



Budget Document

Fiscal year January 1 – December 31, 2024

CITY OF KETTERING

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CITY OF KETTERING

A WORD OF EXPLANATION

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

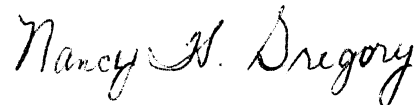
A key element of this document is its use as a planning and policy tool in addition to the legal and financial control aspects normally associated with budgets. Each departmental budget contains commentary relating to that department's programs and objectives. Unless stated otherwise, each department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

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

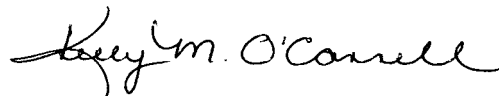
ACKNOWLEDGMENTS

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

Sincerely,

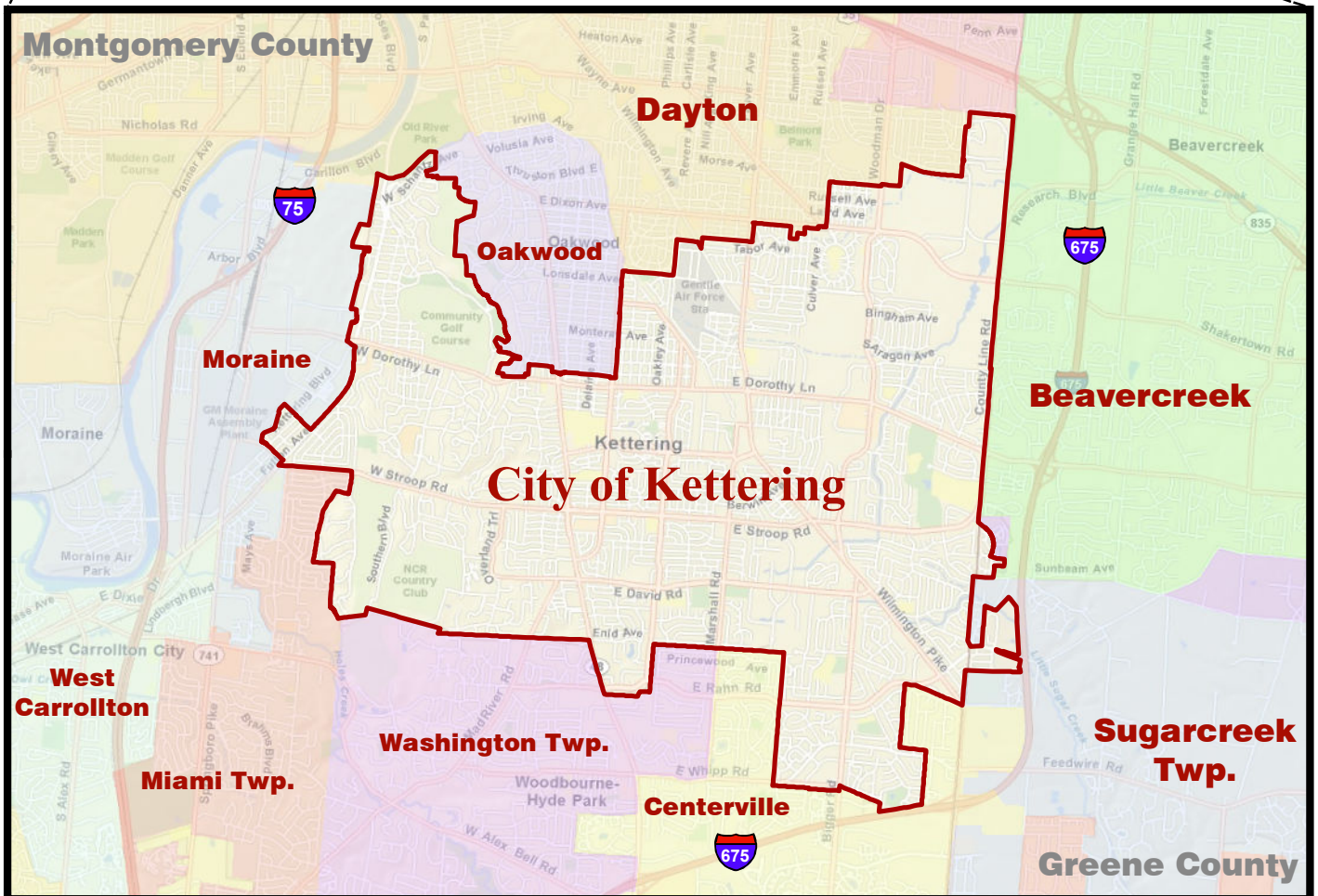


Nancy H. Gregory, CPA
Director of Finance



Kelly M. O'Connell, CPA
Budget Manager

City of Kettering, Ohio



CITY OF KETTERING

COMMUNITY PROFILE AND MISCELLANEOUS STATISTICS

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

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



Kettering Government Center

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

HISTORY:

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

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

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

CITY GOVERNMENT:

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

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

SCHOOLS:

Kettering is well known for its quality school system. Residents of the district are proud of their schools and have continually supported the district in both volunteer and financial capabilities. The Kettering City School District serves approximately 7,900 students pre-K through 12th 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, 12 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	12.53%
Reynolds & Reynolds Company	1,350	4.74%
Kettering City Schools	1,155	4.05%
Alternate Solutions Health Network	811	2.85%
Community Tissue Center	650	2.28%
City of Kettering	570	2.00%
Meijer Inc.	550	1.93%
Spectrum	500	1.75%
Kroger	420	1.47%
Total	9,576	33.60%

UNEMPLOYMENT RATE:

3.5% (August 2023)

MEDIAN HOUSEHOLD INCOME:

\$65,054

(US Census Bureau 2021 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)	\$86.12 per \$1,000 valuation
City Income Tax	2.25% of income earned

CITY EVENTS:

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

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

Christmas Day Gathering: An afternoon of holiday activities on Christmas Day for folks who might otherwise be alone. Charles I. Lathrem Senior Center, 2900 Glengarry Drive.

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.

2023 CITY OFFICIALS

MAYOR AND COUNCIL

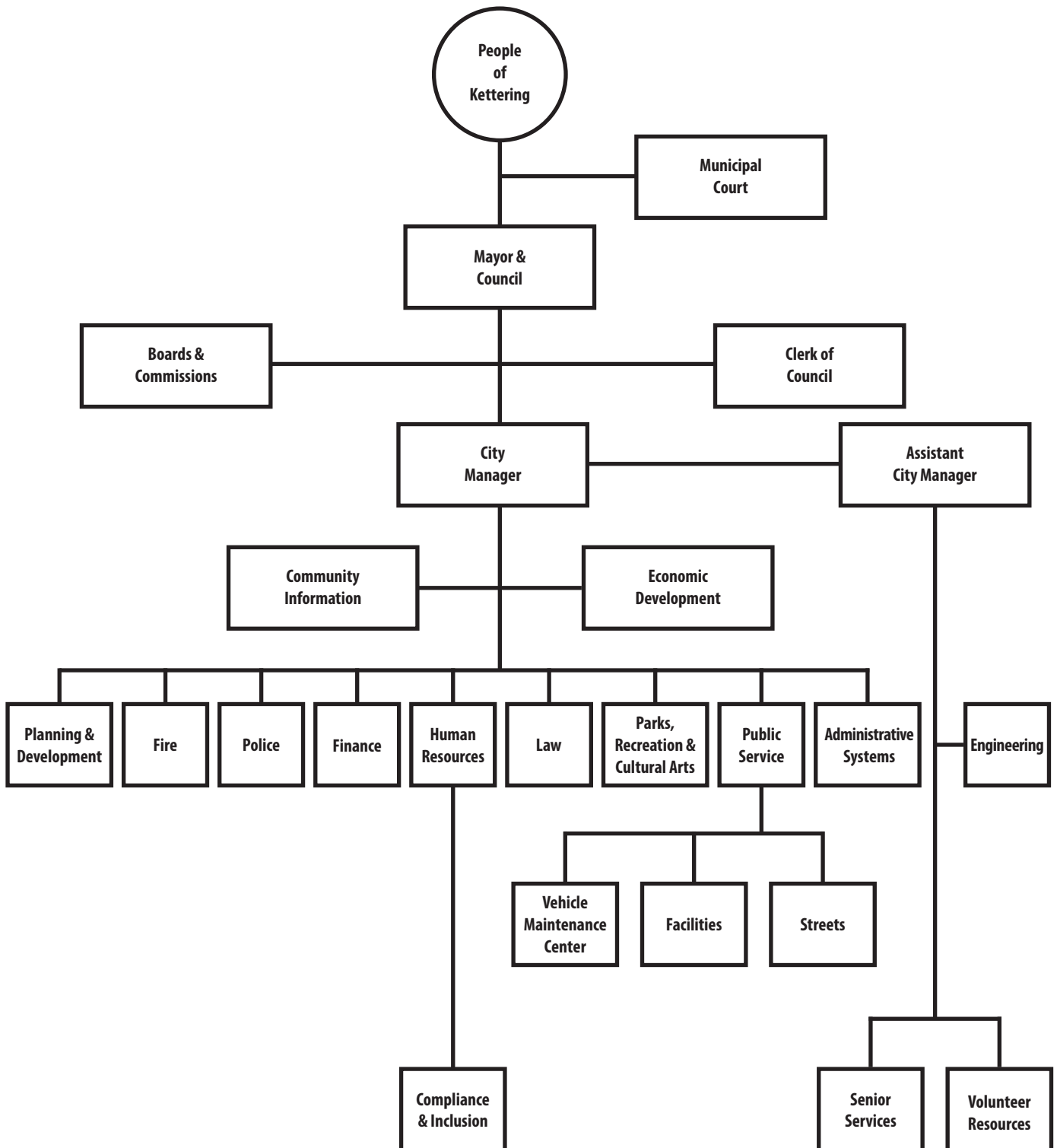
PEGGY LEHNER	Mayor	
JACQUE FISHER	Vice Mayor	At Large
JYL HALL	Councilmember	At Large
LISA DUVAL	Councilmember	District 1
BOB SCOTT	Councilmember	District 2
TONY KLEPACZ	Councilmember	District 3
BRUCE E. DUKE	Councilmember	District 4

CITY ADMINISTRATION

MATT GREESON	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

2023 Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Kettering
Ohio**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrell

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, 2023. 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 2024 budget on December 12, 2023. 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 2024.

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

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

PRCA - Parks Recreation and Cultural Arts

CDBG - Community Development Block Grant Program

EMS - Emergency Medical Services

BUDGET PROCESS: 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.

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 distributes the prior year Annual Combined Financial Report (ACFR).
- 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.
- The Finance Department updates and presents the long-range forecast, incorporating known changes in financial resources and capital improvement requests. The forecast is used to provide Council with an approximate level of future funding available for the implementation of goals.

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.

BUDGET PROCESS: CITIZEN ENGAGEMENT

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

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

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

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

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

Citizen participation is especially apparent in the development of the annual CDBG action plan submitted to HUD each year. Steps taken involve the emailing of community surveys to residents, 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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2023

Date	Task
6th	Distribute prior year budget documents and detail reports to all city departments
13th	Blanket purchase orders are calculated
27th	Apply for GFOA Distinguished Presentation Award
31st	Complete Local Public Agency cost tracking spreadsheets for Ohio Department of Transportation projects

Date	Task
10th	Prior year purchase orders are closed and encumbrance budget is posted
10th	Carryover unspent grant budgets from prior year
28th	Department Directors begin compiling CIP requests

Date	Task
3rd	Calculate Economic Development commitment and Gas Tax assignment
8th	Establish target for Capital Improvement Program (CIP) budget

Date	Task
7th	Calculate 1% for the Arts transfer
14th	Reconcile prior year actual to prior year estimate.
28th	CIP budget requests due to Finance Department
28th	Update budget template files

Date	Task
5th	Create online budget versions in Finance Budget system
19th	Capital Equipment requests due to Finance Department
22nd - 26th	Internal Service Fund chargeback budgets due to Finance
31st	Annual Economic Development incentive meeting

Date	Task
9th	CIP requests review with City Manager, Finance, Department Directors
14th	Operating target set by City Manager
16th	Personnel Requests due to Finance

Date	Task
7th	Departments complete performance measurements
1st - 31st	Departments create current year estimates and proposed budget requests.

Budget Calendar

August						
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2023

Date	Task
7th	Personnel requests review with City Manager, Ass't City Manager, Human Resources Director, Finance Director and Budget Manager.
11th	Operating requests due to Finance
18th	Court and Clerk of Courts budget requests due to Finance
18th	Boards and grants budgets due to Finance
22nd	Department Directors present Capital Improvement Program at Council Workshop
25th	Current year CIP estimate is prepared
31st	Health Insurance Fund review with Human Resources

Date	Task
1st	Annual Report is published and posted on the City's website
1st	PRCA budget requests due to Finance
22nd	Debt Service budget is prepared
22nd	Fraze Pavilion budget requests due to Finance
26th	Long Range Forecast presentation to Mayor & Council

Date	Task
5th	Capital equipment review with Finance and Public Service staff
6th	Revenue estimates finalized
20th	Budget Review meeting with City Manager and Finance

Date	Task
1st - 10th	Budget Message draft is written
1st - 10th	Budget naratives are written
14th	City Manager presents preliminary current year estimate and budget year proposal at Council Workshop
15th - 17th	Draft budget is revised to reflect input from Council
20th	Draft budget document is printed
22nd	Draft Budget Document is distributed to Council and made available to the public

Date	Task
5th	Budget Workshop with Mayor & Council / Finance Presentation
5th	First Reading of Personnel Ordinance
11th	Final Budget Revisions
12th	Adopt Budget at Council Meeting
12th	Second reading of Personnel Ordinance
13th	Post budget to General Ledger
15th	Distribute CIP account numbers to departments
18th - 29th	Final budget document is printed and posted to the City's website



CITY OF KETTERING

December 12, 2023

Honorable Peggy Lehner and
Members of Kettering City Council
3600 Shroyer Road
Kettering, OH 45429

Dear Mayor and City Council Members:

In accordance with Kettering City Charter, Section 5.3, I am pleased to submit the 2024 Budget for consideration by the City Council.

The annual budget is the City's most important policy document. Development of the budget involves each department evaluating operations, services and programs, reviewing revenues and expenditures and prioritizing needs for the upcoming year. The 2024 Budget includes funding to continue Kettering's commitment to high quality services and investment in infrastructure needed to ensure an exceptional quality of life for our citizens.

PRIORITIES

FISCAL MANAGEMENT AND TRANSPARENCY

The City Council is committed to fiscal sustainability and has established directives regarding the allocation of general fund dollars. It is important to balance conservative spending with quality service provision that meets the expectations of our residents and businesses. The City's fiscal strategy aims to ensure adequate revenues are available to fund vital services while also maintaining sufficient reserves to weather inevitable economic fluctuations. The City carefully monitors revenue and expenditure trends, provides regular financial reports including a Long Range Forecast and five-year Capital Improvement Program (CIP).

Current year operating revenues must cover current year operating expenditures and debt service obligations. The CIP may be funded through utilization of reserves. Therefore, it is critical that operating revenues exceed operating expenditures each year, creating a positive operating margin and the ability to invest in both the community's physical assets and a healthy financial reserve.

The 2024 Budget continues Kettering City Council's focus on transparency by supporting ongoing publication of a citywide Annual Report. It is vital that our residents and business stakeholders understand how tax dollars are used to sustain and improve the Kettering community. The Annual Report provides clear, accurate details of how we budget for and deliver services.

The City of Kettering's fiscal stewardship is widely recognized due to the Finance Department's use of recognized best practices in financial monitoring, reporting and budget preparation garnering multiple recognitions. In 2023, our Finance Department once again received both the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. These awards were received for our 2023 Budget document and 2022 Annual Comprehensive Financial Report (ACFR). This marks the 38th year for receipt of the Budget Award and the 41st year for receipt of the ACFR award. In addition, we again received the Ohio Auditor of State Award with Distinction for excellence in financial reporting for our 2022 ACFR.

Fiscal stability requires concerted efforts among City Council and City Staff. Policies, directives and strategies that prioritize fiscal stewardship are driven by City Council. The 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 2024 Budget.

REDEVELOPMENT AND REINVESTMENT

Income tax accounts for approximately 76% 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. Kettering is home to a wide array of businesses. This economic diversity helps buffer the City from the effect of changes in any particular industry. However, recruiting and retaining businesses has become extremely competitive. Businesses, no matter their size, turn to the government for aid in expansion, relocation or sustaining existing operations.

Many small businesses chose to open their doors in Kettering in 2023 and groundwork has been laid for exciting new endeavors in 2024. In recent years, two business parks located in Kettering have been notable economic drivers.

Miami Valley Research Park

After the City purchased more than 300 acres of unimproved land at the Miami Valley Research Park (MVRP) in 2017, the area has grown into its name welcoming several research-based businesses. MVRP is now home to more than 4,000 jobs. With infrastructure improvements and expansion, MVRP continues to see new businesses locate at the park and current tenants grow and flourish. Solvita, formerly named Community Tissue Services, completed a \$50 million expansion in 2021. This 132,000 square-foot expansion more than doubled their footprint, allowing for additional processing capabilities, marketing, distribution and supply chain management. The expansion initially created more than 200 jobs—now reaching nearly 800—primarily in the manufacturing and support fields at the company's Center for Tissue Innovation and Research. Solvita is the nation's largest nonprofit provider of skin grafts for burn patients. The expansion positioned Solvita to be on the leading edge of new graft development, biotechnology and furthered the organization's commitment to meeting the growing worldwide demand for quality tissue grafts. In 2023, Solvita purchased two buildings at Kettering Business Park that had been vacated by Synchrony in 2020. This acquisition provides an additional 400,000 square feet of new space to expand warehouse capacity, improve efficiencies and further its potential as a global leader in the production of life-saving and life-enhancing allografts.

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 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.

Solvita and Life Connection of Ohio work toward similar missions, and their close proximity will 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 LCO to link existing businesses and make way for additional future development.

Resonetics, LLC, another business in MVRP, completed an expansion in 2022 on 3 acres of land purchased from the City. The medical device business created 95 full-time jobs with the help of local and JobsOhio assistance. 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.

In 2020, Industrial Commercial Properties (ICP) purchased 5 buildings and 40 acres at MVRP and transformed the buildings into Class A office space rebranded as Sixth River. The firm performed building renovations, aesthetic improvements, new signage and added amenities which in turn brought numerous new tenants to the Park. The office building at 1900 Founders Boulevard has 150,000 square feet of space and will become home to up to 900 new Air Force employees by early 2024. The City funded an economic development grant for the construction of a parking lot at the east end of the building to accommodate 600 parking spots. JobsOhio previously offered a grant to assist with the remodeling of the building.

In early 2023, the City sold a 28-acre parcel of land located in the northwest corner of Research and County Line Road to ICP for an anticipated residential project. In an effort to bring this residential project forward, the City worked with property owners in MVRP to officially adopt updated covenants, conditions and restrictions (CCRs) to permit more modern uses and amenities to be developed in the Park. In addition, City Council passed legislation establishing the City's first Community Reinvestment Area (CRA) in the Aragon-Oak Park neighborhood near MVRP which can help bring new investment to homes in that area.

Kettering Business Park

The second business park with continued re-development is the Kettering Business Park (KBP), formerly the home of 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, Kettering Health Command Center, NanoSperse, an Amazon Fulfillment Center, the aforementioned Solvita expansion to the former Synchrony buildings, and the Kettering Municipal Court. To fortify and position KBP for more expansion, the City is working with its major employers to gain insight on their vision and ideas for new amenities in and around the Park.

