCE E. DUKE	Councilmember	District 4

### 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 2022 Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget  
Presentation Award*

PRESENTED TO

**City of Kettering  
Ohio**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morill*

**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, 2022. 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.

**AMERICAN RESCUE PLAN ACT FUND:** This fund accounts for grants received through the Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan. Grants are restricted for various purposes designated by the Department of Treasury.

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

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

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

### NON-MAJOR GOVERNMENTAL FUNDS

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

### INTERNAL SERVICE FUNDS

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

The audited financial statements of the City also include a 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 2023 budget on December 13, 2022. The budget was adopted as proposed, with the exception of the CDBG/CHIP 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 2023.

**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	Fraze 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	X	
Fire	X					X				X		X	X	
Engineering	X					X	X						X	
Community Information	X													
Other Cost Centers	X												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](mailto:KetteringMayorCouncil@ketteringoh.org), or check the City's website for exact times and locations.

City Council meetings are held the 2<sup>nd</sup> and 4<sup>th</sup> 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](http://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, sending questionnaires to local stakeholders and agencies, as well as in-person or phone consultations. Additionally, the Board of Community Relations engages with the community regarding community development needs such as fair housing, transportation, housing development, economic development for low to moderate-income residents, 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 CHIP programs is listed on the City's website and was highlighted in City's monthly e-newsletter in order that any resident can comment on how to use these funds to make the community better.

## Budget Calendar

January						
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## 2022

Date	Task
7th	Distribute prior year budget documents and detail reports to all city departments
14th	Blanket purchase orders are calculated
21st	Apply for GFOA Distinguished Presentation Award
28th	Complete Local Public Agency cost tracking spreadsheets for Ohio Department of Transportation projects

Date	Task
4th	Prior year purchase orders are closed and encumbrance budget is posted
4th	Carryover unspent grant budgets from prior year
16th	Establish target for Capital Improvement Program (CIP) budget
28th	Department Directors begin compiling CIP requests

Date	Task
4th	Calculate Economic Development commitment and Gas Tax assignment

Date	Task
1st	Calculate 1% for the Arts transfer
15th	Reconcile prior year actual to prior year estimate.
29th	CIP budget requests due to Finance Department
29th	Update budget template files

Date	Task
6th	Create online budget versions in Finance Budget system
20th	Capital Equipment requests due to Finance Department
23rd - 27th	Internal Service Fund chargeback budgets due to Finance

Date	Task
8th	Annual Economic Development incentive meeting
9th	CIP requests review with City Manager, Finance, Department Directors
16th	Operating target set by City Manager
17th	Personnel Requests due to Finance

Date	Task
8th	Departments complete performance measurements
12th	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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## 2022

Date	Task
12th	Operating requests due to Finance
19th	Court and Clerk of Courts budget requests due to Finance
19th	Boards and grants budgets due to Finance
23rd	Department Directors present Capital Improvement Program at Council Workshop
25th	Current year CIP estimate is prepared

Date	Task
1st	Annual Report is published and posted on the City's website
3rd	PRCA budget requests due to Finance
16th	Debt Service budget is prepared
30th	Capital equipment review with Finance and Public Service staff
30th	FRAZE budget requests due to Finance
30th	Health Insurance Fund review with Human Resources

Date	Task
14th	Revenue estimates finalized
11th	Long Range Forecast presentation to Mayor & Council
18th	Budget Review meeting with City Manager and Finance

Date	Task
8th	City Manager presents preliminary current year estimate and budget year proposal at Council Workshop
1st - 11th	Budget Message is written
1st - 11th	Budget naratives are written
1st - 18th	Draft budget is revised to reflect input from Council at October 25th Workshop
18th	Draft budget document is printed
23rd	Draft Budget Document is distributed to Council and made available to the public

Date	Task
6th	Budget Workshop with Mayor & Council / Finance Presentation
6th	First Reading of Personnel Ordinance
9th	Final Budget Revisions
13th	Adopt Budget at Council Meeting
13th	Second reading of Personnel Ordinance
14th	Post budget to General Ledger
16th	Distribute CIP account numbers to departments
19th - 31st	Final budget document is printed and posted to the City's website



CITY OF KETTERING

December 13, 2022

Honorable Peggy Lehner 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 2023 budget includes funding to maintain the same programs and services the Kettering community has come to expect.

## **PRIORITIES**

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### **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 2023 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 2022, our Finance Department again received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). This marks the 37th year for receipt of the Budget Award. We submitted our 2021 Annual Comprehensive Financial Report (ACFR) for the GFOA's Certificate of Achievement for Excellence in Financial Reporting in March and are awaiting completion of the review. We anticipate receipt of this award for the 40th consecutive year. 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 2023 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 businesses, residential neighborhoods and community engagement. 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 and sustaining their existing operations. The economic landscape in Kettering remains strong.

Redevelopment and reinvestment continue to stretch our ingenuity and the possibilities Kettering has to offer. In recent years, two business parks located in Kettering have been notable economic drivers. 2022 was a year of resilience and regrowth as many small businesses chose to open their doors in Kettering along with several new stages being set for exciting endeavors in 2023.

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 purchased more than 300 acres of unimproved land from the Miami Valley Research Foundation totaling \$2.5 million. As a land-locked community, the opportunity to acquire land for redevelopment is rare and exciting. The City entered into 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.

Since then, the Miami Valley Research Park has thrived with improvements to infrastructure and expansion to accommodate new businesses. 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 was 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.



Honorable Peggy Lehner and  
Members of Kettering City Council  
December 13, 2022

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In 2021, Life Connection of Ohio (LCO) purchased nearly 9 acres at MVRP 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 30 years. LCO's new location in Kettering is expected to be nearly 30,000 square feet. It is expected that the organization's \$5 million annual payroll will increase to about \$9 million. LCO took occupancy in early 2022, with close to 100 employees.

Community Tissue Services and Life Connection of Ohio 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 and constructed a new roadway, Donation Circle, in MVRP near CTS to link existing businesses and make way for additional future development.

Resonetics, LLC, is another business in MVRP that has recently expanded. In 2021, the company purchased almost 3 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%, 8-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 147 employees in a 20,000 square-foot facility on 4.5 acres in the College Drive building it first occupied in 2013. The expansion was completed in 2022.

Beginning in 2020, Industrial Commercial Properties (ICP) purchased 5 buildings and 40 acres in MVRP. In 2022, ICP has office space totaling 300,000 square feet and branded the area "Sixth River". The firm is performing building renovations, aesthetic improvements, new signage and added amenities. ICP is currently finishing renovations at 1900 Founders Boulevard. This 150,000 square foot building is leased and will become home to up to 900 new employees.

The City worked with KDC to develop a more current wayfinding signage plan for the research park to assist visitors in reaching their destination, which will be completed in 2023.

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, KBP is home to PriMed Physicians, Alternate Solutions Health Network, N12 Technologies, Kettering Health Command Center, an Amazon Fulfillment Center, and the Kettering Municipal Court.

Industrial Commercial Properties, the afore-mentioned Cleveland-based developer, also purchased the former Synchrony buildings and land at 940 Forrer Boulevard in the Kettering Business Park. The developer paid \$7.5 million for the property which includes two 200,000-square-foot buildings on a 36.5-acre site. The vacant buildings are being renovated and have been rezoned as "Business District", thus broadening potential uses for the property opening in 2023.

Kettering is home to 30 new businesses in 2022. Some of these owners participated in exciting new business models created to work within our aging, landlocked city including sharing one space for two businesses, as well as operating ghost companies using space at an established vendor.

The City continues to look for ways to enhance its economic development tools 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 applicable incentives are secured through the State for our new and growing companies.

Businesses that recently received incentives include: Community Tissue Services; Kettering Founders, LLC; Lasky Law; Northwestern Tools; Resonetics; Tenneco, and Starwin Industries.

During 2022, the City of Kettering's Economic Development Manager teamed up with the Community Development Manager to create the Microenterprise Loan Program awarded to several Kettering businesses. Loans were awarded to MackBrand Clothing, Lopez and Associates, Dayton Fit Lab, Jolorah and Company, The Cookie Joint LLC, The Chicken Spot d/b/a Chicken Heads, and Seven Spa. Loan recipients can use the funding for business equipment, inventory, fixed assets, marketing and business promotion or other necessary business improvements. To be eligible for the grant, the applicant must be located in Kettering; a registered taxpayer and current on tax payments; and a designated microenterprise which is defined as a business with five or fewer employees, one of whom is the owner of the business. Eligibility is also contingent upon income limits and the businesses' location having no property maintenance violations.

The City of Kettering has much to offer our businesses. Our quality of life is exceptional, 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 2023 and beyond.

## **INITIATIVES**

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### **PUBLIC SAFETY**

The health and safety of Kettering residents is paramount. At the end of 2021, City Council approved two essential items. During 2022, ten Flock intelligent cameras were installed on poles across the city to help police solve crimes. These cameras were \$27,500 and will assist in finding suspicious vehicles by make, color, model or license plate on follow-up investigations. The Kettering Fire Department also welcomed a new ladder truck to replace the oldest vehicle in their fleet.

With the help of Miami Valley Communications Council, member cities including Kettering, Oakwood, Moraine, Centerville, West Carrollton, Miamisburg, Springboro and Germantown, added the Lenco BearCat G3 to the Kettering Regional Special Response Team's vehicle fleet. This armored vehicle will help ensure the safety of the regional SWAT team members and the citizens in the communities they serve.

### CONNECTIVITY

The City of Kettering partnered with altafiber, formerly Cincinnati Bell, to provide more connectivity for residents and visitors through high-speed public Wi-Fi. Under terms of the five-year agreement, altafiber will provide a state-of-the-art, fiber-enabled Wi-Fi network at Frazee Pavilion (24 access points); Kettering Recreation Complex (20 access points); and Delco Park (9 access points).

### SUSTAINABILITY

The City of Kettering is committed to incorporating environmentally sustainable practices and initiatives through active research, education, discussion with residents and business owners, and continuous review of emerging technology and best practices.

In response to a recent planning retreat, the Kettering City Council determined sustainability a priority issue. To facilitate the process of determining the direction and scope of projects recommended to City leaders, the City of Kettering formed a team of dedicated volunteers willing to serve as an advisory body. The scope of the Sustainability Committee will include research, discussion, written communication and advocacy.

### ELECTRIC VEHICLE CHARGING STATIONS

Electric Vehicle (EV) charging stations were installed at Delco Park and the Kettering Recreation Center. Partial funding for the EV stations was provided by a Level 2 Vehicle Charging Station Grant from the Ohio Environmental Protection Agency. This was 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. Electricity usage requires a nominal fee.

### AGGREGATION

In response to a recent increase in electricity rates, City staff prepared to help residents. Because Ohio's utility market is deregulated, every utility goes to auction on an annual basis. As the 2022 auction closed for AES Ohio, we learned electric rates would consequently increase. We immediately began looking into alternative solutions. City staff is currently exploring the benefits of using larger buying power by partnering with surrounding municipalities to negotiate a better energy price for residents. We are cautious in our search to ensure the terms and conditions attached to these alternatives are beneficial. If we choose to join forces and move forward, we anticipate this occurring in the first half of 2023.

### WILMINGTON PIKE (AND BEYOND) PROJECT

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. During 2022, the original plan created to regenerate investment and spur development on Wilmington Pike is now available citywide.

The Demolition Program provides financial assistance to commercial and residential property owners 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.

### 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. Two new apartment buildings were added to Kettering's residential opportunities. Darby Run, a 50-unit, \$11.5 million apartment building, is situated on land owned by Meijer on Wilmington Pike. Darby Run is expected to open in 2023. In 2022, a four-story, 40-unit apartment building on Hempstead Station Drive opened as a general occupancy workforce housing community. Hempstead Landing is a 38,410-square-foot structure located on 1.175 acres near the corner of Stroop Road.

Two Kettering apartment buildings estimated to cost a combined \$22 million-plus call for 103 units at the former Ohio Bell/AT&T building site at 3233 Woodman Drive. The AT&T building was demolished, and The Lofts, a project involving County Corp and the Oberer Companies, will be general workforce occupancy affordable housing, while The Senior Village, involving St. Mary Development Corp. and Oberer, will offer affordable housing to those 55 and older.

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 and are recognized at a City Council meeting and an attractive sign is placed in their yards.

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 down payments, depending on demonstrated need. The repaid funds can be recycled in the future to assist more homeowners.

The City's Nuisance Abatement Program allowed for the 2022 purchase and demolition of a blighted property at the corner of Marshall Road and Wilmington Pike with up to five other properties in process.

The City of Kettering partners with the businesses who choose to call this community home. Two initiatives were conducted to stay connected during 2022, including a Business Walk through the Stroop, Marshall and Shroyer area, and drop-in visits to several manufacturing businesses on National Manufacturing Day.

In 2022, the City of Kettering received the second tranche for a total of \$13.8 million in American Rescue Plan Act (ARPA) funding to replace lost public sector revenue. The City discussed appropriate uses of ARPA funds to assist those who were impacted most by the pandemic. Emphasis is also placed on getting back on track with the capital equipment and capital improvement programs that were delayed or cut due to the uncertainty of the pandemic. Funds have been allocated as follows: Community Programs - \$2,000,000;

Capital Equipment - \$4,600,000; and Capital Improvement - \$7,100,000. The City allocated the ARPA funds for public safety payroll under the "Revenue Loss" model in order to relieve most of the administrative burden associated with ARPA reporting. The above "ARPA" programs and projects will be completed utilizing General Fund dollars offset by the receipt of ARPA funds.

To assist homeowners with necessary improvements and first-time homebuyers, the City of Kettering partnered with Day Air Credit Union to create forgivable loan programs. The City committed \$1 million in ARPA funds to the program helping 23 applicants with \$405,000 in down payment loans and 20 applicants with \$148,000 in home improvement needs to date.

The Planning and Development Department continued the Stay Put Tenant Assistance Program in 2022. Using funds from Montgomery County, the City of Kettering administered the program for tenants countywide negatively impacted by 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 1,018 applications utilizing nearly \$4.5 million in funds.

Kettering participates in the Cities of Service program--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 eight 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. Work was focused in the Van Buren Park area with clean-up and installation of a rain garden. Seven houses requested assistance in the neighborhood. Cards and placemats were made for active military service members and residents at local nursing homes.

#### INCLUSION

The City has 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 2022, repairs to concrete ramps were made leading to the lower-level police station and the upper-level offices in the North Building at the Government Center.

#### 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 three dinners in 2022, in areas impacted most.

### 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. 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
- In 2022, Kettering Communications Center (Dispatch) began dispatching for Miami Township. The Dispatch staff was increased by three to accommodate this effort.

## **CHALLENGES**

In developing the 2023 budget, we must maintain high quality customer service and programming without losing sight of future needs. Our 2022 community satisfaction survey confirms that our focus on customer service is on point. While we enjoy a 95% overall satisfaction rate, any real or perceived decrease in service threatens that ranking. As we celebrate the successes of many initiatives, we must also prepare for some significant issues and forthcoming challenges.

### **EMPLOYMENT CHALLENGES**

In November 2021, we learned that a manufacturing business would be gradually leaving Kettering. Tenneco Automotive Operating Company Inc., at 2555 Woodman Drive, announced that all operations would discontinue and the facility would close by December 31, 2023. This closing would impact 600 jobs. The City of Kettering began strategizing and developing a transition plan for employees being displaced. Monthly meetings were established with Tenneco personnel, Montgomery County Job and Family officials, JobsOhio representatives, as well as administrators from the Dayton Development Coalition, Dayton Area Chamber of Commerce, and Sinclair Community College to coordinate plans of action including job fairs, education and training opportunities for employees. The 940,000 square foot manufacturing facility is marketable, and multiple potential buyers have shown interest in purchasing it.

News of two major employers leaving Kettering in 2020 prompted budget cuts for fiscal year 2021. Department directors 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 other select positions, and through attrition (retirements and resignations). Fortunately, the 2022 budget allowed funding for several positions to be restored along with the reversal of previous operating cuts. The 2023 budget reflects an across-the-board pay increase of 2.25% for non-organized and organized employees. Our employees recognize our responsibility to operate in a manner that reflects the economic conditions of our community. These efforts allow the City to maintain a positive budgeted operating margin for 2023.

As the number of people working from home nationwide 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 began paying municipal income taxes where they physically work, including if that is at their 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 action was taken to increase our competitiveness in hiring for the 2022 season, staff shortages continued to be problematic.

Wage scales for seasonal employees were evaluated and compared to 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. Despite these actions, hiring levels remained deficient. During the summer of 2022, PRCA staff requirements were below optimal levels by an estimated 175 part-time and seasonal employees. These shortages were covered by full-time employees and adjustments in programming.

#### SUPPLY CHAIN DISRUPTIONS

Kettering is not alone in experiencing disruptions in the national and even global supply chain. Not only are goods and supplies scarce at times, but prices are increasing due to elevated demand. The City maintains a large fleet of vehicles to provide critical public safety and streets maintenance services. As the production of vehicles remained slow, so did our ability to replace vehicles in our fleet. The lead-time for fire apparatus replacements was reported to 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.

Supply chain disruptions combined with the current inflationary environment impacts the prices the City pays for important goods and services. This is especially apparent with the purchase of fuel, road salt, and asphalt. In spite of these challenges, the City's proposed 2023 budget maintains a positive operating margin as dictated by City Council.

#### STATE FUNDING REDUCTIONS AND MUNICIPAL TAX REFORM

State budget cuts were first reflected in the 2012 budget with additional cuts incurred in each year thereafter. As a result, it is necessary to complete the 2023 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 \$455,500 in 2022 and \$399,500 in 2023. 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. 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. This funding is projected to end by 2028.

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**

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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. During 2023, an updated strategic plan will be developed with the help of a consultant, City staff, elected officials and members of the community. The cost to develop and re-strategize the City's plan is estimated to be \$150,000. Our goals for 2023 will focus on seven strategic priorities as identified through our existing 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. For 2023, 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 2022 budget. Exceptions may be made for special projects, such as technology upgrades and for recent increases in fuel and utilities.
- The City's Parks, Recreation & Cultural Arts fund shall operate with an \$8.8 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 \$56.1 million and \$51.5 million for 2022 and 2023 respectively. Revenue and expenditure estimates for both 2022 and 2023 represent conservative projections consistent with our past budgeting practices.

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.

The estimated 2022 available year-end balance of \$56.1 million for all funds is \$9.2 million less than the 2021 ending balance. The Capital Improvement Fund will show a \$2.4 million fund balance decrease in 2022 due to the expenditure of projects encumbered in 2021. The 2022 capital improvement program will also create a reduction in the General Fund balance due to a transfer to the Capital Improvement Fund. In addition, the Frazee Operations Fund will decrease \$1.0 million during 2022 due to expenditures exceeding revenues.

The budgeted 2023 available year-end balance for all funds shows a \$4.6 million decrease from the estimated 2022 ending balance. The 2023 decrease is largely due to capital improvement expenditures requiring the use of General Fund reserves. Other fund balance decreases are expected 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.

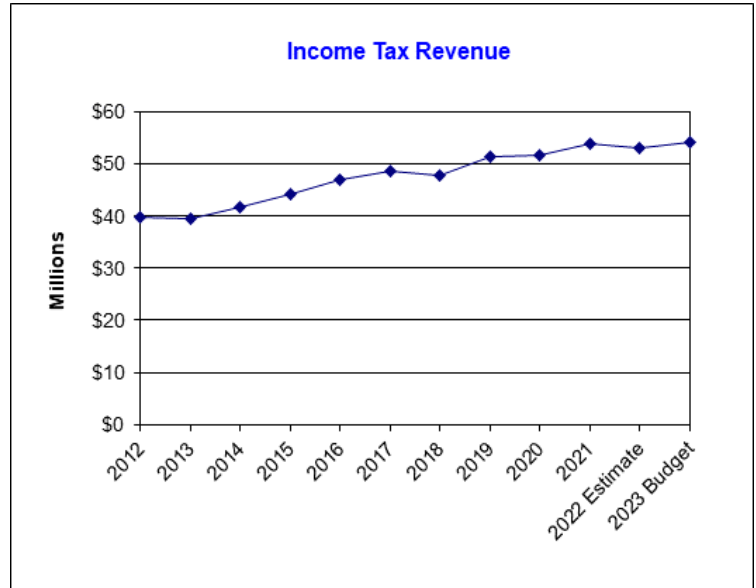
The Capital Improvement Fund sees an annual \$3.0 million reduction in fund balance. As described in the short-term financial policies, the City of Kettering received a \$40 million one-time estate tax distribution in 2013. Consistent with past practice, the funds were placed in the Capital Improvement 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 \$47.3 million and \$43.2 million for 2022 and 2023 respectively. The expected 2023 decrease is mainly attributable to capital improvements requiring a \$9 million General Fund transfer to the CIP Fund. The transfer to the CIP Fund is 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, net ARPA impact, is estimated at \$0.8 million in 2022 and \$2.0 million in 2023. This means that the City continues to cover its operating costs with current operating revenues.

The City of Kettering received \$13.9 in American Rescue Plan Act of 2021 (ARPA) funding in two tranche payments during 2021 and 2022. 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. Aside from \$145,000 used for touchless faucets in city facilities, the balance of funds were applied toward public safety payroll in 2022.

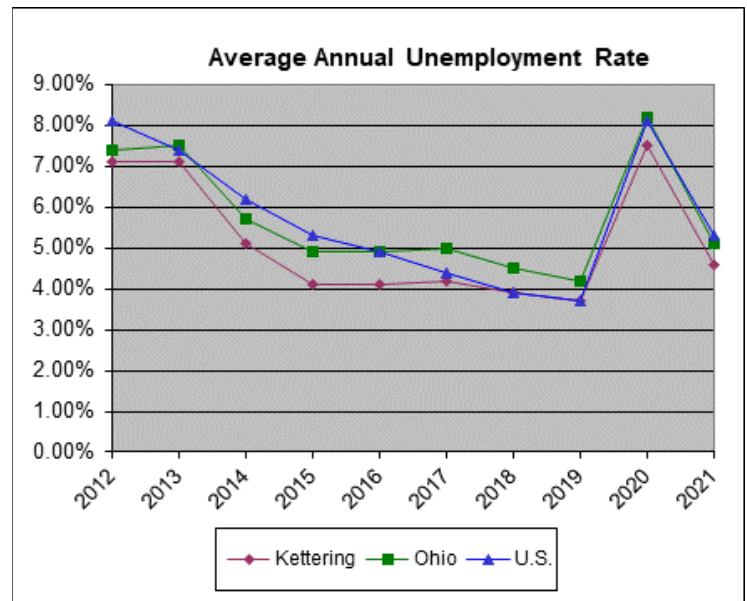
**REVENUES**

Year 2023 revenues for all funds are projected to be 14.3% less than estimated 2022 revenues, largely due to decreases in anticipated federal grants, state and local grants, and reimbursements. Additional decreases are expected in tax increment, licenses and permits, cigarette license, permissive tax, and fines, forfeits and costs. Increases are expected in property tax, income tax, local government fund, charges for services, investment earnings, rental income, special assessments, concessions, sponsorships, and the County ED/GE program. Homestead and rollback, gasoline tax, vehicle license fees, liquor and beer permits, and wireless 911 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.

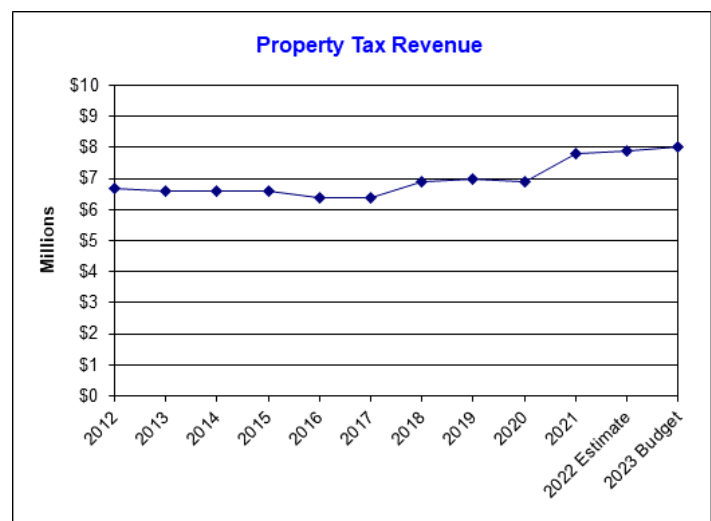
The business base ranges from major employers headquartered in Kettering, to midsize companies specializing in technology or professional services, to smaller family-owned businesses.

Kettering’s largest employers include Kettering Medical Center (KMC) the flagship facility of the Kettering Health Network (KHN) and Reynolds & Reynolds. KMC employs more than 3,500 and continues to expand in the community. After completion of a state of the art command center in the Kettering Business Park (KBP) in late 2019, KHN opened two new facilities in June 2021 to make healthcare more accessible for residents and visitors. An On Demand Care Center opened in the Town & Country Shopping Center offering same day, affordable care. The 3,200 square foot location was an investment of \$1.2 million in the heart of Kettering. KHN also opened its Years Ahead Health Center on East Stroop Road. The new \$5.6 million medical office focuses on senior care. Services include primary care and internal medicine, 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 2022. The City’s Economic Development Manager continues to work on new employer projects to replace the loss of Synchrony and further expand the diversity of Kettering’s business base.

One additional factor that continues to affect the City’s 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 allows 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 during the year. 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 2023 income tax receipts are expected to be 2.1% greater than 2022. Future years’ income tax revenue projections have been adjusted for inflationary increases, as well as for anticipated changes in employment at various Kettering employers. (*\$1,122,000 increase over 2022*)

*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 next triennial update will be completed in 2023. Generally the receipts in the years between the triennial adjustments are relatively flat. The 2023 revenue is estimated to be about .9% higher than 2022. (*\$70,000 increase over 2022*)

#### 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. Beginning in 2003, the City began receiving additional tax increment revenue for property located in Governor's Place that will continue for 20 years. The most recent tax exemption for the Prugh Woods housing development began generating additional revenue in 2019. 2022 receipts include some payments for construction completed at Prugh Woods but not captured by the County for previous years. The Meijer/Hempstead Station exemption will expire in 2022. (*\$169,000 decrease from 2022*)

*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. (*\$108,000 decrease from 2022*)

*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 2023, the City anticipates receiving \$594,000 in FAST Act funding for Wilmington Pike resurfacing – East Stroop to Beaverton. The City also expects \$473,000 from the ODOT Municipal Bridge Program for the West Avenue Bridge rehabilitation. The City plans to use a carryover of \$465,000 from CRRSAA related to the pandemic relief for resurfacing Woodman Drive – Wilmington Pike to Stocker. The 2022 Federal Grant revenue was unusually high as a result of monies received from the American Rescue Plan Act. (*\$18,959,000 decrease from 2022*)

*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. The City expects to receive \$200,000 in 2023 for the Flesher Avenue Bridge replacement. (*\$1,459,000 decrease from 2022*)

*Homestead & Rollback:* Property Tax Rollback and Homestead Exemptions are forms of property tax relief for which the State of Ohio reimburses local governments and schools. Ohio's landowners receive a reduction or "rollback" of 10% in total real property tax on non-business property and a 2.5% rollback in tax on the value of an owner-occupied home. The Homestead exemption allows eligible homeowners to exempt \$25,000 worth of market value of their home from local property taxes. The State's biennial 2013-2015 budget phased out the rollback so that reductions will not apply to new levies enacted after August 31, 2013. The State budget also applies a means/income test to determine eligibility for the Homestead exemption. *(No change from 2022)*

*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. Revenue projections are based on historical data and estimates from the State of Ohio Department of Taxation and Montgomery County. *(\$56,000 increase over 2022)*

*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. *(No change from 2022)*

*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. Receipts in the past few years were lower 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. *(\$1,000 decrease from 2022)*

*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 2022)*

*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. *(\$10,000 decrease from 2022)*

*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 2023 as we return to more normal programming in our Parks and Recreation Department and at the Frazee Pavilion following the COVID-19 pandemic. *(\$1,379,000 increase over 2022)*

*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. *(\$7,000 decrease from 2022)*

*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. A higher than normal increase is expected due to the required GASB 72 fair market accounting adjustments to investment holdings. *(\$2,638,000 increase over 2022)*

*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. *(\$80,000 increase over 2022)*

*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. *(\$33,000 increase over 2022)*

*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 2023 as PRCA activities continue to return to normal levels following reductions made to operations in response to the COVID-19 pandemic. *(\$436,000 increase over 2022)*

*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. A grant approved in late 2022 has been carried over to 2023. *(\$150,000 increase over 2022)*

*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. Miami Township reimburses the City for the salaries of three dispatchers and overtime in exchange for providing dispatch services. 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. (*\$488,000 decrease from 2022*)

### **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 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, \$238,000 loan proceeds with a 0% interest was received from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge reconstruction project. Another \$1,691,000 was received 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 an estimated \$17,000 in 2022 and \$49,000 in 2023.