Outside of our major business parks, Kettering saw several new businesses open their doors, namely Let Them Be Wild retail store, Optimized Senior Living center, Jimmy John's sandwich shop and TJ Chumps restaurant.

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 businesses 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 new jobs and make a commitment to remain in Kettering beyond the term of the incentive agreement. The City also works with the Dayton Development Coalition and JobsOhio to ensure that applicable incentives are secured for our new and growing companies.

During 2023, five businesses received economic development incentives from the City, including a \$25,000 Wilmington Pike Facade Improvement grant to Jimmy John's for redevelopment of the building located at 3027 Wilmington Pike.

The City's Economic Development Manager continued to team with the Community Development Manager to offer the Microenterprise Loan Program during 2023. This program provides technical business services, networking opportunities, and small business grants and forgivable loans to eligible Kettering businesses. In total, \$89,500 in forgivable loans were awarded to 10 businesses to date. Funding may be used for 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, including the owner. Eligibility is also contingent upon income limits and the business's location having no property maintenance violations.

Community engagement is an integral part of strengthening the City's economic development, and several events were offered in 2023. The City partnered with the Kettering-Moraine-Oakwood Chamber of Commerce to support programs and events that assist small businesses including the Annual Taste of Kettering at Frazee Pavilion, the Women's Lifestyle EXPO, and a meet and greet with the new City Manager and KMO Board of Trustees.

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 2024 and beyond.

INITIATIVES

PUBLIC SAFETY

During 2023, the Fire Department recommended an 8.7% increase to Emergency Medical Service (EMS) fees to align with the current rate environment. EMS billing is a fee charged for ambulance transportation to a hospital facility. Reimbursement is sought from private health insurers, Medicare and Medicaid. Insurance payments account for 98% of revenue. Less than 2% is from individual payments. The revenue is used for Fire Department capital equipment, station improvements, and debt service on the City's four new stations.

Also, a \$1.7 million 5-year commitment to upgrade existing Police mobile and body cameras, Tasers, and related software is anticipated for 2023.

Planned public safety expenditures in 2024 include replacement gas masks, SWAT armor, three cruisers, and two unmarked vehicles for the Police department. A medic, transit passenger van, and pick-up truck are funded for the Fire Department.

GENTILE NATURE PARK

Groundbreaking for the Gentile Nature Park was held on July 20, 2023. The park is a 19-acre site designed to honor a military flying ace from decades past while providing recreation to the surrounding neighborhood for generations to come. It will include playground areas, a walking path, open lawn space, a bike connection and parking. The estimated cost to complete the project is \$2.48 million with a \$141,000 state grant. Construction is underway and is expected to be completed in 2024.

ROSEWOOD ARTS CENTER

Beginning in September 2021, the City of Kettering launched a multi-year renovation to update Rosewood Arts Center. The facility is a community destination dedicated to enriching the quality of life for residents of Kettering and the greater Dayton area by providing creative experiences through a variety of art forms for people of all ages, abilities and backgrounds. It provides exceptional arts programming, classes, studio spaces, exhibitions, performances and special events.

The renovation is the culmination of community and stakeholder feedback, as well as surveys conducted over the past several years. In addition to upgrades to the building's infrastructure, the project includes the creation of more efficient and customized learning environments for various artistic disciplines. It provides expansion of educational space for core program areas including youth art instruction, ceramics, painting and drawing, and specialized spaces for glass and metal working.

The estimated \$6.4 million project includes approximately \$2.1 million from a fund raising campaign through the Kettering Parks Foundation and a \$450,000 grant from the Ohio Facilities Construction Commission.

The facility remained open during the renovation with specific areas closed as needed. The phase III area (painting, drawing, artist and future printmaking studios, and theater) is currently closed as part of the final stage of work. The project is on track to be completed by the end of 2023 allowing for classes in the new studios in winter 2024.

CONNECTIVITY

During 2023, several internet service providers began installing infrastructure throughout the City's right-of-way to provide fiber-to-the-home options for residents. Additionally, the City's partnership with altafiber, formerly Cincinnati Bell, was further implemented 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 Fraze Pavilion (24 access points); Kettering Recreation Complex (20 access points); and Delco Park (9 access points).

TRANSPORTATION

The City of Kettering partners with Greater Dayton RTA to provide public transportation throughout the community seven days a week. During 2023, RTA increased routes from 9 to 11, and included a route to address transportation for University of Dayton students. It is hoped that a Kettering loop or circulator will be established from the Recreation Center to Southern Boulevard to Dorothy Lane, as well as a route between Huber Heights and Kettering. Many current routes take transit riders between Kettering and downtown or other parts of Dayton. The goal is to have a circulator that allows residents and workers to easily access shopping, employment, and services near home, within Kettering.

SUSTAINABILITY

The City values environmental sustainability and has taken steps to advance this priority. The City Council created a Sustainability Advisory Committee that is working with staff to identify policies, educational programs, and initiatives that will advance local environmental protection and carbon reduction.

The Council approved participation in Power a Clean Future Ohio, joining with other governments, not for profits, and private agencies across Ohio to collaborate on clean energy strategies. The City is studying its vehicle fleet to shape a strategy for introducing hybrid and electric vehicles and understand the charging infrastructure that will be needed to support this transition. Electric vehicle (EV) charging stations have been installed at Delco Park and the Kettering Recreation Center. Kettering has partnered with the Miami Valley Regional Planning Commission (MVRPC), to install Level 2 charging stations at the Government Center and Governor's Place.

The City's multi-departmental KetterGreen team continues to identify practical ways to reduce operational waste and educate City employees on green practices.

AGGREGATION

In response to an 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. As a result, fourteen municipalities joined to offer residents and small businesses a 28-month contract with Harbor Energy at a rate of 0.0657 cents/kWh—significantly lower than the current AES Ohio rate of 0.1081 cents/kWh. Residents enjoyed significant reductions in their bills beginning in October. If successful, the program could save residents up to \$360/year. The program will likely grow as voters in additional communities authorize their city to participate in aggregation.

WILMINGTON PIKE (AND BEYOND) PROJECT

The City of Kettering remains committed to acting as a catalyst for reinvestment along the Wilmington Pike corridor. It is a community backbone, and its vitality is central to the strength of our commercial success.

Two programs that have contributed to revitalization of Wilmington Pike have been expanded 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 improving their physical appearance and conforming to city codes.

COMMUNITY DEVELOPMENT AND PROPERTY MAINTENANCE

The City 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. 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. Darby Run, a 50-unit, \$11.5 million apartment building situated on land owned by Meijer on Wilmington Pike, opened in 2023.

Two Kettering apartment buildings estimated to cost a combined \$22 million call for 103 units at the former Ohio Bell/AT&T building site at 3233 Woodman Drive. 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.

We are proud of our stable and attractive neighborhoods. Efforts by residents to maintain and improve their properties are important and appreciated. A well-kept neighborhood says that residents take pride in their community. 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 impeccably maintained their properties year after year. Winners selected by the volunteer Neighborhood Pride Award Committee are recognized at a City Council meeting and receive an attractive sign to be placed in their yards.

The City's Board of Community Relations introduced the Good Neighbors Program. Neighbors are nominated for being helpful and for making a difference in their neighborhoods.

The Community Development division continues to facilitate programs for providing quality housing to Kettering homeowners and education opportunities for homeownership and foreclosure prevention. 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 of Kettering partners with the businesses who choose to call this community home. The second annual Business Walk was conducted to stay connected during 2023. In partnership with Montgomery County, the City hosted the walk in the Kentshire/Bigger/Whipp neighborhoods at which staff and elected officials visited businesses to show their support and gather feedback on ways the City could assist.

In 2022, the City 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 was 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 - \$1,400,000; Capital Equipment - \$4,600,000; and Capital Improvement - \$7,800,000. The City allocated the ARPA funds for public safety payroll under the "Revenue Loss" model 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 current 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 42 applicants with \$775,596 in down payment loans and 28 applicants with \$211,771 in home improvement needs to date.

The Planning and Development Department is completing the Stay Put Tenant Assistance Program in 2023. Using funds from Montgomery County, the City of Kettering administered the program for tenants countywide who were negatively impacted by the COVID-19 pandemic. If qualified, residents could receive funding to cover six months of unpaid rent and three months forward. During 2023, the City processed 538 applications utilizing over \$2.1 million in funds.

The City of Kettering plans a pilot program aimed at creating more in-home child care options. A study by 4C For Children found that there are only a few state-licensed residential child care sites in the city. An in-home care site is required to have an Ohio license to house more than six children. 4C For Children provides childcare resources for 15 counties in Southwest Ohio. State-licensed in-home centers can accept publicly funded childcare vouchers. City Council approved \$100,000 in Community Development Block Grant funds to help create more sites while giving working families more child care options.

Kettering participates in the Cities of Service program--a bipartisan coalition of mayors working together to address a community's most pressing needs through high impact volunteering. Currently there are 180 participating cities across the nation. 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 a selected area. In 2023, 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 local nursing home residents. The 2024 program will focus on the Wiles Creek neighborhood.

INCLUSION

The City employs 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. In 2023, larger accessible swings were installed at area parks in response to the needs of growing children. The City plans to install an adult changing table at the Kettering Recreation Center in 2024 to assist those with disabilities or mobility issues, with funding from the Montgomery County Board of Developmental Disabilities.

YOUTH AND FAMILIES

The past several years, the Partners for Healthy Youth Board, the City of Kettering and Kettering City Schools have worked to address the growing number 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 City of Kettering also provides five School Resource Officers (SROs) to Kettering Schools. SROs provide education programs and demonstrate the human connection imperative for positive community relations.

COLLABORATION

Our internal review of services and programs includes 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.

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
- Providing public safety dispatch services for Miami Township
- Joining with 13 municipalities to form an aggregation program to assist residents and small businesses with energy costs.

CHALLENGES

In developing the 2024 budget, we must maintain high quality customer service and programming without losing sight of future needs. Our recent 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 recent years, Kettering experienced significant financial impacts from job loss and business closures in the community. 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 cease and the facility would close by December 31, 2023. This closing would impact 600 jobs. The City of Kettering began developing a transition plan for employees being displaced. Monthly meetings were established with Tenneco personnel, Montgomery County Job and Family officials, Dayton Development Coalition and JobsOhio representatives, 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 during 2023 the site was submitted for numerous RFPs from site selectors through JobsOhio and attracted site visits from prospective companies.

The COVID-19 pandemic re-shaped national and local workforce expectations. Since Ohioans pay municipal income taxes where they physically work, Kettering was greatly impacted by the remote work trend. Two large customer call centers (Victoria's Secret and Synchrony Financial) closed physical operations, sending Kettering based workers to provide services from home. The City's fiscal stability and health, as well as effective short-range response strategies, have allowed Kettering to weather the impact of these job losses in the near term. We are expected to maintain a positive budgeted operating margin in 2024. However, it is critically important to our long-term fiscal position to bring jobs back to these and other sites.

RECRUITMENT AND HIRING

As a result of extensive and sustained efforts to market Kettering job opportunities, many part-time and seasonal positions were filled, resulting in a greater return to normalcy after the pandemic impacted hiring in prior years. Recruitment is more challenging than in the past, particularly for public safety

positions, with smaller applicant pools for local government jobs and increased competition for talent. The Human Resource Department has worked with each department on recruitment strategies, which have resulted in quality applicants for each open position. Recruitment and retention efforts will remain a priority as we seek to keep Kettering the local government employer of choice.

INFLATION AND SUPPLY CHAIN DISRUPTIONS

Kettering continues to feel the impact of the recent inflationary environment. While the rate of price increases we experienced in the last year has eased, prices for goods and services the City purchases remain inflated. Case in point is the 30% increase in asphalt prices we first incorporated into our capital improvement program in 2023 has become the new norm.

Lingering supply chain disruptions are especially apparent in the purchase of vehicles and apparatus. The City maintains a large fleet of vehicles to provide critical public safety and streets maintenance services. As the production of vehicles remains slow, so does our ability to replace vehicles in our fleet. The City continues to experience difficulty locating specific vehicles and the lead times for delivery of vehicles has increased. This is especially apparent in the ordering of fire engines and medics where lead times can take up to two years. Fortunately, the City conducts routine preventive maintenance with our fleet allowing us to extend the life of vehicles while dealing with delays in replacements.

STATE FUNDING REDUCTIONS AND MUNICIPAL TAX REFORM

State budget cuts were first reflected in the 2012 budget with additional cuts incurred in each year thereafter. As a result, it is necessary to complete the 2024 budget recognizing past and future revenue reductions. 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 \$399,500 in 2023 and \$453,500 in 2024. 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.

The State continues to pass laws that impact the administration of the City's municipal income tax, the City's primary general fund revenue. House Bill 33 was passed in July 2023. The changes include a revised net profit apportionment factor for businesses with a remote or hybrid workforce, allowance of one additional month beyond the federal extension for the filing of net profit returns, application of a single late filing penalty, and requirement to wait to send inquiries or notices to any taxpayer until the date of the federal extension in place has passed.

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 2024, 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

In 2023, the City Council launched an ambitious effort to update the City's Strategic Plan called Spark Kettering. City Council appointed a 30-member Steering Committee and engaged staff, residents, and businesses with the goal of creating a community-informed Strategic Plan that will guide Kettering for at least the next five years. The City hired consultant expertise to assist with this year-long process, estimated at \$150,000. Until completion of this process, the City's existing Strategic Plan guides our focus through seven established priorities:

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

The Strategic Plan includes specific action agendas and tactics. For 2024, each City Department's budget presentation provides measurements of progress toward accomplishing the City's strategic priorities. As the new Strategic Plan takes shape, departmental work plans will be updated with new strategies and tactics for the 2025 budget submittal.

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 2023 budget. Exceptions may be made for special projects, technology upgrades, and for inflationary increases in fuel, utilities, and internal service fund chargebacks.
- The City's Parks, Recreation & Cultural Arts fund shall operate with a \$9.1 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 \$400,000 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 \$56.6 million and \$56.7 million for 2023 and 2024 respectively. Revenue and expenditure estimates for both 2023 and 2024 represent conservative projections consistent with our past budgeting practices.

The estimated 2023 available year-end balance of \$56.6 million for all funds is \$9.1 million less than the 2022 ending balance. Fund balance decreases are anticipated in the Capital Improvement Fund (\$4.8 million) the General Fund (\$3.1 million), and the Streets Maintenance Fund (\$1.5 million) due to the 2023 expenditure of items, services and projects encumbered in 2022. The Frazee Pavilion Fund is expected to decrease (\$0.4 million) due to the 2023 season operations.

The budgeted 2024 available year-end balance for all funds shows a slight increase at \$0.2 million over the estimated 2023 ending balance. Fund balance increases are expected in both the Emergency Medical Services (EMS) Fund (\$0.5 million) and the Debt Service Fund (\$0.3 million) due to EMS revenue growth. A percentage of EMS revenues are allocated to the Debt Service fund to pay principal and interest on 2015 bonds issued for the construction of four new fire stations. Fund balance decreases are expected in the Cemetery Fund due to \$156,000 in 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 (\$400,000) 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, net encumbrances, is projected at \$47.8 million and \$47.7 million for 2023 and 2024 respectively. The City's General Fund operating margin is estimated at \$1.5 million in 2023 and \$4.0 million in 2024. This means that the City continues to cover its operating costs with current operating revenues.

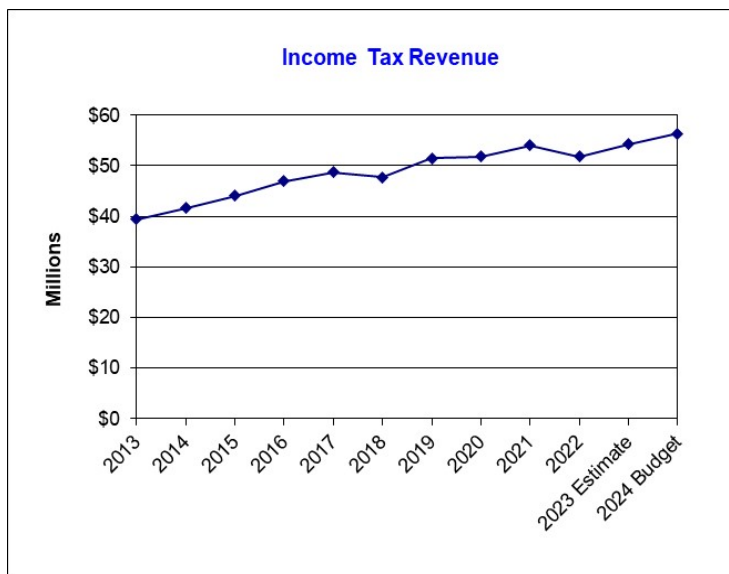
Each year since 2012, City Council has directed the Finance Director to commit \$500,000 of General Fund balance to be expended for economic development purposes. The funds have been used to implement the Wilmington Pike corridor improvement plan and other economic development related activities and grants.

REVENUES

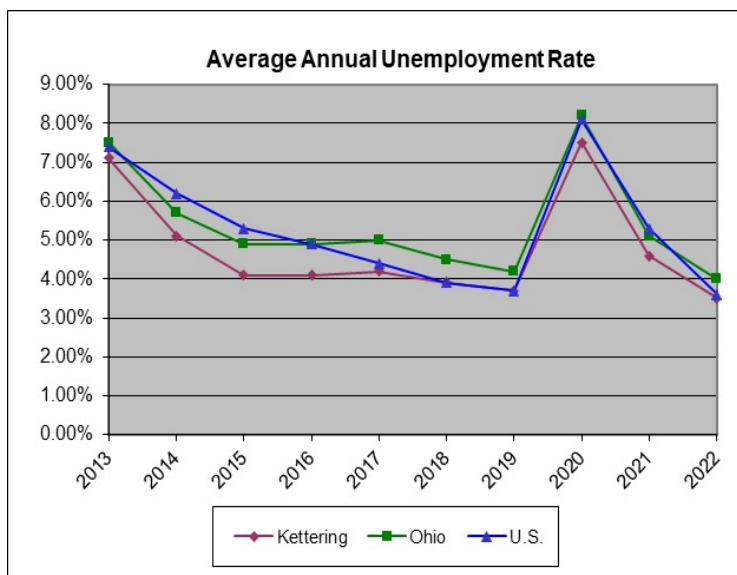
Year 2024 revenues for all funds are projected to be 0.49% more than estimated 2023 revenues, largely due to increases in anticipated income tax and charges for services. Additional increases are expected in property tax, homestead and rollback, rental income, special assessments, concessions, and sponsorships. Decreases are expected in tax increment, licenses and permits, federal grants, state and local grants, local government fund, investment earnings, and reimbursements and miscellaneous. Gasoline tax, vehicle license fees, liquor and beer permits, wireless 911 tax, county shared revenues, and fines, forfeits and costs 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 and the change to remote work for some employers.



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 2023. 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.

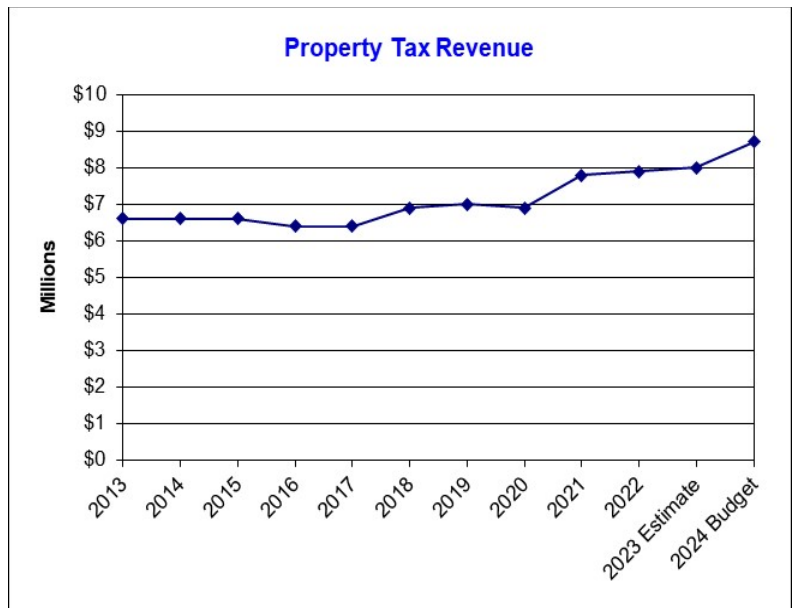
One additional factor that continues to affect the City's income tax revenue is the language included in the State of Ohio Biennial Budget Bill allowing employers to change an employee's principal place of work and adjust withholding tax accordingly for those employees working from home. This new provision 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 2024 income tax receipts are expected to be 3.8% greater than 2023. Future years' income tax revenue projections have been adjusted for inflationary increases, as well as for anticipated changes in employment at various Kettering employers. (\$2,077,000 increase over 2023)

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 was completed in 2023 resulting in an average increase in Kettering's property values of about 29%. The estimated increase in revenues resulting from this reappraisal is about 9%. The next triennial update will be completed in 2026. Generally the receipts in the years between the triennial adjustments are relatively flat. (\$712,000 increase over 2023)



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. The Meijer/Hempstead Station exemption expired in 2022. (\$25,000 decrease from 2023)

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. (\$30,000 decrease from 2023)

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 2024, the City anticipates receiving \$695,000 in MAP-21 funding for replacement of the concrete base and resurfacing of David Road – Far Hills to Ackerman Blvd. The City also expects \$430,000 and \$1,182,000 from the ODOT Urban Paving Program for Far Hills – Talawanda to David Road and Research Blvd respectively. \$672,000 is expected from the ODOT Municipal Bridge Program for the Danube Court Bridge. Also the City anticipates receipt of \$264,000 from FAST Act for construction of the West Stroop sidewalk – Overland to Southmoor Circle NW. (\$2,428,000 decrease from 2023)

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. In 2024, the City expects to receive a grant of \$310,000 for the David Road Project – Far Hills to Ackerman Blvd and \$87,000 for the Dell Ridge resurfacing. In addition, the City was awarded \$125,000 in the State Capital Improvement Budget for construction of a bike path extension in the Miami Valley Research Park. (\$2,512,000 decrease from 2023)

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. (\$97,000 increase over 2023)

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. (\$54,000 decrease from 2023)

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 2023)

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. (No change from 2023)

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 2023)

County Shared Revenues: This revenue is the City's share of the County Motor Vehicle License Tax (Permissive Tax). The tax is applied at a rate of \$5.00 per motor vehicle registered and located within Montgomery County. The City then receives its share of those revenues to be used for paying all or part of the costs in planning, constructing, reconstructing, improving, maintaining and repairing highways, roads and streets designated as necessary or conducive to the orderly and efficient flow of traffic within and through the County. Historical data is used to project future years' revenues. (No change from 2023)

Charges for Services: Close to 77% 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 2024 as we continue to return to more normal programming in our Parks and Recreation Department and at the Frazee Pavilion following the COVID-19 pandemic. In addition, fees charged for EMS medical runs were increased mid-year in 2023 to align with the current market. (\$1,811,000 increase over 2023)

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. (\$1,000 increase over 2023)

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. This revenue is also impacted by the accounting adjustment required by GASB 72 to present investment holdings at their fair market value at the date of the City's financial statements. (\$52,000 decrease from 2023)

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 and subleases for various City properties and cell tower generate the remaining income. (\$272,000 increase over 2023)

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 elect to pay installments via property tax bills. (\$115,000 increase over 2023)

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 (PRCA) staff. A higher than normal increase is expected in 2024 as PRCA activities continue to return to normal levels following reductions made to operations in response to the COVID-19 pandemic. (\$519,000 increase over 2023)

County ED/GE Grants: This is a revenue sharing program among a number of communities in Montgomery County. Money from the program is distributed to the communities for economic development projects after applications for funds are filed and a board of local officials for the jurisdictions reviews and approves the projects. No grants are currently expected for 2024. (No change from 2023)

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 the School Resource Officers' salaries 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. (\$26,000 decrease from 2023)

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.

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 \$45,000 in 2023 and \$47,000 in 2024.

OPERATING EXPENDITURES

Operating costs (all funds) for 2024 are proposed at \$85.9 million compared to an estimated \$88.8 million in 2023. The total 2024 Operating budget (Personal Services, Operating Expenses and Capital Outlay combined) is 2.9% greater than the original 2023 operating budget.

Proposed 2024 personal services are 1.8% greater than the original 2023 budget. The 2024 budget reflects an across the board pay increase of 2.25% for non-organized full-time and regular part-time employees, and an increase of 2.5% for Firefighters and Fire Captains. Pay increases for the remaining organized employees, currently budgeted at 0%, will be determined through contract negotiations that will take place over the next calendar year.

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

In 2024, the City will keep a High Deductible Health Insurance Plan (HDHP) with United Healthcare. The City moved from a fully funded plan to a self-funded plan in 2012. This allowed us to take greater control of our health insurance data and work more effectively with employees to reduce health insurance costs. The 2024 budget includes a 7% increase in premium costs after a 3% increase in 2023. 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).

Estimated 2023 operating expenditures, exclusive of personnel and capital outlay, include several notable expenditures.

Two new homeowner assistance programs were implemented in 2022 and continued into 2023. A joint effort with the City of Kettering and Day Air Credit Union provides 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 total contribution is \$1.0 million.

During 2023, the City administered \$2.7 million in assistance as part of the Emergency Rental Assistance Program called STAYPUT. Using federal grant funding, passed through Montgomery County, the program provides emergency rental assistance to low-income renters whose evictions are processed through the Kettering Municipal Court. The total program cost since 2021 is \$7.5 million.

Estimated 2023 operating expenditures also include a 5-year, \$1.7 million commitment to upgrade existing Police mobile and body cameras, Tasers, and related software.

Proposed 2024 operating expenditures, exclusive of personnel and capital outlay, are 10.0% greater than the original 2023 budget. The increase is due to inflationary increases, new initiatives such as the development of a Planning & Economic Development Plan and new Cyber-security efforts, expenditure timing, and additional HUD-funded HOME Down Payment Assistance spending.

As part of the 2024 budget planning process, departments were asked to keep operating requests, excluding personnel and capital equipment, to not more than a 0% increase over their 2023 budgets with exceptions for inflationary increases in fuel, vehicle maintenance, utility costs and Internal Service Fund charges. Exempt from the targets were specific one-time costs and new initiatives. 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 2024 capital outlay of \$1,838,300 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, vans, dump trucks, a joint sealer, and a compost turner. Also included is a replacement medic, concrete saw, GPS survey equipment, and the carryover of equipment originally budgeted in 2023 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 \$1.7 million in 2023 and by \$5.6 million in 2024. The General Fund operating margin alone is anticipated to be \$1.5 million in 2023 and \$4.0 million in 2024.

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 2024 is \$13.5 million. When combined with estimated 2023 expenditures of \$23.2 million, the two-year total of \$36.7 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 underway during 2023, meeting the goals set forth in the plan. An exciting project for 2023 was the continuation of the multi-year, three-phase renovation of Rosewood Arts Center. The renovation features infrastructure improvements (mechanical, electrical and plumbing) and the creation of more efficient and customized environments for various artistic disciplines. Phase I (\$2.5 million) and Phase 2 (\$2.0 million) began in 2021 and 2022 respectively. The final phase of construction (\$1.9 million including \$1.0 million in fund-raising and grant proceeds) started in 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 raised an additional \$0.9 million for upgrades to the theater.

Another exciting capital project implemented during 2023 was the construction of a new neighborhood park. Groundbreaking for the \$2.6 million Gentile Nature Park was held on July 20, 2023. The park, which sits on a former air station, is named for World War II hero Major Dominic Gentile, also known as the "Ace of Aces". Amenities will include playground areas, a walking path, open lawn space, a bike connection and parking. Playground equipment is partially funded through a \$141,000 grant from the Ohio Department of Natural Resources. Construction is underway and completion is expected in 2024.

The 2024 Capital Improvement Program comprises a variety of projects ranging from roadway and drainage improvements, sidewalks, playground resurfacing, BMX track repairs, to the usual resurfacing and curb replacement programs.

The \$13.5 million plan includes \$9.4 million in roadway improvements alone, leveraging the City's investment with \$3.6 million from outside sources. Planned roadway projects include Newcom Knolls, Dell Ridge, and Dellwood Estates neighborhoods sidewalk and curb repairs; David Road resurfacing from Far Hills Avenue to Ackerman Boulevard; Far Hills Avenue mill and overlay from Talawanda to David Road; Research Boulevard mill and overlay from the Dayton to Beavercreek corporation lines; Danube Court bridge rehabilitation; and a pedestrian bridge on West Avenue. Neighborhood asphalt street resurfacing will be funded in part with revenue received from the state gas tax increase in effect since 2019.

The 2024 plan also includes Golf Club Estates drainage improvements, a new sidewalk on the north side of W. Stroop Road from Overland Trail to Southmoor Circle, ADA compliance projects, carpet replacement at the Municipal Court, and other improvements to the City's facilities and parks.

Please refer to pages 181-188 (Capital Improvement Fund — \$10,694,000) 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 (\$2,072,000), Cemetery Fund (\$159,000), Frazee Pavilion Contributions Fund (\$220,000), and the Community Development Block Grant Fund (\$363,000).

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 issuing debt up to this City's legal debt limit. This allows us to keep capacity in reserve against an uncertain future or a catastrophe. This approach also allows for a manageable annual debt service level.

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. The original debt was used to renovate existing space at the Kettering Business Park to provide a new location for the Kettering Municipal Court. The new facility provided for more modern and updated court space, offices, and security.

The remaining \$15.5 million partially financed the construction of four new fire stations as part of the City's Fire Station Improvement Plan. A percentage of the Emergency Medical Service (EMS) billing revenues are allocated to the Debt Service Fund to pay \$1,056,000 in annual principal and interest on the \$15.5 million debt issuance. This means that no general fund dollars are needed for debt service on the fire station bond 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. The debt issuance provided significant updates to the Kettering Recreation Center's indoor facilities and outdoor waterpark, and improvements including new playground equipment in each of the City's parks.

In February 2021, the City issued \$8.3 million in general obligation bonds to finance the Police Station Improvement project. Funds allowed for the expansion of Police headquarters with the addition of a second story and significant renovations to the remainder of the space to meet the needs of a modern police department.

In 2022, the City received a \$238,000 0% loan from the Ohio Public Works Commission (OPWC) for the Ridgeway Road Bridge reconstruction project. The bridge carries Ridgeway Road over Dorothy Lane and provides space for vehicles, bicyclist and pedestrians.

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.

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 2024 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.

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,



Matt H. Greeson
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:

HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE

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

STRATEGIC PRIORITY:

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

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

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

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

STRATEGIC PRIORITY:

IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS

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

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

STRATEGIC PRIORITY:

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

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

STRATEGIC PRIORITY:

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

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

STRATEGIC PRIORITY:

PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET

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

STRATEGIC PRIORITY:

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

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

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

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

OVERALL BUDGET SUMMARY (All Budgeted Funds)

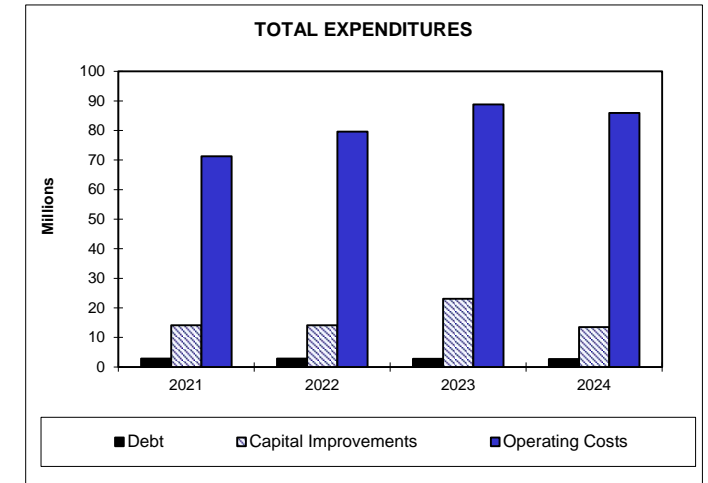
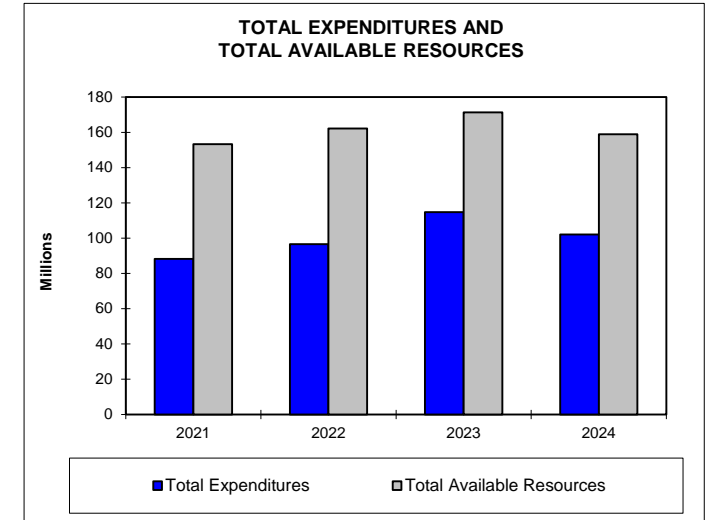
TABLE I

	Actual 2021	Actual 2022	Estimated 2023	Proposed 2024
Available Resources				
Balance January 1 ^a	\$84,082,507	\$90,050,292	\$95,967,957	\$79,439,472
Nonspendable: Inventory & Loans	3,353,668	3,235,372	3,758,324	2,920,542
Restricted for: CDBG Loans	813,675	779,442	741,842	742,000
Committed to: Economic Development	1,200,615	1,625,000	2,095,000	2,595,000
Committed to: Capital Improvement	18,367,135	15,352,953	12,922,953	10,357,953
Assigned for: Road Construction/Public Works	1,192,750	942,457	584,480	875,444
Assigned for: Community Programs, Capital Equipment & Capital Improvements	0	8,397,637	2,753,829	1,709,423
Net Balance	59,154,664	59,717,431	73,111,529	60,239,110
Revenues	92,214,253	102,401,899	98,109,000	98,585,000
Other Financing Sources	1,962,010	65,123	45,000	47,000
Less: Other Financing Uses	0	0	0	0
Total Available Resources	153,330,927	162,184,453	171,265,529	158,871,110
Expenditures				
Operating Costs	71,251,431	79,588,254	88,796,200	85,900,180
Capital Improvements	14,127,409	14,126,617	23,081,000	13,508,000
Debt Service	2,829,638	2,834,486	2,805,285	2,719,594
Total Expenditures	88,208,478	96,549,357	114,682,485	102,127,774
<i>Revised Budget (Total Expenditures) b.</i>	<i>104,906,535</i>	<i>117,412,080</i>	<i>121,860,345</i>	
Net Balance December 31 ^c	\$65,122,449	\$65,635,096	\$56,583,044	\$56,743,336
Net Balance Change From Prior Year	\$8,291,175	\$512,647	(\$9,052,052)	\$160,292

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

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

^c Total available resources less total expenditures.



ESTIMATED 2024 FUND BALANCE*

TABLE II
Page 1 of 2

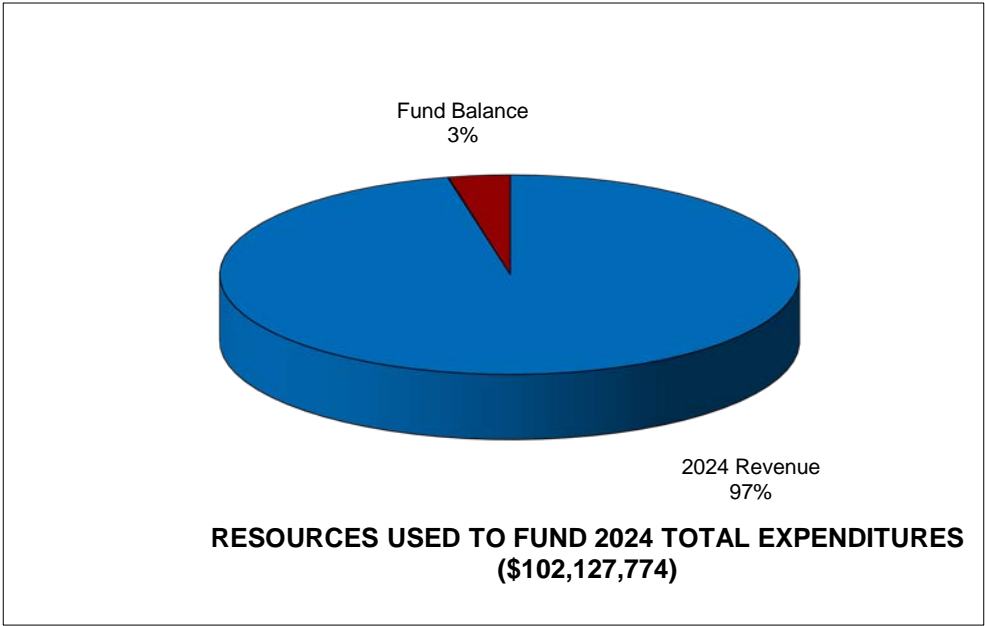
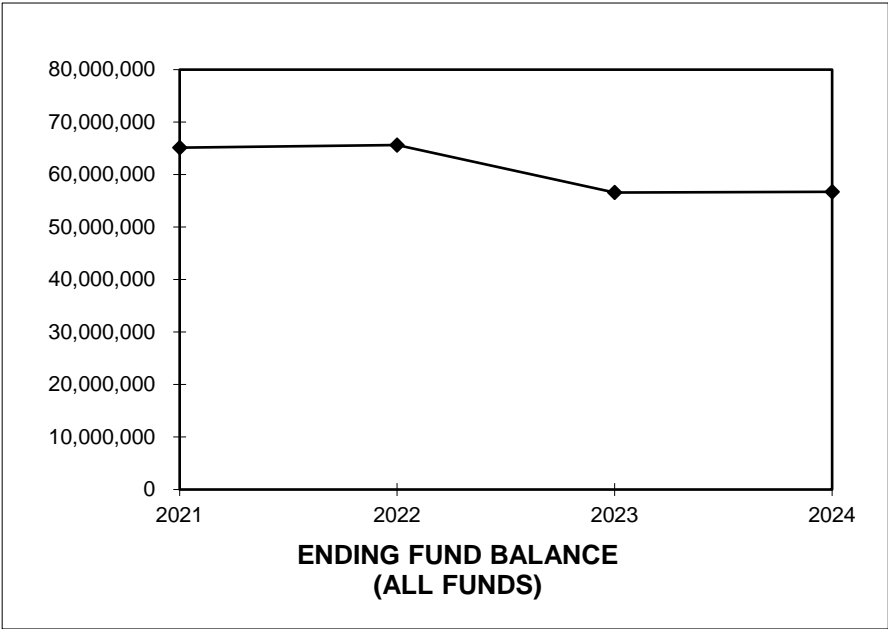
<u>Code</u>	<u>Fund</u>	<u>Balance January 1, 2024</u>	<u>Nonspendable, Restrictions, Commitments, & Assignments **</u>	<u>Receipts</u>	<u>Other Financing Sources/(Uses)</u>	<u>Transfers and Advances***</u>	<u>Operating Costs</u>	<u>Capital Improvements</u>	<u>Debt Service</u>	<u>Balance December 31, 2024</u>
101	General	55,997,141	(7,922,409)	73,826,000	20,000	(19,422,000)	54,768,840	0	0	47,729,892
	Special Revenue:									
202	Street Maintenance	188,183	(178,000)	3,708,000	25,000	3,634,000	7,366,400	0	0	10,783
203	State Highway	125,792	0	1,871,000	0	271,000	185,000	2,072,000	0	10,792
205	Cemetery	409,301	0	23,000	0	0	20,000	159,000	0	253,301
213	Police Pension	10,029	0	453,000	0	1,437,000	1,889,600	0	0	10,429
220	EMS Fund	1,345,670	0	510,000	0	0	26,000	0	0	1,829,670
246	Parks & Recreation	10,139	0	3,659,000	0	9,055,000	12,713,240	0	0	10,899
247	Lincoln Park Civic Commons & Amphitheatre Operations	2,418,290	0	5,616,000	0	0	6,016,000	0	0	2,018,290
260	DESC Reuse Funds	10,398	0	12,000	0	159,000	171,000	0	0	10,398
269	American Rescue Plan Act Fund	0	0	0	0	0	0	0	0	0
271	Special Grants & Programs	3,441,412	0	788,000	0	0	979,900	220,000	0	3,029,512
283	Community Dev.Block Grant	1,123,700	(742,000)	1,687,000	2,000	0	1,687,200	363,000	0	20,500
	Total Special Revenue	9,082,914	(920,000)	18,327,000	27,000	14,556,000	31,054,340	2,814,000	0	7,204,574
318	Debt Service	1,279,748	0	2,388,000	0	775,000	77,000	0	2,719,594	1,646,154
	Capital Projects:									
406	Capital Improvement	13,079,669	(10,357,953)	4,044,000	0	4,091,000	0	10,694,000	0	162,716
	GRAND TOTAL	79,439,472	(19,200,362)	98,585,000	47,000	0	85,900,180	13,508,000	2,719,594	56,743,336

* 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 2024 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.