### **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 2022 and proposed 2023 budgets restore funding for many of the prior year's reductions in the personnel and operating categories.

Operating costs (all funds) for 2023 are proposed at \$83.5 million compared to an estimated \$86.3 million in 2022. The total 2023 Operating budget (Personal Services, Operating Expenses and Capital Outlay combined) is 0.4% less than the original 2022 operating budget.

Proposed 2023 personal services are 2.5% greater than the original 2022 budget. The increase is due to the 2023 budget including an across the board pay increase of 2.25% for all full-time and regular part-time employees. In addition, health and dental insurance premiums will each increase 3.0%.

Pay increases for organized employees were determined through contract negotiations that took place during 2021. Both non-organized and most organized employees received 2.5% increases during 2021 and 2022. The proposed 2023 budget includes a 2.25% pay increase.

Please refer to pages 65 – 67 in the Budget Summary Section for detailed information on changes in positions and full time equivalents.

In 2023, 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 2023 budget includes a 3% increase in premium costs after a 3% increase in 2022. 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 2023 operating expenditures, exclusive of personnel and capital outlay, are 4.7% less than the original 2022 budget. The decrease is due to the 2022 budget including community programming expenditures that are not included in the 2023 budget.

Estimated 2022 operating expenditures include funding for two new homeowner assistance programs. A joint effort with the City of Kettering and Day Air Credit Union provide affordable and sustainable homeownership and home improvement for Kettering residents. The First-Time Homebuyer Assistance Program and the Home Improvement Assistance Program provide low-interest, forgivable loans to help offset down payment and renovation costs for current and future Kettering residents. The City's contribution is \$1.0 million.

Estimated 2022 operating expenditures also include \$3.8 million in federal grant funding, passed through Montgomery County, to administer an Emergency Rental Assistance Program called STAYPUT. The total program, combined with \$1.4 million from 2021, is \$5.2 million. The program provides emergency rental assistance to low-income renters whose evictions are processed through the Kettering Municipal Court.

As part of the 2023 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 2022 budgets with exceptions for inflationary increases in fuel, vehicle maintenance, and utility costs. 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.

The proposed 2023 capital outlay of \$2,680,700 is a continuation of the City's effort to upgrade its fleet. Proposed purchases were identified during a 2021 planning process undertaken by the Public Service Department to identify vehicle replacement needs citywide. Planned purchases include routine replacements for patrol vehicles, sedans, pickup trucks, dump trucks, a joint sealer, and a compost turner. Also included is a replacement fire engine, a new salt conveyor, and the carryover of equipment originally budgeted in 2022 but not purchased due to supply chain delays.

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 \$0.8 million in 2022 and by \$1.6 million in 2023. The General Fund operating margin alone, net ARPA impact, is anticipated to be \$0.8 million in 2022 and \$2.0 million in 2023.

### **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) continues to be a high priority for City Council. The CIP proposed for 2023 is \$16.6 million. When combined with estimated 2022 expenditures of \$22.0 million, the two-year total of \$38.6 million reflects City Council's strong commitment to rebuilding and maintaining the community's neighborhoods, infrastructure, roadways, fire & police stations, and recreational facilities.

Several capital improvement projects were completed during 2022, meeting the goals set forth in the plan. The \$2.6 million County Line Road Widening Project, completed in September 2022, expands 3 lanes to 5 creating a wider, smoother route from Interstate 675 to the Miami Valley Research Park. This joint project with the City of Beavercreek will boost job growth, more flexible land use and housing plans. Federal funding was provided at a 60% level. The \$442,000 Hewitt Avenue Bikeway Connector provides a bicycle connection between the Iron Horse Trail and the Bigger Road Trail to connect the City of Kettering and the City of Centerville over I-675. Federal Funding was provided at a 50% level.

The 2023 Capital Improvement Program comprises 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.

The \$15.9 million plan includes \$8.2 million in roadway improvements alone, leveraging the City's investment with \$1.8 million from outside sources. Roadway projects planned 2023 include Newcom Knolls neighborhood sidewalk and curb repairs; Southern Boulevard resurfacing from Stroop Road to Big Hill; East Stroop Road Bikeway from Glengarry to East Dorothy Lane; Wilmington Pike resurfacing from Stroop Road to Beaverton; Woodman Drive resurfacing from Wilmington Pike to Stocker; and bridge replacement and rehabilitations. Neighborhood asphalt street resurfacing will be funded in part with revenue received from the state gas tax increase in effect since 2019.

The 2023 plan also includes Golf Club Estates drainage improvements, a new neighborhood park with playground, the mill and overlay of the Kennedy Park parking lot, ADA compliance projects, a locker room upgrade at the Municipal Court, and other improvements to the City's facilities and parks.

An exciting project for 2023 will be the continuation of the multi-year, three-phase renovation of Rosewood Arts Center. 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 \$2.5 million began during 2021. Phase 2, at \$1.8 million began during 2022, and the final \$0.7 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 Center'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 Rosewood'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 177-184 (Capital Improvement Fund — \$15,882,000) for a detailed look at the proposed projects and their related impact on operating costs. Capital improvement expenditures are also budgeted in the State Highway Fund (\$125,000), Cemetery Fund (\$159,000), Frazee Pavilion Contributions Fund (\$35,000), and the Community Development Block Grant Fund (\$372,000).

## **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 \$1,056,000 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. In 2022, the City received a \$238,000 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 68-70 for the debt statements and a summary of the City's debt policy and legal debt margin.

Honorable Peggy Lehner and  
Members of Kettering City Council  
December 13, 2022

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## **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 2023 and will be prepared to make recommendations to modify the budget as necessary.

## **BUDGET PROCESS**

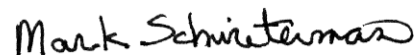
The City's budget process is perhaps, the most important process we facilitate in a given year. It represents a continuing cycle of reviewing long-range goals and objectives, planning, facilitation, and evaluation. A detailed explanation of our budget process is on pages 17 - 19.

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 95% 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

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



**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"> <li>• Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate with other agencies on snow and ice control. <b>(Public Service)</b></li> <li>• Increase participation in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat. <b>(Fire)</b></li> <li>• Continue the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, the City of Moraine, and the City of Dayton. <b>(Fire)</b></li> <li>• Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. <b>(Police)</b></li> <li>• Provide building permitting and inspection services to the City of Oakwood. <b>(Fire and P&amp;D)</b></li> <li>• Partner with the City of Dayton and Montgomery County to share building code inspection services. <b>(P&amp;D)</b></li> <li>• Explore a similar arrangement with other jurisdictions regarding inspections. <b>(P&amp;D)</b></li> <li>• Continued participation in the Miami Valley Risk Management Association (MVRMA). <b>(Finance)</b></li> <li>• Continue active participation with the Miami Valley Fire and EMS Alliance. <b>(Fire)</b></li> </ul>
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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"> <li>Utilize available communication tools to assist with business retention and attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Include business news section within <i>Contact with Kettering</i> quarterly newsletter and distribute to all businesses. <b>(Ec. Dev. and CIM)</b></li> <li>KMO Membership: Maintain Kettering-Moraine-Oakwood Chamber of Commerce (KMO) membership and appointment on Advisory Board. <b>(Ec. Dev.)</b></li> </ul>
<ul style="list-style-type: none"> <li>Attraction – Work to recruit new businesses to Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with the County Land Bank to identify and remove buildings causing blight in neighborhoods. <b>(P&amp;D)</b></li> <li>T&amp;C involvement – Work with Town &amp; County Shopping Center (T&amp;C) Management to take advantage of retail opportunities. <b>(P&amp;D and Ec. Dev.)</b></li> <li>Create and maintain inventory of available development and redevelopment sites throughout the City in order to best match development possibilities to appropriate areas. <b>(P&amp;D)</b></li> <li>Develop a City marketing packet that can be distributed to businesses. <b>(Ec. Dev. and CIM)</b></li> <li>Work to attract development within the Miami Valley Research Park <b>(Ec. Dev.)</b></li> </ul>
<ul style="list-style-type: none"> <li>Retention – Create/retain relationships with existing businesses in the City.</li> </ul>	<ul style="list-style-type: none"> <li>Visit existing businesses to discuss current operations and future needs. <b>(Ec. Dev.)</b></li> <li>Contact smaller companies through KMO Chamber participation and Business First visits. <b>(Ec. Dev.)</b></li> </ul>
<ul style="list-style-type: none"> <li>Expansion – Work with existing businesses interested in expanding their operations.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize existing federal, state and local resources to assist with business expansion. <b>(Ec. Dev. and P&amp;D)</b></li> <li>Implement the Wilmington Pike Improvement Plan including the Facade and Demolition Programs, and expand city-wide to promote redevelopment activities. <b>(Ec. Dev., P&amp;D and Engr.)</b></li> </ul>

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

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

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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>Safety Education — Explore new ways of providing Citywide safety education and outreach to the public. <b>(Police)</b></li> <li>Address senior safety issues. <b>(City Mgr.)</b></li> <li>Continue with and advance the Kettering Safe Senior Program (KSSP). <b>(Police)</b></li> <li>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. <b>(Fire, Police, and Engr.)</b></li> <li>Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering. <b>(Fire)</b></li> <li>Continue the City’s Safety Committee. <b>(HR)</b></li> </ul>
<ul style="list-style-type: none"> <li>Public Works — Ensure Public Safety through quality and responsive public works.</li> </ul>	<ul style="list-style-type: none"> <li>Design &amp; 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. <b>(Public Service)</b></li> <li>Streamline public service request process to establish and achieve standards for timely response to public safety issues (potholes, channels, etc.). <b>(Public Service)</b></li> <li>Continue coordination and repair regarding the annual Bridge Inspection Program. <b>(Engr.)</b></li> </ul>
<ul style="list-style-type: none"> <li>Police — Traffic Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Continue emphasis on Operating Vehicles while under the Influence (OVI). <b>(Police)</b></li> <li>Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. <b>(Police and Engr.)</b></li> </ul>
<ul style="list-style-type: none"> <li>Police — Crime Prevention/ Deterrents</li> </ul>	<ul style="list-style-type: none"> <li>Participate with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. <b>(Police)</b></li> <li>Continue to use bike patrol on night watches to target problem areas. <b>(Police)</b></li> <li>Continue to utilize Scanning Analysis Response Assessment forms to identify and address quality of life issues and criminal problems. <b>(Police)</b></li> <li>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. <b>(Police)</b></li> </ul>
<ul style="list-style-type: none"> <li>Police — Community-Based Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>Continue involvement in the National Night Out/ Spring Fling/ Community Clean-up Day as a way to get information on how the police can help the community. <b>(Police)</b></li> </ul>
<ul style="list-style-type: none"> <li>Fire — Continue to develop &amp; implement plans based on Risk Assessment and Hazard Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Continue to benchmark and evaluate the progress of the Fire Department based on national standards for risk assessment and hazard analysis. <b>(Fire)</b></li> </ul>

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

**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"> <li>• Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. <b>(All Depts.)</b></li> </ul>
<ul style="list-style-type: none"> <li>• Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, and communications. <b>(City Mgr., Admin. Systems)</b></li> <li>• Promote philosophy of excellent customer service throughout the departments. <b>(Individual Depts.)</b></li> <li>• Create leadership teams made up of cross-department personnel to develop and implement solutions to various City issues. <b>(City Mgr)</b></li> </ul>
<ul style="list-style-type: none"> <li>• Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. <b>(All Depts.)</b></li> </ul>

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

**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

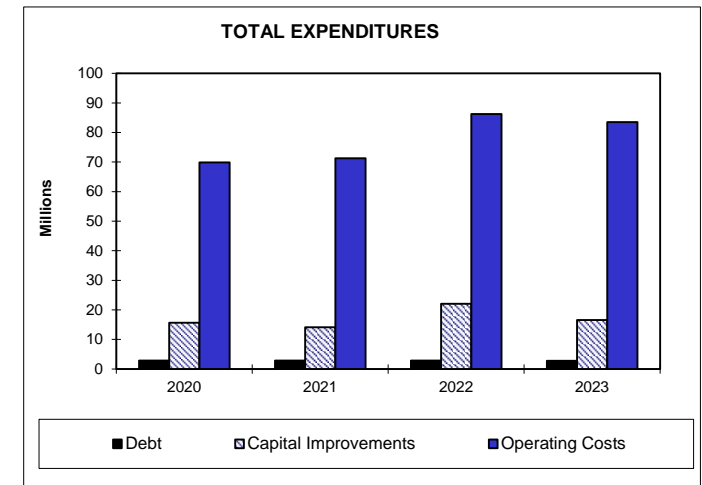
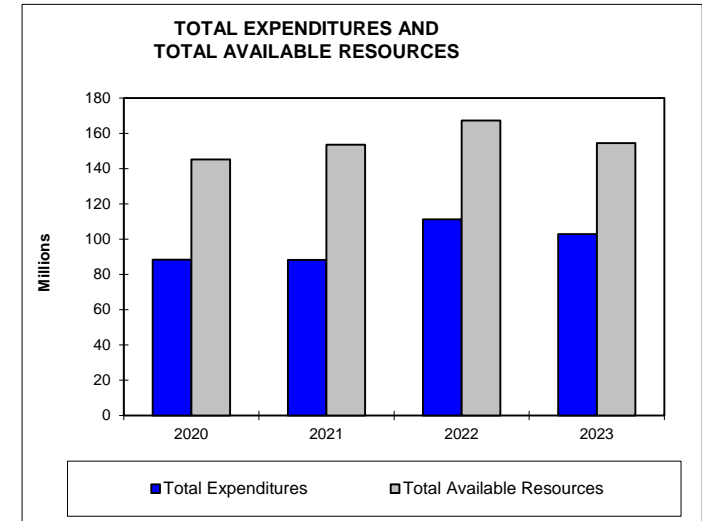
**Fire:** Fire Department  
**HR:** Human Resource Department  
**Individual Depts:** Individual Departments  
**PRCA:** Parks, Recreation & Cultural Arts  
**Police:** Police Department  
**Parks Dept:** Parks Maintenance  
**P&D:** Planning & Development  
**Public Service:** Public Service Department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



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

**TABLE I**

	Actual 2020	Actual 2021	Estimated 2022	Proposed 2023
<b>Available Resources</b>				
Balance January 1 <sup>a</sup>	\$79,817,246	\$84,082,507	\$90,050,292	\$85,199,185
Nonspendable: Inventory & Loans	3,326,352	3,210,654	3,109,497	3,084,474
Restricted for: CDBG Loans	856,300	813,675	779,442	779,000
Committed to: Economic Development	762,947	1,176,000	1,325,000	2,125,000
Committed to: Capital Improvement	21,129,284	18,464,461	15,253,135	12,434,135
Assigned for: Road Construction/Public Works	1,176,350	1,048,000	628,000	418,000
Assigned for: Community Programs, Capital Equipment & Capital Improvements	0	0	7,963,320	3,062,440
<b>Net Balance</b>	<b>52,566,013</b>	<b>59,369,717</b>	<b>60,991,898</b>	<b>63,296,136</b>
<b>Revenues</b>				
	82,841,283	92,214,253	106,304,000	91,067,000
Other Financing Sources	9,803,427	1,962,010	17,000	49,000
Less: Other Financing Uses	0	0	0	0
<b>Total Available Resources</b>	<b>145,210,723</b>	<b>153,545,980</b>	<b>167,312,898</b>	<b>154,412,136</b>
<b>Expenditures</b>				
Operating Costs	69,844,826	71,251,431	86,270,620	83,487,570
Capital Improvements	15,653,696	14,127,409	22,067,000	16,573,000
Debt Service	2,880,927	2,829,638	2,834,487	2,805,285
<b>Total Expenditures</b>	<b>88,379,449</b>	<b>88,208,478</b>	<b>111,172,107</b>	<b>102,865,855</b>
<i>Revised Budget (Total Expenditures) b.</i>	<i>104,906,535</i>	<i>105,203,039</i>	<i>117,412,080</i>	
<b>Net Balance December 31<sup>c</sup></b>	<b>\$56,831,274</b>	<b>\$65,337,502</b>	<b>\$56,140,791</b>	<b>\$51,546,281</b>
Net Balance Change From Prior Year	\$7,846,674	\$8,506,228	(\$9,196,711)	(\$4,594,510)



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

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

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

**ESTIMATED 2023 FUND BALANCE\***

**TABLE II  
Page 1 of 2**

<u>Code</u>	<u>Fund</u>	<u>Balance January 1, 2023</u>	<u>Nonspendable Inventory, Restrictions, Commitments, &amp; 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, 2023</u>
101	General	60,404,749	(8,522,914)	68,918,000	20,000	(24,595,000)	53,048,910	0	0	43,175,925
	Special Revenue:									
202	Street Maintenance	177,409	(167,000)	3,714,000	25,000	4,276,000	8,014,900	0	0	10,509
203	State Highway	98,007	0	255,000	0	0	175,000	125,000	0	53,007
205	Cemetery	382,782	0	14,000	0	0	20,000	159,000	0	217,782
213	Police Pension	10,575	0	410,000	0	1,490,000	1,900,200	0	0	10,375
220	EMS Fund	883,867	0	253,000	0	0	17,000	0	0	1,119,867
246	Parks & Recreation	10,001	0	3,375,000	0	8,822,000	12,196,200	0	0	10,801
247	Lincoln Park Civic Commons & Amphitheatre Operations	2,466,530	0	5,745,000	0	0	6,045,000	0	0	2,166,530
260	DESC Reuse Funds	10,996	0	12,000	0	154,000	166,000	0	0	10,996
269	American Rescue Plan Act Fund	0	0	0	0	0	0	0	0	0
271	Special Grants & Programs	3,187,247	0	775,000	0	0	920,360	35,000	0	3,006,887
283	Community Dev.Block Grant	1,221,776	(779,000)	1,230,000	4,000	0	912,000	372,000	0	392,776
	Total Special Revenue	8,449,190	(946,000)	15,783,000	29,000	14,742,000	30,366,660	691,000	0	6,999,530
318	Debt Service	990,443	0	2,272,000	0	863,000	72,000	0	2,805,285	1,248,158
	Capital Projects:									
406	Capital Improvement	15,354,803	(12,434,135)	4,094,000	0	8,990,000	0	15,882,000	0	122,668
	GRAND TOTAL	85,199,185	(21,903,049)	91,067,000	49,000	0	83,487,570	16,573,000	2,805,285	51,546,281

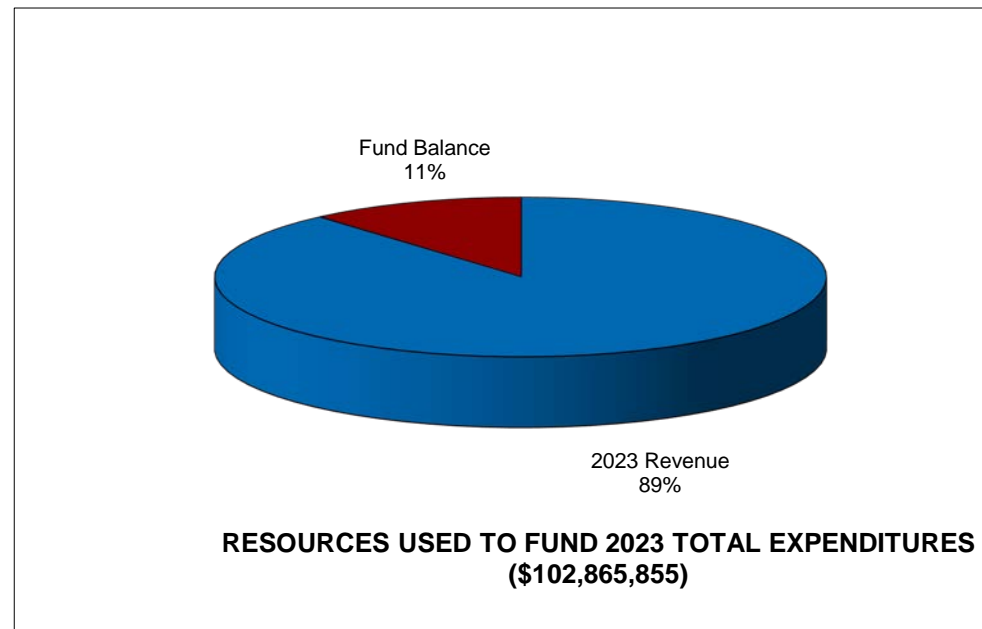
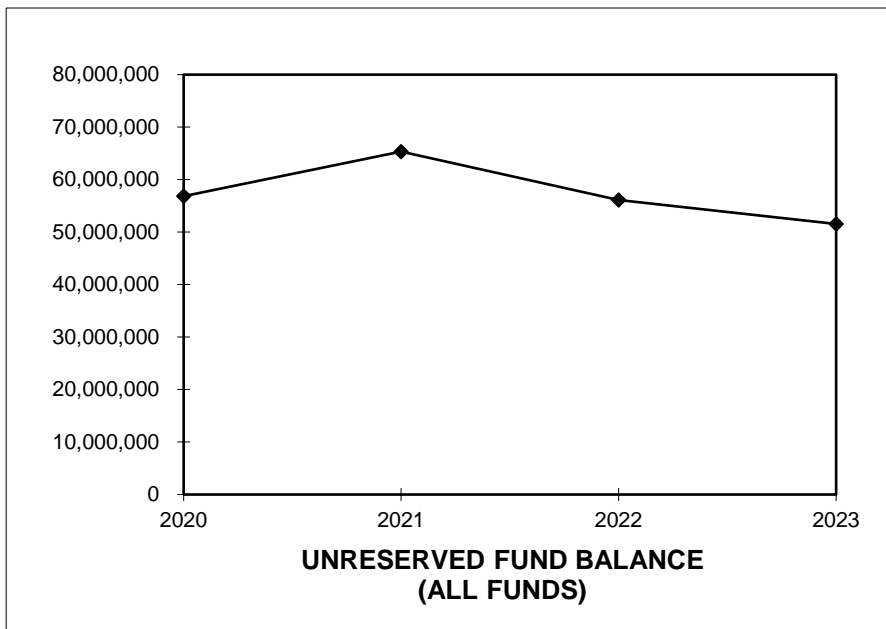
\* Fund Balance represents the funds remaining after the application of available revenues and resources to support the expenditures for the fund.

\*\* Please see Fund Balance Classifications discussion on page 14. The 2023 General Fund amount includes prepaid workers compensation insurance; unclaimed funds; assets held for re-sale; a commitment for economic development; and assignments for neighborhood roadway improvements, community programs, capital equipment & capital 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.

## 2023 FUND BALANCE

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The 2021 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 during 2020 and continued staffing reductions in 2021. The pandemic prompted facility closures and programming reductions that partially extended into 2021. Capital equipment purchases were delayed due to supply chain shortages. In addition, the City's Frazee Pavilion was awarded a \$3.0 million Shuttered Venue Operators Grant from the U.S Small Business Association to assist with lost revenue from the venue's closure in 2020 and abbreviated performance season in 2021.

Estimated decreases in the 2022 and 2023 unreserved fund balances are largely due to the planned use of General Fund reserves for a portion of the City's capital improvement program and for the purchase of capital equipment/apparatus delayed during the COVID-19 pandemic.

2023 revenues will fund 89% of the City's proposed 2023 expenditures, while 11% of the expenditures will require the use of fund balance.

**REVENUES CLASSIFIED BY SOURCE**

**TABLE III  
Page 1 of 2**

Object Code	Mills 2021	Actual 2020	Percent of Total	Actual 2021	Percent of Total	* Estimated 2022	Percent of Total	* Proposed 2023	Percent of Total	
Property Taxes:										
41110	Real (Non-voted)	2.50	2,597,973	3.1%	2,940,946	3.2%	2,984,000	2.8%	3,013,000	3.3%
41120	Real (Voted)	4.13	4,333,054	5.2%	4,857,987	5.3%	4,924,000	4.6%	4,965,000	5.5%
	Total Property Taxes	6.63	6,931,027	8.4%	7,798,961	8.5%	7,908,000	7.4%	7,978,000	8.8%
41300	Tax Increment		404,253	0.5%	358,311	0.4%	573,000	0.5%	404,000	0.4%
41500	City Income Tax		51,818,582	62.6%	53,952,954	58.5%	53,200,000	50.0%	54,322,000	59.7%
42000	Licenses and Permits		486,764	0.6%	580,220	0.6%	696,000	0.7%	588,000	0.6%
43100	Federal Grants		5,709,902	6.9%	9,802,366	10.6%	21,756,000	20.5%	2,797,000	3.1%
43400	State and Local Grants		250,079	0.3%	969,744	1.1%	2,524,000	2.4%	1,065,000	1.2%
43500	Homestead & Rollback		975,283	1.2%	1,086,979	1.2%	1,097,000	1.0%	1,097,000	1.2%
43510	Local Government Fund		907,448	1.1%	958,251	1.0%	1,020,000	1.0%	1,076,000	1.2%
43540	Gasoline Tax		2,876,590	3.5%	3,024,689	3.3%	2,950,000	2.8%	2,950,000	3.2%
43550	Vehicle License Fees		742,479	0.9%	816,674	0.9%	777,000	0.7%	777,000	0.9%
43560	Liquor & Beer Permits		9,749	0.0%	52,977	0.1%	60,000	0.1%	60,000	0.1%
43570	Cigarette License		525	0.0%	870	0.0%	2,000	0.0%	1,000	0.0%
43580	Wireless 911 Tax		154,450	0.2%	154,387	0.2%	280,000	0.3%	280,000	0.3%
43850	County Shared Revenues		423,832	0.5%	206,264	0.2%	216,000	0.2%	206,000	0.2%
44100	Charges for Services		2,176,816	2.6%	4,825,167	5.2%	6,458,000	6.1%	7,837,000	8.6%
45100	Fines, Forfeits & Costs		1,127,622	1.4%	1,477,978	1.6%	1,584,000	1.5%	1,577,000	1.7%
46100	Investment Earnings		942,849	1.1%	(139,392)	-0.2%	(1,448,000)	-1.4%	1,190,000	1.3%
44200	Rental Income		421,210	0.5%	572,240	0.6%	910,000	0.9%	990,000	1.1%
46300	Special Assessments		1,106,950	1.3%	1,129,336	1.2%	1,057,000	1.0%	1,090,000	1.2%
46900	Concessions		2,849	0.0%	616,379	0.7%	925,000	0.9%	1,320,000	1.4%
46910	Sponsorships		3,864	0.0%	304,953	0.3%	516,000	0.5%	557,000	0.6%
49400	County ED/GE Program		500,000	0.6%	0	0.0%	0	0.0%	150,000	0.2%
49400	Reimbursements & Miscellaneous		4,868,160	5.9%	3,663,945	4.0%	3,243,000	3.1%	2,755,000	3.0%
	TOTAL RECEIPTS		82,841,283	100.0%	92,214,253	100.0%	106,304,000	100.0%	91,067,000	100.0%
	REVISED BUDGET		83,633,192		99,684,313		107,198,518			

\* Refer to page 37 (Budget Message) for a detailed listing of the assumptions used to project 2022 and 2023 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.

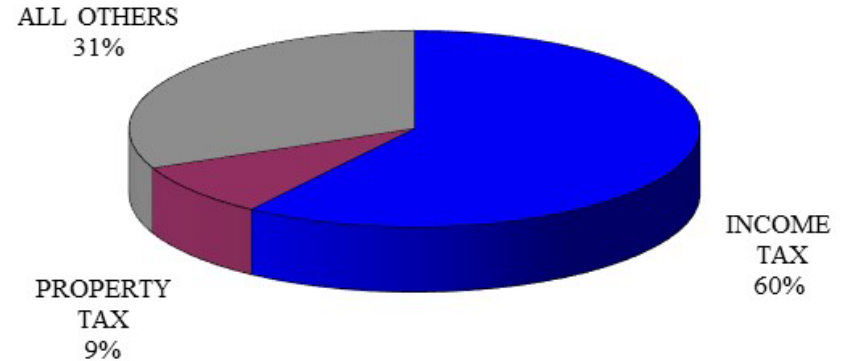
### General Property Taxes

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 2021 tax rates collected in 2022, 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 123.04 mills with the remainder going to the Kettering schools, Montgomery County, and Libraries. The 123.04 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 98.98 mills for commercial property and 80.23 mills for residential property.