2024 FUND BALANCE



The estimated decrease in the ending 2023 fund balance is primarily due to the planned use of General Fund reserves and Capital Improvement Fund balance for the City's 2023 Capital Improvement Program. The Frazee Pavilion Operations Fund also shows a decrease for 2023. The 2024 ending fund balance remains largely unchanged from the 2023 level.

2024 revenues will fund 97% of the City's proposed 2024 expenditures, while 3% of the expenditures will require the use of fund balance. The City's 2024 Capital Improvement Program will use \$3.0 million of previously reserved funds.

Please see page 36 of the Budget Message for a detailed fund balance discussion.

REVENUES CLASSIFIED BY SOURCE

TABLE III
Page 1 of 2

						*		*		
Object Code	Mills 2022	Actual 2021	Percent of Total	Actual 2022	Percent of Total	Estimated 2023	Percent of Total	Proposed 2024	Percent of Total	
Property Taxes:										
41110	Real (Non-voted)	2.50	2,940,946	3.2%	2,985,861	2.9%	3,027,000	3.1%	3,330,000	3.4%
41120	Real (Voted)	<u>4.13</u>	<u>4,857,987</u>	<u>5.3%</u>	<u>4,932,182</u>	<u>4.8%</u>	<u>5,001,000</u>	<u>5.1%</u>	<u>5,409,000</u>	<u>5.5%</u>
Total Property Taxes		6.63	7,798,961	8.5%	7,918,043	7.7%	8,028,000	8.2%	8,739,000	8.9%
41300	Tax Increment		358,311	0.4%	573,344	0.6%	496,000	0.5%	471,000	0.5%
41500	City Income Tax		53,952,954	58.5%	51,813,169	50.6%	54,322,000	55.4%	56,399,000	57.2%
42000	Licenses and Permits		580,220	0.6%	743,782	0.7%	650,000	0.7%	620,000	0.6%
43100	Federal Grants		9,802,366	10.6%	19,238,213	18.8%	7,354,000	7.5%	4,926,000	5.0%
43400	State and Local Grants		969,744	1.1%	1,331,866	1.3%	3,085,000	3.1%	573,000	0.6%
43500	Homestead & Rollback		1,086,979	1.2%	1,078,575	1.1%	1,066,000	1.1%	1,163,000	1.2%
43510	Local Government Fund		958,251	1.0%	1,032,199	1.0%	1,076,000	1.1%	1,022,000	1.0%
43540	Gasoline Tax		3,024,689	3.3%	2,956,811	2.9%	2,950,000	3.0%	2,950,000	3.0%
43550	Vehicle License Fees		816,674	0.9%	777,285	0.8%	777,000	0.8%	777,000	0.8%
43560	Liquor & Beer Permits		52,977	0.1%	105,328	0.1%	60,000	0.1%	60,000	0.1%
43570	Cigarette License		870	0.0%	1,390	0.0%	1,000	0.0%	1,000	0.0%
43580	Wireless 911 Tax		154,387	0.2%	325,760	0.3%	300,000	0.3%	300,000	0.3%
43850	County Shared Revenues		206,264	0.2%	216,755	0.2%	206,000	0.2%	206,000	0.2%
44100	Charges for Services		4,825,167	5.2%	6,397,979	6.2%	6,401,000	6.5%	8,212,000	8.3%
45100	Fines, Forfeits & Costs		1,477,978	1.6%	1,578,648	1.5%	1,560,000	1.6%	1,561,000	1.6%
46100	Investment Earnings		(139,392)	-0.2%	(436,766)	-0.4%	3,590,000	3.7%	3,538,000	3.6%
44200	Rental Income		572,240	0.6%	921,750	0.9%	757,000	0.8%	1,029,000	1.0%
46300	Special Assessments		1,129,336	1.2%	1,057,890	1.0%	975,000	1.0%	1,090,000	1.1%
46900	Concessions		616,379	0.7%	934,852	0.9%	918,000	0.9%	1,337,000	1.4%
46910	Sponsorships		304,953	0.3%	506,790	0.5%	473,000	0.5%	573,000	0.6%
49400	County ED/GE Program		0	0.0%	0	0.0%	0	0.0%	0	0.0%
49400	Reimbursements & Miscellaneous		<u>3,663,945</u>	<u>4.0%</u>	<u>3,328,236</u>	<u>3.3%</u>	<u>3,064,000</u>	<u>3.1%</u>	<u>3,038,000</u>	<u>3.1%</u>
TOTAL RECEIPTS			92,214,253	100.0%	102,401,899	100.0%	98,109,000	100.0%	98,585,000	100.0%
REVISED BUDGET			99,684,313		107,243,518		98,573,361			

* Refer to pages 36 - 41 (Budget Message) for a detailed listing of the assumptions used to project 2023 and 2024 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.

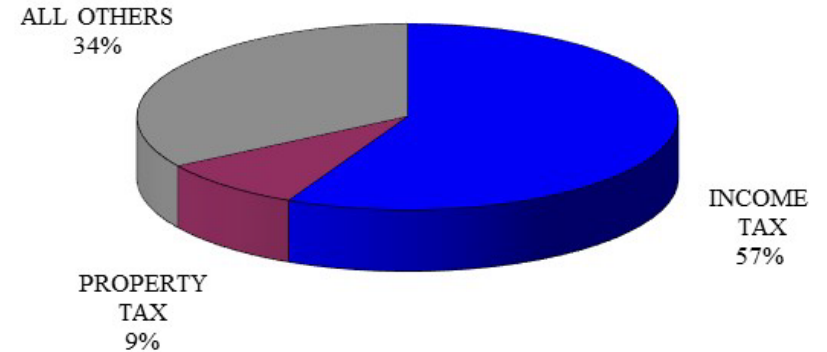
General Property Taxes

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 2022 tax rates collected in 2023, 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 5.1% of the current total property tax rate of 128.98 mills with the remainder going to the Kettering schools, Montgomery County, and Libraries. The 128.98 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 103.85 mills for commercial property and 86.12 mills for residential property.

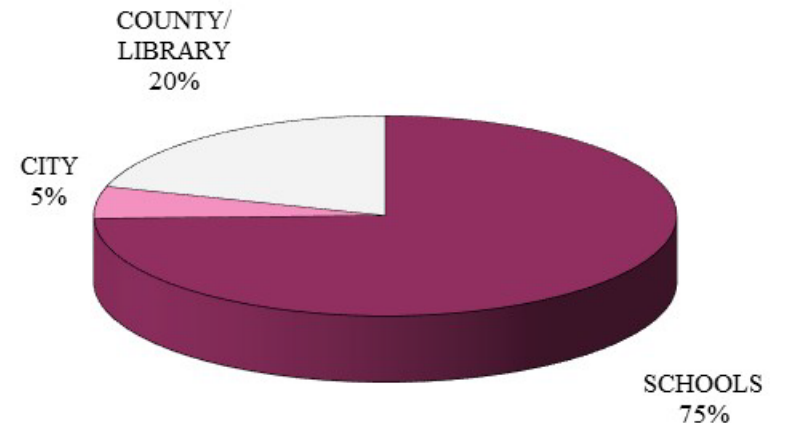
Other Revenues

Additional discussion on revenues can be found in the City Manager's Budget Message. Please see pages 36-41.

2024 REVENUES



PROPERTY TAX RATES



APPROXIMATE SHARE OF TOTAL 2024 EXPENDITURES

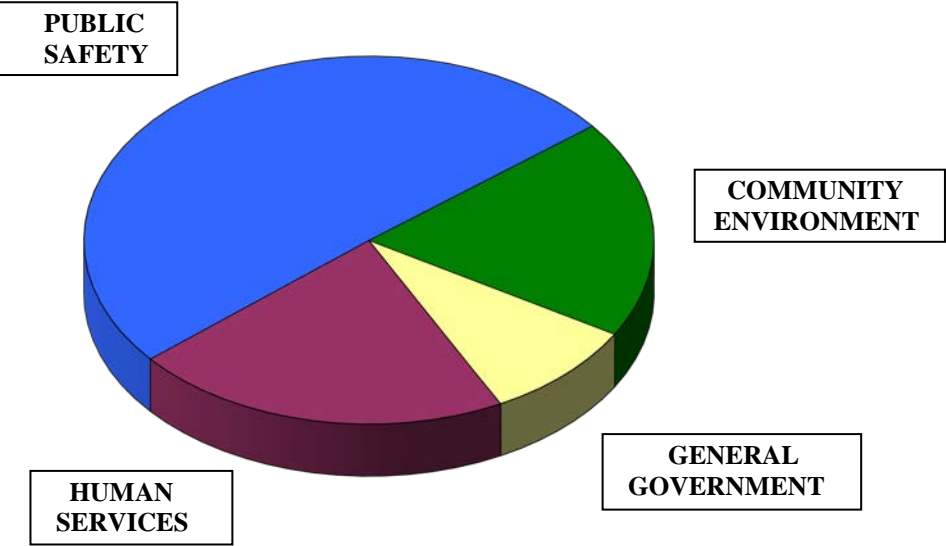
TABLE IV

Public Safety

Crime Prevention & Control	20.10%
Fire & Emergency Medical Services	18.70%
Highway Safety	7.95%
Court	<u>3.70%</u>
	50.45%

Community Environment

Economic and Community Development/Housing & Property Maintenance	5.96%
Streets & Drainage	<u>13.19%</u>
	19.15%



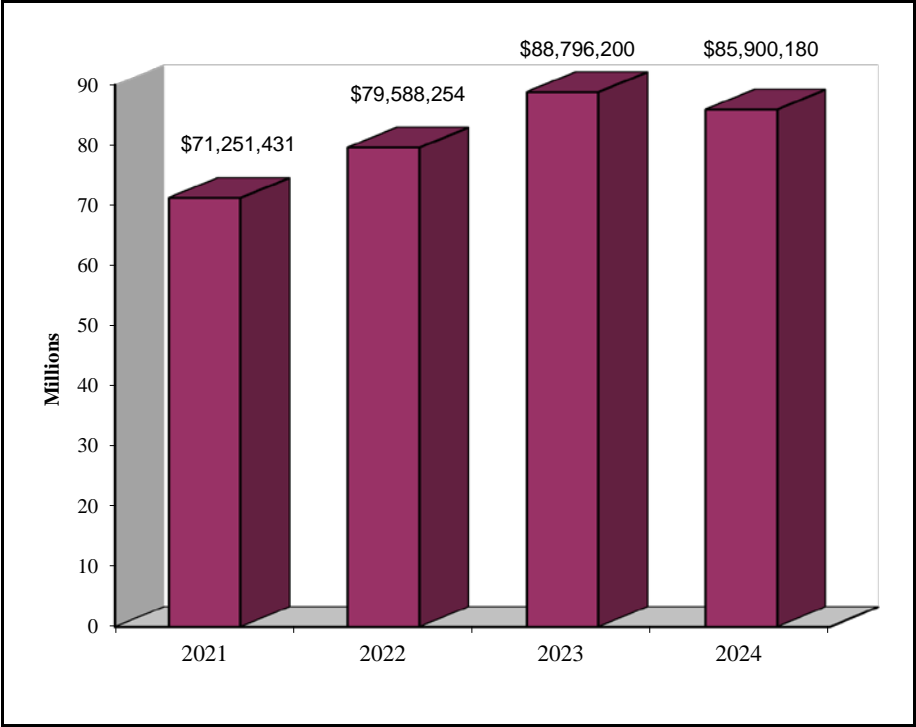
Human Services

Parks, Recreation & Cultural Arts	21.14%
Public Health	0.05%
Youth Services	<u>0.33%</u>
	21.52%

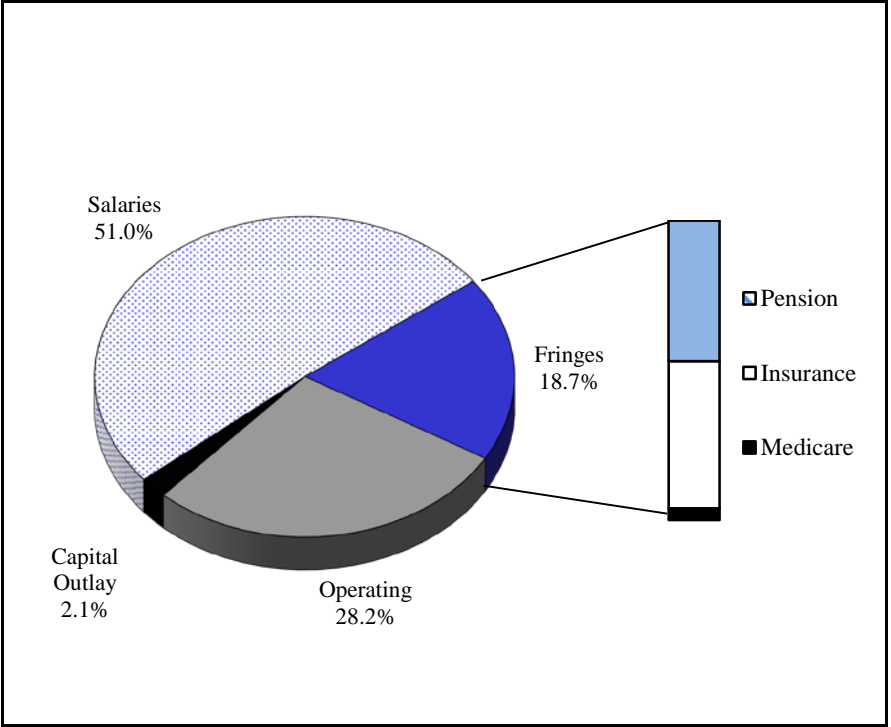
General Government

Citizen Committees	0.08%
Public Representation	0.34%
General Administration	1.39%
Legal Services	1.28%
Personnel Administration	1.30%
Financial Administration	3.22%
Administrative Support	0.99%
Volunteer Program	<u>0.28%</u>
	8.88%

PROPOSED 2024 OPERATING COSTS



TOTAL OPERATING COSTS



DISTRIBUTION OF PROPOSED 2024 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 2021		Actual 2022		Estimated 2023		Proposed 2024	
		Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
0050	Mayor and Council	196,726	0.3%	257,194	0.3%	356,420	0.4%	307,060	0.4%
0100	Municipal Court	1,474,396	2.1%	1,496,407	1.9%	1,558,070	1.8%	2,024,260	2.4%
0150	Clerk of Courts	1,068,833	1.5%	1,158,439	1.5%	1,253,460	1.4%	1,361,160	1.6%
0250	Office of the City Manager	769,927	1.1%	857,755	1.1%	732,100	0.8%	1,097,910	1.3%
0300	Law Department	1,028,388	1.4%	1,107,149	1.4%	1,166,850	1.3%	1,253,860	1.5%
0350	Finance Department	2,737,359	3.8%	2,889,853	3.6%	2,988,870	3.4%	3,280,000	3.8%
0400	Administrative Support	842,347	1.2%	830,278	1.0%	946,550	1.1%	1,004,760	1.2%
0450	Human Resource Department	1,213,359	1.7%	1,182,774	1.5%	1,286,520	1.4%	1,319,890	1.5%
0500	Planning & Development Department	2,426,701	3.4%	3,386,597	4.3%	3,265,460	3.7%	3,092,070	3.6%
0550	Economic Development	1,457,008	2.0%	313,232	0.4%	1,267,530	1.4%	748,570	0.9%
0600	Police Department	17,577,148	24.7%	18,046,639	22.7%	20,998,250	23.6%	19,786,070	23.0%
0700	Fire Department	15,274,567	21.4%	17,128,794	21.5%	19,047,480	21.5%	17,664,880	20.6%
0800	Engineering Department	2,504,532	3.5%	2,582,770	3.2%	2,783,660	3.1%	2,978,830	3.5%
0950	Street Lighting	438,614	0.6%	419,566	0.5%	491,000	0.6%	457,300	0.5%
1700	Community Information	238,165	0.3%	265,573	0.3%	270,640	0.3%	267,870	0.3%
2000	Street Division	6,036,630	8.5%	6,573,277	8.3%	9,153,680	10.3%	7,536,400	8.8%
2200	Fraze Pavilion Operations	344,352	0.5%	4,931,857	6.2%	3,884,150	4.4%	6,016,000	7.0%
2400	Parks, Recreation & Cultural Arts	9,438,390	13.2%	10,794,769	13.6%	11,568,030	13.0%	12,733,240	14.8%
2740	DESC	139,971	0.2%	150,629	0.2%	168,400	0.2%	171,000	0.2%
	Other Cost Centers	658,980	0.9%	654,588	0.8%	775,210	0.9%	743,850	0.9%
	Special Grants and Programs	4,845,616	6.8%	3,958,234	5.0%	3,396,670	3.8%	291,000	0.3%
	CDBG Programs	493,260	0.7%	536,474	0.7%	1,369,200	1.5%	1,687,200	2.0%
	Debt Service	<u>46,162</u>	<u>0.1%</u>	<u>65,406</u>	<u>0.1%</u>	<u>68,000</u>	<u>0.1%</u>	<u>77,000</u>	<u>0.1%</u>
	GRAND TOTAL OPERATING COSTS	71,251,431	100.0%	79,588,254	100.0%	88,796,200	100.0%	85,900,180	100.0%
<u>Object Code</u>	<u>Object Code by Cost Center</u>								
Personnel:									
71100-71300	Salaries & Wages	38,892,899	54.6%	40,235,099	50.6%	42,277,490	47.6%	43,765,000	50.9%
	Fringe Benefits:								
71500	Pension Contribution	6,671,116	9.4%	6,953,452	8.7%	7,308,790	8.2%	7,538,600	8.8%
71600	Employee Insurance	6,305,241	8.8%	6,615,458	8.3%	6,899,050	7.8%	7,894,500	9.2%
71700	Medicare	<u>543,393</u>	<u>0.8%</u>	<u>559,233</u>	<u>0.7%</u>	<u>591,990</u>	<u>0.7%</u>	<u>629,100</u>	<u>0.7%</u>
	Total Personnel	52,412,649	73.6%	54,363,242	68.3%	57,077,320	64.3%	59,827,200	69.6%
Operating Expenses:									
72000-72999		18,699,286	26.2%	23,316,749	29.3%	26,703,980	30.1%	24,234,680	28.2%
Capital Outlay:									
77000-77999		<u>139,496</u>	<u>0.2%</u>	<u>1,908,263</u>	<u>2.4%</u>	<u>5,014,900</u>	<u>5.6%</u>	<u>1,838,300</u>	<u>2.1%</u>
GRAND TOTAL OPERATING COSTS		71,251,431	100.0%	79,588,254	100.0%	88,796,200	100.0%	85,900,180	100.0%
Revised Budget		79,052,285		91,694,921		94,340,187			

TABLE VI

STAFFING LEVEL (FTE) COMPARISON ¹.