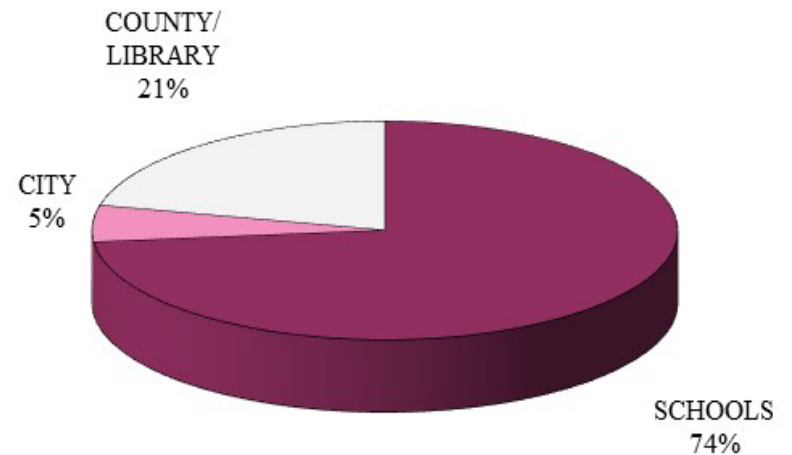
### Other Revenues

Additional discussion on revenues can be found in the City Manager's Budget Message. Please see pages 37-42.

## 2023 REVENUES



## PROPERTY TAX RATES



# APPROXIMATE SHARE OF TOTAL 2023 EXPENDITURES

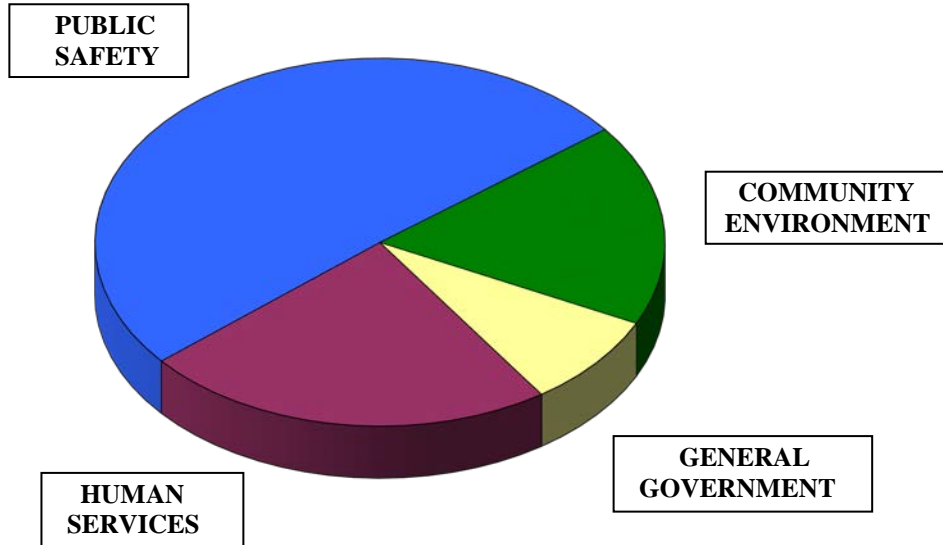
TABLE IV

## Public Safety

Crime Prevention & Control	19.71%
Fire & Emergency Medical Services	18.25%
Highway Safety	8.57%
Court	<u>3.58%</u>
	50.11%

## Community Environment

Economic and Community Development/Housing & Property Maintenance	5.20%
Streets & Drainage	<u>12.70%</u>
	17.91%



## Human Services

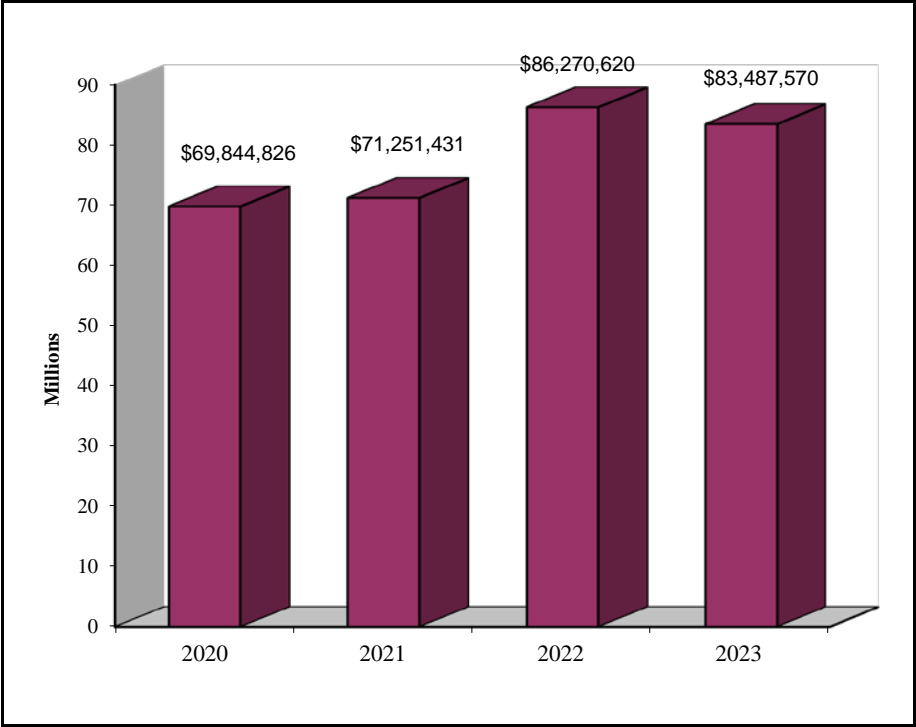
Parks, Recreation & Cultural Arts	23.34%
Public Health	0.05%
Youth Services	<u>0.33%</u>
	23.71%

## General Government

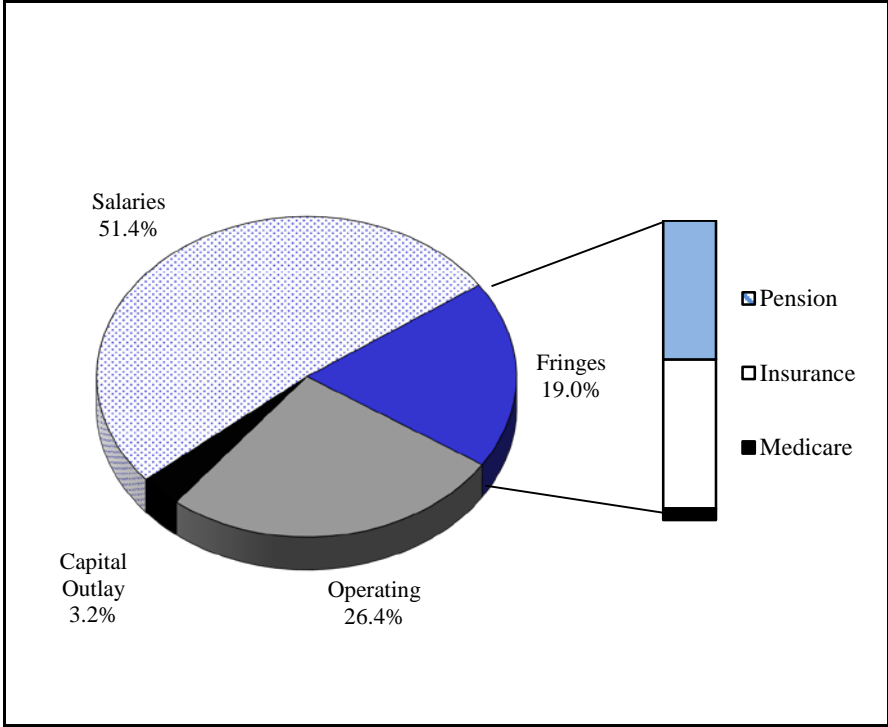
Citizen Committees	0.16%
Public Representation	0.31%
General Administration	1.12%
Legal Services	1.21%
Personnel Administration	1.29%
Financial Administration	2.97%
Administrative Support	0.93%
Volunteer Program	<u>0.28%</u>
	8.27%

# PROPOSED 2023 OPERATING COSTS

63



TOTAL OPERATING COSTS



DISTRIBUTION OF PROPOSED 2023 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 2020		Actual 2021		Estimated 2022		Proposed 2023	
		Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
0050	Mayor and Council	207,385	0.3%	196,726	0.3%	392,530	0.5%	286,800	0.3%
0100	Municipal Court	1,499,087	2.1%	1,452,398	2.0%	1,490,330	1.7%	1,819,660	2.2%
0150	Clerk of Courts	1,056,541	1.5%	1,068,833	1.5%	1,158,030	1.3%	1,277,900	1.5%
0250	Office of the City Manager	746,183	1.1%	769,927	1.1%	880,290	1.0%	856,700	1.0%
0300	Law Department	1,027,475	1.5%	1,028,388	1.4%	1,094,840	1.3%	1,192,200	1.4%
0350	Finance Department	2,668,038	3.8%	2,737,359	3.8%	3,013,160	3.5%	3,038,000	3.6%
0400	Administrative Support	883,493	1.3%	842,347	1.2%	902,740	1.0%	952,400	1.1%
0450	Human Resource Department	1,142,779	1.6%	1,213,359	1.7%	1,234,840	1.4%	1,309,800	1.6%
0500	Planning & Development Department	2,439,857	3.5%	2,426,701	3.4%	3,796,940	4.4%	2,823,700	3.4%
0550	Economic Development	5,800,379	8.3%	1,457,008	2.0%	1,034,830	1.2%	748,600	0.9%
0600	Police Department	16,693,965	23.9%	17,577,148	24.7%	18,341,760	21.3%	19,488,840	23.3%
0700	Fire Department	11,910,531	17.1%	15,274,567	21.4%	18,913,650	21.9%	17,351,400	20.8%
0800	Engineering Department	2,389,267	3.4%	2,504,532	3.5%	2,784,850	3.2%	2,811,700	3.4%
0950	Street Lighting	405,994	0.6%	438,614	0.6%	441,000	0.5%	451,000	0.5%
2000	Street Division	6,073,307	8.7%	6,036,630	8.5%	7,971,190	9.2%	8,174,900	9.8%
2400	Parks, Recreation & Cultural Arts	8,705,531	12.5%	9,438,390	13.2%	11,087,400	12.9%	12,216,200	14.6%
2200	Fraze Pavilion Operations	764,217	1.1%	344,352	0.5%	5,241,000	6.1%	6,045,000	7.2%
	Special Grants and Programs	3,770,584	5.4%	4,867,614	6.8%	4,535,600	5.3%	405,500	0.5%
	CDBG Programs	710,074	1.0%	493,260	0.7%	635,100	0.7%	912,000	1.1%
1700	Community Information	201,715	0.3%	238,165	0.3%	294,350	0.3%	278,900	0.3%
	DESC	133,698	0.2%	139,971	0.2%	170,800	0.2%	166,000	0.2%
	Other Cost Centers	566,780	0.8%	658,980	0.9%	785,390	0.9%	808,370	1.0%
	Debt Service	<u>47,946</u>	<u>0.1%</u>	<u>46,162</u>	<u>0.1%</u>	<u>70,000</u>	<u>0.1%</u>	<u>72,000</u>	<u>0.1%</u>
	<b>GRAND TOTAL OPERATING COSTS</b>	<b>69,844,826</b>	<b>100.0%</b>	<b>71,251,431</b>	<b>100.0%</b>	<b>86,270,620</b>	<b>100.0%</b>	<b>83,487,570</b>	<b>100.0%</b>
<b>Object Code</b>	<b>Object Code by Cost Center</b>								
Personnel:									
71100-71300	Salaries & Wages	36,962,791	52.9%	38,892,899	54.6%	40,530,910	47.0%	42,917,100	51.4%
Fringe Benefits:									
71500	Pension Contribution	6,425,940	9.2%	6,671,116	9.4%	7,062,590	8.2%	7,352,400	8.8%
71600	Employee Insurance	5,761,038	8.2%	6,305,241	8.8%	6,705,440	7.8%	7,875,200	9.4%
71700	Medicare	<u>511,698</u>	<u>0.7%</u>	<u>543,393</u>	<u>0.8%</u>	<u>570,510</u>	<u>0.7%</u>	<u>629,000</u>	<u>0.8%</u>
	<b>Total Personnel</b>	<b>49,661,467</b>	<b>71.1%</b>	<b>52,412,649</b>	<b>73.6%</b>	<b>54,869,450</b>	<b>63.6%</b>	<b>58,773,700</b>	<b>70.4%</b>
Operating Expenses:									
72000-72999		18,926,075	27.1%	18,699,286	26.2%	26,867,370	31.1%	22,033,170	26.4%
Capital Outlay:									
77000-77999		<u>1,257,284</u>	<u>1.8%</u>	<u>139,496</u>	<u>0.2%</u>	<u>4,533,800</u>	<u>5.3%</u>	<u>2,680,700</u>	<u>3.2%</u>
	<b>GRAND TOTAL OPERATING COSTS</b>	<b>69,844,826</b>	<b>100.0%</b>	<b>71,251,431</b>	<b>100.0%</b>	<b>86,270,620</b>	<b>100.0%</b>	<b>83,487,570</b>	<b>100.0%</b>
<b>Revised Budget</b>		<b>79,052,285</b>		<b>83,041,837</b>		<b>91,694,921</b>			



TABLE VI

STAFFING LEVEL (FTE) COMPARISON <sup>1</sup>

Code		Funded 2020			Funded 2021			Funded 2022			Proposed 2023		
		Full Time	Part Time	Total 2020	Full Time	Part Time	Total 2021	Full Time	Part Time	Total 2022	Full Time	Part Time	Total 2023
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	0.9	12.9
0150	Clerk of Court	12.0	0.0	12.0	11.0	0.0	11.0	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	0.6	7.6	8.0	0.0	8.0	8.0	0.0	8.0
0350	Finance Department	19.0	2.2	21.2	19.0	1.1	20.1	19.0	2.2	21.2	19.0	2.3	21.3
0400	Administrative Support	4.0	4.6	8.6	4.0	4.0	8.0	4.0	4.3	8.3	5.0	2.7	7.7
0450	Human Resources Department	7.0	0.0	7.0	6.5	0.0	6.5	7.0	0.0	7.0	7.0	0.0	7.0
0500	Planning and Development	18.0	3.1	21.1	17.0	2.9	19.9	18.0	3.1	21.1	18.0	3.1	21.1
0550	Economic Development	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1
0600	Police Department & Dispatch	114.0	6.7	120.7	112.0	5.4	117.4	117.0	5.4	122.4	119.0	4.7	123.7
0700	Fire Department <sup>2</sup>	84.3	0.5	84.8	83.3	0.5	83.8	83.0	1.0	84.0	83.0	1.0	84.0
0800	Engineering Department	15.8	3.8	19.6	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	1.5	0.3	1.8	2.0	0.0	2.0	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	2.6	45.8	39.2	1.2	40.4	41.2	2.6	43.8	41.2	2.6	43.8
2200	Fraze Pavilion Operations Fund	5.0	16.7	21.7	4.4	16.7	21.1	4.0	17.1	21.1	5.0	14.9	19.9
2400	Parks, Recreation & Cultural Arts	39.0	96.5	135.5	35.8	84.2	120.0	41.0	92.3	133.3	42.0	83.9	125.9
4300	Vehicle Maintenance Center	8.0	0.6	8.6	8.0	0.0	8.0	8.0	0.0	8.0	7.0	0.0	7.0
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	5.1	31.1	25.0	2.6	27.6	26.0	1.4	27.4	26.0	0.8	26.8
TOTAL		428.3	151.9	580.2	413.5	131.5	545.0	429.0	141.4	570.4	433.0	127.7	560.7

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.

Note: Refer to pages 66 and 67 for an analysis of material changes in staffing level.

*This analysis should be reviewed in conjunction with Table VI (page 65).*

**STAFFING LEVEL (FTE) ANALYSIS**

<b><u>Department</u></b>	<b><u>Explanation</u></b>
Mayor and Council	No significant increases or decreases in regular staffing from 2020-2023.
Municipal Court	During 2022, the part-time Bailiff (0.3 fte) performing eviction services retired. The Montgomery County Sheriff's Office will provide these services in 2023. 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	For 2022, a Deputy Clerk was promoted to Chief Deputy Clerk and a second Deputy Clerk was promoted to a new Project Coordinator position.
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 and 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 and 2023, funding is restored for the vacant positions and hours are restored for the regular part-time Technician.
Administrative Support	The part-time Administrative Designer position (0.6) has been vacant since 2021 and will not be funded for 2023. Over the past two years, the Print Shop has experienced a staffing shortage. In response, the part-time Clerk/Typist was promoted to a full-time Clerk, combining the roles of Records Center and Print Shop into a single position.
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 and 2023.
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. Effective 2022, funding is restored for these positions. For 2023, a full-time Clerk will be re-classed to a Technician I position to better reflect job duties.
Economic Devel.	No significant increases or decreases in regular staffing from 2020-2023.
Police Department	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. Effective 2022, funding is restored for the Patrol Officer positions.  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. Effective 2023, the additional part-time dispatch position is eliminated and two full-time Civilian Dispatch Supervisor positions are created.
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. For 2020 through 2023, the temporary part-time Engineering Aide positions will remain vacant.

*This analysis should be reviewed in conjunction with Table VI (page 65).*

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 2020-2023.
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. Effective 2022, funding is restored 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 annual budgets included funding or partial year funding for this position, it was not filled for reasons including the cancellation of the 2020 performance season and the reduction of the 2021 season.</p> <p>The 2023 budget includes a new full-time Facility Coordinator with an off-setting reduction in temporary part-time hours.</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. Effective 2023, this position is included in the Park, Recreation and Cultural Arts Fund to better reflect the work performed by this position.</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. Personnel models for 2021 through 2023 reflect staffing changes in response to COVID 19. The pandemic prompted facility closures in 2020 that extended into part of 2021. Ongoing challenges in hiring and retaining employees impact program offerings. As a result, temporary and regular part-time recreation positions are reduced for 2023.</p> <p>The department anticipates strong demand for the Rosewood Arts Center's ceramics studio. For 2023, the existing part-time Ceramics Coordinator will be converted to a full-time position.</p> <p>In 2022, the Parks Maintenance Division reduced the number of regular part-time Assistant Crew Leaders from six to four and hired 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 2023, a vacant Maintenance Supervisor position is eliminated and one Mechanic position will be converted to a Lead Mechanic position.
Information Systems	No significant increases or decreases in staffing from 2020-2023.
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 a full-time Facility Attendant position. The currently vacant part-time Clerk position is not funded for 2023.</p>

fte: Full Time Equivalent

**DEBT STATEMENT**

<u>Purpose</u>	Schedule of Bonds and Notes for The Years 2022 and 2023				Amount Outstanding <u>12/31/2022</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	02-04-2015	1.00%-4.00%	12-01-2024	2,215,000	520,000
PRCA Improvement Refunding Bonds, Series 2019	12-17-2019	2.12%-2.66%	12-01-2028	6,825,000	4,715,000
Fire Station Improvement Bonds	02-04-2015	1.00%-4.00%	12-01-2034	15,500,000	10,360,000
Police Station Improvement Bonds	02-12-2020	2.00%-3.00%	12-01-2039	8,300,000	7,245,000
TOTAL				<u>32,840,000</u>	<u>22,840,000</u>
Promissory Notes:					
Ohio Public Works Commission:					
Spaulding Road	10-01-2002	0.00%	01-01-2023	1,520,719	38,018
Bigger Road	11-01-2002	3.00%	01-01-2024	511,071	49,751
County Line Road	12-01-2002	0.00%	07-01-2023	686,098	34,305
Ridgeway Road Bridge Replacement	07-01-2022	0.00%	01-01-2052	238,111	234,142
TOTAL				<u>2,955,999</u>	<u>356,216</u>
TOTAL				35,795,999	23,196,216

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

**DEBT STATEMENT**

PURPOSE	Actual Payments in 2020			Actual Payments in 2021			Estimated Payments in 2022			Payments Due in 2023			Payments Due 2024 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	240,000	30,400	270,400	245,000	25,600	270,600	250,000	20,700	270,700	255,000	15,700	270,700	265,000	10,600	275,600
PRCA Improvement Refunding Bonds, Series 2019	690,000	156,887	846,887	700,000	145,830	845,830	720,000	127,210	847,210	740,000	108,058	848,058	3,975,000	260,518	4,235,518
Fire Station Improvement Bonds	675,000	377,650	1,052,650	690,000	364,150	1,054,150	705,000	350,350	1,055,350	720,000	336,250	1,056,250	9,640,000	1,967,600	11,607,600
Police Station Improvement Bonds, Series 2020	370,000	146,065	516,065	340,000	174,550	514,550	345,000	167,750	512,750	355,000	160,850	515,850	6,890,000	1,327,300	8,217,300
<b>TOTAL</b>	<b>1,975,000</b>	<b>711,002</b>	<b>2,686,002</b>	<b>1,975,000</b>	<b>710,130</b>	<b>2,685,130</b>	<b>2,020,000</b>	<b>666,010</b>	<b>2,686,010</b>	<b>2,070,000</b>	<b>620,858</b>	<b>2,690,858</b>	<b>20,770,000</b>	<b>3,566,018</b>	<b>24,336,018</b>
Promissory Notes:															
Ohio Public Works Commission:															
Spaulding Road	38,018	0	38,018	76,036	0	76,036	76,036	0	76,036	38,018	0	38,018	0	0	0
Bigger Road	15,165	1,918	17,083	31,016	3,151	34,167	31,954	2,213	34,167	32,920	1,247	34,167	16,831	252	17,083
County Line Road	17,153	0	17,153	34,305	0	34,305	34,305	0	34,305	34,305	0	34,305	0	0	0
Ridgeway Road Bridge (Series 06-01-2005)	122,060	611	122,671	0	0	0	0	0	0	0	0	0	0	0	0
Ridgeway Road Bridge (07-01-2022)	0	0	0	0	0	0	3,969	0	3,969	7,937	0	7,937	226,205	0	226,205
<b>TOTAL</b>	<b>192,396</b>	<b>2,529</b>	<b>194,925</b>	<b>141,357</b>	<b>3,151</b>	<b>144,508</b>	<b>146,264</b>	<b>2,213</b>	<b>148,477</b>	<b>113,180</b>	<b>1,247</b>	<b>114,427</b>	<b>243,036</b>	<b>252</b>	<b>243,288</b>
<b>TOTAL</b>	<b>2,167,396</b>	<b>713,531</b>	<b>2,880,927</b>	<b>2,116,357</b>	<b>713,281</b>	<b>2,829,638</b>	<b>2,166,264</b>	<b>668,223</b>	<b>2,834,487</b>	<b>2,183,180</b>	<b>622,105</b>	<b>2,805,285</b>	<b>21,013,036</b>	<b>3,566,270</b>	<b>24,579,306</b>
<b>REVISED BUDGET</b>	<b>2,167,438</b>	<b>715,782</b>	<b>2,883,220</b>	<b>2,116,357</b>	<b>713,283</b>	<b>2,829,640</b>	<b>2,170,395</b>	<b>668,223</b>	<b>2,838,618</b>						

## DEBT POLICY AND LEGAL DEBT MARGIN

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.

### LEGAL DEBT MARGIN - DECEMBER 31, 2021

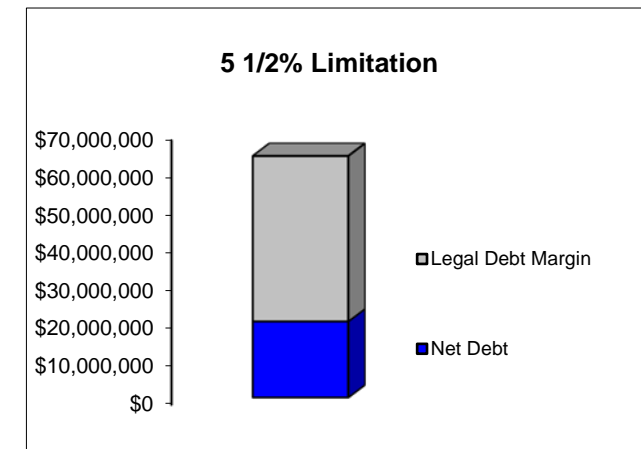
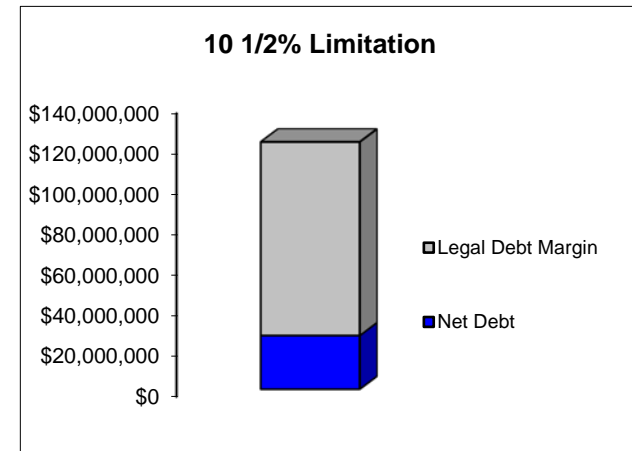
	10-1/2% OF ASSESSED <u>VALUATION (1)</u>	5-1/2% OF ASSESSED <u>VALUATION (2)</u>
OVERALL DEBT LIMITATIONS	\$140,873,034	\$73,790,637
GROSS INDEBTEDNESS	25,920,331	25,920,331
Less Debt outside limitations-		
Voted Debt		5,498,832
Special Assessment Debt	0	0
Promissory Notes	502,478	502,478
Less Debt Service Available Fund Balance	763,930	763,930
 NET DEBT WITHIN LIMITATIONS	 24,653,923	 19,155,091
 LEGAL DEBT MARGIN WITHIN LIMITATIONS	 \$116,219,111	 \$54,635,546

Source: City of Kettering, Ohio, Department of Finance

(1) Applies to both voted and unvoted debt. The total assessed valuation is \$1,341,647,940.

(2) Applies only to unvoted debt. The total assessed valuation is \$1,341,647,940.

## LEGAL DEBT MARGIN



**SUMMARY OF CAPITAL IMPROVEMENTS**

**TABLE VIII**

Activity Code	Actual 2020	Actual 2021	Estimated 2022	Total Proposed 2023	Capital Improvement Fund	Special Revenue Funds
5100 Traffic Controls						
Miscellaneous Traffic Controls				55,000	55,000	
Citywide Traffic Signal System Upgrade Phase 4: Right of Way				100,000	100,000	
Total Traffic Controls	667,140	1,025,413	2,548,000	155,000	155,000	0
5200 Street Surfacing & Roadway Improvements						
Normal Program				1,416,000	1,416,000	
Gas Tax Program				1,000,000	1,000,000	
ADA Curb Ramp Replacement Program				125,000	125,000	
Curb, Sidewalk, & Drive Approach Repair Program				825,000	825,000	
Thoroughfares, Arterials & Collectors				480,000	480,000	
Golf Club Estates				175,000	175,000	
Research Blvd. medians				125,000	0	125,000
Southern Blvd: Stroop to Dorothy Lane (\$400,000 carryover)				430,000	430,000	
E. Stroop Bikeway: Glengary to E. Dorothy Lane				200,000	200,000	
Wilmington Pike Resurfacing: E. Stroop to Beaverton				1,658,000	1,658,000	
Woodman Drive: Wilmington Pike to Stocker (\$335,000 carryover)				800,000	800,000	
Ansel Bridge Rehabilitation (\$2,000 carryover)				42,000	42,000	
Danube Court Bridge Rehabilitation: Right of Way				45,000	45,000	
Flesher Avenue Bridge Replacement				485,000	485,000	
West Avenue Bridge Rehabilitation				568,000	568,000	
Total Street Surfacing & Roadway Improvements	5,051,289	9,501,352	10,037,000	8,374,000	8,249,000	125,000
5700 Streetscape Improvements						
W. Stroop Sidewalk: Stonebridge to Ridgeway Right of Way				140,000	140,000	
Pole and Bus Stop Painting				20,000	20,000	
Bike program				10,000	10,000	
Total Streetscape Improvements	0	13,221	61,000	170,000	170,000	0
5900 Drainage Improvements						
Golf Club Estates				1,375,000	1,375,000	
Stormwater Master Plan & Miscellaneous Drainage				125,000	125,000	
Total Drainage Improvements	6,702	7,300	114,000	1,500,000	1,500,000	0
6100 Parks, Recreation & Cultural Arts						
Beavertown Cemetery Improvements				159,000	0	159,000
Annual Park Program (\$40,000 carryover)				645,000	645,000	
KRC Improvements				120,000	120,000	
Water Park and Main Pool Improvements				115,000	115,000	
Rosewood Arts Centre Improvements				1,415,000	1,415,000	
Gentile Park (\$1,487,000 carryover)				1,628,000	1,628,000	
City Sites Artwork Projects				50,000	50,000	
Polen Farm Improvements				145,000	145,000	
Kennedy Park Parking Lot				110,000	110,000	
Tennis/Basketball Court Resurfacing				110,000	110,000	
Other Miscellaneous PRCA Improvements				205,000	205,000	
Total Parks & Recreation	866,383	1,450,661	7,996,000	4,737,000	4,543,000	194,000
8070 & 8099 Frazee Pavilion Rooftop HVAC Replacement				35,000	0	35,000
6500 Tree Planting and Landscaping	54,962	31,848	182,000	215,000	215,000	
6600 Other						
ADA Improvements				25,000	25,000	
Miscellaneous Building Improvements				282,000	282,000	
Fire Station Attic Heaters				50,000	50,000	
Public Service Improvements				15,000	15,000	
Core Fiber Network Enhancement				180,000	180,000	
Facility Security				15,000	15,000	
6700 Kettering Business Park Building 46 Code Improvements				303,000	303,000	
6700 Court Facility Locker Room Improvements				180,000	180,000	
8000 Community Development Block Grant Projects and Acquisitions				372,000	0	372,000
Total Other	9,007,220	2,097,614	1,129,000	1,422,000	1,050,000	372,000
<b>GRAND TOTAL CAPITAL IMPROVEMENTS</b>	<b>15,653,696</b>	<b>14,127,409</b>	<b>22,067,000</b>	<b>16,573,000</b>	<b>15,882,000</b>	<b>691,000</b>
Revised Budget	22,971,031	19,322,561	22,878,541			

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

**REVENUES AND EXPENDITURES BY FUND TYPE**

	General Fund				Special Revenue Funds			
	Actual <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>	Actual <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>
REVENUES:								
Property Taxes	5,922,137	6,703,987	6,806,000	6,873,000	312,028	353,217	357,000	360,000
Payments in lieu of taxes	0	0	0	0	0	0	0	0
Income Tax	51,818,582	53,952,954	53,200,000	54,322,000	0	0	0	0
Licenses and Permits	469,824	559,460	683,000	575,000	16,940	20,760	13,000	13,000
Intergovernmental Revenues	2,250,910	1,946,337	2,026,000	2,231,000	8,007,084	11,068,636	24,239,000	5,316,000
Charges for Services	47,537	36,843	40,000	40,000	1,204,533	3,864,415	5,036,000	6,437,000
Fines, Forfeits and Costs	819,716	1,080,793	1,156,000	1,156,000	307,906	397,185	428,000	421,000
Investment Earnings	629,501	(77,925)	(1,223,000)	925,000	24,142	(29,489)	(79,000)	60,000
Special Assessments	413,019	408,059	408,000	400,000	0	0	0	0
Miscellaneous	4,018,525	2,332,102	2,270,000	2,396,000	919,984	2,512,871	2,792,000	3,176,000
<b>TOTAL REVENUES</b>	<b>66,389,751</b>	<b>66,942,610</b>	<b>65,366,000</b>	<b>68,918,000</b>	<b>10,792,617</b>	<b>18,187,595</b>	<b>32,786,000</b>	<b>15,783,000</b>
EXPENDITURES:								
Current:								
General Government	17,249,331	13,012,208	14,732,630	13,834,900	1,065,658	814,069	1,071,800	1,548,860
Public Safety	27,102,783	31,246,821	21,569,539	35,280,840	1,753,062	1,906,257	16,012,321	1,976,200
Public Works	2,612,135	2,716,006	2,973,700	2,920,200	6,073,307	6,036,630	7,971,190	8,174,900
Human Services	335,567	400,292	520,960	476,770	9,469,748	9,782,742	16,328,400	18,261,200
Miscellaneous	364,705	422,630	484,480	536,200	3,770,584	4,867,614	4,535,600	405,500
Capital Improvements:					203,073	2,416,332	1,645,000	691,000
Debt Service:								
Principal								
Interest								
<b>TOTAL EXPENDITURES</b>	<b>47,664,521</b>	<b>47,797,957</b>	<b>40,281,309</b>	<b>53,048,910</b>	<b>22,335,432</b>	<b>25,823,644</b>	<b>47,564,311</b>	<b>31,057,660</b>
<b>Revised Budget</b>	<b>52,862,435</b>	<b>51,662,375</b>	<b>42,797,206</b>		<b>28,104,369</b>	<b>34,240,322</b>	<b>50,608,370</b>	

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



**TABLE IX**

**REVENUES AND EXPENDITURES BY FUND TYPE**

	Debt Service Fund				Capital Projects Fund				Total			
	Actual <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>	Actual <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>	Actual <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>
<b>REVENUES:</b>												
Property Taxes	696,862	741,757	745,000	745,000					6,931,027	7,798,961	7,908,000	7,978,000
Payments in lieu of taxes					404,253	358,311	573,000	404,000	404,253	358,311	573,000	404,000
Income Tax									51,818,582	53,952,954	53,200,000	54,322,000
Licenses and Permits									486,764	580,220	696,000	588,000
Intergovernmental Revenues	98,148	103,469	103,000	103,000	2,194,195	3,954,759	4,314,000	2,809,000	12,550,337	17,073,201	30,682,000	10,459,000
Charges for Services	924,746	923,909	1,382,000	1,360,000					2,176,816	4,825,167	6,458,000	7,837,000
Fines, Forfeits and Costs									1,127,622	1,477,978	1,584,000	1,577,000
Investment Earnings	14,985	(4,857)	(32,000)	24,000	274,221	(27,121)	(114,000)	181,000	942,849	(139,392)	(1,448,000)	1,190,000
Special Assessments	0	0	0	0	693,931	721,277	649,000	690,000	1,106,950	1,129,336	1,057,000	1,090,000
Miscellaneous	40,000	40,000	40,000	40,000	317,574	272,544	492,000	10,000	5,296,083	5,157,517	5,594,000	5,622,000
<b>TOTAL REVENUES</b>	<b>1,774,741</b>	<b>1,804,278</b>	<b>2,238,000</b>	<b>2,272,000</b>	<b>3,884,174</b>	<b>5,279,770</b>	<b>5,914,000</b>	<b>4,094,000</b>	<b>82,841,283</b>	<b>92,214,253</b>	<b>106,304,000</b>	<b>91,067,000</b>
<b>EXPENDITURES:</b>												
<b>Current:</b>												
General Government					0	0	0	483,000	18,314,989	13,826,277	15,804,430	15,866,760
Public Safety					667,140	1,025,413	2,548,000	155,000	29,522,985	34,178,491	40,129,860	37,412,040
Public Works					4,880,353	7,519,017	10,020,000	9,919,000	13,565,795	16,271,653	20,964,890	21,014,100
Human Services					921,178	1,482,509	7,033,000	4,758,000	10,726,493	11,665,543	23,882,360	23,495,970
Miscellaneous	47,946	46,162	70,000	72,000	8,981,952	1,684,138	821,000	567,000	13,165,187	7,020,544	5,911,080	1,580,700
<b>Capital Improvements:</b>									203,073	2,416,332	1,645,000	691,000
<b>Debt Service:</b>												
Principal	2,167,396	2,116,357	2,166,264	2,183,180					2,167,396	2,116,357	2,166,264	2,183,180
Interest	713,531	713,281	668,223	622,105					713,531	713,281	668,223	622,105
<b>TOTAL EXPENDITURES</b>	<b>2,928,873</b>	<b>2,875,800</b>	<b>2,904,487</b>	<b>2,877,285</b>	<b>15,450,623</b>	<b>11,711,077</b>	<b>20,422,000</b>	<b>15,882,000</b>	<b>88,379,449</b>	<b>88,208,478</b>	<b>111,172,107</b>	<b>102,865,855</b>
<b>Revised Budget</b>	<b>2,947,220</b>	<b>2,881,640</b>	<b>2,912,618</b>		<b>20,992,511</b>	<b>16,418,702</b>	<b>21,093,886</b>		<b>104,906,535</b>	<b>105,203,039</b>	<b>117,412,080</b>	

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

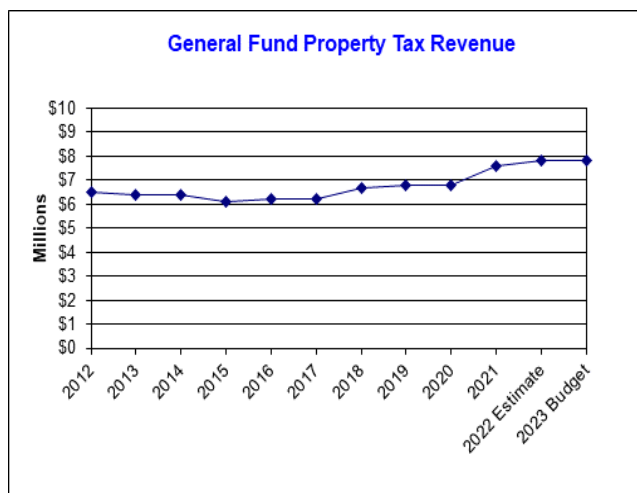
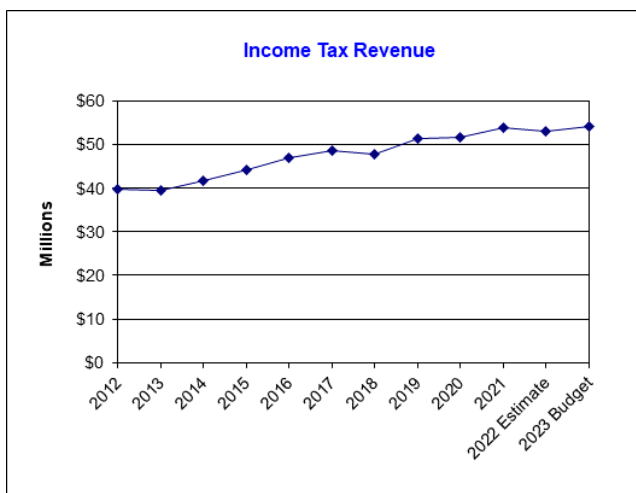


CITY OF KETTERING

# GENERAL FUND RECEIPTS

# FUND 101

	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	44,803,248	52,728,026	57,983,058	60,404,749
Nonspendable: Inventory, Loans & Prepays	3,055,622	3,015,235	2,968,505	2,917,474
Committed to: Economic Development	762,947	1,176,000	1,325,000	2,125,000
Assigned for: Road Construction/Public Works	1,176,350	1,048,000	628,000	418,000
Assigned for: Community Programs,				
Capital Equipment & Capital Improvement:	<u>0</u>	<u>0</u>	<u>7,963,320</u>	<u>3,062,440</u>
Net Balance	39,808,329	47,488,791	45,098,233	51,881,835
<b>RECEIPTS</b>				
Property Taxes				
Real Non-Voted 2.2 Mills	2,285,945	2,587,730	2,627,000	2,653,000
Real Voted 3.5 Mills	<u>3,636,192</u>	<u>4,116,233</u>	<u>4,179,000</u>	<u>4,220,000</u>
Total General Property Tax	5,922,137	6,703,987	6,806,000	6,873,000
City Income Tax	51,818,582	53,952,954	53,200,000	54,322,000
City Licenses and Permits	469,824	559,460	683,000	575,000
State Grants	0	0	0	0
Homestead & Rollback	833,188	934,239	944,000	944,000
Local Government Fund	907,448	958,251	1,020,000	1,076,000
Liquor & Beer Permits	9,749	52,977	60,000	60,000
Cigarette Tax	525	870	2,000	1,000
Charges for Services	47,537	36,843	40,000	40,000
Court Fines, Forfeits and Costs	819,716	1,080,793	1,156,000	1,156,000
Investment Earnings	629,501	(77,925)	(1,223,000)	925,000
Special Assessments	413,019	408,059	408,000	400,000
Reimbursements & Miscellaneous	<u>4,518,525</u>	<u>2,332,102</u>	<u>2,270,000</u>	<u>2,546,000</u>
<b>TOTAL REVENUE</b>	<b>66,389,751</b>	<b>66,942,610</b>	<b>65,366,000</b>	<b>68,918,000</b>
<b>OTHER FINANCING SOURCES</b>				
Sale of City Assets	1,018,145	1,613,900	15,000	20,000
Transfer in From Other Funds	<u>0</u>	<u>0</u>	<u>102,000</u>	<u>0</u>
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>1,018,145</b>	<b>1,613,900</b>	<b>117,000</b>	<b>20,000</b>
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	<b>107,216,225</b>	<b>116,045,301</b>	<b>110,581,233</b>	<b>120,819,835</b>



# 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>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	150,803	137,135	174,630	174,600	60.88%
<b>Operating Expenditures</b>	56,582	59,591	217,900	112,200	39.12%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	207,385	196,726	392,530	286,800	100.00%

The proposed 2023 budget is 9.8% greater than the 2022 budget and 26.9% less than estimated 2022 expenditures. Estimated 2022 personnel expenditures show an increase over 2021 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.

Operating expenditures for 2020 and 2021 reflect an under-spending of each year's budget. For 2022 the Mayor and Council operating expenditures are increased due to an updated Facilities Division chargeback. The Public Service Facilities Division updated its internal service fund chargeback methodology. This created an increase in operating expenditures for some departments and a decrease for others. Estimated 2022 and proposed 2023 operating expenditures include funding for strategic planning services.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
Mayor & Council	7	7	7	7
Clerk of Council	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$
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		
• First Tier Suburbs		• Utilize the consortium to influence policy at the state level.		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Attend Regular First Tier Suburbs Meetings	11	11	11	11
ACTION AGENDA		TACTIC		
• School Board -Enhance communication		• Continue the joint meetings between Council and the School Board.		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Hold Joint School Board Meetings	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		
• Provide avenues through which residents can communicate with City Administration		• Hold community meetings when appropriate to gauge public opinion.		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Hold City Council meetings	23	24	24	24

## Workload Indicators: Mayor and Council

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Legislative Action:				
Resolutions Adopted	158	122	160	125
Ordinances Adopted	19	20	16	22
Liquor Permits Processed	24	10	15	10
Organization / Community Engagement:				
Ribbon Cuttings	10	10	17	10
Special recognition certificates	4	4	8	4

# 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 2022 that the Court will distribute to the City's General Fund about \$1,156,000 for Court fines and fees. In addition, approximately \$79,000 will come to Kettering from Centerville and Moraine, and another \$228,000 will be reimbursed from Montgomery County.

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

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	1,073,507	1,070,817	1,073,010	1,242,400	81.93%
<b>Operating Expenditures</b>	252,182	253,111	269,640	274,100	18.07%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,325,689	1,323,928	1,342,650	1,516,500	100.00%

The proposed 2023 budget is 5.3% greater than the 2022 budget and 12.9% greater than estimated 2022 expenditures.

Effective 2022, operating expenditures include eviction services provided by the Montgomery County Sheriff's Office. This service was previously performed in-house.

## **Staffing Levels**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Judges</b>	2	2	2	2
<b>Bailiffs</b>	2	2	2	2
<b>Probation Off./Deputy Bailiff</b>	2	2	2	2
<b>Judicial Assistant</b>	0	0	0	2
<b>Administrative Secretary</b>	4	4	4	3
<b>Court Reporter</b>	2	2	2	1
<b>Substitute Judge</b>	0.3	0.3	0.3	0.3
<b>Civil Magistrate</b>	0.3	0.3	0.3	0.3
<b>Part-Time Deputy Bailiff</b>	0.3	0.3	0.3	0
<b>Part-Time Clerical</b>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
<b>Total</b>	13.2	13.2	13.2	12.9

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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	895,632	869,672	896,210	954,500	85.98%
<b>Operating Expenditures</b>	112,421	146,793	143,600	155,700	14.02%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,008,053	1,016,465	1,039,810	1,110,200	100.00%

The proposed 2023 budget is 2.2% less than the 2022 budget and 6.8% greater than estimated 2022 expenditures.

Effective 2021, a currently vacant full-time Deputy Clerk position will not be filled. For 2022, a Deputy Clerk was promoted to Chief Deputy Clerk and a second Deputy Clerk was promoted to a new Project Coordinator position.

The 2021 operating expenditures include costs associated with a one-time amnesty event in conjunction with Montgomery County Municipal Court.

## **Staffing Levels**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Clerk of Courts</b>	1	1	1	1
<b>Chief Deputy Clerk</b>	0	0	1	1
<b>Project Coord.</b>	0	0	0	1
<b>Deputy Clerks</b>	11	10	9	8
<b>Part-Time Clerical</b>	0	0	0	0
<b>Temp. Part-Time</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	12.0	11.0	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

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### 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	697,350	719,674	825,690	800,900	93.49%
<b>Operating Expenditures</b>	48,833	50,253	54,600	55,800	6.51%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	746,183	769,927	880,290	856,700	100.00%

The proposed 2023 budget is 7.7% greater than the 2022 budget and 2.7% less than estimated 2022 expenditures. Estimated 2022 personnel expenditures include costs associated with the retirement of the existing City Manager and the hiring of a new City Manager.

**Staffing Levels**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>City Manager</b>	1	1	1	1
<b>Assistant City Manager</b>	1	1	1	1
<b>Senior Services Coordinator</b>	1	1	1	1
<b>Compliance &amp; Inclusion Manager</b>	0.25	0.25	0.25	0.25
<b>Secretary</b>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>
<b>Total</b>	4.2	4.2	4.2	4.2

**Performance Measurements: City Manager’s Office**

<b>STRATEGIC PRIORITY:</b>				
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>• Greater leadership in MVRPC</li> </ul>	<ul style="list-style-type: none"> <li>• Be an active participant in Miami Valley Regional Planning Commission Initiatives and Programs</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
MVRPC Board Meetings attended	12	12	12	12
Participation on MVRPC Board Executive Committee	Yes	Yes	Yes	Yes
MVRPC Technical Advisory Committee Meetings attended	12	12	12	12

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Dayton Development Coalition (DDC)</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in DDC Economic Development initiatives through the DDC's Public Sector Advisory Committee.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of DDC Public Sector Advisory Committee meetings attended	4	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>MVCC - Greater leadership in and influence on MVCC to realize ROI</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of GovTech meetings attended	11	12	11	12

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>Address senior safety issues.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of senior resident home visits conducted to determine and address individual needs and issues	76	75	50	50
Conduct senior safety training sessions	Yes	Yes	Yes	Yes

<b>STRATEGIC PRIORITY:</b>				
<b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, and communications.</li> <li>Promote philosophy of excellent customer service throughout the departments.</li> <li>Create leadership teams made up of cross-department personnel to develop and implement solutions to various City issues.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
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	No	Yes	Yes

<b>STRATEGIC PRIORITY:</b>				
<b>DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Maintain a strong sense of Community Pride</li> </ul>	<ul style="list-style-type: none"> <li>Continue to host the Community Block party, where residents can gather to learn about City programs, services and events.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Community Block Party held	Yes	Yes	Yes	Yes

### **Workload Indicators: City Manager's Office**

<b>WORKLOAD INDICATORS</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Administrative:				
Contracts and agreements signed	349	300	260	300
Council Inquiry Management System (CIMS) Requests Received	22	25	29	25
CIMS Requests Resolved	21	25	21	25
Number of external phone calls received	100	100	100	100
Compliance & Inclusion:				
Modification Requests Received	13	20	16	25
Senior Services:				
Number of Senior Citizens served	1,555	2,100	1,500	1,600

# 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.

#### **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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
Personnel Expenditures	912,195	912,105	963,840	1,006,800	84.45%
Operating Expenditures	115,280	116,283	131,000	185,400	15.55%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,027,475	1,028,388	1,094,840	1,192,200	100.00%

The proposed 2023 budget is 1.0% greater than the 2022 budget and 8.9% greater than estimated 2022 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. Effective 2022, funding is provided for a full-time Clerk position. The part-time Paralegal position (0.6) will not be funded.

Expenditures for 2020, 2021, and 2022 represent an under-spending of each year's budget.

### Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</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	2	2
Part-time Clerical	0.7	0.0	0.0	0.0
Part-time Paralegal	<u>0.6</u>	<u>0.6</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	8.3	7.6	8.0	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"> <li>Ensure adequate maintenance on all properties throughout Kettering</li> </ul>	<ul style="list-style-type: none"> <li>Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
If requested, prepare legislation to amend the property maintenance code.	0 amendments	1 amendments	1 amendment	1 amendment

**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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Respond to public records requests within a reasonable time as required by law.	100%	100%	100%	100%

**Workload Indicators: Law Department**

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Program: General Legal Services				
Resolutions written	158	122	160	125
Ordinances written	19	20	16	22
Public records request responses	242	189	189	195
Contracts written/reviewed	341	326	348	355
Miscellaneous legal services	112	190	197	197
Program: Criminal Prosecution				
Criminal cases filed	1,690	1,703	1,756	1,740
Trials/hearings	557	476	476	480

# 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 7,800 accounts payable checks, 18,000 direct deposits of payroll and 2,500 purchase orders. In addition, the Tax Division collects in excess of \$53.2 million annually in City income tax and maintains active records on over 58,000 taxpayers.

## 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-eighth 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 forty-first 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	2,154,235	2,217,361	2,350,160	2,460,500	80.99%
<b>Operating Expenditures</b>	513,803	519,998	663,000	577,500	19.01%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	2,668,038	2,737,359	3,013,160	3,038,000	100.00%

The proposed 2023 budget is 0.5% greater than the original 2022 budget and 0.8% greater than estimated 2022 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 are increased for 2022 and 2023 due to higher collections on delinquent accounts. Included in the estimated 2022 operating expenditures is a two-year renewal of the bank lockbox used for income tax mail processing and imaging.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Finance Director</b>	1	1	1	1
<b>Assistant Finance Dir.</b>	1	1	1	1
<b>Budget Manager</b>	1	1	1	1
<b>Purchasing Manager</b>	1	1	1	1
<b>Tax Manager</b>	1	1	1	1
<b>Financial Analyst</b>	2	2	2	2
<b>Finance Technician II</b>	7.5	7.5	7.5	7.5
<b>Finance Technician I</b>	3.5	3.2	3.5	3.6
<b>Secretary</b>	1	1	1	1
<b>Full-time Clerk</b>	1	1	1	1
<b>Part-Time Clerical</b>	<u>1.2</u>	<u>0.3</u>	<u>1.2</u>	<u>1.2</u>
<b>Total</b>	21.2	20.1	21.2	21.3

## Performance Measurements: Finance Department

<b>STRATEGIC PRIORITY:</b>				
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>	<ul style="list-style-type: none"> <li>Continued participation in the Miami Valley Risk Management Association (MVRMA).</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Number of MVRMA meetings attended by Finance Director	8	8	8	8
Number of MVRMA committees with Finance Director representation	2	2	2	2
MVRMA rebates received	1	1	0	1

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>	<ul style="list-style-type: none"> <li>Continued participation in state, local and regional cooperative bidding and contracts</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of cooperative bids and contracts each year	28	20	35	30
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Co-operation among regional municipal tax entities</li> </ul>	<ul style="list-style-type: none"> <li>Continued participation in Southwest Ohio Tax Administrators Association (SWOTAA)</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of SWOTAA meetings attended by Income Tax Manager	2	4	4	4
ACTION AGENDA	TACTIC			
Tax Preparers – Enhance Communication	<ul style="list-style-type: none"> <li>Seek out opportunities to speak to various tax preparation organizations</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Speaking Engagements	0	3	2	2

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Provide long-term financial planning aligned with the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop a 5-year Capital Improvement Plan (CIP).</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
5-year Capital Improvement Plan presented at Council Workshop	9/02/2021	09/27/2022	8/23/2022	9/26/2023
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Develop financial documents that meet the highest reporting standards and provide relevant information to all users</li> </ul>	<ul style="list-style-type: none"> <li>Prepare Annual Comprehensive Financial Report and Budget in accordance with both GAAP and GFOA standards.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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	39	40	40	41
Years received GFOA's Distinguished Budget Presentation award	36	37	37	38
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"> <li>Optimize use of automated receipts of withholding and other tax receipts</li> </ul>	<ul style="list-style-type: none"> <li>Investigate additional ways for taxes to be paid via electronic methods</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Electronic payments received	59,200	60,000	60,300	60,500
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Optimize the Electronic Return Filing</li> </ul>	<ul style="list-style-type: none"> <li>Improve methods and option for taxpayers to submit electronic returns</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Electronic Returns Filed	2,421	2,500	2,625	2,700

### Workload Indicators: Finance Department

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Program: Accounting				
Checks Processed	6,880	7,585	7,800	8,000
EFT Vendor Payments	6	615	10	10
Late Penalties Paid	2	0	2	0
Receipts Processed	3,764	4,200	3,900	4,000
Travel Forms Processed	71	200	160	200
1099's Issued	142	200	200	200
Direct Deposits Processed	16,948	22,000	18,000	18,450
Program: Taxation				
New Accounts	4,452	5,000	5,600	5,200
Refunds	1,143	1,800	1,600	1,350
Accounts Maintained: Active	56,868	57,000	58,000	58,500
Accounts Maintained: Inactive	115,146	113,000	117,600	118,000
Deferred Payment Plans in Place	448	540	485	450
% of Accounts Delinquent	0.65%	0.64%	0.66%	0.65%
Program: Purchasing				
Purchase Orders Issued	2,072	2,000	2,500	2,000
Bid Openings held	8	15	12	12
Request for Proposal/Quotes Processed	82	100	100	100
Local Preference Quotes	51	20	60	50
Annual Inventories Completed	10	0	0	10

# 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**

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### **Records Management**

#### **Program Purpose:**

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

#### **Program Description:**

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

#### **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)**

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	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	700,613	674,442	655,240	731,100	76.76%
<b>Operating Expenditures</b>	182,880	167,905	247,500	221,300	23.24%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	883,493	842,347	902,740	952,400	100.00%

The proposed 2023 budget is 0.4% greater than the original 2022 budget and 5.5% greater than estimated 2022 expenditures.

The part-time Administrative Designer position (0.6) has been vacant since 2021 and will not be funded for 2023. Over the past two years, the Print Shop has experienced a staffing shortage. In response, the part-time Clerk/Typist was promoted to a full-time Clerk, combining the roles of Records Center and Print Shop into a single position.

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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</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	2.0	2.6	2
Clerk – Records Center/Print Shop	0	0	0	1
Clerk/Typist – Records Center	0.5	0.5	0.5	0
Part-Time Clerical - Records Center	0.2	0.2	0.2	0.2
Part-Time Clerical – Print Shop	1.6	1.6	1.2	0.8
Part-Time PBX Operators	<u>1.2</u>	<u>1.2</u>	<u>1.3</u>	<u>1.2</u>
<b>Total</b>	8.6	8.0	8.3	7.7

## 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"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Monthly Telecom Spend (Citywide/All Services)	\$15,695	\$15,450	\$15,942	\$16,000
Annual Bulk Mail Cost Savings vs. 1 <sup>st</sup> Class	\$86,242	\$90,000	\$78,000	\$83,000

## Workload Indicators: Administrative Support

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Program: Reception Desk				
Avg. daily phone calls answered	33.5	36.0	34.0	35.0
Avg. daily walk in patrons assisted	27.6	25.0	35.0	35.0
Program: Design and Publishing				
Total Support Requests Completed	1,595	1,690	1,690	1,750
Program: Mail and Messenger Service				
Outbound 1 <sup>st</sup> Class pieces metered	67,680	68,000	69,000	67,000
Bulk mail pieces	327,541	375,000	280,900	310,000



# 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 429 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

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### 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, management training, and 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	853,223	918,217	878,140	957,200	73.08%
<b>Operating Expenditures</b>	289,556	295,142	356,700	352,600	26.92%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	1,142,779	1,213,359	1,234,840	1,309,800	100.00%

The proposed 2023 budget is 7.8% greater than the 2022 budget and 6.1% greater than estimated 2022 expenditures.