Code		Funded 2021			Funded 2022			Funded 2023			Proposed 2024		
		Full	Part	Total	Full	Part	Total	Full	Part	Total	Full	Part	Total
		Time	Time	2021	Time	Time	2022	Time	Time	2023	Time	Time	2024
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	0.9	12.9	12.0	0.9	12.9
0150	Clerk of Court	11.0	0.0	11.0	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	5.0	0.0	5.0
0300	Law Department	7.0	0.6	7.6	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0
0350	Finance Department	19.0	1.1	20.1	19.0	2.2	21.2	19.0	2.3	21.3	19.0	2.3	21.3
0400	Administrative Support	4.0	4.0	8.0	4.0	4.3	8.3	5.0	2.7	7.7	5.0	2.5	7.5
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	17.0	2.9	19.9	18.0	3.1	21.1	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	1.0	0.0	1.0
0600	Police Department	112.0	5.4	117.4	117.0	5.4	122.4	119.0	4.7	123.7	119.0	4.7	123.7
0700	Fire Department ² .	83.3	0.5	83.8	83.0	1.0	84.0	83.0	1.0	84.0	83.0	1.4	84.4
0800	Engineering Department	15.8	3.8	19.6	15.8	3.8	19.6	15.8	3.8	19.6	15.0	4.4	19.4
1000	Volunteer Program	1.5	0.3	1.8	2.0	0.0	2.0	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	0.0	0.0	0.0
2000	Street Division	39.2	1.2	40.4	41.2	2.6	43.8	41.2	2.6	43.8	40.0	2.6	42.6
2200	Fraze Pavilion Operations Fund	4.4	16.7	21.1	4.0	17.1	21.1	5.0	14.9	19.9	4.0	14.0	18.0
2400	Parks, Recreation & Cultural Arts	35.8	84.2	120.0	41.0	92.3	133.3	42.0	83.9	125.9	43.0	85.9	128.9
4300	Vehicle Maintenance Center	8.0	0.0	8.0	8.0	0.0	8.0	7.0	0.0	7.0	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	25.0	2.6	27.6	26.0	1.4	27.4	26.0	0.8	26.8	26.0	0.8	26.8
TOTAL		414.0	131.5	545.5	428.5	141.4	569.9	433.0	127.7	560.7	431.0	129.6	560.6

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

<u>Department</u>	<u>Explanation</u>
Mayor and Council	No significant increases or decreases in regular staffing from 2021-2024.
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 and 2024. Municipal Court staffing levels exclude one 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. Effective 2023, a Deputy Clerk was promoted to a new Civil Division Coordinator position.
City Manager's Office	Effective 2023, the Compliance & Inclusion Manager, previously allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis, is funded 100% in the Human Resources Department. The Management Assistant position, previously allocated between the City Manager's Office and the Economic Development Department on a 95/05 basis, is funded 100% in the City Manager's Office. The 2024 budget includes funding for a second Assistant City Manager.
Law Department	Effective 2022, the part-time Paralegal position (0.6) is converted to a full-time Clerk position.
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 through 2024, funding is restored for the vacant positions and hours are restored for the regular part-time Technician.
Administrative Support	For several years the Print Shop 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. For 2024, the job functions of the part-time Records Center Clerk will be performed by outside services.
Human Resources	Effective 2023, the Compliance and Inclusion Manager, previously allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis, is funded 100% in the Human Resources Department. In addition, two full-time Technician positions are converted to Coordinator positions as they assume the job duties of a previous Manager.
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. Effective 2023, a full-time Clerk is re-classed to a Technician I position to better reflect job duties.
Economic Devel.	Effective mid-year 2023, the Management Assistant position, previously allocated between the City Manager's Office and the Economic Development Department on a 95/05 basis, is funded 100% in the City Manager's Office.
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 Administrative Assistant 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). Additional Hydrant Inspection hours are added for 2024 (0.4).

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

Engineering Division	Since 2014, the Assistant City Manager holds the position of City Engineer with the roles and responsibilities of directly overseeing the Engineering Department. As a result, an Assistant City Engineer was hired in 2015 to oversee and manage day-to-day operations of the Engineering Department. Effective 2024, a full-time Administrative Assistant position, previously allocated between the Engineering and Streets Departments on an 80/20 basis, will be replaced by a part-time Clerk (0.6) funded 100% in the Engineering Department. For 2020 through 2024, the temporary part-time Engineering Aide positions will remain vacant.
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 2021-2024.
Compliance	Effective 2023, the Compliance & Inclusion Manager, previously allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis, is funded 100% in the Human Resources Department
Street Division	The Streets Division and Facilities Division form one Public Service Department. The Public Service Director and Administrative Assistant are recorded in the Streets Division. As part of citywide budget reduction efforts, four vacant full-time Streets Service positions were unfunded in 2021 bringing the number of Street Service positions to 31. The 2022 and 2023 budget included 33 positions, and the 2024 budget includes 32 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 for this position, it was not filled for reasons including the cancellation of the 2020 performance season and the reduction of the 2021 season. The 2024 budget eliminates the General Manager position and reflects a promotion of the current Operations Manager to a new Manager III position.</p> <p>Effective 2023, the budget includes a full-time Facility Coordinator with an off-setting reduction in temporary part-time hours.</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 and 2022 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, part-time recreation positions are reduced for 2023 and 2024. In addition, two regular part-time Aquatic positions (1.3) was converted to a full-time Coordinator position mid-year 2023.</p> <p>The department anticipates strong demand for the Rosewood Arts Center's ceramics studio. For 2023, the existing part-time Ceramics Coordinator was 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 is converted to a Lead Mechanic position.
Information Systems	No significant increases or decreases in staffing from 2021-2024.
Facilities Department	<p>The Streets Division and Facilities Division form one Public Service Department. The Public Service Director and Administrative Assistant are recorded in the Streets Division.</p> <p>For 2022, two regular part-time Maintenance Aide positions are not funded coinciding with the addition of a full-time Facility Attendant position. The 2024 budget funds one less Mechanic position and an additional Service position.</p>

fte: Full Time Equivalent

TABLE VII
PAGE 1 OF 3

DEBT STATEMENT

Purpose	Schedule of Bonds and Notes for				Amount Outstanding 12/31/2023
	The Years 2023 and 2024				
	Date Issued	Interest Rate	Maturity Date	Amount Issued	
General Obligation Bonds:					
Court Refunding Bonds, Series 2015 ^(1.)	02-04-2015	1.00%-4.00%	12-01-2024	2,215,000	265,000
PRCA Improvement Refunding Bonds, Series 2019 ^(2.)	12-17-2019	2.12%-2.66%	12-01-2028	6,825,000	3,975,000
Fire Station Improvement Bonds ^(3.)	02-04-2015	1.00%-4.00%	12-01-2034	15,500,000	9,640,000
Police Station Improvement Bonds ^(4.)	02-12-2020	2.00%-3.00%	12-01-2039	8,300,000	6,890,000
TOTAL				32,840,000	20,770,000
Promissory Notes:					
Ohio Public Works Commission:					
Spaulding Road	10-01-2002	0.00%	01-01-2023	1,520,719	0
Bigger Road ^(5.)	11-01-2002	3.00%	01-01-2024	511,071	16,831
County Line Road	12-01-2002	0.00%	07-01-2023	686,098	0
Ridgeway Road Bridge Replacement ^(6.)	07-01-2022	0.00%	01-01-2052	238,111	226,205
TOTAL				2,955,999	243,036
TOTAL				35,795,999	21,013,036

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

^(1.) Court Facility is a refunding of the original debt used to renovate existing space at the Kettering Business Park to provide a new location for the Kettering Municipal Court. The new space provided for more modern and updated court space, offices, and security systems.

^(2.) Recreation and Parks is a refunding of the original voted bond issuance that provided funding for significant updates to the Kettering Recreation Center's indoor facilities and outdoor water park and improvements including new playground equipment in each of the City's parks.

^(3.) Fire Station Improvement issuance is debt that paid about half of the total cost of building new fire stations in the City. The previous stations were at least forty years of age and were not designed to meet the current standards for efficient and effective fire and paramedic services.

^(4.) Police Station Improvement issuance is debt that paid for the expansion of Police headquarters with the addition of a second story and significant renovations to the remainder of the space to meet the needs of a modern police department.

^(5.) Bigger Road note is debt that paid a portion of the reconstruction of Bigger Road from David Road to Westlawn Drive. The project included the widening of existing roadway; installation of curb, gutter and sidewalk; drainage; and reconstruction of pavement.

^(6.) Ridgeway Road Bridge Replacement note is debt that paid a portion of the removal and replacement of the bridge that carries Ridgeway Road over Dorothy Lane. The replacement bridge is capable of carrying vehicles, bicyclists and pedestrians.

DEBT STATEMENT

TABLE VII
PAGE 2 OF 3

PURPOSE	Actual Payments in 2021			Actual Payments in 2022			Estimated Payments in 2023			Payments Due in 2024			Payments Due 2025 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	245,000	25,600	270,600	250,000	20,700	270,700	255,000	15,700	270,700	265,000	10,600	275,600	0	0	0
PRCA Improvement Refunding Bonds, Series 2019	700,000	145,830	845,830	720,000	127,210	847,210	740,000	108,058	848,058	760,000	88,374	848,374	3,215,000	172,144	3,387,144
Fire Station Improvement Bonds	690,000	364,150	1,054,150	705,000	350,350	1,055,350	720,000	336,250	1,056,250	735,000	321,850	1,056,850	8,905,000	1,645,750	10,550,750
Police Station Improvement Bonds, Series 2020	340,000	174,550	514,550	345,000	167,750	512,750	355,000	160,850	515,850	360,000	153,750	513,750	6,530,000	1,173,550	7,703,550
TOTAL	1,975,000	710,130	2,685,130	2,020,000	666,010	2,686,010	2,070,000	620,858	2,690,858	2,120,000	574,574	2,694,574	18,650,000	2,991,444	21,641,444
Promissory Notes:															
Ohio Public Works Commission:															
Spaulding Road	76,036	0	76,036	76,036	0	76,036	38,018	0	38,018	0	0	0	0	0	0
Bigger Road	31,016	3,151	34,167	31,954	2,213	34,167	32,920	1,247	34,167	16,831	252	17,083	0	0	0
County Line Road	34,305	0	34,305	34,305	0	34,305	34,305	0	34,305	0	0	0	0	0	0
Ridgeway Road Bridge	0	0	0	3,969	0	3,969	7,937	0	7,937	7,937	0	7,937	218,268	0	218,268
TOTAL	141,357	3,151	144,508	146,264	2,213	148,477	113,180	1,247	114,427	24,768	252	25,020	218,268	0	218,268
TOTAL	2,116,357	713,281	2,829,638	2,166,264	668,223	2,834,487	2,183,180	622,105	2,805,285	2,144,768	574,826	2,719,594	18,868,268	2,991,444	21,859,712
REVISED BUDGET	2,167,438	715,782	2,883,220	2,170,395	668,223	2,838,618	2,183,180	622,105	2,805,285						

DEBT POLICY AND LEGAL DEBT MARGIN

TABLE VII

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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, 2022

	10-1/2% OF ASSESSED VALUATION (1)	5-1/2% OF ASSESSED VALUATION (2)
OVERALL DEBT LIMITATIONS	\$140,512,373	\$73,601,719
GROSS INDEBTEDNESS	23,708,106	23,708,106
Less Debt outside limitations-		
Voted Debt		4,769,713
Special Assessment Debt	0	0
Promissory Notes	356,215	356,215
Less Debt Service Available Fund Balance	974,033	974,033
NET DEBT WITHIN LIMITATIONS	22,377,858	17,608,145
LEGAL DEBT MARGIN WITHIN LIMITATIONS	\$118,134,515	\$55,993,574

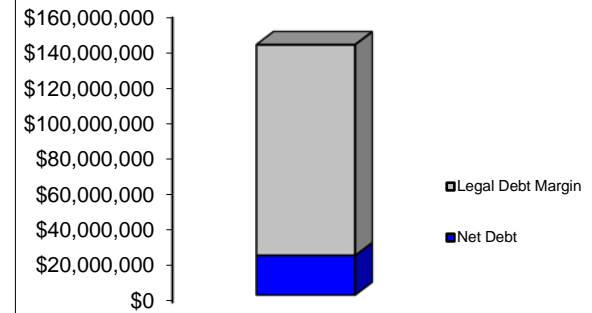
Source: City of Kettering, Ohio, Department of Finance

(1) Applies to both voted and unvoted debt. The total assessed valuation is \$1,338,213,080.

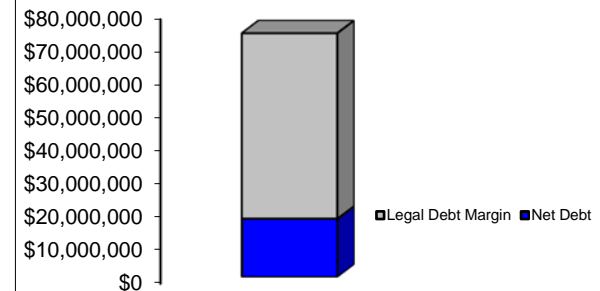
(2) Applies only to unvoted debt. The total assessed valuation is \$1,338,213,080.

LEGAL DEBT MARGIN

10 1/2% Limitation



5 1/2% Limitation



SUMMARY OF CAPITAL IMPROVEMENTS

TABLE VIII

Activity Code		Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Total Proposed <u>2024</u>	Capital Improvement <u>Fund</u>	Special Revenue <u>Funds</u>
5100	Traffic Controls						
	Miscellaneous Traffic Controls				55,000	55,000	
	Citywide Traffic Signal System Upgrade Phase 4: Right of Way				50,000	50,000	
	Total Traffic Controls	1,025,413	624,339	2,008,000	105,000	105,000	0
5200	Street Surfacing & Roadway Improvements						
	Normal Program				1,555,000	1,555,000	
	Gas Tax Program				500,000	500,000	
	ADA Curb Ramp Replacement Program				165,000	165,000	
	Curb, Sidewalk, & Drive Approach Repair Program				1,680,000	1,680,000	
	Thoroughfares, Arterials & Collectors				465,000	465,000	
	David Road Est: Far Hills to Ackerman Blvd.				1,233,000	1,233,000	
	Far Hills (SR48) and Research Blvd (SR 835) improvements				2,072,000	0	2,072,000
	Marshall Road: David to Wilmington Pike Right of Way				80,000	80,000	
	Miami Valley Research Park Bike Path				350,000	350,000	
	Flight line Bikeway				300,000	300,000	
	Danube Court Bridge Rehabilitation				708,000	708,000	
	West Avenue Pedestrian Bridge				250,000	250,000	
	Total Street Surfacing & Roadway Improvements	9,501,352	7,924,456	9,797,000	9,358,000	7,286,000	2,072,000
5700	Streetscape Improvements						
	W. Stroop Sidewalk: Stonebridge to Ridgeway Right of Way carryover				128,000	128,000	
	W. Stroop Sidewalk: Overland to Southmoor Circle NW				440,000	440,000	
	Pole and Bus Stop Painting				20,000	20,000	
	Bike program				10,000	10,000	
	Total Streetscape Improvements	13,221	59,379	51,000	598,000	598,000	0
5900	Drainage Improvements						
	Miscellaneous Drainage				109,000	109,000	
	Golf Club Estates carryover				101,000	101,000	
	Stormwater Master Plan (\$100,000 carryover)				200,000	200,000	
	Total Drainage Improvements	7,300	58,911	1,336,000	410,000	410,000	0
6100	Parks, Recreation & Cultural Arts						
	Beavertown Cemetery Improvements carryover				159,000	0	159,000
	Annual Park Program (\$100,000 carryover)				622,000	622,000	
	KRC Improvements				7,000	7,000	
	Water Park and Main Pool Improvements				134,000	134,000	
	Lincoln Park/Civic Commons Improvements				180,000	180,000	
	Delco Park BMX Improvements (\$40,000 carryover)				165,000	165,000	
	Rosewood Arts Center Landscaping (carryover)				134,000	134,000	
	City Sites Artwork Projects				75,000	75,000	
	Polen Farm Improvements				150,000	150,000	
	Tennis/Basketball Court Resurfacing				41,000	41,000	
8070 & 8099	Fraze Pavilion Rooftop HVAC Replacement & Miscellaneous Improvements				220,000	0	220,000
	Total Parks & Recreation	1,450,661	4,666,619	8,858,000	1,887,000	1,508,000	379,000
6500	Tree Planting and Landscaping	31,848	177,264	155,000	209,000	209,000	
6600	Other						
	ADA Improvements				25,000	25,000	
	Miscellaneous Building Improvements				308,000	308,000	
	Fire Station TOX Sensors and Door Repairs				70,000	70,000	
	Public Service Improvements				65,000	65,000	
6700	Court Facility Improvements				110,000	110,000	
8000	Community Development Block Grant Projects and Acquisitions				363,000	0	363,000
	Total Other	2,097,614	615,649	876,000	941,000	578,000	363,000
GRAND TOTAL CAPITAL IMPROVEMENTS		14,127,409	14,126,617	23,081,000	13,508,000	10,694,000	2,814,000
Revised Budget		22,971,031	22,878,541	24,691,345			

TABLE IX

Page 1 of 2

REVENUES AND EXPENDITURES BY FUND TYPE

	General Fund				Special Revenue Funds			
	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
REVENUES:								
Property Taxes	6,703,987	6,806,328	6,902,000	7,592,000	353,217	358,618	363,000	400,000
Payments in lieu of taxes	0	0	0	0	0	0	0	0
Income Tax	53,952,954	51,813,169	54,322,000	56,399,000	0	0	0	0
Licenses and Permits	559,460	735,102	637,000	607,000	20,760	8,680	13,000	13,000
Intergovernmental Revenues	1,946,337	2,065,935	2,054,000	2,092,000	11,068,636	22,655,250	9,420,000	7,407,000
Charges for Services	36,843	41,166	26,000	30,000	3,864,415	5,028,579	5,025,000	6,765,000
Fines, Forfeits and Costs	1,080,793	1,168,919	1,154,000	1,154,000	397,185	409,729	406,000	407,000
Investment Earnings	(77,925)	(378,745)	2,880,000	2,938,000	(29,489)	(37,755)	78,000	82,000
Special Assessments	408,059	407,905	419,000	400,000	0	0	0	0
Miscellaneous	2,332,102	2,507,885	2,559,000	2,614,000	2,512,871	2,821,459	2,504,000	3,253,000
TOTAL REVENUES	66,942,610	65,167,664	70,953,000	73,826,000	18,187,595	31,244,560	17,809,000	18,327,000
EXPENDITURES:								
Current:								
General Government	13,012,208	13,209,898	14,479,120	14,850,640	814,069	943,558	1,860,310	2,377,100
Public Safety	31,246,821	19,557,821	38,428,830	35,894,450	1,906,257	15,933,436	1,974,100	1,980,600
Public Works	2,716,006	2,760,735	2,991,760	3,090,030	6,036,630	6,573,277	9,153,680	7,536,400
Human Services	400,292	406,032	547,350	489,250	9,782,742	15,726,626	15,452,180	18,749,240
Miscellaneous	422,630	439,906	424,200	444,470	4,867,614	3,971,559	3,416,670	411,000
Capital Improvements:					2,416,332	613,143	1,069,000	2,814,000
Debt Service:								
Principal								
Interest								
TOTAL EXPENDITURES	47,797,957	36,374,392	56,871,260	54,768,840	25,823,644	43,761,599	32,925,940	33,868,340
Revised Budget	52,862,435	42,797,206	58,667,502		28,104,369	50,608,370	36,997,589	