Operating expenditures for 2020 and 2021 reflect an under-spending of each year's budget. Estimated 2022 expenditures include executive search services related to the recruitment of a City Manager.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Human Resources Director</b>	1	1	1	1
<b>Human Resources Managers</b>	2	2	2	2
<b>Human Resources Technicians</b>	3	2.5	3	3
<b>Secretary</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	7.0	6.5	7.0	7.0

## Performance Measurements: Human Resources Department

<b>STRATEGIC PRIORITY:</b>				
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>MVCC - Greater leadership in and influence on MVCC to realize ROI</li> </ul>	<ul style="list-style-type: none"> <li>Influence 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.).</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Meet quarterly with MVCC to collaborate on trainings at least four times per year	3	6	7	9
Number of employees who attended MVCC trainings	11	30	15	20

**STRATEGIC PRIORITY:****MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS**

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Evaluate monthly and/or as invoices are received	Yes	Yes	Yes	Yes
Meet with McGohan Brabender to evaluate Medical Dental, Vision, Life insurance	12	6	12	12

**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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>Continue the City's Safety Committee.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Safety Committee meetings attended	6	6	6	6
Number of missed workdays due to workplace injuries.	219	268	151	180

**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"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Research to potentially implement an online application process	n/a	Yes	Yes	Yes
Number of applications received via online application portal if implemented	n/a	Target is pending implementation of portal	950	1,100

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Meet with Department Directors bi-monthly or as needed	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Position evaluations performed	70	30	60	40
Examinations developed or administered	3	4	4	3
Number of positions filled	70	36	60	40
Number of regular appointments	42	29	45	25
Number of promotions	28	7	15	15
Hours of safety training*	14,344	14,750	14,750	14,500
Hours of city-wide training*	14,696	14,750	14,750	14,500
Hours of HR sponsored training*	352	1,200	1,200	1,200
<b>*Training may cross categories</b>				
Regular full-time turnover rate	8%	3%	8%	4%
Grievances reaching third step	3	4	2	4
Average elapsed time in filling vacancies	17 wks.	12 wks.	12 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 2022, we anticipate construction to increase from 2021 expecting approximately 4,700 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 2023, 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

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### 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 on a rotating schedule.
4. Continue to work with the Cities of Service Team on neighborhood improvement initiatives.
5. Continue to coordinate with other departments/divisions to ensure all City standards are met.

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

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	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	2,161,506	2,136,236	2,394,340	2,439,800	86.40%
<b>Operating Expenditures</b>	278,351	290,465	1,370,500	383,900	13.60%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>32,100</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	2,439,857	2,426,701	3,796,940	2,823,700	100.00%

The proposed 2023 budget is 2.4% greater than the 2022 budget and 25.6% less than estimated 2022 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.

Estimated 2022 operating expenditures include \$1.0 million for two new homeowner assistance programs. A joint effort with the City of Kettering and Day Air Credit Union will provide affordable and sustainable homeownership and home improvement for Kettering residents. The First-Time Homebuyer Assistance Program and the Home Improvement Assistance Program provide low-interest, forgivable loans to help offset down payment and renovation costs for current and future Kettering residents. Also included in 2022 operating expenditures are costs associated with the demolition of five residential properties.

The 2022 capital equipment expenditure is the replacement of a 2004 Ford van.

## Staffing Levels

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	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Planning &amp; Development Director</b>	1	1	1	1
<b>Planning &amp; Development Architect</b>	2	2	2	2
<b>City Planner</b>	2	2	2	2
<b>Neighborhood Services Manager</b>	1	1	1	1
<b>Inspector</b>	3	3	3	3
<b>Property Maintenance Inspector</b>	3	2	3	3
<b>CDBG Program Administrator</b>	1	1	1	1
<b>CDBG Housing Specialist</b>	1	1	1	1
<b>CDBG Program Coordinator</b>	1	1	1	1
<b>Secretary</b>	2	2	2	2
<b>Technician</b>	0	0	0	1
<b>Clerk Typist</b>	1	1	1	0
<b>Planning &amp; Development Aide</b>	2.1	2.0	2.1	2.1
<b>Seasonal Property Maintenance Inspectors</b>	0.9	0.9	0.9	0.9
<b>Temporary Plumbing Inspector</b>	<u>0.1</u>	<u>0</u>	<u>0.1</u>	<u>0.1</u>
<b>Total</b>	21.1	19.9	21.1	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"> <li>Montgomery County — Greater leadership at the County level</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in the Montgomery County 10-year Homeless Solutions Prevention Plan.</li> <li>Continue to actively participate in regional fair housing initiatives.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of meetings P&D Director chaired for Montgomery County Housing Advisory Board	2	6	2	4
Number of Continuum of Care Meetings P&D Director attended.	6	12	6	12
Number of cases referred to the Fair Housing Center.	0	200	200	200
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>	<ul style="list-style-type: none"> <li>Provide building permitting and inspection services to the City of Oakwood.</li> <li>Partner with the City of Dayton and Montgomery County to share building code inspection services.</li> <li>Explore a similar arrangement with other jurisdictions regarding inspections.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of permits issued for Oakwood	960	1,200	1,000	1,000
No. of inspections provided to Oakwood	1,384	1,500	1,400	1,400
No. of inspections provided to Dayton/Montgomery County	30	50	40	40
No. of inspections Dayton/Montgomery County provided to Kettering	5	5	5	5
Jurisdictions consulted for Inspection Service. West Carrollton	1	0	0	0
No. of Inspections provided to West Carrollton	25	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"> <li>Attraction – Work to recruit new businesses to Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with the County Land Bank to identify and remove buildings causing blight in neighborhoods.</li> <li>T&amp;C involvement – Work with Town &amp; County Shopping Center (T&amp;C) Management to take advantage of retail opportunities.</li> <li>Create and maintain inventory of available development and redevelopment sites throughout the City in order to best match development possibilities to appropriate areas.</li> </ul>



PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of properties demolished by the Land Bank with Kettering's consultation.	0	2	0	0
No. of properties acquired by the Land Bank in Kettering	0	1	0	0
No. of new certificates of occupancy issued for Town and Country Shopping Center	0	2	0	0
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Expansion – Work with existing businesses interested in expanding their operations.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize existing federal, state and local resources to assist with business expansion.</li> <li>Implement the Wilmington Pike Improvement Plan including the Façade and Demolition Programs.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of businesses assisted with funding	0	3	10	12
HUD Funds spent on business assistance	\$0	\$20,000	\$50,000	\$50,000
No. of Wilmington Pike Site and Façade Improvement Program grants issued	0	3	3	3
Funds spent for the Wilmington Pike Site and Façade Improvement Program	\$0	\$75,000	\$75,000	\$75,000

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Accommodate a variety of housing types in appropriate locations to meet current and future residential market demands</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an analysis of current housing stock and future housing needs including identifying housing needs for employees of desired industry clusters.</li> <li>Identify locations for development and redevelopment opportunity and identify the appropriate housing type for those locations.</li> <li>Identify in-fill development opportunities and work with private and non-profit builders to construct neighborhood appropriate homes.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of in-fill housing sites developed for new housing.	5	3	2	2
No. of new single-unit dwellings	5	4	5	5
No. of new multi-unit dwellings	0	100	150	150
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Encourage reinvestment in existing housing to ensure long- term marketability of Kettering neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Develop a menu of tools to encourage reinvestment and improvement of existing housing and aggressively market the tools to appropriate owners and investors.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of Owner Rehab Program projects funded	11	50	13	40
Amount spent on Owner Rehab Program projects	\$54,637	\$100,000	\$100,000	\$125,000
No. of permits issued for residential improvements.	3,964	250	4,000	4,000

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>• Create positive neighborhood environments that encourage a strong sense of community.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote the <i>Cities of Service</i> program and address a different neighborhood each year.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of neighborhoods served.	0	1	1	1
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>• Ensure adequate maintenance on all properties throughout Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code.</li> <li>• Utilize the nuisance abatement ordinance to address nuisance property issues.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Reviews and updates of Property Maintenance Code	0	1	1	1
No. of nuisance abatements	6	3	7	5
No. of Property Maintenance cases	962	4,100	820	820
No. of Property Maintenance violations	1,613	3,500	1,550	1,550
No. of Property Maintenance inspections	8,933	13,000	9,000	9,000
Amount invoiced for re-inspection fees	\$39,912	\$36,000	\$38,000	\$38,000
Amount invoiced for tall grass mowing	\$50,869	\$25,000	\$50,000	\$50,000
No. of properties mowed by the city	157	160	160	160

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>• Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with City CDBG personnel to evaluate opportunities to complete necessary projects utilizing CDBG assistance.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
CDBG funds budgeted for City infrastructure	\$0	\$0	\$0	\$0
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>• Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>• Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit.</li> <li>• Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>• Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Permit Fees evaluated annually	Yes	Yes	Yes	Yes
Permit fees collected	\$543,105	\$535,000	\$665,000	\$560,000

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"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Percentage of completed applications for permits reviewed within 10 days of receipt.	98%	99%	98%	99%
Percentage of on-site inspection requests responded to within one business day.	100%	100%	100%	100%
Percentage of plumbing, electrical, gas, and mechanical permits issued within 3 days.	98%	95%	98%	98%

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"> <li>Maintain a strong sense of Community Pride</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support the efforts of the <i>Cities of Service</i> team to promote neighborhood pride.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of P&D staff involved with Cities of Service Team	3	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
No. of citizen surveys conducted regarding HUD funds	1	1	1	2
No. of survey participants	300	350	300	500

## Workload Indicators: Planning & Development Department

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Program: Planning and Zoning</b>				
BZA Cases	1	3	2	2
Planning Commission Cases:				
Re-zonings	1	3	4	4
Zoning Amendments	1	1	1	1
Conditional Use Permits	4	3	3	3
<b>Program: Building Code Enforcement</b>				
Permit Fees Collected	\$543,105	\$535,000	\$665,000	\$560,000
Structural Permits	379	425	400	400
Structural Inspections	1,291	2,000	1,200	1,200
Electrical Permits	654	850	800	800
Electrical Inspections	1,453	1,500	1,500	1,500
Plumbing Permits	2,023	2,000	2,000	2,000
Plumbing Inspections	2,100	2,500	2,100	2,100
HVAC permits	829	1,000	800	800
HVAC Inspections	1,356	1,800	1,300	1,300
Zoning Permits	634	500	600	600
Zoning Inspections	437	600	400	400
New Commercial Structures	5	5	5	5
New Residential Homes (1, 2 and 3 unit)	6	10	10	10
<b>Program: Property Maintenance</b>				
Code Enforcement Cases	3,553	4,100	3,750	3,750
Complaints	851	750	750	750
Violations	1,631	3,350	2,000	2,000
Tall Grass	1,094	1,500	1,000	1,000
Properties Mowed	157	170	160	160
Violation Fees Assessed	\$39,912	\$38,000	\$38,000	\$38,000
Tall Grass Fees Assessed	\$50,869	\$25,000	\$50,000	\$50,000
<b>Program: Community Development</b>				
CDBG Funds Secured	\$576,194	\$575,000	\$531,025	\$540,000
CDBG Program Income	\$163,864	\$20,000	\$25,000	\$25,000
HOME Funds Secured	\$0	\$100,000	\$250,000	\$250,000
HOME program Income	\$43,616	\$49,000	\$30,000	\$30,000
Rehab Loan Applications Processed	33	50	13	20
Rehab Loan Amount	\$17,911	\$100,000	\$100,000	\$100,000
Housing Counseling Participants	158	100	100	100
Down Payment Assistance Processed	1	0	15	15
Fair Housing Contacts	175	200	200	200
Business Loans Processed	0	3	10	15
Business Loan Amount	\$0	\$20,000	\$50,000	\$60,000
Real Property Acquisition spent	\$0	\$60,000	\$0	\$40,000
Senior Resource Program	\$27,000	\$50,000	\$30,000	\$30,000

# 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>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	158,044	205,853	162,430	171,300	22.88%
<b>Operating Expenditures</b>	5,642,335	1,251,155	872,400	577,300	77.12%
<b>Capital Equipment Expenditures</b>	0	0	0	0	0.00%
<b>Total</b>	5,800,379	1,457,008	1,034,830	748,600	100.00%

Operating expenditures in the Economic Development Department fluctuate 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Economic Development Manager</b>	1	1	1	1
<b>Secretary</b>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>Total</b>	1.1	1.1	1.1	1.1

### Performance Measurements: Economic Development Department

<b>STRATEGIC PRIORITY:</b>				
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Montgomery County — Continued leadership at the County level and work in collaboration with County Economic Development Professionals</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in County Economic Development initiatives.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Participate in Montgomery County LEDO and Business First Meetings. Partner with the County on at least two additional programs or initiatives.	Yes	Yes	3 programs	3 programs
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Dayton Development Coalition (DDC) – Build relationship with DDC and partner with them on business retention and expansion visits</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen our relationship regarding Development Projects.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Attend at least 5 DDC quarterly LEDO Meetings and/or Annual Meeting and/or include DDC in City of Kettering meetings or provide project leads. (Minimum of 5 per year)	6	5	10	5

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

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Prepare quarterly "Business News" articles for Contact with Kettering	Yes	Yes	Yes	Yes
Serve on KMO Advisory Board and attend monthly KMO Chamber meetings	Yes	Yes	Yes	Yes
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Attraction – Work to recruit new businesses to Kettering.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Town &amp; County Shopping Center (T&amp;C) Management to take advantage of retail opportunities</li> <li>Develop City marketing packet to distribute to businesses and/or offer businesses a technical series on how to open and run a business.</li> <li>Work to attract development within the Miami Valley Research Park.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Hold quarterly calls with Casto/Skilken for updates on the center (4 times per year)	Yes	Yes	4	4
Respond to JobsOhio RFPs for businesses	N/A	N/A	3	4
Update the MVRP website to better market the Park	N/A	Yes	Yes	Yes
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Retention – Create/ retain relationships with existing businesses in the City.</li> </ul>	<ul style="list-style-type: none"> <li>Visit existing businesses to discuss current operations and future needs.</li> <li>Contact smaller companies through KMO Chamber participation and Business First visits.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
BR&E visits with existing businesses.	12	24	24	24
Respond to small business needs as identified through Chamber visits and general inquiries	Yes	Yes	Yes	Yes
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Expansion – Work with existing businesses interested in expanding their operations.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize existing federal, state and local resources to assist with business expansion. Contact smaller companies through KMO Chamber participation and Business First visits.</li> <li>Promote the County ED/GE program and the Wilmington Pike Improvement Plan including the Façade and Demolition Programs.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Incentive Packages produced for existing and potential companies.	4	4	3	3
Sale of lots included in the Wilmington Pike plan, number of façade/demolition grants executed or response to inquiries about this program	0	2	10	10

## Workload Indicators: Economic Development Department

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Program: Economic Development				
Number of phone calls regarding economic development	100	100	100	100
Number of marketing packets distributed	50	100	50	24
Number of Business First visits	15	30	50	50
Number of incentive offer letters	6	6	6	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**

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### **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)**

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	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	12,904,915	13,599,992	7,340,489	15,024,200	85.63%
<b>Operating Expenditures</b>	2,006,186	2,089,976	2,236,000	2,327,740	13.27%
<b>Capital Equipment Expenditures</b>	<u>49,813</u>	<u>0</u>	<u>245,700</u>	<u>192,700</u>	<u>1.10%</u>
<b>Total</b>	14,960,914	15,689,968	9,822,189	17,544,640	100.00%

The proposed 2023 budget is 4.9% greater than the 2022 budget and 78.6% greater than estimated 2022 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 2022 budget restored 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. Effective 2023, the additional part-time dispatch position is eliminated and two full-time Civilian Dispatch Supervisor positions are funded.

The reduction in estimated 2022 personnel expenditures is due to the receipt of American Rescue Plan Act of 2021 (ARPA) funds. The City received a total \$13.9 million in two tranche payments during 2021 and 2022. 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. Aside from \$145,000 used for touchless faucets in city facilities, the balance of funds are

applied toward public safety payroll in 2022. The Police Department's share is \$6,540,000 and the Fire Department's share is \$7,170,000.

Operating expenditures for 2021 include \$236,100 for new body worn cameras and related technology. Effective 2022, operating expenditures include funding for a Crisis Intervention Specialist provided by South Community, Inc. Proposed 2023 expenditures reflect an inflationary increase for fuel, vehicle maintenance, insurance, and utilities.

Capital equipment expenditures for 2023 include the replacement of (2) marked vehicles and (2) unmarked sedans.

### **Staffing Levels - Police**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Chief</b>	1	1	1	1
<b>Captains</b>	2	2	2	2
<b>Lieutenants</b>	6	6	6	6
<b>Sergeants</b>	10	10	10	10
<b>Patrol Officers</b>	67	65	67	67
<b>Jailers</b>	5	5	5	5
<b>Court Officers</b>	2	2	2	2
<b>Crime Analyst</b>	1	1	1	1
<b>Secretaries</b>	3	2	2	2
<b>Training &amp; Support Specialist</b>	0.6	0.6	0.6	0.6
<b>Clerical</b>	4	4	4	4
<b>Community Service Specialist</b>	1	1	1	1
<b>Part-Time Court Security Off.</b>	4.5	3.8	3.8	3.8
<b>Part-Time Clerical</b>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
<b>Sub-total</b>	106.4	103.7	105.7	105.7
<b>Public Safety Civilian Dispatch Supervisors</b>	0	0	0	2
<b>Public Safety Civilian Dispatchers</b>	<u>14.3</u>	<u>13.7</u>	<u>16.7</u>	<u>16</u>
<b>Sub-total</b>	14.3	13.7	16.7	18
<b>Total Police and Dispatch</b>	120.7	117.4	122.4	123.7

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"> <li>School Board -Enhance communication</li> </ul>		<ul style="list-style-type: none"> <li>Provide Police School Resource Officers to schools in Kettering to handle school-specific criminal activity and to provide drug/alcohol abuse training.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of School Resource Officers assigned to work with the schools	5	5	5	5
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>		<ul style="list-style-type: none"> <li>Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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"> <li>Create positive neighborhood environments that encourage a strong sense of community.</li> </ul>		<ul style="list-style-type: none"> <li>The Fire Department will participate in neighborhood watch meetings with Police Department as appropriate to promote fire and life safety.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of neighborhood meetings with Fire Department and Police Department participation.	12	12	12	12
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Ensure adequate maintenance on all properties throughout Kettering.</li> </ul>		<ul style="list-style-type: none"> <li>Utilize the nuisance abatement ordinance to address nuisance property issues.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>Safety Education — Explore new ways of providing Citywide safety education and outreach to the public.</li> <li>Continue with and advance the Kettering Safe Senior Program (KSSP).</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of National Night Out events	1	1	1	1
Number of citizens contacted who may benefit from KSSP	18	50	50	50
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Police — Traffic Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Continue emphasis on Operating Vehicles while under the Influence (OVI).</li> <li>Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of OVI Details conducted	33	10	10	10
Number of Traffic Citations	4,975	3,500	3,500	3,500
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Police — Crime Prevention/ Deterrents</li> </ul>	<ul style="list-style-type: none"> <li>Continue to use bike patrol to target problem areas and to have positive interaction with the public.</li> <li>Continue to utilize Scanning Analysis Response Assessment (SARA) forms to identify and address quality of life issues and criminal problems.</li> <li>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.</li> </ul>			

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of officers on bike patrol	20	20	20	20
Number of SARA forms completed for problem areas	6	5	5	5
Number of Crime mapping reports sent out for each staff meeting	26	26	26	26
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Police — Community- Based Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>Continue involvement in the National Night Out/ Spring Fling/ Community Clean-up Day as a way to get information on how the police can help the community.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of community events with KPD participation	10	10	10	10
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Safety Education</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Evaluate all programs at the fall retreat	Yes	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"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Conduct Strengths, Weaknesses, Opportunities, Threats (SWOT) exercise with command group on annual basis	Yes	Yes	Yes	Yes
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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	Yes	No	No	Yes
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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Increase followers on police department social media platforms (Facebook, Twitter, etc)	7% increase	5% increase	5% Increase	5% increase
Number of community meetings with Police Department attendance	49	30	30	30

### Workload Indicators: Police Department

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Homicides	1	1	1	1
Arsons	3	5	5	5
Robberies	14	20	20	20
Aggravated Assaults	111	45	45	45
Burglary	101	90	90	90
Thefts	759	600	600	600
Motor vehicle thefts	14	50	50	50
Rapes	33	20	20	20
Part II Crimes*	3,242	2,500	2,500	2,500
Arrests	1,373	1,500	1,500	1,500
Traffic citations	4,975	3,000	3,000	3,000
Traffic accidents	842	650	650	650
Traffic stops	9,734	6,000	6,000	6,000
Calls for service	62,246	56,000	56,000	56,000
Community outreach programs	200	200	200	200
Criminal reports	3,738	4,000	4,000	4,000
Animal Control:				
Miles Driven	6,800	8,000	8,000	8,000
Complaints Received	4,142	4,000	4,000	4,000
Warnings	932	885	885	885
Citations	50	50	50	50
Dog Bites	34	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**

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

## **Vision Statement**

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

## **Overview and Focus**

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

### **Office of the Chief**

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

- Develop and implement the capital improvements plan.
- Coordinate and provide fiscal management oversight.
- Coordinate and provide oversight of fire fighter safety program.
- Develop and implement unified regional fire service programs.
- Provide Coordination of Department risk management and quality improvement programs.
- 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**

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1. Benchmark Kettering Fire Department programs, services, and training utilizing accreditation processes and the firefighter professional qualifications recommendations.
2. Expand and explore partnerships with other fire, governmental, private, and health care agencies to enhance emergency service and risk reduction programs allowing reduced duplication and lowering operating expense of the Kettering Fire Department.
3. Promulgate a professional fire service model utilizing national standards related to safety, wellness, training, education, personal protective clothing, apparatus, and facilities.
4. Establish professional development models for 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	9,569,819	13,585,350	6,852,900	14,490,300	83.59%
<b>Operating Expenditures</b>	1,621,798	1,650,490	2,305,800	2,044,600	11.80%
<b>Capital Equipment Expenditures</b>	<u>702,932</u>	<u>23,340</u>	<u>2,272,200</u>	<u>799,500</u>	<u>4.61%</u>
<b>Total</b>	11,894,549	15,259,180	11,430,900	17,334,400	100.00%

The proposed 2023 budget is 7.3% greater than the 2022 budget and 51.6% greater than estimated 2022 expenditures.

The reduced 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.)

The reduction in estimated 2022 personnel expenditures is due to the receipt of American Rescue Plan Act of 2021 (ARPA) funds. The City received a total \$13.9 million in two tranche payments during 2021 and 2022. 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. Aside from \$145,000 used for touchless faucets in city facilities, the balance of funds are applied toward public safety payroll in 2022. The Police Department's share is \$6,540,000 and the Fire Department's share is \$7,170,000.

Operating expenditures in 2020 reflect pandemic-related restrictions on training, travel, and community programming. The 2021 operating expenditures include reductions from the normal budgeted level as part of a citywide effort to decrease expenditures. These funding reductions were 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. Proposed 2023 expenditures include an inflationary increase for fuel, vehicle maintenance, insurance, and utilities.

Capital equipment expenditures in 2022 include a replacement engine, two medics, an aerial ladder truck, and two sport utility vehicles. Proposed equipment in 2023 includes the replacement of an engine and a sport utility vehicle.

### Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Chief</b>	1	1	1	1
<b>Assistant Fire Chiefs</b>	2	2	2	2
<b>Battalion Chiefs</b>	5	5	5	5
<b>Captains</b>	15	15	15	15
<b>Civilian Fire Marshal</b>	1	1	1	1
<b>Firefighters</b>	57	56	57	57
<b>Fire Service Specialist</b>	1	1	1	1
<b>Fire Inspector</b>	0.3	0.3	0	0
<b>Secretary</b>	2	2	1	1
<b>Part-time Clerk</b>	0	0	0.5	0.5
<b>Part-Time Hydrant Inspection Crew</b>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>Sub-total</b>	84.8	83.8	84.0	84.0
<b>No. of Part-time Firefighters</b>	1	1	1	1

Staffing levels shown above exclude two contractual Fire Prevention Inspector positions scheduled to work on a part-time basis (1.4 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"> <li>School Board -Enhance communication</li> </ul>		<ul style="list-style-type: none"> <li>Develop Prevention Strategy with School and City Staff to be introduced in 2021.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Participate in School Safety & Preparedness Training & Drills	Yes	Yes	Yes	Yes
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Local Jurisdictions — Look for joint opportunities to save resources</li> </ul>		<ul style="list-style-type: none"> <li>Participate in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat.</li> <li>Continue the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, the City of Moraine, and the City of Dayton.</li> <li>Provide building permitting and inspection services to the City of Oakwood.</li> <li>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.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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	0	6	3	6
Number of AMARS agreements reviewed annually	4	4	4	4
Number of Oakwood City building inspections as requested	6	N/A	1	6
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"> <li>Create positive neighborhood environments that encourage a strong sense of community</li> </ul>		<ul style="list-style-type: none"> <li>Continue to support and attend neighborhood block parties and events.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of block parties attended by Kettering Fire Department personnel when requested	21	25	24	24

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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 meeting	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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of Safety messages distributed through Social Media outlets	24	24	24	24
Continue joint effort with KPD to host Safety Village classes	6 classes	8 classes	5 classes	6 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	6	37	10	25
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Fire — Continue to develop &amp; implement plans based on Risk Assessment and Hazard Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Continue to benchmark and evaluate the progress of the Fire Department based on national standards for risk assessment and hazard analysis.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>Fire — Alarm Response Goals</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Travel time to Structure Fires. Percentage of time that the first arriving unit is on scene within 240 seconds (ISO)	91.3%	90%	100%	100%
Travel time to Structure Fires. Percentage of time that the remainder of the response arrives on scene within 480 seconds for (ISO)	83%	90%	86%	90%
Travel time to EMS alarms. Percentage of time that the responding EMS unit arrives within 480 seconds for (NFPA 1710)	>90%	90%	>90%	90%
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Fire — Members Trained for Type of Alarm</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the Fire Department is able to provide an adequate number of personnel for hazardous materials and special rescue alarms.</li> <li>Ensure all officers are properly trained to manage all emergency incident scenes.</li> <li>Ensure all officers are trained and educated in personnel and Fire Department function management.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Participate in Regional Haz. Mat. Coordination trainings	0	12	1	10
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.	22 officers	22 officers	22 officers	22 officers
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Fire - Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all commercial facilities are free from fire and life safety hazards.</li> <li>Ensure firefighters responding to alarms in commercial buildings have the most up-to-date information on building construction, hazards, suppression systems, etc.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Continue to provide Plans Review for Fire and Life Safety in conjunction with the City's Planning and Development Department	98 plans	120 plans	86 plans	90 plans
Continue to Pre-Plan commercial occupancies and input Pre-Plans into Active 911 for easy access.	0 (COVID)	15 plans	2 plans	12 plans
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Safety Education</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Participate in the City Safety Committee meetings	6 meetings	6 meetings	6 meetings	6 meetings
Host KFD Safety Committee meetings regularly.	6 meetings	6 meetings	6 meetings	6 meetings
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Fire — Fire &amp; EMS Apparatus Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all fire and EMS vehicles are replaced at the end of their service life in a cost-effective manner.</li> </ul>			

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>City Disaster Planning &amp; Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the City Emergency Operations Plan provides the proper guidance to City employees in the event of a disaster. <b>(Fire)</b></li> <li>Ensure all key employees are trained to National regulations (NIMS courses).</li> <li>Ensure all key personnel are properly trained and educated on the City Emergency Operations Plan.</li> <li>Ensure all key personnel practice their roles in a disaster to provide better service during a disaster.</li> <li>Establish and operate the City's Emergency Operations Center (EOC).</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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 due to remodel	1 training	1 training	1 training
Required Key personnel to participate in the annual Emergency Operations Training	0 due to remodel	1 training	1 training	1 training
Use EOC in annual Emergency Operations training	0 due to remodel	1 training	1 training	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"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of monthly Labor/Management meetings with Firefighter's/Captain's bargaining units attended.	10	12	10	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"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Maintain KFD Twitter Account	Yes	Yes	Yes	Yes
Maintain KFD Facebook Account	Yes	Yes	Yes	Yes

**Workload Indicators: Fire Department**

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Fire Suppression Bureau:</b>				
<b>Fire Alarms</b>	<b>1,957</b>	<b>1,908</b>	<b>1,870</b>	<b>1,861</b>
Fire – Residential structure	38	48	41	44
Fire – Commercial/Other Structures	1	11	2	3
Fire – Vehicles	13	7	24	30
Fire – Outside, including brush, rubbish	114	29	113	112
Hazardous Materials Responses	98	221	111	126
Gas Leaks (Inside/Outside)	73	45	84	97
Rescue	7	10	10	10
Alarm Investigations/Investigations	824	780	696	675
Mutual Aid Given	13	40	98	108
Personal Assist / Standby /Non-Emerg.	776	717	691	656
<b>Emergency Medical Services:</b>				
<b>Medic Alarms</b>	<b>7,208</b>	<b>7,365</b>	<b>7,347</b>	<b>7,375</b>
EMS – Illness	3,824	3,655	3,814	3,804
EMS – Injury	1,333	1,570	1,308	1,283
EMS – Cardiac	677	728	703	730
EMS – Full arrest	169	175	142	128
EMS – Stroke	185	218	178	171
EMS – Vehicle accident	223	231	202	183
EMS – Assault/Violence	22	51	19	16
EMS – Overdose	169	160	134	106
EMS – Mental	279	138	334	367
EMS – Maternity	23	22	24	25
EMS – Non-emergency	90	197	134	181
EMS – Mutual aid given	47	63	158	174
EMS – Medical alarm	167	157	197	207
<b>Fire Prevention Bureau:</b>				
Plans reviewed	0	96	86	84
Construction inspections	5	10	10	10
Fire safety inspections	130	200	1,000	1,000
<b>Public Education/Community Relations:</b>				
Fire safety talks/block parties/safety trailer visits, etc.	24	24	24	24
CPR skills check	10	10	18	24



# 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 (Centracs).
4. Continue involvement in Intelligent Transportation System improvements for the region.

### Traffic Signals

#### **Program Purpose:**

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

#### **Program Description:**

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

Program examples include:

- Design, contracting and inspection of new and modernized signal installations (see annual 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	2,006,108	2,153,341	2,175,250	2,318,400	82.90%
<b>Operating Expenditures</b>	361,681	347,501	410,200	460,500	16.47%
<b>Capital Equipment Expenditures</b>	<u>17,449</u>	<u>0</u>	<u>189,400</u>	<u>17,800</u>	<u>0.64%</u>
<b>Total</b>	2,385,238	2,500,842	2,774,850	2,796,700	100.00%

The proposed 2023 budget is 1.0% less than the 2022 budget and 0.8% greater than estimated 2022 expenditures.

Operating expenditures for 2020 and 2021 reflect an under-spending of each year's budget. Proposed 2023 expenditures include an inflationary increase for fuel, vehicle maintenance, insurance, and utilities.

The 2022 capital equipment purchases include replacements for an inspector truck and a utility truck with bucket. Proposed 2023 capital purchases include an up-fit for the 2022 inspector truck and a replacement portable generator.

**Staffing Levels**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>City Engineer</b>	0	0	0	0
<b>Assistant City Engineer</b>	1	1	1	1
<b>Civil Engineer</b>	3	3	3	3
<b>Design Engineer</b>	1	1	1	1
<b>Engineering Surveyor</b>	1	1	1	1
<b>Engineering Technicians</b>	4	4	4	4
<b>Traffic Engineering Technician</b>	1	1	1	1
<b>Traffic Signal Foreman</b>	1	1	1	1
<b>Traffic Signal Technician</b>	1	1	1	1
<b>Senior Safety Supervisor</b>	1	1	1	1
<b>Safety Supervisors</b>	3.8	3.8	3.8	3.8
<b>Secretary</b>	1.8	1.8	1.8	1.8
<b>Temporary Engineering Aides</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	19.6	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"> <li>Provide long-term financial planning aligned with the strategic plan</li> </ul>		<ul style="list-style-type: none"> <li>Update long-term Roadway Plan and use for CIP budgeting.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Use pavement management data, collected every 4 years, to maintain Roadway Plan	Data collection scheduled in 2024	Data collection scheduled in 2024	Data collection scheduled in 2024	Data collection scheduled in 2024
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Provide long-term planning aligned with the strategic plan</li> </ul>		<ul style="list-style-type: none"> <li>Ensure CIP plan follows the priorities of the strategic plan and comprehensive plan, Wilmington Pike plan, and various neighborhood plans.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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	9/2/2021	9/27/2022	8/23/2022	9/26/2023
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis</li> </ul>		<ul style="list-style-type: none"> <li>Apply for roadway project assistance from federal funding through the Ohio Department of Transportation and from state funding through the Ohio Public Works Commission (OPWC) and federal funding.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of applications submitted	7	4	4	5
Amount of funding awarded (dollars)	\$3,061,682	\$500,000	\$2,500,000	\$3,000,000

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"> <li>Safety Education, Knowledge and Prevention Safety Perception</li> </ul>		<ul style="list-style-type: none"> <li>Safety Education – Explore new ways of providing city-wide safety education and outreach to the public through programs such as School Safety Programs (Engineering) (<i>Ongoing</i>)</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Safety Village Attendance	94	144	109	144
Pedestrian injuries	3	2	3	2
Pedestrian Fatalities	0	0	0	0
Bicycle Injuries	9	2	8	7

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Bicycle Fatalities	0	0	0	0
Motorcycle Injuries	9	5	6	5
Motorcycle Fatalities	0	0	0	0
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
• Traffic Enforcement	•Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. (Police and Engineering) <i>(Ongoing)</i>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Yearly meeting with Kettering Police Department to review high-incident locations	Yes	Yes	Yes	Yes
Transportation Operations Accidents:				
Red light violations	44	36	46	44
Non-stop (at sign)	9	9	20	18
Right of way after stop (at sign)	40	25	50	50
Assured clear distance	151	170	142	140
Total Accidents	638	570	700	700
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
•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	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of bridges inspected	15	27	25	31
General Appraisal – 4 and under	3	4	4	4
General Appraisal – 5 and 6	13	12	13	12
General Appraisal – 7 and above	15	11	14	15

## Workload Indicators: Engineering Department

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Traffic signals</b>				
Number of vehicle & pedestrian indicators maintained	3,098	3,098	3,098	3,099
New signal indications installed	0	2	0	1
Maintenance & emergency calls	337	336	335	335
Vehicle Thoroughfare volume trends	94,718	99,000	98,000	99,000
<b>Sidewalk Design &amp; Construction</b>				
Miles of walk (total)	245.6	245.6	245.6	245.6
Existing Thoroughfare Walk (miles)	64.2	64.2	64.2	64.2
Existing Residential Walk (miles)	181.4	181.4	181.4	181.4
Projects in Plan Development	0	1	1	1
Projects under Construction	1	0	0	1

<b>WORKLOAD INDICATORS continued</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
<b>ADA Curb Ramp Construction</b>				
Number of Curb Ramps Constructed	252	267	171	200
<b>Sidewalk, Curb &amp; Drive Approach Repair</b>				
Sidewalk repair total (square feet)	29,024	18,325	43,743	30,000
Drive Approach (square feet)	24,320	19,356	17,634	14,000
Curb (linear feet)	8,092	7,441	12,566	10,000
<b>Street Lighting</b>				
Miles of Thoroughfare				
Lighting in Place	26.5	26.5	26.5	26.5
Miles of Residential				
Lighting in Place	89.8	89.8	89.8	89.8
<b>Street Design &amp; Construction</b>				
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	0.5	0.5	0.5	0.5
Total Miles of Residential Streets	202.5	202.5	202.5	202.5
Projects under Study	0	0	0	0
Projects in Plan Development	0	0	0	0
Projects under Construction	1	0	0	0
<b>Street Surfacing</b>				
Local Streets- Square yards (Concrete)	862	1,800	2,000	2,000
Thoroughfares- Square yards (Concrete)	0	0	0	0
Asphalt Resurfacing (miles)	16.46	15.9	16.25	17.6
<b>Storm Drainage Design and Construction</b>				
Storm system improvement:				
Storm sewer or open channel- Linear Feet	108	0	0	300
Projects in Plan Development	0	0	1	1
<b>Water and Sanitary Sewer</b>				
County/City Meetings	2	4	2	2
Water System Construction Projects Scheduled	1	1	1	4
Sewer System Construction Projects Scheduled	0	0	0	1



# 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	115,523	126,034	135,150	140,900	50.52%
<b>Operating Expenditures</b>	86,192	112,131	159,200	138,000	49.48%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	201,715	238,165	294,350	278,900	100.00%

The proposed 2023 budget is 2.4% greater than the 2022 budget and 5.2% less than estimated 2022 expenditures.

Operating expenditures for 2021 through 2023 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 improves communication with our citizens. Also included in the 2021 and proposed 2023 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.

Estimated 2022 operating expenditures include \$17,775 for the City of Kettering’s share of closed captioning equipment purchased by the Miami Valley Communications Council for government channels, and \$5,000 for a city survey.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Community Information Manager</b>	1	1	1	1
<b>Temporary Part-Time Personnel</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	1.0	1.0	1.0	1.0

## Performance Measurements: Community Information Department

STRATEGIC PRIORITY:				
<p><b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b></p>				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Publish the internal communications Inside Kettering newsletter	52	52	52	52
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, and service audits.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Citizen Satisfaction Survey	0	1	1	0
Annual Report	1	1	1	1

STRATEGIC PRIORITY:				
<p><b>DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY</b></p>				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Communicate City's successes</li> </ul>	<ul style="list-style-type: none"> <li>Utilize entry signs and banners to announce appropriate City successes/awards.</li> <li>Leverage digital media and traditional media relationships to communicate successes.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Update Banners on Far Hills and Wilmington Pike	Yes (Far Hills)	Yes (Wilm. Pk.)	Yes (Wilm. Pk.)	No
Social Media Posts	25	25	25	25
Press Releases	4	4	5	5
The Starter Electronic Newsletter	12	12	12	12
Annual Report	1	1	1	1
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Maintain a strong sense of Community Pride</li> </ul>	<ul style="list-style-type: none"> <li>Implement a Citywide campaign to highlight the unique and positive attributes of the Kettering community.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Social Media Posts	25	25	25	25
Press Releases	4	4	5	5
The Starter Electronic Newsletter	12	12	12	12
Annual Report	1	1	1	1

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Communicate Important Topical Information</li> </ul>	<ul style="list-style-type: none"> <li>Update website to provide access to high demand information.</li> <li>Improve website to make it even more dynamic and user friendly.</li> <li>Use <i>Contact with Kettering</i> to better communicate with residents about topical information.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Update City Website	52	52	52	52
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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Continue to conduct a survey every two years.</li> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Citizen Satisfaction Survey	0	1	1	0
Annual Report	1	1	1	1
Email and Mail Correspondence	5	5	5	5
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Market the City to non-residents</li> </ul>	<ul style="list-style-type: none"> <li>Produce updated <i>Resident Guide</i> and distribute broadly, with focus on educating realtors and Wright Patterson Air Force Base (WPAFB).</li> <li>Utilize <i>Dayton Daily News</i> Kettering City Page to communicate benefits of living in Kettering.</li> <li>Maintain branding campaign and sub-branding for selected core services and programs.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Update Resident Guide	0	1	1	1
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	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Networking</b>				
Schools	2	2	7	7
Businesses	4	10	10	10
Neighboring Municipalities	2	10	10	10
Government Social Networking Forum	12	12	12	12
<b>Communications Team</b>				
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 than 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)**

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

**Staffing Levels**

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	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Volunteer Administrator</b>	1	1	1	1
<b>Assistant Volunteer Administrator</b>	1	0.5	1	1
<b>Regular Part-time Administrative Aide</b>	<u>0</u>	<u>0.3</u>	<u>0</u>	<u>0</u>
<b>Total</b>	2.0	1.8	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"> <li>Develop volunteers to take on leadership roles throughout the community</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote and coordinate the Kettering Leadership Academy</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Kettering Leadership Academy sessions held	0 (canceled)	8	8	8
Number of Kettering Leadership Academy graduates	0 (canceled)	14	14	14
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Ensure Kettering's volunteer program has representation at the local, state and national levels</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Meetings and conferences attended	15	15	15	15

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Create positive neighborhood environments that encourage a strong sense of community</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote the <i>Cities of Service</i> and Make A Difference Day programs which focuses on a different neighborhood each year</li> <li>Continue to promote the <i>Neighborhood Pride</i> program which encompasses properties throughout the entire city</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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	18	13	15
Number of Neighbors Impacted by Cities of Service and Make A Difference Day	Hundreds	Hundreds	Hundreds	Hundreds

<b>STRATEGIC PRIORITY:</b>				
<b>MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Number of grants received to sustain programs	2	5	5	5
Number of partnering community organizations	21	20	22	22

<b>STRATEGIC PRIORITY:</b>				
<b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Utilize social media and citywide publications to publicize activities and highlight volunteer impact	Yes	Yes	Yes	Yes
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>	<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Number of volunteers assisting with programs and events throughout the city	348	N/A	400	450
Number of enrolled volunteers	987	950	1,002	900
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Volunteer Program:</b>				
Volunteer applications processed	155	140	150	150
Fingerprints processed	52	100	75	100
Attendees at Christmas Day Open House	164	450	200	300
Volunteer hours logged (for all programs)	8,747	32,000	16,000	20,000
<b>Neighborhood Pride Program:</b>				
Nominations reviewed	398	500	400	450
Awards presented	39	39	39	39
<b>Holiday Lights Program:</b>				
Participating homes mapped	14	85	40	50
<b>Fraze Usher Program:</b>				
Number of volunteers assisting	40	50	40	45
Shows worked	17	50	31	35
<b>Cities of Service/Make A Difference Day:</b>				
Volunteers participating	130	200	160	200
Volunteer hours logged	382	400	450	500
<b>Kettering Leadership Academy:</b>				
Interviews held	16	14	14	14

## Other Cost Centers Expenditures — General Fund

	<b>Actual <u>2020</u></b>	<b>Actual <u>2021</u></b>	<b>Estimated <u>2022</u></b>	<b>Proposed <u>2023</u></b>
<b>SUB-TOTAL OPERATING COSTS</b>	<b>46,691,747</b>	<b>46,700,363</b>	<b>39,054,919</b>	<b>51,789,540</b>
<b>OTHER COST CENTERS</b>				
Communications	68,223	74,223	74,300	74,300
Street Lighting	405,994	438,614	441,000	451,000
Volunteer Program	185,197	224,871	217,860	281,370
Youth Services	135,372	165,404	278,100	174,000
Health Department	14,998	10,017	25,000	21,400
ED/GE Program Contribution	0	0	0	0
Board of Community Relations	665	4,795	4,700	20,500
Sustainability Committee	0	0	0	10,000
Volunteer Celebration Committee	551	1,695	2,700	7,000
Sister City Committee	1,293	2,285	2,100	6,300
Compliance Program	89,260	95,183	98,030	101,100
Public Defender Program	18,228	19,380	34,000	50,000
Nuisance Abatement	16,065	0	5,000	5,000
Innovations	0	0	0	5,000
Election Fees	30,912	22,742	22,000	35,000
Contributions	5,000	30,000	6,000	6,000
Leadership Kettering	<u>1,016</u>	<u>8,385</u>	<u>15,600</u>	<u>11,400</u>
Total Other Cost Centers	972,774	1,097,594	1,226,390	1,259,370
<b>GRAND TOTAL OPERATING COSTS</b>	<b>47,664,521</b>	<b>47,797,957</b>	<b>40,281,309</b>	<b>53,048,910</b>
<b>TRANSFERS TO OTHER FUNDS*</b>				
Street Maintenance Fund	1,685,000	2,309,700	3,424,000	4,276,000
State Highway Fund	165,600	39,700	0	0
Police Pension Fund	1,364,600	1,373,400	1,449,000	1,490,000
Parks & Recreation Fund	7,275,800	6,863,500	7,835,000	8,822,000
Fraze Pavilion Operations Fund	0	0	0	0
DESC Reuse Funds	88,800	107,900	134,000	154,000
Special Grants and Programs	48,472	317	58,000	0
Debt Service	794,900	825,800	893,000	863,000
Capital Improvement Fund	<u>395,425</u>	<u>3,983,204</u>	<u>8,987,000</u>	<u>8,990,000</u>
Total Transfers to Other Budgeted Funds	11,818,597	15,503,521	22,780,000	24,595,000
<b>GRAND TOTAL GENERAL FUND</b>	<b>59,483,118</b>	<b>63,301,478</b>	<b>63,061,309</b>	<b>77,643,910</b>

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



# STREET MAINTENANCE FUND

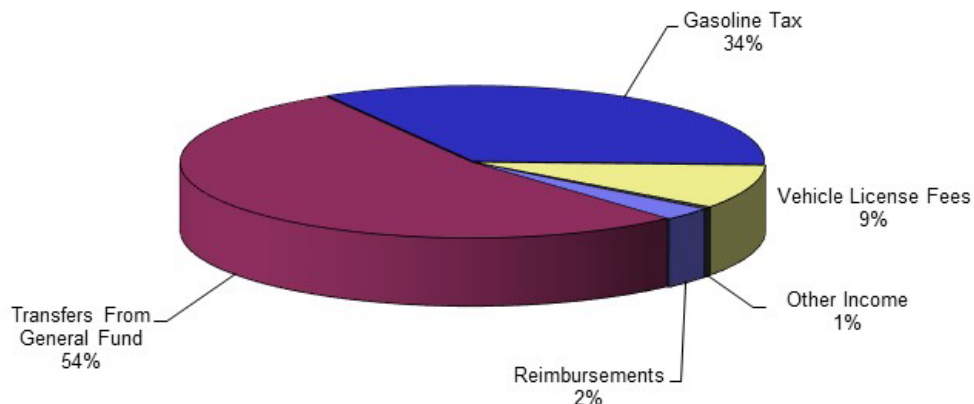
# FUND 202

Ohio State Law requires that this separate fund be established to account for 92.5% of the revenues coming back from the State to the City for 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 2022 we anticipate receiving revenues of \$3,711,000, but an additional \$3,424,000 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURE:</b>				
Balance January 1	1,164,487	668,868	863,599	177,409
Nonspendable: Inventory & Prepays	<u>270,730</u>	<u>195,419</u>	<u>140,992</u>	<u>167,000</u>
NET BALANCE	893,757	473,449	722,607	10,409
<b>RECEIPTS:</b>				
Federal and State grants	0	0	0	0
Gasoline Tax	2,660,846	2,797,837	2,725,000	2,725,000
Vehicle License Fees	716,762	787,988	750,000	750,000
Other Income	16,940	20,760	13,000	13,000
Reimbursements	<u>318,401</u>	<u>207,731</u>	<u>223,000</u>	<u>226,000</u>
TOTAL REVENUE	3,712,949	3,814,316	3,711,000	3,714,000
Sale of City Assets	88,520	645	0	25,000
Transfer from General Fund	1,685,000	2,309,700	3,424,000	4,276,000
<b>TOTAL AVAILABLE</b>	6,380,226	6,598,110	7,857,607	8,025,409

## STREET MAINTENANCE FUND 2023 RECEIPTS



*Proposed 2023 Streets Maintenance operations will require a \$3,714,000 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**

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### **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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>OPERATING COSTS:</b>				
Personnel Expenditures	4,148,540	4,099,494	4,211,890	4,555,900
Operating Expenditures	1,456,181	1,726,395	2,349,300	1,938,300
Capital Equipment Expenditures	<u>377,367</u>	<u>104,041</u>	<u>1,260,000</u>	<u>1,520,700</u>
<b>TOTAL EXPENDITURES</b>	5,982,088	5,929,930	7,821,190	8,014,900

The proposed 2023 budget is 17.7% greater than the 2022 budget and 2.5% greater than estimated 2022 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 are 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 a 48% increase in the road salt price per ton for the 2022/2023 winter. As part of a cooperative purchasing program, the price is in line with that of other communities and schools in southwest Ohio. Estimated 2022 expenditures include an encumbrance for the purchase of 5,500 tons. Proposed 2023 expenditures reflect an inflationary increase for fuel, vehicle maintenance, insurance, and utilities.

2022 capital equipment purchases include replacements of an asphalt roller, skid steer, forklift, backhoe, tub grinder, heavy dump truck, flatbed truck, wheel loader, and sweeper.

The proposed 2023 capital outlay is a continuation of the City’s effort to upgrade its fleet. Proposed purchases were identified during a 2021 planning process undertaken by the Public Service Department to identify vehicle replacement needs citywide. Planned purchases include replacements of three pickup trucks, a flatbed dump truck, backhoe, compost turner, heavy dump truck, and a joint sealer. Also planned is a new salt conveyor and the carryover of equipment originally budgeted in 2022 but not purchased due to supply chain delays.

**Staffing Levels**

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Assistant Public Service Director</b>	1	1	1	1
<b>Street Maintenance Manager</b>	1	1	1	1
<b>Street Maintenance Supervisor</b>	3	3	3	3
<b>Street Service Workers</b>	35	31	33	33
<b>Traffic Control</b>	2	2	2	2
<b>Secretary</b>	1.2	1.2	1.2	1.2
<b>Part-time Maintenance Aide</b>	1.2	1.2	1.2	1.2
<b>Temporary Aides</b>	<u>1.4</u>	<u>0</u>	<u>1.4</u>	<u>1.4</u>
<b>Total</b>	45.8	40.4	43.8	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"> <li>Local Jurisdictions — Explore joint opportunities to save resources.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain active role in Association of Public Service Officials (APSO) to coordinate with other agencies on street related matters, including snow and ice control.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of meetings attended.	4	7	3	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"> <li>Continually evaluate and update Street Maintenance programs to ensure safe travel throughout the City.</li> </ul>	<ul style="list-style-type: none"> <li>Review snow routes, and utilize available personnel from multiple departments to enhance efforts to minimize winter storm impact on residents and motorists.</li> <li>Monitor public service request process to provide timely response to public safety issues (potholes, etc.).</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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"> <li>Optimize Maintenance Services and Processes.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor roadway conditions to anticipate maintenance needs and maximize useful pavement life.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Percentage of streets at or above a 56 Pavement Condition Index (PCI) rating (fair).	72%	72%	71%	72%
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>Develop systematic approach to reduce or eliminate known drainage problems.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Number of "designated" trouble spots.	80	74	78	76

## Workload Indicators: Streets Maintenance

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Street Maintenance:				
Asphalt maintenance man-hours	8,302	9,000	8,700	9,000
Street cleaning cycles throughout City streets	2	2	2	2
Number of snow events	19	20	18	20
Tons of salt used	4,710	5,500	4,000	5,000
Gallons of liquid treatment used	62,888	75,000	102,000	105,000
Storm Sewer Maintenance:				
Sewer maintenance man-hours	8,678	7,500	7,500	7,800
Channel maintenance man-hours	4,742	4,000	4,100	4,200
Mulch and Compost Program:				
Leaf pickup program man-hours	7,558	8,500	8,600	8,600
Leaf truckloads	1,023	1,500	1,200	1,200
Leaf farm man-hours	1,670	3,300	3,400	3,400

**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.

The 2021 and estimated 2022 expenditures include the resurfacing of Far Hills Avenue from David Road to the north corp. line. Federal funding will provide \$1,085,000 of the \$1.4 million cost. Also included in 2021 and 2022 expenditures is an \$807,000 resurfacing project for State Route 835. Federal funding will provide \$610,000 of the cost. Both projects were bid and managed by the Ohio Department of Transportation (ODOT) under its Urban Paving Program.

Planned construction for 2023 includes median replacements on State Route 835 from Woodman Drive to Shakertown Road.

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

	<b><u>Actual 2020</u></b>	<b><u>Actual 2021</u></b>	<b><u>Estimated 2022</u></b>	<b><u>Proposed 2023</u></b>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	188,421	324,020	49,007	98,007
<b>RECEIPTS:</b>				
Federal Grants	0	1,542,569	153,000	0
State Grants	0	0	0	0
Gasoline Tax	215,744	226,852	225,000	225,000
Vehicle License Fees	25,717	28,686	27,000	27,000
Investment Earnings	1,424	426	(4,000)	3,000
Refunds and Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL REVENUE</b>	242,885	1,798,533	401,000	255,000
Transfer from General Fund	165,600	39,700	0	0
<b>TOTAL AVAILABLE</b>	596,906	2,162,253	450,007	353,007
<b>OPERATING COSTS:</b>				
Transportation Engineering	4,029	3,690	10,000	15,000
Street Department	<u>91,219</u>	<u>106,700</u>	<u>150,000</u>	<u>160,000</u>
<b>TOTAL OPERATING COSTS</b>	95,248	110,390	160,000	175,000
<b>CAPITAL IMPROVEMENTS:</b>				
Street Surfacing and Traffic Controls	<u>177,638</u>	<u>2,002,856</u>	<u>192,000</u>	<u>125,000</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	177,638	2,002,856	192,000	125,000
<b>GRAND TOTAL</b>	272,886	2,113,246	352,000	300,000

**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.

2022 capital improvements include the replacement of a gravel drive with an asphalt surface. Proposed improvements for 2023 include the demolition and construction of a storage building (\$119,000) and new signage (\$40,000).

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

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	454,639	460,406	459,782	382,782
<b>RECEIPTS:</b>				
Interment/Foundations	10,196	9,523	7,000	7,000
Investment Earnings	4,949	(854)	(9,000)	7,000
Lot Sales	<u>780</u>	<u>950</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	15,925	9,619	(2,000)	14,000
<b>TOTAL AVAILABLE</b>	470,564	470,025	457,782	396,782
<b>OPERATING COSTS:</b>				
Cemetery Operating Activities	<u>10,158</u>	<u>10,243</u>	<u>12,000</u>	<u>20,000</u>
TOTAL OPERATING COSTS	10,158	10,243	12,000	20,000
<b>CAPITAL IMPROVEMENTS:</b>				
Cemetery Improvements	<u>0</u>	<u>0</u>	<u>63,000</u>	<u>159,000</u>
TOTAL CAPITAL IMPROVEMENTS	0	0	63,000	159,000
<b>GRAND TOTAL</b>	10,158	10,243	75,000	179,000

# POLICE PENSION FUND

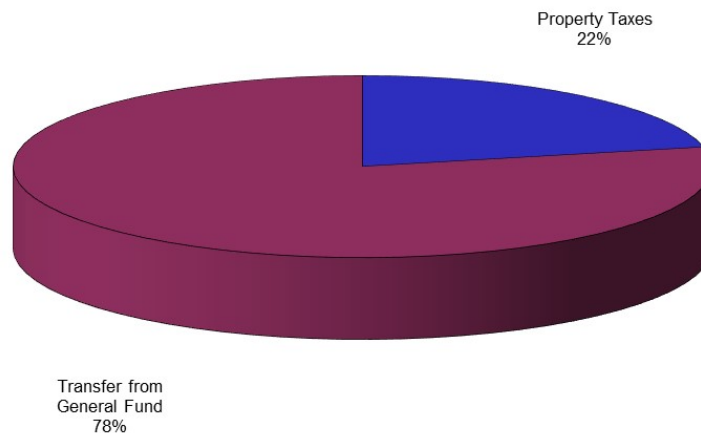
# FUND 213

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 \$1,449,000 in 2022.

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

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	10,014	9,996	10,055	10,575
<b>RECEIPTS:</b>				
General Property Taxes	312,028	353,217	357,000	360,000
Homestead & Rollback	43,947	49,271	50,000	50,000
Transfer from General Fund	<u>1,364,600</u>	<u>1,373,400</u>	<u>1,449,000</u>	<u>1,490,000</u>
<b>TOTAL AVAILABLE</b>	1,730,589	1,785,884	1,866,055	1,910,575
<b>POLICE (2100):</b>				
Current Liability - Pension Contribution	<u>1,720,593</u>	<u>1,775,829</u>	<u>1,855,480</u>	<u>1,900,200</u>
<b>GRAND TOTAL</b>	1,720,593	1,775,829	1,855,480	1,900,200

## POLICE PENSION FUND 2023 RECEIPTS



*Proposed 2023 Police pension expenditures will require a \$1,490,000 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	377,087	675,550	968,867	883,867
<b>RECEIPTS:</b>				
Charges for Services	308,249	310,149	245,000	240,000
Investment Earnings	6,196	(1,445)	(17,000)	13,000
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	314,445	308,704	228,000	253,000
<b>TOTAL AVAILABLE</b>	691,532	984,254	1,196,867	1,136,867
<b>OPERATING COSTS:</b>				
EMS (2220):				
Operating Expenditures	15,982	15,387	13,000	17,000
Capital Equipment	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>0</u>
<b>TOTAL OPERATING COSTS</b>	15,982	15,387	313,000	17,000
<b>TRANSFER TO OTHER BUDGETED FUNDS:</b>				
Capital Improvement Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>GRAND TOTAL</b>	15,982	15,387	313,000	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 increases to 85% in response to declining EMS revenues.

In 2022, 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).