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

TABLE IX
Page 2 of 2

REVENUES AND EXPENDITURES BY FUND TYPE

	Debt Service Fund				Capital Projects Fund				Total			
	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
REVENUES:												
Property Taxes	741,757	753,097	763,000	747,000					7,798,961	7,918,043	8,028,000	8,739,000
Payments in lieu of taxes					358,311	573,344	496,000	471,000	358,311	573,344	496,000	471,000
Income Tax									53,952,954	51,813,169	54,322,000	56,399,000
Licenses and Permits									580,220	743,782	650,000	620,000
Intergovernmental Revenues	103,469	102,668	101,000	101,000	3,954,759	2,240,329	5,300,000	2,378,000	17,073,201	27,064,182	16,875,000	11,978,000
Charges for Services	923,909	1,328,234	1,350,000	1,417,000					4,825,167	6,397,979	6,401,000	8,212,000
Fines, Forfeits and Costs									1,477,978	1,578,648	1,560,000	1,561,000
Investment Earnings	(4,857)	(6,084)	62,000	83,000	(27,121)	(14,182)	570,000	435,000	(139,392)	(436,766)	3,590,000	3,538,000
Special Assessments	0	0	0	0	721,277	649,985	556,000	690,000	1,129,336	1,057,890	975,000	1,090,000
Miscellaneous	40,000	40,000	40,000	40,000	272,544	322,284	109,000	70,000	5,157,517	5,691,628	5,212,000	5,977,000
TOTAL REVENUES	1,804,278	2,217,915	2,316,000	2,388,000	5,279,770	3,771,760	7,031,000	4,044,000	92,214,253	102,401,899	98,109,000	98,585,000
EXPENDITURES:												
Current:												
General Government					0	0	23,000	110,000	13,826,277	14,153,456	16,362,430	17,337,740
Public Safety					1,025,413	624,339	2,008,000	105,000	34,178,491	36,115,596	42,410,930	37,980,050
Public Works					7,519,017	8,042,746	10,877,000	8,294,000	16,271,653	17,376,758	23,022,440	18,920,430
Human Services					1,482,509	4,335,746	8,311,000	1,717,000	11,665,543	20,468,404	24,310,530	20,955,490
Miscellaneous	46,162	65,406	68,000	77,000	1,684,138	510,643	793,000	468,000	7,020,544	4,987,514	4,701,870	1,400,470
Capital Improvements:									2,416,332	613,143	1,069,000	2,814,000
Debt Service:												
Principal	2,116,357	2,166,263	2,183,180	2,144,768					2,116,357	2,166,263	2,183,180	2,144,768
Interest	713,281	668,223	622,105	574,826					713,281	668,223	622,105	574,826
TOTAL EXPENDITURES	2,875,800	2,899,892	2,873,285	2,796,594	11,711,077	13,513,474	22,012,000	10,694,000	88,208,478	96,549,357	114,682,485	102,127,774
Revised Budget	2,947,220	2,912,618	2,882,285		20,992,511	21,093,886	23,312,969		104,906,535	117,412,080	121,860,345	

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



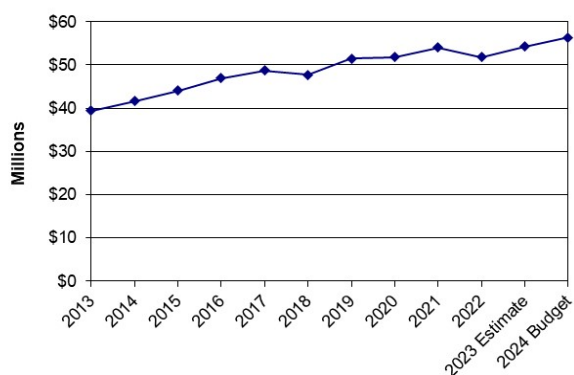
CITY OF KETTERING

GENERAL FUND RECEIPTS

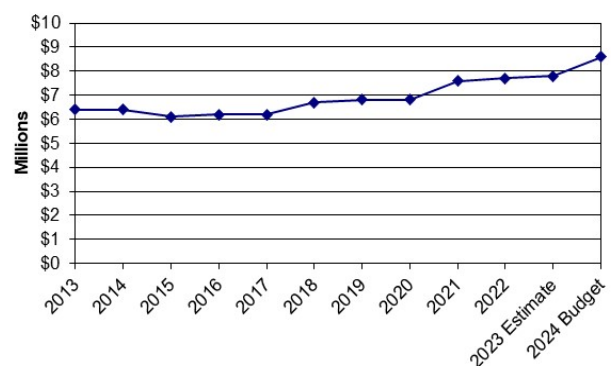
FUND 101

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	52,728,026	57,983,058	64,126,401	55,997,141
Nonspendable: Inventory, Loans & Prepaids	3,158,249	3,094,380	3,626,627	2,742,542
Committed to: Economic Development	1,200,615	1,625,000	2,095,000	2,595,000
Assigned for: Road Construction/Public Works	1,192,750	942,457	584,480	875,444
Assigned for: Community Programs, Capital Equipment & Capital Improvement:	<u>0</u>	<u>8,397,637</u>	<u>2,753,829</u>	<u>1,709,423</u>
Net Balance	47,176,412	43,923,584	55,066,465	48,074,732
RECEIPTS				
Property Taxes				
Real Non-Voted 2.2 Mills	2,587,730	2,627,243	2,664,000	2,930,000
Real Voted 3.5 Mills	<u>4,116,233</u>	<u>4,179,085</u>	<u>4,238,000</u>	<u>4,662,000</u>
Total General Property Tax	6,703,987	6,806,328	6,902,000	7,592,000
City Income Tax	53,952,954	51,813,169	54,322,000	56,399,000
City Licenses and Permits	559,460	735,102	637,000	607,000
State Grants	0	0	0	0
Homestead & Rollback	934,239	927,018	917,000	1,009,000
Local Government Fund	958,251	1,032,199	1,076,000	1,022,000
Liquor & Beer Permits	52,977	105,328	60,000	60,000
Cigarette Tax	870	1,390	1,000	1,000
Charges for Services	36,843	41,166	26,000	30,000
Court Fines, Forfeits and Costs	1,080,793	1,168,919	1,154,000	1,154,000
Investment Earnings	(77,925)	(378,745)	2,880,000	2,938,000
Special Assessments	408,059	407,905	419,000	400,000
Reimbursements & Miscellaneous	<u>2,332,102</u>	<u>2,507,885</u>	<u>2,559,000</u>	<u>2,614,000</u>
TOTAL REVENUE	66,942,610	65,167,664	70,953,000	73,826,000
OTHER FINANCING SOURCES				
Sale of City Assets	1,613,900	26,367	20,000	20,000
Transfer in From Other Funds	<u>0</u>	<u>101,954</u>	<u>0</u>	<u>0</u>
TOTAL OTHER FINANCING SOURCES	1,613,900	128,321	20,000	20,000
TOTAL AVAILABLE FOR EXPENDITURES	115,732,922	109,219,569	126,039,465	121,920,732

Income Tax Revenue



General Fund Property Tax Revenue



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)

	Actual 2021	Actual 2022	Estimated 2023	Proposed 2024	% of Total
Personnel Expenditures	137,135	174,199	153,420	196,000	63.83%
Operating Expenditures	59,591	82,995	203,000	111,060	36.17%
Capital Equipment Expenditures	0	0	0	0	0.00%
Total	196,726	257,194	356,420	307,060	100.00%

The proposed 2024 budget is 7.1% greater than the 2023 budget and 13.8% less than estimated 2023 expenditures. Personnel expenditures reflect 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. Estimated 2023 personnel expenditures are decreased due to the Clerk of Council's temporary allocation to the City Manager's office to assist with a vacancy.

Operating expenditures for 2021 and 2022 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 2023 and proposed 2024 operating expenditures include funding for strategic planning services.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Mayor & Council	7	7	7	7
Clerk of Council	1	1	1	1
Total	8.0	8.0	8.0	8.0

Performance Measurements: Mayor and Council

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> First Tier Suburbs 	<ul style="list-style-type: none"> Utilize the consortium to influence policy at the state level. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Attend Regular First Tier Suburbs Meetings	11	11	11	11
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> School Board -Enhance communication 	<ul style="list-style-type: none"> Continue the joint meetings between Council and the School Board. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Hold Joint School Board Meetings	1	1	2	2

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Hold City Council meetings	23	24	23	24

Workload Indicators: Mayor and Council

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Legislative Action:				
Resolutions Adopted	159	125	155	150
Ordinances Adopted	16	22	14	20
Liquor Permits Processed	15	10	11	10
Organization / Community Engagement:				
Ribbon Cuttings	17	10	7	10
Special recognition certificates	9	4	4	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 \$6,000 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 2023 that the Court will distribute to the City's General Fund about \$1,154,000 for Court fines and fees. In addition, approximately \$88,000 will come to Kettering from Centerville and Moraine, and another \$238,000 will be reimbursed from Montgomery County.

Kettering Municipal Court Expenditures — General Fund (Key 0100)

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	1,070,817	1,069,580	1,104,970	1,278,700	82.01%
Operating Expenditures	253,111	267,025	273,640	280,520	17.99%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,323,928	1,336,605	1,378,610	1,559,220	100.00%

The proposed 2024 budget is 2.8% greater than the 2023 budget and 13.1% greater than estimated 2023 expenditures.

Personnel expenditures reflect a vacant Court Reporter position since mid-year 2021. There are no significant changes in operating expenditures for 2021 – 2024.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Judges	2	2	2	2
Bailiffs	2	2	2	2
Probation Off./Deputy Bailiff	2	2	2	2
Judicial Assistant	0	0	2	2
Administrative Secretary	4	4	3	3
Court Reporter	2	2	1	1
Substitute Judge	0.3	0.3	0.3	0.3
Civil Magistrate	0.3	0.3	0.3	0.3
Part-Time Deputy Bailiff	0.3	0.3	0	0
Part-Time Clerical	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
Total	13.2	13.2	12.9	12.9

Staffing levels exclude one 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	869,672	902,472	938,410	1,007,300	84.84%
Operating Expenditures	146,793	145,989	151,800	180,000	15.16%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,016,465	1,048,461	1,090,210	1,187,300	100.00%

The proposed 2024 budget is 6.9% greater than the 2023 budget and 8.9% greater than estimated 2023 expenditures.

Since 2021, three Deputy Clerk positions have been re-classed to Chief Deputy Clerk, Project Coordinator, and Civil Division Coordinator positions. Salaries and benefits for one Deputy Clerk and the Project Coordinator are allocated to the General Fund's Clerk of Court cost center and the Special Grants & Programs Clerk Computer Fund on a 50/50 basis.

The 2021 operating expenditures include costs associated with a one-time amnesty event in conjunction with Montgomery County Municipal Court. The proposed 2024 expenditures include funding for eviction services provided by Montgomery County Sheriff's Office. This service was previously performed in-house.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Clerk of Courts	1	1	1	1
Chief Deputy Clerk	0	1	1	1
Project Coordinator	0	0	1	1
Civil Division Coord.	0	0	0	1
Deputy Clerks	<u>10</u>	<u>9</u>	<u>8</u>	<u>7</u>
Total	11.0	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

Inclusion

Program Purpose:

To address citywide access and inclusion matters and to facilitate the update of our ADA Transition Plan. This program moved to the Human Resources Department mid-year 2023.

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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	719,674	805,637	679,300	991,600	90.32%
Operating Expenditures	50,253	52,118	52,800	106,310	9.68%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	769,927	857,755	732,100	1,097,910	100.00%

The proposed 2024 budget is 28.2% greater than the 2023 budget and 50.0% greater than estimated 2023 expenditures.

The 2022 personnel expenditures include costs associated with the retirement of the former City Manager and the hiring of a new City Manager. The 2023 personnel expenditures reflect a partial year vacancy for the Management Assistant position.

During 2023, the Compliance and Inclusion program was moved to the Human Resources Department. Personnel costs for the full-time Compliance & Inclusion Manager, previously allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis, is now funded 100% in the Human Resources Department.

Proposed 2024 personnel expenditures include funding for a second Assistant City Manager position and operating expenditures include funding for public engagement services.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
City Manager	1	1	1	1
Assistant City Manager	1	1	1	2
Senior Services Coordinator	1	1	1	1
Compliance & Inclusion Manager	0.25	0.25	0.25	0
Management Assistant	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>1</u>
Total	4.2	4.2	4.2	5

Performance Measurements: City Manager's Office

STRATEGIC PRIORITY:	
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> • Greater leadership in MVRPC 	<ul style="list-style-type: none"> • Be an active participant in Miami Valley Regional Planning Commission Initiatives and Programs

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
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"> Dayton Development Coalition (DDC) 	<ul style="list-style-type: none"> Participate and provide leadership in DDC Economic Development initiatives through the DDC's Public Sector Advisory Committee. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of DDC Public Sector Advisory Committee meetings attended	4	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of GovTech meetings attended	12	12	12	12

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Address senior safety issues.

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of senior resident home visits conducted to determine and address individual needs and issues	27	50	140	150
Conduct senior safety training sessions	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"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Initiate enterprise-wide systems to enhance operations: document performance, manage process, share information, coordinate between depts., transparency to citizens, and communications. Promote philosophy of excellent customer service throughout the departments. Create leadership teams made up of cross-department personnel to develop and implement solutions to various City issues. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
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

STRATEGIC PRIORITY:

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

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to host the Community Block party, where residents can gather to learn about City programs, services and events. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Community Block Party held	Yes	Yes	Yes	Yes

Workload Indicators: City Manager's Office

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Administrative:				
Contracts and agreements signed	460	300	420	400
Council Inquiry Management System (CIMS) Requests Received	43	25	20	30
CIMS Requests Resolved	43	25	20	30
Number of external phone calls received	100	100	100	100
Senior Services:				
Number of Senior Citizens served	925	N/A*	550	575

*Measurements were changed to actual Kettering residents serviced unduplicated.

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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	912,105	964,048	992,050	1,064,000	84.86%
Operating Expenditures	116,283	143,101	174,800	189,860	15.14%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,028,388	1,107,149	1,166,850	1,253,860	100.00%

The proposed 2024 budget is 5.2% greater than the 2023 budget and 7.5% greater than estimated 2023 expenditures.

The 2021 personnel expenditures reflect a partial year vacancy of the full-time Administrative Assistant position. Effective 2022, funding is provided for a second full-time Clerk position and the part-time Paralegal position (0.6) will not be funded.

Operating expenditures for 2021 and 2022 represent an under-spending of each year's budget.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Law Director	1	1	1	1
Administrative Attorney	1	1	1	1
Prosecuting Attorneys	2	2	2	2
Administrative Assistant	2	2	2	2
Clerk	1	2	2	2
Part-time Paralegal	<u>0.6</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	7.6	8.0	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"> Ensure adequate maintenance on all properties throughout Kettering 	<ul style="list-style-type: none"> Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
If requested, prepare legislation to amend the property maintenance code.	0 amendments	1 amendment	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"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Respond to public records requests within a reasonable time as required by law.	100%	100%	100%	100%

Workload Indicators: Law Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Program: General Legal Services				
Resolutions written	160	125	125	131
Ordinances written	18	22	22	23
Public records request responses	156	195	195	205
Contracts written/reviewed	443	355	355	373
Miscellaneous legal services	392	197	197	207
Program: Criminal Prosecution				
Criminal cases filed	1,998	1,740	1,740	1,827
Trials/hearings	594	480	480	504

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 8,200 accounts payable checks, 18,400 direct deposits of payroll and 2,700 purchase orders. In addition, the Tax Division collects in excess of \$54.3 million annually in City income tax and maintains active records on over 60,000 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
- 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	2,217,361	2,331,675	2,320,470	2,578,200	78.60%
Operating Expenditures	519,998	558,178	668,400	701,800	21.40%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	2,737,359	2,889,853	2,988,870	3,280,000	100.00%

The proposed 2024 budget is 8.0% greater than the original 2023 budget and 9.7% greater than estimated 2023 expenditures.

As part of citywide budget reduction efforts, the vacant regular part-time Tax Clerk (0.7) and temporary part-time Tax Intern (0.2) positions were not funded for 2021. Funding was restored for the positions in 2022 but the Tax Clerk position remains vacant.

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 proposed 2024 operating expenditures is a two-year renewal of the bank lockbox service used for income tax mail processing and imaging.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Finance Director	1	1	1	1
Assistant Finance Dir.	1	1	1	1
Budget Manager	1	1	1	1
Purchasing Manager	1	1	1	1
Tax Manager	1	1	1	1
Financial Analyst	2	2	2	2
Finance Technician II	7.5	7.5	7.5	7.5
Finance Technician I	3.2	3.5	3.6	3.6
Administrative Assistant	1	1	1	1
Full-time Clerk	1	1	1	1
Part-Time Clerical	<u>0.3</u>	<u>1.2</u>	<u>1.2</u>	<u>1.2</u>
Total	20.1	21.2	21.3	21.3

Performance Measurements: Finance Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Continued participation in the Miami Valley Risk Management Association (MVRMA). 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
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	0	1	1	1

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 		<ul style="list-style-type: none"> Continued participation in state, local and regional cooperative bidding and contracts 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of cooperative bids and contracts each year		38	30	30	30
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Co-operation among regional municipal tax entities 		<ul style="list-style-type: none"> Continued participation in Southwest Ohio Tax Administrators Association (SWOTAA) 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of SWOTAA meetings attended by Income Tax Manager		4	4	4	4
ACTION AGENDA		TACTIC			
Tax Preparers – Enhance Communication		<ul style="list-style-type: none"> Seek out opportunities to speak to various tax preparation organizations 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Speaking Engagements		0	2	0	0

STRATEGIC PRIORITY:					
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS					
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 		<ul style="list-style-type: none"> Continue to develop a 5-year Capital Improvement Plan (CIP). 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
5-year Capital Improvement Plan presented at Council Workshop		08/23/2022	09/26/2022	08/22/2023	09/24/2024
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Develop financial documents that meet the highest reporting standards and provide relevant information to all users 		<ul style="list-style-type: none"> Prepare Annual Comprehensive Financial Report and Budget in accordance with both GAAP and GFOA standards. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 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		40	41	41	42
Years received GFOA's Distinguished Budget Presentation award		37	38	38	39
Moody's credit rating		Aa2	Aa2	Aa2	Aa2

STRATEGIC PRIORITY:

PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET

ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Optimize use of automated receipts of withholding and other tax receipts 		<ul style="list-style-type: none"> Investigate additional ways for taxes to be paid via electronic methods 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Electronic payments received	62,900	60,500	60,800	63,000
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Optimize the Electronic Return Filing 		<ul style="list-style-type: none"> Improve methods and option for taxpayers to submit electronic returns 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Electronic Returns Filed	2,083	2,700	2,700	2,200

Workload Indicators: Finance Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Program: Accounting				
Checks Processed	8,347	8,000	8,200	7,800
EFT Vendor Payments	1	10	110	180
Late Penalties Paid	3	0	3	0
Receipts Processed	3,727	4,000	3,600	3,800
Travel Forms Processed	136	200	200	200
1099's Issued	288	200	410	200
Direct Deposits Processed	18,299	18,450	18,450	18,500
Program: Taxation				
New Accounts	4,793	5,200	7,200	6,500
Refunds	1,341	1,350	1,300	1,300
Accounts Maintained: Active	53,371	58,500	60,000	60,500
Accounts Maintained: Inactive	123,334	118,000	118,500	119,000
Deferred Payment Plans in Place	512	450	725	750
% of Accounts Delinquent	0.78%	0.65%	0.84%	0.85%
Program: Purchasing				
Purchase Orders Issued	2,837	2,000	2,700	2,000
Bid Openings held	11	12	10	12
Request for Proposal/Quotes Processed	95	100	100	100
Local Preference Quotes	70	50	60	60
Annual Inventories Completed	0	10	10	0

ADMINISTRATIVE SYSTEMS – ADMINISTRATIVE SUPPORT

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

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

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

Programs

Records Management

Program Purpose:

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

Program Description:

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

Program Focus:

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

Graphic Design

Program Purpose:

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

Program Description:

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

Program Focus:

1. Maintain seamless branding of the City of Kettering through professional and consistent document/web design and logo usage.
2. Provide high quality, cost-effective services to all City departments and produce creative and innovative City content using current technology.
3. Maintain electronic files of photography and graphics to support publications.
4. Design printed pieces in accordance with postal regulations to maximize impact while minimizing cost.