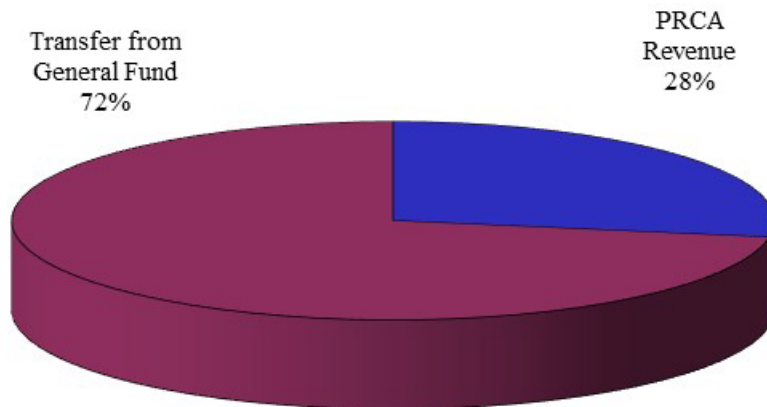
# PARKS, RECREATION & CULTURAL ARTS - FUND 246

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>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	71,041	95,247	202,401	10,001
<b>RECEIPTS:</b>				
Federal and State Grants	27,308	50,700	8,000	32,000
Charges for Services	886,088	1,998,363	2,184,000	2,430,000
Rentals	298,166	380,739	688,000	703,000
Concessions	2,849	64,939	80,000	120,000
Other Receipts	<u>205,914</u>	<u>67,706</u>	<u>88,000</u>	<u>90,000</u>
<b>TOTAL REVENUE</b>	1,420,325	2,562,447	3,048,000	3,375,000
Sale of City Assets	23,454	109,354	0	0
Transfer from General Fund	<u>7,275,800</u>	<u>6,863,500</u>	<u>7,835,000</u>	<u>8,822,000</u>
<b>TOTAL AVAILABLE</b>	8,790,620	9,630,548	11,085,401	12,207,001

### PARKS, RECREATION AND CULTURAL ARTS FUND 2023 RECEIPTS



*Proposed 2023 Parks, Recreation & Cultural Arts operations will require an \$8,822,000 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 center to our exceptional fitness programs and facilities, we have something for all ages, abilities and interests. We are here to provide the 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

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### 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 (1/12<sup>th</sup> 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. Pass holders 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 1/8<sup>th</sup> 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 Center** 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 also hosts dance studio space for the Richens/Timm Academy of Irish Dance and a community-run life drawing group. 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. From 2021 – 2023, Rosewood Arts Center is undergoing a multi-phase renovation. The renovation will continue through 2023, and the building will remain open and continue to offer art education classes and gallery programming.
- **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. PRCA works with the City's Compliance and Inclusion Manager to help navigate this 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 Center 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)**

	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>OPERATING COSTS:</b>					
<b>Personnel Expenditures</b>	5,348,960	5,849,418	6,851,700	7,714,100	63.25%
<b>Operating Expenditures</b>	3,257,541	3,578,729	4,124,200	4,332,100	35.52%
<b>Capital Equipment Expenditures</b>	<u>88,872</u>	0	<u>99,500</u>	<u>150,000</u>	<u>1.23%</u>
<b>Total</b>	8,695,373	9,428,147	11,075,400	12,196,200	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. The COVID-19 pandemic necessitated programming changes and facility closures, some of which extended into 2021. Challenges in recruiting and retaining employees prompted wage increases in temporary part-time positions for 2022 and beyond. As hiring challenges persist, PRCA will launch an aggressive fall, winter, and spring recruitment program.

Staff prepared the 2023 budget from an approach of “right-sizing” the delivery model to match realistic staffing models in all divisions. Examples of “right-sizing” efforts include fewer sports leagues, a reduced water park season, increasing contractual mowing for Government facilities, and price increases in Arts programming.

The proposed 2023 budget requires an increased transfer from the General Fund from \$8.6 million budgeted in 2022 to \$8.8 million in 2023. The budget reflects the “right-sizing” of the delivery model, as well as inflationary increases in vehicle maintenance, fuel and utilities.

The 2023 capital purchases include the replacement of three crew cab pickups.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Director</b>	1	1	1	1
<b>Parks Superintendent</b>	1	1	1	1
<b>Recreation Superintendent</b>	1	1	1	1
<b>Administration&amp;Special Projects Superintendent</b>	1	0.1	1	1
<b>Division Manager of Cultural Arts</b>	1	1	1	1
<b>Parks Managers</b>	2	2	2	2
<b>KRC Facility Manager</b>	1	1	1	1
<b>PRCA Division Manager - Recreation</b>	1	1	1	1
<b>Arena/Aquatics Manager</b>	1	1	1	1
<b>Supervisors Parks &amp; Recreation</b>	7	7	7	7
<b>Communications &amp; Marketing Supervisor</b>	1	0.1	1	1
<b>Recreation &amp; Cultural Arts Coordinators</b>	7	5.6	7	8
<b>Parks Service Workers</b>	12	12	14	14
<b>Secretary</b>	1	1	1	1
<b>Clerical/Aide</b>	2.7	2.7	2.7	2.7
<b>Part-time Technician I</b>	0.7	0.7	0.7	0.7
<b>Part-time &amp; Temp. Rec./Arts Personnel*</b>	73.3	63.8	73.3	67.6
<b>Part-time &amp; Temp. Parks Personnel*</b>	<u>20.8</u>	<u>18.0</u>	<u>16.6</u>	<u>13.9</u>
<b>Total</b>	135.5	120.0	133.3	125.9

\*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"> <li>Greater leadership in MVRPC</li> </ul>	<ul style="list-style-type: none"> <li>Work with other surrounding jurisdictions via Miami Valley Regional Planning Commission (MVRPC) to determine the need for expanded transportation services.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Provide Senior Transportation Services through Montgomery County Human Services Levy with reimbursement for number of rides. **No longer administered through MVRPC.	\$14,663  2,531 Rides	\$15,000  2,800 Rides	\$15,000  2,800 Rides	\$15,000  2,800 Rides
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>School Board – Enhance communication</li> </ul>	<ul style="list-style-type: none"> <li>Develop Prevention Strategy (PBIS) with School and City Staff to be introduced in 2021.</li> <li>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.</li> <li>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.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Provide PBIS and Second Step training to PRCA supervisory staff that they can integrate into existing programs and services.	1 training	2 training	3 trainings	2 trainings
Number of meetings with MTSS committee	6	6	12	12
Number of meetings through PFHY, with report from Youth and Family Community Resource each month, plus monthly newsletter disseminated to all stakeholders.	10	12	10	10
City's financial contribution for Youth and Family Resource Coordinator	\$52,000	\$52,000	\$52,000	\$52,000

STRATEGIC PRIORITY:	
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> <li>Create positive neighborhood environments that encourage a strong sense of community</li> </ul>	<ul style="list-style-type: none"> <li>Create two outreach programs in two neighborhood parks to improve the social connection with youth and adults in a positive and constructive program.</li> <li>Complete park and parkway improvements in neighborhoods.</li> <li>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.</li> </ul>

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 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.	3 programs	5 programs	3 Community Hot Dog Roasts, & 4 park-based fitness 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	\$100,000
Promote the City of Kettering Bicycle Friendly Bronze Designation in Fall PRCA media and social media information.	0	3-4 social media ads	3 social media ads in the Fall	3-4 social media ads
Participate in Miami Valley Cycling event.	1 event	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"> <li>Provide long-term financial planning aligned with the strategic plan</li> </ul>		<ul style="list-style-type: none"> <li>Update long-term Parks, Ice Arena, and Frazee Pavilion Master Plans and use for CIP budgeting.</li> <li>Seek public/private funding options for Rosewood Arts Center with assistance through the Kettering Park Foundation.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Kettering Park Foundation identified potential donors for Arts Center through a comprehensive planning process.	Donations and Pledges Totaling \$1,153,195 in 2021.  Campaign total through 2021: \$1,156,995	Total Target = \$1.2 million	Donations and Pledges totaling Target= \$2M ESTIMATE FOR 2022 \$1.5 M	Full fundraising goal of:  \$2 M
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis</li> </ul>		<ul style="list-style-type: none"> <li>Grow alternative revenue sources through increased obligation of sponsorships, grants and the growing of the Kettering Parks Foundation.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Target specific grant opportunities to supplement existing services to support the arts operations.	2 grants with value of \$40,000	3 grants with estimated value of \$150,000	5 Grants with estimated value of \$200,000	2 Grants with estimated value of \$50,000



ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit.</li> <li>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.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
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.	Market survey completed	TBD	Market survey to be completed July 2022	Market survey to be completed

**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"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Implementation of the Department Playbook processes to meet General Fund subsidy target.	\$6,863,000	\$8,600,000	\$7,835,000	\$8,822,000
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/o processes</li> </ul>	<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Implement the department wide “guiding principles” targets through ongoing training and communication.	2 trainings	4 training	4 trainings	4 trainings
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Develop a digital survey, in-house, through the PlayKettering app for customers to evaluate the “guiding principles” and impact on service.	Review of feedback on program surveys bi-annually	Utilize feedback to modify services on a quarterly basis.	Review of feedback on program surveys quarterly	Review of feedback on program surveys quarterly
Budget and Deliver the PRCA 3 year cycle City Wide Program and Service Survey	\$0	\$10,000	\$10,000 survey completed April 2022	N/A

**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"> <li>Maintain a strong sense of Community Pride</li> </ul>		<ul style="list-style-type: none"> <li>Continue to promote the Mayor’s Christmas Tree Lighting and Go 4<sup>th</sup> as premier events in the community.</li> <li>Promote the City’s Entertainment and Community Art Programs as an initiative that sets us apart from other communities.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget	
Utilize social media, website and quarterly Activities Guide to keep residents connected to events.	25 media posts about events	20+ media posts about events	25 media posts about events	20+ media posts about events	
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	\$5,000 to be used for program roll out	\$0 applied to program still constructing	\$1,000 to be used for initial roll out with focus on digital marketing	
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>		<ul style="list-style-type: none"> <li>Utilize the City’s website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget	
Monitor website, Facebook and social media engagement from previous year (numbers reflect followers for the social sites).	<b>Facebook</b> 12,980	<b>Facebook</b> 13,374 or 3% increase	<b>Facebook</b> 13,450 or 3.5% increase	<b>Facebook</b> 14,000 or 4% increase	
	<b>Twitter</b> 970	<b>Twitter</b> 1,000 or 3% increase	<b>Twitter</b> 1,050 or 8% increase	<b>Twitter</b> 1,100 or 5% increase	
	<b>Instagram</b> 1,000	<b>Instagram</b> 1,100 and or 10% increase	<b>Instagram</b> 1,250 or 25% increase	<b>Instagram</b> 1,400 or 12% increase	
	<b>Website</b> 943,000 page views	<b>Website</b> 800,000 page views	<b>Website</b> 1,158,000 page views	<b>Website</b> 1,250,000 page views	
Conduct a joint PRCA Advisory Board meeting with all members on targeted topics that are pertinent to department operations.	0	2	1	1	

## Workload Indicators: Parks, Recreation & Cultural Arts

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Recreation Class/Program Enrollment</b>				
Aquatics Class Enrollment	1,600	2,000	1,200	2,000
Arena Class Enrollment	791	1,200	900	1,000
Youth Sports and Martial Arts Class Enrollment	1,703	3,000	2,200	2,500
Adult Sports League Teams	374	300	335	300
Adult and Senior Registered Class Enrollment	1,733	2,400	2,400	2,400
Fitness Class Enrollment	488	4,000	575	600
Personal Training Hours	2,532	2,400	2,600	2,600
Preschool/Youth/Family Program Enrollment	1,224	2,000	2,000	2,000
Traditional/Sports/Specialty Camps Enrollment	1,901	4,000	3,120	3,200
Special Populations Enrollment	54	100	50	50
Special Event Attendance	50,000	50,000	50,000	50,000
<b>Total Recreation Enrollment</b>	<b>53,179</b>	<b>71,400</b>	<b>65,380</b>	<b>66,650</b>

WORKLOAD INDICATORS continued	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
<b>Recreation Drop-Ins and Pass Visits</b>				
Swimming	56,728	75,000	61,000	60,000
Skating	6,331	13,000	8,000	8,000
Nursery	200	3,500	750	1,000
Gymnasium	2,763	7,000	9,000	10,000
KRC Indoor Track	7,977	15,000	15,000	15,000
KFWC Indoor Track	7,174	10,000	10,000	10,000
Senior Center Attendance	11,010	30,000	13,000	15,000
KRC Fitness and Group Exercise	93,300	130,000	120,000	130,000
KFWC Fitness and Group Exercise	61,095	100,000	70,000	80,000
<b>Total Recreation Drop-Ins and Pass Visits</b>	<b>246,578</b>	<b>383,500</b>	<b>306,750</b>	<b>329,000</b>
<b>Recreation Rental Hours</b>				
Polen Farm Rental Hours	843	1,200	1,052	1,100
Aquatics Rental Hours	356	600	450	500
Arena Rental Hours	974.5	850	1,150	1,100
Gymnasium Rental Hours	0	20	0	20
<b>Total Rental Hours</b>	<b>2173.5</b>	<b>2,670</b>	<b>2,652</b>	<b>2,720</b>
<b>Rosewood Arts Center</b>				
Class Enrollment/Attendance*	7,467	8,000***	8,400	8,500
Virtual Class/Activity Engagement	5,912	150	16,800	20,500
Drop-In Studio Visits	2,573	1,500	2,800	3,000
Gallery Attendance (in person)	2,343	2,000	2,000	3,000
Special Events Attendance (in person)	625	15,000	15,000	15,000
Facility Rental Attendance	4,943	2,500	5,000	5,000
<b>Total Rosewood Attendance</b>	<b>23,863</b>	<b>21,150</b>	<b>50,000</b>	<b>55,000</b>

\*Class Enrollment/Attendance for 2021 and 2022 are 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 of Frazee Pavilion cost \$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.

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.

Currently completing the 32nd year of operation, 2022 was a transitional year moving past the COVID-19 pandemic. The largest attended events of the 2022 season were the 11th annual Kickin' Chicken Wing Fest and the August 2022 Bacon Fest - both presented in conjunction with the Miami Valley Restaurant Association. The 2022 season showcased first time Frazee performers: For King and Country, Gabriel Iglesias, and Fitz and the Tantrums. The expenditures and measurements shown below include all programming and operation costs, including all free activities.

## 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	1,543,551	799,866	3,467,530	2,466,530
<b>RECEIPTS:</b>				
Charges for Services	0	1,546,380	2,600,000	3,760,000
Rentals	0	104,209	135,000	200,000
Concessions	0	551,440	845,000	1,200,000
Sponsorships	0	298,678	485,000	525,000
Miscellaneous	<u>20,532</u>	<u>511,309</u>	<u>175,000</u>	<u>60,000</u>
<b>TOTAL REVENUE</b>	<b>20,532</b>	<b>3,012,016</b>	<b>4,240,000</b>	<b>5,745,000</b>
Sale of City Assets	0	0	0	0
Transfer from General Fund	0	0	0	0
<b>TOTAL AVAILABLE</b>	<b>1,564,083</b>	<b>3,811,882</b>	<b>7,707,530</b>	<b>8,211,530</b>
<b>OPERATING COSTS:</b>				
Personnel Expenditures	357,366	114,638	805,000	1,221,000
Operating Expenditures	406,851	229,714	4,436,000	4,824,000
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL OPERATING COSTS</b>	<b>764,217</b>	<b>344,352</b>	<b>5,241,000</b>	<b>6,045,000</b>

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 the 2021 season was shortened to July through early September. We presented a full performance 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. \$2.6 million in Fraze personnel and operating expenditures is reported in the SVOG Grant fund. (See Special Grants & Programs Fund.)

Estimated 2022 expenditures are anticipated to exceed revenues by \$1 million, largely due to increased performer fees and production costs. The proposed 2023 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. The 2023 budget includes funding for the position in anticipation of a recruitment.

## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
General Manager	1	0.4	1	1
Operations Manager	1	1	1	1
Supervisor	1	1	1	1
Facility Coordinator	2	2	1	2
Part-time Communication / Marketing Coordinator	0.6	0.6	0.6	0
Temporary Part-time*	<u>16.1</u>	<u>16.1</u>	<u>16.5</u>	<u>14.9</u>
<b>Total</b>	21.7	21.1	21.1	19.9

\*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"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing services for appropriate cost recovery and services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Increase Awareness of Fan Club and create a value add to the membership	43 members 116 seats	50 members 140 seats	43 members 116 seats	40 members 110 seats
Modify Existing contract with Lighting vendor. Vendor will assume the management and payment for Tech Crew	65 employees contracted	65 employees contracted	60-65 employees contracted	60-65 employees contracted
Increase sponsorship for Frazee	6 sponsors	10 sponsors increase title sponsors by 2	6 sponsors	6 sponsors
Utilize Fairmont Boosters as additional manpower for all beverage locations inside the park	24 per show	24 per show	Up to 12 per show	Up to 12 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"> <li>Optimize City Services and Processes</li> </ul>		<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Reduce manpower for shows through use of additional technology, operation changes and equipment	Reduced Staff and added: *Self-scanning at gates *Scaled back store hours at Fanfare one the season begins *Limited menu options in concessions operations *Metal detectors *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	Done	Research additional technology options and look toward 2024 for improvements
REACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Enhance internal customer service: cross-departmental (City Internal) services and/or processes</li> </ul>		<ul style="list-style-type: none"> <li>Promote philosophy of excellent customer service throughout the departments.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Improve all service scores through online surveys and season year end survey. (measured from 2019 season)	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%	Ticket office: 4.7 (1-5 scale) Concessions 4.5 (1-5 scale) Satisfaction 90% Value of Experience 86%	Ticket Office 4.7 Concession 4.6 Satisfaction 92% Value of Experience 90%
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> <li>Enhance external customer service: City processes to our citizens</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> </ul>		

PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Utilize post-concert evaluations, year-end season evaluation, zip code analysis and total ticket purchase to measure customer reach and customers service	*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	* See above * See above * top zip code 45429 followed by 45458 * 63708 tickets sold \$2,894,970	*See above for value and satisfaction  *Top Zip Codes 45429 45458  *70,000 tickets \$3,000,000

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"> <li>Provide avenues through which residents can communicate with City Administration</li> </ul>		<ul style="list-style-type: none"> <li>Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries.</li> <li>Hold community meetings when appropriate to gauge public opinion.</li> </ul>		
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Track analytics for Facebook, Twitter, and Instagram	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	Facebook reach 1,612,550 Instagram reach 9,972 Twitter Impression 53,728	Facebook Reach 1,650,000 Instagram reach 10,000 Twitter impression 55,000
Program Advisory Committee Event Evaluation	2 events 8.5/10 recommend average	Evaluate one festival and one \$5 show	4 events 8.75/10 recommend average	2 events 8/10 rating

### Workload Indicators: Frazee Pavilion

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Paid Concerts:				
Number of ticketed performances	16	30	29	32
Number of rental performances	1	4	2	2
Number of tickets sold	43,455	80,000	63,708	80,000
Ticket sales	\$1,616,875	\$3,760,000	\$2,894,970	\$3,760,000
Free Events:				
Number of Festivals (Events in the Park)	4	10	7	8
Festival (Events in the Park) attendance	20,000	75,000	33,000	50,000
Number of free concerts	1	1	1	1
Free concert attendance	1000	500	200	500
Total Concert/Festival Attendance	60,644	140,000	92,573	120,000



# 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 2023. 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>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	75,312	55,867	35,796	10,996
<b>RECEIPTS:</b>				
Rental of Land & Buildings	23,465	12,000	12,000	12,000
Reimbursements	<u>1,988</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL REVENUE</b>	25,453	12,000	12,000	12,000
Transfer from the General Fund	88,800	107,900	134,000	154,000
<b>TOTAL AVAILABLE</b>	189,565	175,767	181,796	176,996
<b>OPERATING COSTS:</b>				
DESC Leasing Activities	<u>133,698</u>	<u>139,971</u>	<u>170,800</u>	<u>166,000</u>
<b>TOTAL OPERATING COSTS</b>	133,698	139,971	170,800	166,000

**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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	0	0	3,241	0
RECEIPTS:				
Federal Grant Revenue	0	145,007	13,707,000	0
Investment Earnings	<u>0</u>	<u>3,241</u>	<u>0</u>	<u>0</u>
Total Revenue	0	148,248	13,707,000	0
<b>TOTAL AVAILABLE</b>	0	148,248	13,710,241	0
<b>OPERATING COSTS:</b>				
Personnel Expenditures	0	0	13,710,241	
Operating Expenditures	0	0	0	0
Capital Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL OPERATING COSTS</b>	0	0	13,710,241	0
<b>CAPITAL IMPROVEMENTS:</b>				
Touchless Faucets	<u>0</u>	<u>145,007</u>	<u>0</u>	<u>0</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	0	145,007	0	0
<b>GRAND TOTAL</b>	0	145,007	13,710,241	0

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. The City used \$145,000 for the installation of touchless faucets in City facilities. The remaining \$13.7 million was allocated for public safety payroll under the "Revenue Loss" model in order to relieve most of the administrative burden associated with ARPA reporting.

The following programs and projects will be completed over several years utilizing General Fund dollars offset by the receipt of ARPA funds: Community Programs - \$2,000,000; Capital Equipment - \$4,600,000; and Capital Improvement - \$7,100,000.

## **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 Frazee Contributions Fund tracks founder contributions and fan club memberships received for capital improvements to the Frazee 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 2021 expenditures include the set up of wireless enhanced 911 capability in the emergency operations center located at Fire Headquarters/Station #36. Estimated 2022 expenditures include the addition of a 5<sup>th</sup> Dispatch Station at the main Dispatch Center.

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 was 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 \$106,000 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.

In 2021, 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 was used for the installation of charging stations at Delco Park and the Kettering Recreation Complex. The project cost was \$90,000 (\$45,000.00 grant, \$45,000.00 Kettering match).

Also 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.

A new grant for 2022 was the Livable & Age Friendly Communities Grant from the Miami Valley Regional Planning Commission (MVRPC). The \$10,000 grant is to support the pursuit of AARP Livable & Age Friendly designation. The AARP designation is a multi-year planning effort focused on recognizing and enhancing age-friendly, livable aspects of communities. Grant funds will be allocated for a community survey and accompanying listening sessions & focus groups, as well as critical research, data analysis, and technical assistance to create an action plan for age-friendly livable community initiatives. Funding for this grant is being provided through MVRPC by the Del Mar Health-Dayton Fund at The Dayton Foundation.

Also during 2022, the City entered into an agreement with the Kettering Parks Foundation (KPF) for the purpose of reimbursing the City for the construction of pickleball courts and a shelter at Kennedy Park. The grant will also support reimbursement for interior improvements and equipment purchases for the Charles I. Lathrem Senior Center; and for the design and construction of an adjacent outdoor activity area. The Kettering Park Foundation raised private funds through donations to renovate and construct the pickleball courts. An additional \$1 million gift was received from the Doug Lathrem family to be used for the Lathrem Senior Center improvements. The total KPF grant is \$1,169,000. The City's match is \$150,000.

A grant with significant community impact is the Emergency Rental Assistance Program Grant from Montgomery County, Ohio. During 2021, the City was awarded funding from the Board of County Commissioners of Montgomery County 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 of south Dayton renters in peril. Montgomery County has an existing Emergency Rental Assistance program and contracted with Kettering to assist the renters whose evictions are processed through the Kettering Municipal Court. An additional \$3.7 million was awarded in 2022 bringing the program total to \$5.2 million.

## Special Grants and Programs Fund Resources and Expenditures

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	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	2,874,445	2,851,946	3,042,347	3,187,247
<b>RECEIPTS:</b>				
Court Computerization and Special Programs	307,906	397,185	428,000	421,000
Law Enforcement Funds	41,024	13,066	56,000	11,000
Court Grants	175,303	203,555	249,000	0
Police Grants	31,427	78,747	60,000	0
Fraze Contributions	0	74,000	0	27,000
Wireless 911 Tax	154,450	154,387	280,000	280,000
CARES Act State and County Distribution Fund	39,546	0	0	0
CARES Act Provider Relief Fund	3,169,407	0	0	0
CARES Act Funding Interest	2,019	0	0	0
Federal Emergency Management Agency Grant (COVID-19)	0	106,067	0	0
Emergency Rental Assistance Grant	0	1,354,124	3,846,000	0
Shuttered Venue Operators Grant	0	3,044,869	0	0
Other	<u>13,042</u>	<u>3,500</u>	<u>1,214,000</u>	<u>36,000</u>
<b>TOTAL REVENUE</b>	<b>3,934,124</b>	<b>5,429,500</b>	<b>6,133,000</b>	<b>775,000</b>
Transfer from General Fund	48,472	317	58,000	0
<b>TOTAL AVAILABLE</b>	<b>6,857,041</b>	<b>8,281,763</b>	<b>9,233,347</b>	<b>3,962,247</b>
<hr/> <b>OPERATING COSTS:</b>				
Court Computerization and Special Programs	221,886	180,838	265,900	470,860
Police Law Enforcement Funds	12,458	111,351	123,600	44,000
Wireless 911 Government Assistance Fund	139,096	190,472	255,700	272,000
Local Coronavirus Relief Grants (CARES Act)	3,210,971	0	0	0
Federal Emergency Management Agency Grant (COVID -19)	190,261	0	0	0
Emergency Rental Assistance Grant	0	1,373,892	3,826,000	0
Shuttered Venue Operators Grant	0	3,045,306	0	0
Other Grants & Programs	<u>230,256</u>	<u>257,944</u>	<u>453,900</u>	<u>133,500</u>
<b>TOTAL OPERATING COSTS</b>	<b>4,004,928</b>	<b>5,159,803</b>	<b>4,925,100</b>	<b>920,360</b>
 <b>CAPITAL IMPROVEMENTS:</b>				
Ohio Environmental Protection Agency Electronic Vehicle Charging Station Grant	0	50,805	39,000	0
Lathrem Senior Center and Pickleball Improvements	0	0	1,082,000	0
Court Facility Improvements	0	28,808	0	0
Fraze Capital Improvements	<u>167</u>	<u>0</u>	<u>0</u>	<u>35,000</u>
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>167</b>	<b>79,613</b>	<b>1,121,000</b>	<b>35,000</b>
 <b>GRAND TOTAL</b>	 <b>4,005,095</b>	 <b>5,239,416</b>	 <b>6,046,100</b>	 <b>955,360</b>

# 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>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1*	1,200,606	1,215,268	1,222,876	1,221,776
Restricted: Loans Receivable	<u>856,300</u>	<u>813,675</u>	<u>779,442</u>	<u>779,000</u>
NET BALANCE	344,306	401,593	443,434	442,776
<b>RECEIPTS:</b>				
Federal Grants	737,031	458,153	900,000	1,225,000
Investment Earnings	6,108	5,467	(4,000)	3,000
Sale of City Assets	0	0	2,000	4,000
Reimbursements & Misc.	<u>6,865</u>	<u>226,104</u>	<u>5,000</u>	<u>2,000</u>
TOTAL RECEIPTS	750,004	689,724	903,000	1,234,000
Transfer from General Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL AVAILABLE</b>	1,094,310	1,091,317	1,346,434	1,676,776
<b>OPERATING COSTS:</b>				
Community Housing Improvement Program	7,908	780	15,500	148,500
Neighborhood Stabilization Program II	124	11,487	1,000	11,000
General Administration	158,009	97,649	106,600	169,300
Home Owner Counseling	27,000	0	35,000	30,000
Fair Housing	34,000	35,097	36,500	33,500
HOME Funds	0	347	0	0
Housing Rehabilitation	285,011	272,765	162,900	272,200
Business Assistance Program	115,000	0	0	0
Forgiveable Business Loans	0	0	80,000	100,000
Micro Enterprise Grants	0	12,110	52,400	5,500
Senior Resource Program	72,943	40,025	30,200	20,000
Education Public Services	10,079	23,000	50,000	0
Stay On Program	<u>0</u>	<u>0</u>	<u>65,000</u>	<u>122,000</u>
TOTAL OPERATING COSTS	710,074	493,260	635,100	912,000
<b>PROGRAMS AND CAPITAL IMPROVEMENTS:</b>				
Emergency Repair & Handicapped Needs Grants	11,665	26,402	135,000	135,000
Lead Based Paint Removal	10,132	10,323	60,000	60,000
Relocation	0	0	0	1,000
Neighborhood Stabilization Program II	0	151,528	0	120,000
Clearance and Demolition	0	0	15,000	15,000
Disposition	530	603	1,000	1,000
Environmental Remediation of Former Cheerhart Site	2,941	0	3,000	10,000
Acquisitions	<u>0</u>	<u>0</u>	<u>55,000</u>	<u>30,000</u>
TOTAL CAPITAL IMPROVEMENTS	25,268	188,856	269,000	372,000
<b>GRAND TOTAL</b>	735,342	682,116	904,100	1,284,000

\* 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 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES:</b>				
Balance January 1	1,149,303	1,009,652	763,930	990,443
<b>RECEIPTS:</b>				
General Property Tax	696,862	741,757	745,000	745,000
Homestead & Rollback	98,148	103,469	103,000	103,000
Charges for Services	924,746	923,909	1,382,000	1,360,000
Investment Earnings	14,985	(4,857)	(32,000)	24,000
Reimbursements & Miscellaneous	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>TOTAL REVENUE</b>	<b>1,774,741</b>	<b>1,804,278</b>	<b>2,238,000</b>	<b>2,272,000</b>
Transfer from General Fund	794,900	825,800	893,000	863,000
Proceeds of General Obligation Bonds	0	0	0	0
Premium on Bond Issuances	219,581	0	0	0
Payment to Refunded Bond Agent	0	0	0	0
<b>TOTAL AVAILABLE</b>	<b>3,938,525</b>	<b>3,639,730</b>	<b>3,894,930</b>	<b>4,125,443</b>
<b>DEBT SERVICE:</b>				
Contractual Services	47,946	46,162	70,000	72,000
Bond Principal	1,975,000	1,975,000	2,020,000	2,070,000
Note Principal	192,396	141,357	146,264	113,180
Bond Interest	711,002	710,130	666,010	620,858
Note Interest	<u>2,529</u>	<u>3,151</u>	<u>2,213</u>	<u>1,247</u>
<b>GRAND TOTAL</b>	<b>2,928,873</b>	<b>2,875,800</b>	<b>2,904,487</b>	<b>2,877,285</b>

During 2015, the City issued \$17.7 million general obligation debt. \$2.2 million of the bond proceeds were to advance refund the City's Series 2005 Court Facility bonds. \$15.5 million of the bond proceeds 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 \$1,056,000 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 received a \$238,000 loan at 0% interest from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge project completed in 2021. 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. Local neighborhood streets are historically resurfaced on a longer cycle length because traffic loadings are significantly less. 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.

The Capital Improvement Fund's estimated 2022 expenditures of \$20.4 million and proposed 2023 expenditures of \$15.9 million show Council's commitment to rebuilding and maintaining the community's infrastructure and neighborhoods.

**2022 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS**

Capital improvements from 2022 include \$2.2 million for Phase 3 traffic signal replacements, \$1.6 million for the continuation of widening County Line Road from East Dorothy Lane to Vale Drive, \$2.5 million for Forrer Boulevard resurfacing, \$1.8 million for chiller replacements at the Kettering Recreation Center, and \$275,000 for a Police Department training center at the former Bobbie Place Fire Station.

A highlight for 2022 is the continuation of the Rosewood Arts Center renovation. The three-phase project includes infrastructure improvements (mechanical, electrical, plumbing, and parking lot) and the creation of more efficient and customized environments for various artistic disciplines. Phase I at \$2.5 million began during 2021 and continued during 2022. Phase 2 at \$1.8 million began during 2022 and the final \$0.7 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 Center'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 Center'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.

Other 2022 projects include new curb ramps on Dorothy Lane, and the construction of a bikeway connection along Whipp Road and Hewitt Avenue. These are in addition to the City's regular programs such as the curb/drive approach/sidewalk repair, asphalt resurfacing, and thoroughfare improvements.

## **2023 CAPITAL IMPROVEMENT PROGRAM PROJECTS AND OPERATING IMPACT**

The following highlights provide detailed information on the City's proposed 2023 capital improvement program.

### **Traffic Controls (\$155,000)**

#### **Annual Program (\$55,000)**

Funding is provided in 2023 for traffic control maintenance items, the annual pavement marking program and miscellaneous traffic control needs.

#### **Citywide Traffic Signal Replacements – Phase 4 Right of Way (\$100,000)**

The proposed 2023 budget includes \$100,000 for right of way costs. Construction for this project, estimated at \$2.0 million, is planned for 2025. The project will replace five traffic signals with new mast arm traffic signals at various intersections in the northeast portion of the City. This is a federally funded project at a 79% level for construction and inspection.

#### **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 (\$8,249,000)**

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 (\$1,406,000) and Thoroughfare Maintenance (\$480,000)**

The City's annual asphalt resurfacing program, proposed at \$1.4 million in 2023, 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 2023 Thoroughfare Arterial & Collector program, proposed at \$480,000, includes the resurfacing of Patterson Boulevard from Dorothy Lane to Park Road, and Hempstead Station Drive from David Road to Stroop Road.

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

This program has a significant positive effect on the City's operating budget, specifically with regard to the Public Service Department's asphalt resurfacing budget. 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 2023 project involves resurfacing local streets in the Newcom Knolls neighborhood Phase 2.

#### **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 (\$125,000)**

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 \$125,000 per year will allow the replacement of 25-30 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.

*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, Sidewalk and Drive Approach Repair Program (CGS&D) (\$825,000)*

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 2023 program includes \$825,000 for the Newcom Knolls neighborhood Phase 3. The cost for replacement of concrete is assessed to property owners.

*Golf Club Estates Street Improvements Phase 1 (\$175,000)*

This project includes curb, sidewalk, & drive approach repair work and street resurfacing, in coordination with neighborhood drainage improvements to replace undersized pipes. The project is being coordinated with planned CenterPoint Energy gas main replacements (2023 – 2024) and Montgomery County Environmental Services water main replacements (2023). The 2023 budget provides \$175,000 for Big Hill and Westbury Roads. The cost for the replacement of concrete is assessed to property owners. Please see Drainage Improvements below for a discussion of Golf Club Estates storm sewer improvements.

*Impact on operating budget: Golf Club Estates Street Improvements*

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.

*East Stroop Road Bikeway (\$200,000)*

This project involves the construction of a bikeway along East Stroop Road between Glengarry Drive and East Dorothy Lane. The bikeway will consist of a multi-use side path along the west side of Stroop Road to connect the side path constructed in 2016 south of Glengarry Drive with the new side path along County Line Road.

*Impact on operating budget: East Stroop Road 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.

*Southern Boulevard Resurfacing: Stroop to Big Hill (\$430,000)*

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.

*Wilmington Pike Resurfacing (\$1,658,000)*

This project involves the resurfacing of Wilmington Pike from East Stroop Road to Beaverton Drive, ADA curb ramp replacements, and repairs to existing curb, sidewalks & drive approaches. It also includes a widened sidewalk along 3122 – 3126 Wilmington Pike. Federal funding has been awarded up to \$632,677.

*Woodman Drive Resurfacing: Wilmington Pike to Stocker (\$800,000)*

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. Federal funding has been awarded up to \$465,000.

*Impact on operating budget: Southern Boulevard, Wilmington Pike, and Woodman Drive Resurfacing Projects*

Resurfacing projects have 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 8 years after resurfacing, allowing budget dollars to be spent on other roadways that are in need of repairs.

**Flesher Avenue Bridge Replacement (\$485,000)**

This project will replace the existing bridge that carries Flesher Avenue over the Penn Creek. State funding through the Ohio Public Works Commission has been awarded for \$200,000.

**West Avenue Bridge Rehabilitation (\$568,000)**

This project will rehabilitate the existing bridge that carries West Avenue over a branch of the Little Beaver Creek. The east fascia concrete box beam will be removed and replaced. The guardrail and asphalt surface will also be replaced. The existing abutments will be retained and rehabilitated. Federal funds have been awarded at a 95% level up to \$473,000.

**Impact on operating budget: Bridge Replacements and Rehabilitations**

Bridge improvements have a positive impact on the City's operating budget, specifically with regard to the Public Service Department's bridge maintenance budget. By replacing a bridge's superstructure, the annual maintenance required is greatly reduced, particularly within the first 10-20 years after construction.

**Other Roadway Projects (\$97,000)**

Other smaller scale improvements, right of way acquisitions, and engineering/design costs for future roadway improvements are also included in the 2023 Capital Improvement Plan.

**Streetscape Improvements (\$170,000)**

The proposed 2023 Streetscape budget includes \$20,000 for the painting of poles and bus stops, \$10,000 for the City's bike program, and \$140,000 in right of way costs for the 2025 construction of a new sidewalk on the north side of West Stroop Road from Stonebridge Road to Ridgeway Road.

**Drainage (\$1,500,000)**

**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, 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.

**Golf Club Estates Drainage Improvements (\$1,375,000)**

This project will include improvements to undersized storm sewer pipes in the Golf Club Estates neighborhood, north of Kettering Heath Main Campus. Two phases of improvements are proposed, one along Belvoir Avenue in the northern part of the neighborhood, and another phase in the southern part of the neighborhood along Big Hill Road, Westbury, Laurelwood, and Fairway. The project is being coordinated with planned CenterPoint Energy gas main replacements and Montgomery County Environmental Services water main replacements. Please see Street Surfacing and Roadway Improvements for a discussion of Golf Club Estates curb, sidewalk, & drive approach repair work and street resurfacing.

Impact on operating budget: Golf Club Estates Street Improvements

This project will reduce the need for Public Service Department staff to respond to flooding events in this neighborhood during heavy rain events, thereby freeing up time and operational dollars to be spent on response to other drainage trouble spots around the city.

**Parks, Recreation & Cultural Arts (PRCA) Improvements (\$4,543,000)**

Annual Park Program (\$645,000)

The 2023 budget includes funding for annual park projects such as the painting/repair of park amenities, irrigation improvements, playground resurfacing, path repairs, concrete repairs, and sports field renovations.

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

Kettering Recreation Center Complex (\$235,000)

The proposed 2023 budget includes multiple improvements at the Kettering Recreation Center and Water Park. Projects include water park slide improvements, outdoor audio and lighting improvements, floor refinishing, concrete drive replacement, and conference room audio visual upgrades.

Rosewood Art Centre Improvements (\$725,000 City funds and \$690,000 Grant funds)

The 2023 budget includes \$725,000 for Phase 3 of a three-year improvement plan to Rosewood Arts Center. Plans for 2023 include upgrades to classrooms in the final wing of the facility, installation of new air handler units, and the theater shell.

In conjunction with Rosewood Arts Center'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 Center'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.

Impact on operating budget: Rosewood Art Center Improvements:

Rosewood Art Center is located within a repurposed 1965 elementary school building. Improvements to the facility will not only reduce maintenance on the 57 year old facility, but the modernized infrastructure (mechanical, electrical, plumbing, roof, windows, and air handlers) will create energy efficiencies resulting in lower utility bills.

Gentile Park (\$1,628,000)

The 2023 budget includes a carryover of \$1.6 million for the construction of a new park with playground in the undeveloped southern portion of the Kettering Business Park. The intent is that Gentile Park will be an additional neighborhood park that serves surrounding neighborhoods. The federal government previously used this area of the Business Park as open space when Defense Electronics Supply Center (DESC) was open. Now that the City owns this land, plans are being made to develop a portion of the site into a City park. A Natureworks grant from the Ohio Department of Natural Resources will provide \$141,000 for the playground installation.

Impact on operating budget: Gentile Park

The project's design phase will continue into 2023 with construction planned for 2023/2024. Operating costs will vary depending upon the features chosen for this park. Maintenance needs may include mowing, snow removal, equipment maintenance, and trash pickup. Additional resources relating to personnel and capital equipment may be needed to address the operational needs of the proposed 19 acre neighborhood park. This would be anticipated in 2024 upon the park's construction and completion.

1% for the Arts Projects (\$50,000)

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 Center, as well as an art project at the proposed Gentile Park.

Impact on operating budget: 1% for the Arts

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.

#### Other PRCA Projects (\$570,000)

Other smaller scale PRCA improvements are included in the 2023 Capital Improvement Plan. These include bench and paver replacements at Polen Farm, tennis court resurfacing, fencing replacement at Indian Riffle Park, parking lot improvements at Kennedy Park, and lighting upgrades at the Parks Maintenance Center.

#### Tree Planting and Landscaping (\$215,000)

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

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.

##### 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: Tree Maintenance and Planting Program

The City's tree program is planned and completed both internally and externally with city staff and via service contacts 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 2023. 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 (\$1,050,000)

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 2023 budget includes \$50,000 for attic heaters in Fire Station attic spaces, \$25,000 for miscellaneous ADA projects, and \$15,000 in security improvements among other miscellaneous projects. Also included are \$303,000 for code improvements at the Kettering Business Park's Building #46 and \$180,000 for locker room improvements at the Municipal Court.

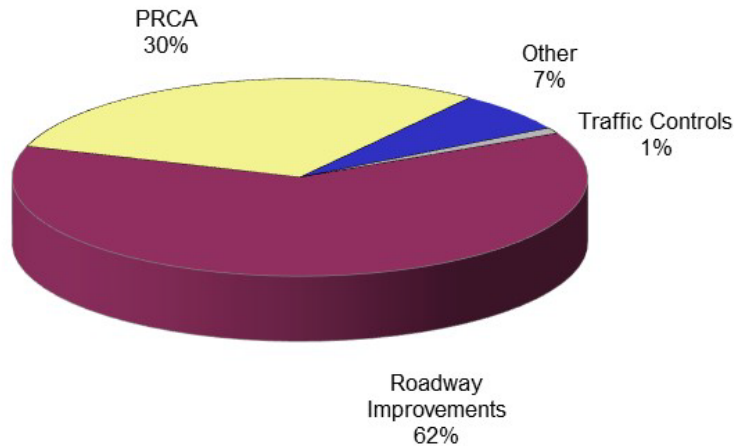
##### Core Fiber Network Enhancement (\$180,000)

The proposed 2023 budget includes \$180,000 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.

## 2023 CAPITAL PROJECTS FUND EXPENDITURES



*The Proposed 2023 budget includes \$15.9 million in planned projects. Roadway improvements, comprising 62% of the total, include \$1,572,000 in federal dollars and \$200,000 in state dollars.*

### Capital Projects Fund Resources and Expenditures

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>AVAILABLE FOR EXPENDITURES</b>				
Balance January 1	25,905,092	23,187,795	20,977,803	15,354,803
Committed to: Capital Improvements	<u>21,129,284</u>	<u>18,464,461</u>	<u>15,253,135</u>	<u>12,434,135</u>
Net Balance	4,775,808	4,723,334	5,724,668	2,920,668
<b>RECEIPTS</b>				
Tax Increment Revenue	404,253	358,311	573,000	404,000
Federal Grants	1,754,056	3,091,308	3,136,000	1,572,000
State & Local Grants	16,307	657,187	962,000	1,031,000
County Shared Revenue	423,832	206,264	216,000	206,000
Investment Earnings	274,221	(27,121)	(114,000)	181,000
Special Assessments	693,931	721,277	649,000	690,000
Reimbursements & Miscellaneous	<u>317,574</u>	<u>272,544</u>	<u>492,000</u>	<u>10,000</u>
Total Revenue	3,884,174	5,279,770	5,914,000	4,094,000
Transfer from/(to) the General Fund	395,425	3,983,204	8,885,000	8,990,000
Proceeds of Promissory Notes/General Obligation Bonds	8,300,000	238,111	0	0
Premium on Bond Issuance	<u>153,727</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Financing Sources	8,849,152	4,221,315	8,885,000	8,990,000
<b>TOTAL AVAILABLE</b>	17,509,134	14,224,419	20,523,668	16,004,668

**EXPENDITURES:**

		<b>Actual 2020</b>	<b>Actual 2021</b>	<b>Estimated 2022</b>	<b>Proposed 2023</b>
	<u>2023 Detail</u>				
Traffic Controls		667,140	1,025,413	2,548,000	155,000
Miscellaneous Traffic Controls	55,000				
Citywide Traffic Signal System Upgrade Phase 4: Right of Way	100,000				
Street Surfacing & Roadway Improvements		4,873,651	7,498,496	9,845,000	8,249,000
Normal Program	1,416,000				
Gas Tax Program	1,000,000				
ADA Curb Ramp Replacement Program	125,000				
Curb, Sidewalk, & Drive Approach Repair Program	825,000				
Thoroughfares, Arterials & Collectors	480,000				
Golf Club Estates	175,000				
Southern Blvd: Stroop to Dorothy Lane (\$400,000 carryover)	430,000 *				
E. Stroop Bikeway: Glengarry to E. Dorothy Lane	200,000				
Wilmington Pike Resurfacing: E. Stroop to Beaverton	1,658,000				
Woodman Drive: Wilmington Pike to Stocker (\$335,000 carryover)	800,000 *				
Ansel Bridge Rehabilitation (\$2,000 carryover)	42,000 *				
Danube Court Bridge Rehabilitation: Right of Way	45,000				
Flesher Avenue Bridge Replacement	485,000				
West Avenue Bridge Rehabilitation	568,000				
Streetscape Improvements		0	13,221	61,000	170,000
W. Stroop Sidewalk: Stonebridge to Ridgeway Right of Way	140,000				
Pole and Bus Stop Painting	20,000				
Bike program	10,000				
Drainage		6,702	7,300	114,000	1,500,000
Golf Club Estates	1,375,000				
Stormwater Master Plan & Miscellaneous Drainage	125,000				
Parks & Recreation		866,216	1,450,661	6,851,000	4,543,000
Annual Park Program (\$40,000 carryover)	645,000 *				
KRC Improvements	120,000				
Water Park and Main Pool Improvements	115,000				
Rosewood Arts Centre Improvements	1,415,000				
Gentile Park (\$1,487,000 carryover)	1,628,000 *				
City Sites Artwork Projects	50,000				
Polen Farm Improvements	145,000				
Kennedy Park Parking Lot	110,000				
Tennis/Basketball Court Resurfacing	110,000				
Other Miscellaneous PRCA Improvements	205,000				
Tree Planting & Landscaping		54,962	31,848	182,000	215,000
Landscaping and Tree programs	215,000				
Other		8,981,952	1,684,138	821,000	1,050,000
ADA Improvements	25,000				
Miscellaneous Building Improvements (\$25,000 carryover)	282,000 *				
Fire Station Attic Heaters	50,000				
Public Service Improvements	15,000				
Core Fiber Network Enhancement	180,000				
Facility Security	15,000				
Court Facility Locker Room Improvements	180,000				
Kettering Business Park Building 46 Code Improvements	303,000				
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>15,450,623</b>	<b>11,711,077</b>	<b>20,422,000</b>	<b>15,882,000</b>

\*Denotes all or part of funding is carried over from 2022. These projects total: \$2,306,000



# 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 76 - 184 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

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#### 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>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
Personnel Expenditures	631,029	87,011	439,490	474,200	48.94%
Operating Expenditures	253,486	383,743	386,600	419,800	43.32%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>75,000</u>	<u>7.74%</u>
<b>Total</b>	884,515	470,754	826,090	969,000	100.00%

The proposed 2023 budget, excluding capital equipment expenditures, is 3.2% greater than the 2022 budget and 8.2% greater than estimated 2022 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.

Proposed 2023 capital equipment expenditures include the replacement of storage arrays.

Note: Personnel expenditure fluctuations in internal service funds may result from the City’s application of GASB 68, “Accounting and Financial Reporting for Pensions – an Amendment of GASB Statement 27” and GASB Statement 75, “Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions”.

### Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</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>
<b>Total</b>	4.0	4.0	4.0	4.0

### Performance Measurements: Information Systems

<b>STRATEGIC PRIORITY:</b>	
<b>HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY’S REGIONAL PROMINENCE</b>	
<b>ACTION AGENDA</b>	<b>TACTIC</b>
<ul style="list-style-type: none"> <li>MVCC - Greater leadership in and influence on MVCC to realize ROI</li> </ul>	<ul style="list-style-type: none"> <li>Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities.</li> </ul>
<b>PERFORMANCE MEASURE</b>	
<b>2021 Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Received commitment from Miami Township Trustees to connect their government center campus and service yard to the MVCC network.</li> <li>Entered into an agreement with Point Broadband who commits to build fiber to the home to all residences in fiber ring connected cities.</li> </ul>
<b>2022 Anticipated Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Completion of Phase II fiber construction.</li> <li>Completion of Miami Township addition to the network</li> </ul>

<b>STRATEGIC PRIORITY:</b>	
<b>MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS</b>	
<b>ACTION AGENDA</b>	<b>TACTIC</b>
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>
<b>PERFORMANCE MEASURE</b>	
<b>2021 Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Transition to new internet service provider resulting in cost savings/avoidance of \$14,000 annually.</li> <li>Consolidate Active Directory domains which will result in eliminating IT staff time and expense required to operate four servers that will become redundant.</li> </ul>
<b>2022 Anticipated Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Implement pilot projects to reduce or eliminate the City's use of legacy copper phone lines.</li> </ul>

<b>STRATEGIC PRIORITY:</b>	
<b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b>	
<b>ACTION AGENDA</b>	<b>TACTIC</b>
<ul style="list-style-type: none"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.</li> </ul>
<b>PERFORMANCE MEASURE</b>	
<b>2021 Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Completion of all technology improvements related to the renovation of the Police Department.</li> <li>Completion of all technology integration related to onboarding Miami Township as a dispatch customer.</li> </ul>
<b>2022 Anticipated Accomplishment(s)</b>	<ul style="list-style-type: none"> <li>Implement free, public Wi-Fi at Frazee Pavilion, Lincoln Park and Polen Farm as an amenity to visitors at minimal expense to the City.</li> </ul>

### **Workload Indicators: Information Systems**

<b>WORKLOAD INDICATORS</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Resolved Tech Support Requests	1,647	1,200	1,750	1,800

<b>PUBLIC SERVICE - VEHICLE MAINTENANCE CENTER</b> <b>FUND 741</b>
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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**

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**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)**

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	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	1,206,327	202,357	785,920	826,100	68.64%
<b>Operating Expenditures</b>	222,056	214,529	299,200	280,000	23.26%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>97,500</u>	<u>8.10%</u>
<b>Total</b>	1,428,383	416,886	1,085,120	1,203,600	100.00%

The proposed 2023 personnel and operating expenditures are 8.1% less than the 2022 combined personnel and operating budget. Effective 2023, a vacant Maintenance Supervisor position is eliminated and one Mechanic position will be converted to a Lead Mechanic position.

Proposed 2023 capital equipment expenditures include the replacement of two sedans and a key tracking system.

Note: Personnel expenditure fluctuations in internal service funds may result from the City’s application of GASB 68, “Accounting and Financial Reporting for Pensions – an Amendment of GASB Statement 27” and GASB Statement 75, “Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions”.

### Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
<b>Equipment Maintenance Manager</b>	1	1	1	1
<b>Equipment Maintenance Supervisor</b>	1	1	1	0
<b>Lead Mechanic</b>	0	0	0	1
<b>Equipment Mechanics</b>	4	4	4	3
<b>Parts/Inventory Attendant</b>	1	1	1	1
<b>Clerical</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	8.0	8.0	8.0	7.0

### Performance Measurements: Vehicle Maintenance Center

<b>STRATEGIC PRIORITY:</b>				
<b>MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Continually evaluate vehicle cost versus usage for long-term viability, sustainability and affordability.</li> </ul>	<ul style="list-style-type: none"> <li>Analyze lifetime cost of each vehicle and establish time frame for replacement.</li> <li>Evaluate vehicle usage for possible fleet reduction.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Number of vehicles at/beyond useful life (>15 points on FASTER system).	106	61	120	120
Number of underutilized vehicles (<3,500 miles/250 hours).	91	45	96	85

<b>STRATEGIC PRIORITY:</b>				
<b>PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET</b>				
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Optimize maintenance processes and services.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate the number of overdue preventative maintenance requests for service on vehicles and equipment.</li> <li>Utilize VMC Scheduler to schedule service in advance to reduce downtime.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Average number of overdue preventative maintenance services per week.	5	50	3	3
<b>ACTION AGENDA</b>	<b>TACTIC</b>			
<ul style="list-style-type: none"> <li>Reduce indirect time and increase billable hours for operations cost recovery.</li> </ul>	<ul style="list-style-type: none"> <li>Complete all work orders within established repair times.</li> </ul>			
<b>PERFORMANCE MEASURE</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
Percentage of billable hours versus total hours.	75%	82%	82%	82%

## Workload Indicators: Vehicle Maintenance Center

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
FLEET MANAGEMENT:				
Number of vehicles/equipment in City fleet	350	360	360	355
Gallons of fuel dispensed	184,918	210,500	190,000	196,000
Insurance claims processed	21	10	20	20
Number of work orders processed	1,135	1,070	1,179	1,200

## ADMINISTRATIVE SYSTEMS - PRINTING/REPRODUCTION FUND 744

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 <u>2020</u>	Actual <u>2021</u>	Estimated <u>2022</u>	Proposed <u>2023</u>	<u>% of Total</u>
<b>Personnel Expenditures</b>	0	0	0	0	0.00%
<b>Operating Expenditures</b>	35,211	37,723	55,200	67,200	100.00%
<b>Capital Equipment Expenditures</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>Total</b>	35,211	37,723	55,200	67,200	100.00%

The proposed 2023 budget is 7.2% greater than the 2022 budget. The increase is due to depreciation of a new color copier.

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

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

## Performance Measurements: Print Shop

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue.</li> <li>Evaluate programs and operations at departmental levels for potential savings and efficiencies.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Cost recovery charge per print - B/W	\$0.01	\$0.01	\$0.01	\$0.02
Cost recovery charge per print - Color	\$0.064	\$0.064	\$0.064	\$0.075

## Workload Indicators: Print Shop

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Printing and Copying Volume - B/W	141,284	230,000	245,700	230,000
Printing and Copying Volume - Color	235,693	300,000	224,165	230,000

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)**

	<b>Actual 2020</b>	<b>Actual 2021</b>	<b>Estimated 2022</b>	<b>Proposed 2023</b>	<b>% of Total</b>
<b>Personnel Expenditures</b>	3,293,680	794,702	2,480,280	2,648,300	77.92%
<b>Operating Expenditures</b>	433,148	457,412	490,500	530,500	15.61%
<b>Capital Equipment Expenditures</b>	0	0	0	219,800	6.47%
<b>Total</b>	3,726,828	1,252,114	2,970,780	3,398,600	100.00%

Proposed 2023 personnel and operating expenditures are 1.8% greater than the 2022 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. 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 currently vacant part-time Clerk position is not funded for 2023.

The proposed 2023 capital equipment budget includes replacements for two vans, a 2008 pickup, a 1996 platform lift and a new small pickup with lift gate.

Note: Personnel expenditure fluctuations in internal service funds may result from the City’s application of GASB 68, “Accounting and Financial Reporting for Pensions – an Amendment of GASB Statement 27” and GASB Statement 75, “Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions”.



## Staffing Levels

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>	<u>Proposed 2023</u>
Public Service Director	1	1	1	1
Facilities Maintenance Manager	1	1	1	1
Facilities Maintenance Supervisor	1	1	1	1
Facilities Mechanics	4	4	4	4
Facilities Service Workers	7	6	6	6
Facilities Attendants	12	12	13	13
Part-time Clerical	0.6	0.6	0.6	0
Part-Time/Temp.Maint. Aides	<u>4.5</u>	<u>2.0</u>	<u>0.8</u>	<u>0.8</u>
<b>Total</b>	31.1	27.6	27.4	26.8

## Performance Measurements: Facility Division

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> <li>Continually evaluate programs and operations for long-term viability, sustainability and affordability</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Square footage of underutilized City-owned building space. (*Includes vacant portion of Bldg. #46; old Fire Station #34)	176,664	171,039	66,664	61,039

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"> <li>Optimize City Services and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Complete work orders in a timely manner and analyze open tickets remaining at the end of each quarter.</li> <li>Allocate appropriate resources to individual maintenance activities and long-term projects to reduce overall operational costs.</li> <li>Reduce City utility costs through promotion of efficient equipment and other energy improvements to take advantage of opportunities to reduce energy consumption.</li> </ul>			
PERFORMANCE MEASURE	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
Annual maintenance & custodial cost per square footage of building space.	\$7.07	\$5.20	\$5.93	\$5.50
Percentage of chargeback to CIP per year.	16.2%	4.1%	3.7%	4.0%
Energy cost per building square footage.	\$1.66	\$1.40	\$1.75	\$1.75

## Workload Indicators: Facility Division

WORKLOAD INDICATORS	2021 Actual	2022 Budget	2022 Estimate	2023 Budget
MAINTENANCE:				
Number of work orders generated	4,353	4,500	4,119	4,300
Square footage of buildings served	527,348	527,348	527,348	527,348
Square footage of total building/structure space	803,084	797,459	693,084	687,459
CUSTODIAL:				
Number of buildings served	24	24	24	24
Seasonal position hours utilized	0	1,600	0	0
CAPITAL IMPROVEMENTS:				
Number of projects managed	38	35	38	35
Value of projects managed	\$3,104,592	\$2,323,500	\$3,404,943	\$1,800,000

## 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 21<sup>st</sup> Century Act was signed into law by President Obama on July 6, 2012 to fund surface transportation programs.

Modified Accrual Basis of Accounting: A basis of accounting where revenues are recognized in the accounting period in which they become measurable and available and where expenditures are recognized in the accounting period in which the fund liability is incurred.

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