Telecommunications**Program Purpose:**

To acquire and provide useful and cost effective third party communication services.

Program Description:

- Manage billing, activations and service contracts related to cell service and voice and data circuits.
- Maintain inventory, manage costs, and perform periodic audits of telecommunication service usage and needs.
- Administer the City's Cellular Device Stipend program.
- Provide subject matter expertise for communication related aspects of the City's Emergency Operations Plan.
- Coordinate City participation in first responder emergency communication programs such as FirstNet, GETS (Government Communication Emergency Telecommunications Services) and WPS (Wireless Priority Services).

Program Focus:

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

Front Desk Reception**Program Purpose:**

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

Program Description:

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

Program Focus:

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

Mailing Services**Program Purpose:**

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

Program Description:

- Sort daily mail for City departments.
- Supervise volunteer couriers who deliver and collect mail and interoffice correspondence daily.
- Meter all outgoing mail and transport the daily mail to the Kettering Post Office.
- Assemble mail for delivery per standard mail permit requirements and deliver to Business Mail Entry Unit.
- Ship and receive City packages via Fed Ex, UPS, and USPS.
- Obtain and organize appropriate mail supplies for the various carriers.

Program Focus:

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

Geographic Information Systems**Program Purpose:**

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

Program Description:

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

Program Focus:

1. Improve and modernize the underlying architecture for GIS data to improve the efficiency of data maintenance, to improve application performance, and to improve the capability to integrate GIS data with other non-GIS data.
2. Concentrate on helping users to make better use of applications and data.
3. Create Internet access to GIS data and applications to improve citizen access to information and services.
4. Identify ways to apply GIS technology across all City departments to improve the efficiency of City operations and to expand the City's ability to deliver services to the public.
5. Manage the integration between GIS software and department record keeping applications, such as permitting and dispatching, that utilize spatial data.

Administrative Support Expenditures — General Fund (Key 0400)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	674,442	650,155	680,550	752,900	74.93%
Operating Expenditures	167,905	180,123	266,000	251,860	25.07%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	842,347	830,278	946,550	1,004,760	100.00%

The proposed 2024 budget is 5.6% greater than the original 2023 budget and 6.1% greater than estimated 2023 expenditures.

The part-time Administrative Designer position (0.6) has been vacant since 2021 and is not funded effective 2023. For several years, the Print Shop experienced staffing shortages. 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Administrative Systems Director	1	1	1	1
City Planner – GIS	1	1	1	1
Technician – GIS	0.5	0.5	0.5	0.5
Administrative Designer	2.6	2.6	2	2
Clerk – Records Center/Print Shop	0	0	1	1
Clerk/Typist – Records Center	0.5	0.5	0	0
Part-Time Clerical - Records Center	0.2	0.2	0.2	0
Part-Time Clerical – Print Shop	1.6	1.2	0.8	0.8
Part-Time PBX Operators	<u>1.2</u>	<u>1.3</u>	<u>1.2</u>	<u>1.2</u>
Total	8.6	8.3	7.7	7.5

Performance Measurements: Administrative Support

STRATEGIC PRIORITY: PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Monthly Telecom Spend (Citywide/All Services)	\$15,438	\$16,000	\$15,880	\$16,000
Annual Bulk Mail Cost Savings vs. 1 st Class	\$84,735	\$83,000	\$101,600	\$92,000

Workload Indicators: Administrative Support

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Program: Reception Desk				
Avg. daily phone calls answered	30.6	35.0	30.5	29.0
Avg. daily walk in patrons assisted	32.5	35.0	32.5	31.0
Program: Design and Publishing				
Total Support Requests Completed	1,513	1,750	1,706	1,750
Program: Mail and Messenger Service				
Outbound 1 st Class pieces metered	74,592	67,000	81,000	81,000
Bulk mail pieces	305,782	310,000	335,900	306,000

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 431 regular, full-time employees; however, a more accurate indicator of our human resources activities is that over 1,200 employees are actually on the payroll at some period during the year. The difference is primarily due to extensive use of part-time and temporary employees, plus normal turnover. The Human Resources Department is required to stay current on all pertinent State and Federal laws, and to serve as staff support for the Civil Service Commission.

Programs

Human Resource Administration

Program Purpose:

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

Program Description:

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

- The preparation of organization and job studies and wage surveys, the formulation of recommendations based on such studies and the implementation of changes.
- The development and utilization of Civil Service Rules and Personnel Procedures and legislation for selection of the City's work force in compliance with appropriate Equal Employment Opportunity guidelines.
- The development and implementation of special programs in areas such as safety, communications, employee relations, 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.

Inclusion

Program Purpose:

To address citywide access and inclusion matters and to facilitate the update of our ADA Transition Plan. This program moved from the City Manager's Department to the Human Resources Department mid-year 2023.

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.

Human Resources Expenditures — General fund (Key 0450)

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	918,217	876,541	938,820	968,100	73.35%
Operating Expenditures	295,142	306,233	347,700	351,790	26.65%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,213,359	1,182,774	1,286,520	1,319,890	100.00%

The proposed 2024 budget is 0.8% greater than the 2023 budget and 2.6% greater than estimated 2023 expenditures.

During 2023, the Compliance and Inclusion program was moved to the Human Resources Department. Personnel costs for the full-time Compliance & Inclusion Manager, previously allocated between the City Manager's Office and the Compliance cost center on a 25/75 basis, is now funded 100% in the Human Resources Department. In addition, two full-time Technician positions are converted to Coordinator positions as they assume the job duties of a former Manager.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Human Resources Director	1	1	1	1
Human Resources Managers	2	2	2	1
Compliance & Inclusion Manager	0	0	0	1
Human Resource Coordinators	0	0	0	2
Human Resources Technicians	2.5	3	3	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	6.5	7.0	7.0	7.0

Performance Measurements: Human Resources Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Influence and assist in developing the training Miami Valley Communications Council (MVCC) provides to meet the City's needs (ex. management training, public records training, succession planning, etc.). 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Meet quarterly with MVCC to collaborate on trainings at least four times per year	8	9	10	10
Number of employees who attended MVCC trainings	15	20	20	20

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

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Evaluate monthly and/or as invoices are received	Yes	Yes	Yes	Yes
Meet with McGohan Brabender to evaluate Medical Dental, Vision, Life insurance	28	12	28	20

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

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Continue the City's Safety Committee. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Safety Committee meetings attended	6	6	6	6
Number of missed workdays due to workplace injuries.	235	180	260	250

STRATEGIC PRIORITY:**PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET**

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Research to potentially implement an online application process	Yes	Yes	Complete	Complete
Number of applications received via online application portal if implemented	1,204	1,100	1,300	1,300

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Meet with Department Directors bi-monthly or as needed	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Position evaluations performed	64	40	40	40
Examinations developed or administered	4	3	5	3
Number of positions filled	64	40	40	40
Number of regular appointments	45	25	25	25
Number of promotions	19	15	15	15
Hours of safety training*	17,090	14,500	15,500	15,500
Hours of city-wide training*	17,090	14,500	15,500	15,500
Hours of HR sponsored training*	1,000	1,200	750	1,000
*Training may cross categories				
Regular full-time turnover rate	6%	4%	5%	6%
Grievances reaching third step	2	4	3	4
Average elapsed time in filling vacancies	12 wks.	12 wks.	12 wks.	12 wks.
Compliance & Inclusion:				
Modification Requests Received	26	25	40	25

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 2023, we anticipate construction to remain steady from 2022 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 expect to maintain property maintenance enforcement cases from last year. 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 2024, the department will focus on projects that have been identified as high priorities through the strategic plan update process, particularly the improving and maintaining of housing options and neighborhood environments.

Programs

Development Regulations

Program Purpose:

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

Program Description:

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

Program Focus:

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

Building Code Enforcement

Program Purpose:

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

Program Description:

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

Program Focus:

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

Community Development Program**Program Purpose:**

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

Program Description:

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

Program Focus:

1. Continue to implement a five-year Community Development Block Grant program that identifies projects and programs to benefit the residents of Kettering.
2. Develop and implement neighborhood improvement programs especially in the identified low and moderate-income areas of the City
3. Market and implement the 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)

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	2,136,236	2,389,817	2,438,460	2,557,600	82.71%
Operating Expenditures	290,465	964,690	827,000	534,470	17.29%
Capital Equipment Expenditures	<u>0</u>	<u>32,090</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	2,426,701	3,386,597	3,265,460	3,092,070	100.00%

The proposed 2024 budget is 9.5% greater than the 2023 budget and 5.3% less than estimated 2023 expenditures.

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

The 2022 and 2023 operating expenditures include a total \$1.0 million for two new homeowner assistance programs. A joint effort with the City of Kettering and Day Air Credit Union provides 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. Proposed 2024 operating expenditures include funding for an update to the City's comprehensive plan.

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

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Planning & Development Director	1	1	1	1
Planning & Development Architect	2	2	2	2
City Planner	2	2	2	2
Neighborhood Services Manager	1	1	1	1
Inspector	3	3	3	3
Property Maintenance Inspector	2	3	3	3
CDBG Program Administrator	1	1	1	1
CDBG Housing Specialist	1	1	1	1
CDBG Program Coordinator	1	1	1	1
Administrative Assistants	2	2	2	2
Technician	0	0	1	1
Clerk Typist	1	1	0	0
Planning & Development Aide	2.0	2.1	2.1	2.1
Seasonal Property Maintenance Inspectors	0.9	0.9	0.9	0.9
Temporary Plumbing Inspector	<u>0</u>	<u>0</u>	<u>0.1</u>	<u>0.1</u>
Total	19.9	21.1	21.1	21.1

Staffing levels exclude contractual positions hired to assist in the implementation of grant programs.

Performance Measurements: Planning & Development Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Montgomery County — Greater leadership at the County level 	<ul style="list-style-type: none"> Participate and provide leadership in the Montgomery County 10-year Homeless Solutions Prevention Plan. Continue to actively participate in regional fair housing initiatives. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of meetings P&D Director chaired for Montgomery County Housing Advisory Board	0	4	4	4
Number of Continuum of Care Meetings P&D Director attended.	10	12	10	12
Number of cases referred to the Fair Housing Center.	49	200	52	60
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Provide building permitting and inspection services to the City of Oakwood. Partner with the City of Dayton and Montgomery County to share building code inspection services. Explore a similar arrangement with other jurisdictions regarding inspections. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of permits issued for Oakwood	1,047	1,000	1,200	1,100
No. of inspections provided to Oakwood	1,315	1,400	1,400	1,400
No. of inspections provided to Dayton/Montgomery County	20	40	15	20
No. of inspections Dayton/Montgomery County provided to Kettering	0	5	0	10
Jurisdictions consulted for Inspection Service. West Carrollton	0	0	1	1
No. of Inspections provided to West Carrollton	5	5	100	5

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

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of properties demolished by the Land Bank with Kettering's consultation.	0	0	0	1
No. of properties acquired by the Land Bank in Kettering	0	0	0	1
No. of new certificates of occupancy issued for Town and Country Shopping Center	5	0	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Expansion – Work with existing businesses interested in expanding their operations. 	<ul style="list-style-type: none"> Utilize existing federal, state and local resources to assist with business expansion. Implement the Wilmington Pike Improvement Plan including the Facade and Demolition Programs. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of businesses assisted with funding	10	12	20	20
HUD Funds spent on business assistance	\$101,553	\$50,000	\$200,000	\$150,000
No. of Wilmington Pike Site and Façade Improvement Program grants issued	0	3	2	2
Funds spent for the Wilmington Pike Site and Façade Improvement Program	\$0	\$75,000	\$50,000	\$50,000

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Accommodate a variety of housing types in appropriate locations to meet current and future residential market demands 	<ul style="list-style-type: none"> Conduct an analysis of current housing stock and future housing needs including identifying housing needs for employees of desired industry clusters. Identify locations for development and redevelopment opportunity and identify the appropriate housing type for those locations. Identify in-fill development opportunities and work with private and non-profit builders to construct neighborhood appropriate homes. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of in-fill housing sites developed for new housing.	6	2	10	8
No. of new single-unit dwellings	6	5	10	8
No. of new multi-unit dwellings	40	150	150	300
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Encourage reinvestment in existing housing to ensure long- term marketability of Kettering neighborhoods 	<ul style="list-style-type: none"> Develop a menu of tools to encourage reinvestment and improvement of existing housing and aggressively market the tools to appropriate owners and investors. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of Owner Rehab Program projects funded	26	40	30	40
Amount spent on Owner Rehab Program projects	\$169,681	\$125,000	\$300,000	\$300,000
No. of permits issued for residential improvements.	4,501	4,000	4,500	4,500

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community. 		<ul style="list-style-type: none"> Continue to promote the <i>Cities of Service</i> program and address a different neighborhood each year. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of neighborhoods served.		1	1	1	1
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering. 		<ul style="list-style-type: none"> Review the property maintenance code to ensure it provides adequate tools for City inspectors to use in enforcing the code. Utilize the nuisance abatement ordinance to address nuisance property issues. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Reviews and updates of Property Maintenance Code		1	1	1	1
No. of nuisance abatements		3	5	7	7
No. of Property Maintenance cases		775	820	800	800
No. of Property Maintenance violations		2,199	1,550	3,000	3,000
No. of Property Maintenance inspections		7,454	9,000	9,000	9,000
Amount invoiced for re-inspection fees		\$88,214	\$38,000	\$90,000	\$90,000
Amount invoiced for tall grass mowing		\$25,811	\$50,000	\$25,000	\$25,000
No. of properties mowed by the city		140	160	150	160

STRATEGIC PRIORITY:					
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS					
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 		<ul style="list-style-type: none"> Coordinate with City CDBG personnel to evaluate opportunities to complete necessary projects utilizing CDBG assistance. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
CDBG funds budgeted for City infrastructure		\$0	\$0	\$0	\$60,000
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 		<ul style="list-style-type: none"> Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit. Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Permit Fees evaluated annually		Yes	Yes	Yes	Yes
Permit fees collected		\$730,064	\$560,000	\$600,000	\$600,000

STRATEGIC PRIORITY:				
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Percentage of completed applications for permits reviewed within 10 days of receipt.	100%	99%	99%	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%	98%	99%	99%

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> Continue to support the efforts of the <i>Cities of Service</i> team to promote neighborhood pride. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of P&D staff involved with Cities of Service Team	3	4	3	3
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
No. of citizen surveys conducted regarding HUD funds	1	2	2	2
No. of survey participants	52	500	100	100

Workload Indicators: Planning & Development Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Program: Planning and Zoning				
BZA Cases	2	2	2	2
Planning Commission Cases:	20	20	20	20
Re-zonings	4	4	4	4
Zoning Amendments	1	1	1	1
Conditional Use Permits	1	3	4	4
Program: Building Code Enforcement				
Permit Fees Collected	\$730,064	\$560,000	\$600,000	\$600,000
Structural Permits	500	400	500	500
Structural Inspections	1,206	1,200	1,200	1,200
Electrical Permits	608	800	700	700
Electrical Inspections	1,131	1,500	1,100	1,100
Plumbing Permits	1,931	2,000	2,000	2,000
Plumbing Inspections	1,871	2,100	2,000	2,000
HVAC permits	897	800	800	800
HVAC Inspections	1,422	1,300	1,300	1,300
Zoning Permits	469	600	500	500
Zoning Inspections	489	400	400	400
New Commercial Structures	6	5	3	5
New Residential Homes (1, 2 and 3 unit)	6	10	10	10
Program: Property Maintenance				
Code Enforcement Cases	2,974	3,750	3,450	3,500
Complaints	775	750	750	800
Violations	1,282	2,000	1,200	1,200
Tall Grass	917	1,000	1,500	1,500
Properties Mowed	140	160	150	160
Violation Fees Assessed	\$88,214	\$38,000	\$90,000	\$90,000
Tall Grass Fees Assessed	\$25,811	\$50,000	\$25,000	\$25,000
Program: Community Development				
CDBG Funds Secured	\$531,025	\$540,000	\$513,392	\$520,000
CDBG Program Income	\$42,650	\$25,000	\$25,000	\$25,000
HOME Funds Secured	\$50,000	\$250,000	\$250,000	N/A
HOME program Income	\$78,310	\$30,000	\$45,000	\$40,000
Rehab Loan Applications Processed	35	20	30	40
Rehab Loan Amount	\$169,681	\$100,000	\$300,000	\$300,000
Housing Counseling Participants	50	100	50	50
Down Payment Assistance Processed	22	15	15	N/A
Fair Housing Contacts	1,515	200	1,600	1,650
Business Loans Processed	16	15	20	20
Business Loan Amount	\$101,553	\$60,000	\$200,000	\$150,000
Real Property Acquisition spent	\$0	\$40,000	\$0	\$0
Senior Resource Program	\$30,233	\$30,000	\$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>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	205,853	161,668	165,130	171,900	22.96%
Operating Expenditures	1,251,155	151,564	1,102,400	576,670	77.04%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	1,457,008	313,232	1,267,530	748,570	100.00%

Effective mid-year 2023, the Management Assistant position, previously allocated between the City Manager's Office and the Economic Development Department on a 95/05 basis, is funded 100% in the City Manager's Office.

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. Expenditures also include costs associated with land ownership at Miami Valley Research Park and properties on Wilmington Pike.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Economic Development Manager	1	1	1	1
Management Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0</u>
Total	1.1	1.1	1.1	1

Performance Measurements: Economic Development Department

STRATEGIC PRIORITY:				
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Montgomery County — Continued leadership at the County level and work in collaboration with County Economic Development Professionals 	<ul style="list-style-type: none"> Participate and provide leadership in County Economic Development initiatives. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Participate in Montgomery County LEDO and Business First Meetings. Partner with the County on at least two additional programs or initiatives.	7 programs	3 programs	3 programs	3 programs
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Dayton Development Coalition (DDC) – Build relationship with DDC and partner with them on business retention and expansion visits 	<ul style="list-style-type: none"> Strengthen our relationship regarding Development Projects. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
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)	9	5	5	5

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

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Attraction – Work to recruit new businesses to Kettering. 	<ul style="list-style-type: none"> Work with Town & County Shopping Center (T&C) Management to take advantage of retail opportunities Develop City marketing packet to distribute to businesses and/or offer businesses a technical series on how to open and run a business. Work to attract development within the Miami Valley Research Park. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Hold quarterly calls with Casto/Skilken for updates on the center (4 times per year)	4	4	4	4
Respond to JobsOhio RFPs for businesses	6	4	4	4
Update the MVRP website to better market the Park	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Retention – Create/ retain relationships with existing businesses in the City. 	<ul style="list-style-type: none"> Visit existing businesses to discuss current operations and future needs. Contact smaller companies through KMO Chamber participation and Business First visits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
BR&E visits with existing businesses.	28	24	24	24
Respond to small business needs as identified through Chamber visits and general inquiries	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Expansion – Work with existing businesses interested in expanding their operations. 	<ul style="list-style-type: none"> Utilize existing federal, state and local resources to assist with business expansion. Contact smaller companies through KMO Chamber participation and Business First visits. Promote the County ED/GE program and the Wilmington Pike Improvement Plan including the Façade and Demolition Programs. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Incentive Packages produced for existing and potential companies.	3	3	2	2
Sale of lots included in the Wilmington Pike plan, number of façade/demolition grants executed or response to inquiries about this program	6	10	5	5

Workload Indicators: Economic Development Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Program: Economic Development				
Number of phone calls regarding economic development	100	100	100	100
Number of marketing packets distributed	50	24	20	20
Number of Business First visits	19	50	20	20
Number of incentive offer letters	3	6	5	4

POLICE DEPARTMENT

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

Programs

Police Patrol

Program Purpose:

To operate with the underlying objective of keeping our city safe and reduce crime. 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 Spillman software and other 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 Spillman software and other 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. The Community Relations section also works with the community with many different crime prevention and safety programs. 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.

Animal Control**Program Purpose:**

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

Program Description:

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

Program Focus:

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

Police Department Expenditures — General Fund (Key 0600)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	13,599,992	7,239,055	14,719,550	15,006,400	84.09%
Operating Expenditures	2,089,976	2,114,787	4,176,500	2,601,870	14.58%
Capital Equipment Expenditures	<u>0</u>	<u>245,687</u>	<u>163,900</u>	<u>238,200</u>	<u>1.33%</u>
Total	15,689,968	9,599,529	19,059,950	17,846,470	100.00%

The proposed 2024 budget is 1.7% greater than the 2023 budget and 6.4% less than estimated 2023 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 second part-time dispatch position is eliminated and two full-time Civilian Dispatch Supervisor positions are funded.

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

Estimated 2023 operating expenditures include a 5-year, \$1.7 million commitment to upgrade existing Police mobile and body cameras, Tasers, and related software.

Proposed 2024 operating expenditures include inflationary increases for building maintenance, vehicle maintenance, insurance, and utilities. Also included in 2024 expenditures is funding for Montgomery County Justice Web fees, replacement SWAT armor, radio Linklayer upgrades, and replacement gas masks.

Capital equipment expenditures for 2024 include the replacement of (3) marked vehicles and (2) unmarked sedans.

Staffing Levels - Police

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Chief	1	1	1	1
Captains	2	2	2	2
Lieutenants	6	6	6	6
Sergeants	10	10	10	10
Patrol Officers	65	67	67	67
Jailers	5	5	5	5
Court Officers	2	2	2	2
Crime Analyst	1	1	1	1
Administrative Assistants	2	2	2	2
Training & Support Specialist	0.6	0.6	0.6	0.6
Clerical	4	4	4	4
Community Service Specialist	1	1	1	1
Part-Time Court Security Off.	3.8	3.8	3.8	3.8
Part-Time Clerical	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
Sub-total	103.7	105.7	105.7	105.7
Public Safety Civilian Dispatch Supervisors	0	0	2	2
Public Safety Civilian Dispatchers	<u>13.7</u>	<u>16.7</u>	<u>16</u>	<u>16</u>
Sub-total	13.7	16.7	18	18
Total Police and Dispatch	117.4	122.4	123.7	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"> School Board -Enhance communication 	<ul style="list-style-type: none"> Provide Police School Resource Officers to schools in Kettering to handle school-specific criminal activity and to provide drug/alcohol abuse training. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Continued participation with regional organizations such as the Tactical Crime Suppression Unit (TCSU) to target specific reoccurring criminal activity. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of TCSU monthly intel meetings the Police Chief attended	12	12	12	12
Number of TCSU monthly intel meetings a representative from the detective section attended	12	12	12	12

STRATEGIC PRIORITY:				
IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community. 	<ul style="list-style-type: none"> The Fire Department will participate in neighborhood watch meetings with Police Department as appropriate to promote fire and life safety. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of neighborhood meetings with Fire Department and Police Department participation.	0	12	1	1
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Ensure adequate maintenance on all properties throughout Kettering. 	<ul style="list-style-type: none"> Utilize the nuisance abatement ordinance to address nuisance property issues. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Work with the Law Department and Zoning to identify properties having a negative impact on the neighborhood and utilize the abatement process.	2 properties	1 property	1 property	1 property

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Safety Education — Explore new ways of providing Citywide safety education and outreach to the public. Continue with and advance the Kettering Safe Senior Program (KSSP). 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of National Night Out events	1	1	1	1
Number of citizens contacted who may benefit from KSSP	124	50	129	129
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Police — Traffic Enforcement 	<ul style="list-style-type: none"> Continue emphasis on Operating Vehicles while under the Influence (OVI). Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of OVI Details conducted	38	10	38	38
Number of Traffic Citations	5,540	3,500	4,500	4,500
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Police — Crime Prevention/ Deterrents 	<ul style="list-style-type: none"> Continue to use bike patrol to target problem areas and to have positive interaction with the public. Continue to utilize Scanning Analysis Response Assessment (SARA) forms to identify and address quality of life issues and criminal problems. Utilize the Crime Analyst position to work in conjunction with all KPD personnel, Tactical Crime Suppression Unit (TCSU), and numerous outside agencies to collect, evaluate, analyze and disseminate crime data. 			

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of officers on bike patrol	16	20	16	16
Number of SARA forms completed for problem areas	4	5	1	1
Number of Crime mapping reports sent out for each staff meeting	22	26	12	12
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Police — Community- Based Problem Solving 	<ul style="list-style-type: none"> Continue involvement in the National Night Out/ Spring Fling/ Community Clean-up Day as a way to get information on how the police can help the community. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of community events with KPD participation	10	10	20	30
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education 	<ul style="list-style-type: none"> Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Request surveys be completed by all residents who participate in police department sponsored programs	5 programs	5 programs	5 programs	7 programs
Provide a survey for customer satisfaction every two years to Kettering residents	N/A	Yes	Yes	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"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Increase followers on police department social media platforms (Facebook, Twitter, etc)	20,167	5% increase	9% increase	5% increase
Number of community meetings with Police Department attendance	20	30	30	40

Workload Indicators: Police Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Homicides	1	1	1	0
Arsons	5	5	3	5
Robberies	8	20	8	6
Aggravated Assaults	114	45	61	61
Burglary	89	90	60	80
Thefts	675	600	678	650
Motor vehicle thefts	82	50	70	65
Rapes	34	20	20	15
Part II Crimes*	3,297	2,500	3,000	2,500
Arrests	1,598	1,500	1,658	1,628
Traffic citations	5,534	3,000	3,100	3,500
Traffic accidents	914	650	768	700
Traffic stops	10,995	6,000	8,600	9,000
Calls for service	60,217	56,000	61,663	61,000
Community outreach programs	150	200	225	240
Criminal reports	3,715	4,000	3,900	3,700
Animal Control:				
Miles Driven	9,346	8,000	9,000	9,000
Complaints Received	3,953	4,000	3,900	3,800
Warnings	716	885	890	900
Citations	30	50	45	40
Dog Bites	20	35	45	30
Cat Bites	1	0	0	0

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

FIRE DEPARTMENT

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

Mission Statement

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

Vision Statement

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

Overview and Focus

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

Office of the Chief

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

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

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

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

Focus:

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

Training and Education

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

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

Program Focus:

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

Administration and Finance

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

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

Program Focus:

1. Improve the communications and records management systems to make the department more responsive to the needs of the internal and external customer and to increase operational efficiency.
2. Continue to improve the utilization of the integrated computer-based records management system.
3. Continue to support and expand the Quartermaster Program to provide personnel with safe work clothing.

Risk Management

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

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

Program Focus:

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

Emergency Services

The Kettering Fire Department provides Emergency services utilizing apparatus and trained personnel (strength authorized at 80) responding to nearly 8,400 incidents. Emergency services are provided for incidents related to hazardous materials, trapped people, fire, and emergency medical situations.

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

Program Focus:

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

Fire Department Overview Strategies

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

Fire Department Expenditures — General Fund (Key 0700)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	13,585,350	6,809,378	14,624,380	14,932,300	84.66%
Operating Expenditures	1,650,490	1,942,664	2,209,700	2,140,080	12.13%
Capital Equipment Expenditures	<u>23,340</u>	<u>895,462</u>	<u>2,188,600</u>	<u>566,500</u>	<u>3.21%</u>
Total	15,259,180	9,647,504	19,022,680	17,638,880	100.00%

The proposed 2024 budget is 1.8% greater than the 2023 budget and 7.3% less than estimated 2023 expenditures.

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

Operating expenditures in 2021 reflect reductions from the normal budgeted level as part of a citywide effort to decrease expenditures in response to the COVID-19 health emergency. These funding reductions were partially restored for the 2022 budget.

The 2022 operating expenditures include a \$254,000 increase in the 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.

2023 operating expenditures include inflationary increases for fuel, vehicle maintenance, insurance, and utilities.

Capital equipment expenditures in 2023 include a replacement engine, two medics, an aerial ladder truck, and a sport utility vehicle. Proposed equipment in 2024 includes the replacement of a medic, pick-up truck, and passenger van.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Chief	1	1	1	1
Assistant Fire Chiefs	2	2	2	2
Battalion Chiefs	5	5	5	5
Captains	15	15	15	15
Civilian Fire Marshal	1	1	1	1
Firefighters	56	57	57	57
Fire Service Specialist	1	1	1	1
Fire Inspector	0.3	0	0	0
Administrative Assistant	2	1	1	1
Part-time Clerk	0	0.5	0.5	0.5
Part-Time Hydrant Inspection Crew	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.9</u>
Sub-total	83.8	84.0	84.0	84.4
No. of Part-time Firefighters	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"> School Board -Enhance communication 	<ul style="list-style-type: none"> Develop Prevention Strategy with School and City Staff to be introduced in 2021. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Participate in School Safety & Preparedness Training & Drills	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Look for joint opportunities to save resources 	<ul style="list-style-type: none"> Participate in the Fire/EMS Region 3 Strike Team and Regional Haz. Mat. Continue the Automatic Mutual Aid Response System (AMARS) with Washington Twp., the City of Oakwood, the City of Moraine, and the City of Dayton. Provide building permitting and inspection services to the City of Oakwood. Continue active participation with the Miami Valley Fire and EMS Alliance (MVFEA), Greater Montgomery County Fire Chiefs Association (GMCFCA), Southwest Ohio Fire Chiefs Association (SWOFCA), Ohio Fire Chiefs (OFC), Regional Physicians Advisory Board (RPAB), Regional QA/QI. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	1	6	1	3
Number of AMARS agreements reviewed annually	4	4	4	4
Number of Oakwood City building inspections as requested	5	6	5	5
Number of Monthly MVFEA Meetings attended	12	12	12	12

STRATEGIC PRIORITY: IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community 	<ul style="list-style-type: none"> Continue to support and attend neighborhood block parties and events.

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of block parties attended by Kettering Fire Department personnel when requested	23	24	23	23

STRATEGIC PRIORITY:

MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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 meetings	4 meetings	4 meeting	4 meetings

STRATEGIC PRIORITY:

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

ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Safety Education — Explore new ways of providing City-wide safety education and outreach to the public through programs such as CERT, First Aid Training and School Safety programs. Develop and provide emergency family preparedness and fire prevention education programs and services to the citizens of Kettering. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Safety messages distributed through Social Media outlets	25	24	24	24
Continue joint effort with KPD to host Safety Village classes	6 classes	6 classes	6 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	18	25	18	18

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Fire — Continue to develop & implement plans based on Risk Assessment and Hazard Analysis 		<ul style="list-style-type: none"> Continue to benchmark and evaluate the progress of the Fire Department based on national standards for risk assessment and hazard analysis. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 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"> Fire — Alarm Response Goals 		<ul style="list-style-type: none"> Maintain response time goals and minimum response levels set by Insurance Services Office, Inc. (ISO) and National Fire Protection Association (NFPA) standard 1710 which should be met 90% of the time for fire and EMS alarms. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Travel time to Structure Fires. Percentage of time that the first arriving unit is on scene within 240 seconds (ISO)		46.4%	100%	58.3%	100%
Travel time to Structure Fires. Percentage of time that the remainder of the response arrives on scene within 480 seconds for (ISO)		87.7%	90%	88.9%	90%
Travel time to EMS alarms. Percentage of time that the responding EMS unit arrives within 480 seconds for (NFPA 1710)		94.9%	90%	95.4%	90%
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Fire — Members Trained for Type of Alarm 		<ul style="list-style-type: none"> Ensure the Fire Department is able to provide an adequate number of personnel for hazardous materials and special rescue alarms. Ensure all officers are properly trained to manage all emergency incident scenes. Ensure all officers are trained and educated in personnel and Fire Department function management. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Participate in Regional Haz. Mat. Coordination trainings		2	10	6	5
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

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Fire - Code Enforcement 		<ul style="list-style-type: none"> Ensure all commercial facilities are free from fire and life safety hazards. Ensure firefighters responding to alarms in commercial buildings have the most up-to-date information on building construction, hazards, suppression systems, etc. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Continue to provide Plans Review for Fire and Life Safety in conjunction with the City's Planning and Development Department		91 plans	90 plans	116 plans	95 plans
Continue to Pre-Plan commercial occupancies and input Pre-Plans into Active 911 for easy access.		12 plans	12 plans	24 plans	12 plans
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Safety Education 		<ul style="list-style-type: none"> Evaluate all City safety education and prevention activities to ensure that a cohesive and cost-effective system is provided. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 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
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Fire — Fire & EMS Apparatus Master Plan 		<ul style="list-style-type: none"> Ensure all fire and EMS vehicles are replaced at the end of their service life in a cost-effective manner. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 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"> City Disaster Planning & Preparedness 		<ul style="list-style-type: none"> Ensure the City Emergency Operations Plan provides the proper guidance to City employees in the event of a disaster. (Fire) Ensure all key employees are trained to National regulations (NIMS courses). Ensure all key personnel are properly trained and educated on the City Emergency Operations Plan. Ensure all key personnel practice their roles in a disaster to provide better service during a disaster. Establish and operate the City's Emergency Operations Center (EOC). 			

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	1 training	1 training	2 trainings	1 training
Required Key personnel to participate in the annual Emergency Operations Training	1 training	1 training	2 trainings	1 training
Use EOC in annual Emergency Operations training	1 training	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"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of monthly Labor/Management meetings with Firefighter's/Captain's bargaining units attended.	10	12	10	10
Number of quarterly Labor/Management meetings with Dispatcher's bargaining unit attended.	4	4	4	4
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Maintain KFD Instagram Account	Yes	Yes	Yes	Yes
Maintain KFD Facebook Account	Yes	Yes	Yes	Yes

Workload Indicators: Fire Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Fire Suppression Bureau:				
Fire Alarms	2,066	1,861	1,952	1,980
Fire – Residential structure	43	44	56	50
Fire – Commercial/Other Structures	2	3	4	3
Fire – Vehicles	10	30	18	18
Fire – Outside, including brush, rubbish	119	112	120	120
Hazardous Materials Responses	60	126	58	60
Gas Leaks (Inside/Outside)	66	97	58	60
Rescue	13	10	4	9
Alarm Investigations/Investigations	495	675	478	510
Mutual Aid Given	153	108	170	150
Personal Assist / Standby /Non-Emerg.	1,082	656	966	1,000
Emergency Medical Services:				
Medic Alarms	7,572	7,375	7,250	7,358
EMS – Illness	3,677	3,804	3,528	3,600
EMS – Injury	1,579	1,283	1,352	1,400
EMS – Cardiac	692	730	682	690
EMS – Full arrest	156	128	158	157
EMS – Stroke	186	171	200	190
EMS – Vehicle accident	198	183	212	200
EMS – Assault/Violence	23	16	22	22
EMS – Overdose	134	106	134	134
EMS – Mental	326	367	364	350
EMS – Maternity	25	25	22	25
EMS – Non-emergency	138	181	174	170
EMS – Mutual aid given	231	174	214	220
EMS – Medical alarm	207	207	188	200
Fire Prevention Bureau:				
Plans reviewed	91	84	116	116
Construction inspections	7	10	5	4
Fire safety inspections	1,329	1,000	1,590	1,500
Public Education/Community Relations:				
Fire safety talks/block parties/safety trailer visits, etc.	72	24	70	71
CPR skills check	20	24	26	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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	2,153,341	2,171,791	2,184,660	2,390,500	80.66%
Operating Expenditures	347,501	405,943	419,400	487,030	16.43%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>168,600</u>	<u>86,300</u>	<u>2.91%</u>
Total	2,500,842	2,577,734	2,772,660	2,963,830	100.00%

The proposed 2024 budget is 6.0% greater than the 2023 budget and 6.9% greater than estimated 2023 expenditures.

Since 2014, the Assistant City Manager holds the position of City Engineer with the roles and responsibilities of directly overseeing the Engineering Department. As a result, an Assistant City Engineer was hired in 2015 to oversee and manage day-to-day operations of the Engineering Department. Effective 2024, a full-time Administrative Assistant position, previously allocated between the Engineering and Streets Departments on an 80/20 basis, will be replaced by a part-time Clerk (0.6) funded 100% in the Engineering Department. For 2020 through 2024, the temporary part-time Engineering Aide positions will remain vacant.

Operating expenditures for 2021 through 2023 reflect an under-spending of each year's budget. Proposed 2024 expenditures include an inflationary increase for vehicle maintenance, insurance, and utilities.

The 2023 capital equipment purchases include replacements for a portable generator and a utility truck with bucket. Proposed 2024 capital purchases include a replacement inspector truck and GPS survey equipment.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
City Engineer	0	0	0	0
Assistant City Engineer	1	1	1	1
Civil Engineer	3	3	3	3
Design Engineer	1	1	1	1
Engineering Surveyor	1	1	1	1
Engineering Technicians	4	4	4	4
Traffic Engineering Technician	1	1	1	1
Traffic Signal Foreman	1	1	1	1
Traffic Signal Technician	1	1	1	1
Senior Safety Supervisor	1	1	1	1
Safety Supervisors	3.8	3.8	3.8	3.8
Administrative Assistant	1.8	1.8	1.8	1
Part-time Clerk	0	0	0	0.6
Temporary Engineering Aides	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	19.6	19.6	19.6	19.4

Performance Measurements: Engineering Department

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 	<ul style="list-style-type: none"> Update long-term Roadway Plan and use for CIP budgeting. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	\$75,000
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide long-term planning aligned with the strategic plan 	<ul style="list-style-type: none"> Ensure CIP plan follows the priorities of the strategic plan and comprehensive plan, Wilmington Pike plan, and various neighborhood plans. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	8/23/2022	9/26/2023	8/22/2023	9/24/2024
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 	<ul style="list-style-type: none"> Apply for roadway project assistance from federal funding through the Ohio Department of Transportation and from state funding through the Ohio Public Works Commission (OPWC) and federal funding. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of applications submitted	5	5	5	5
Amount of funding awarded (dollars)	2,216,512	\$4,160,000	\$4,160,000	1,468,000

STRATEGIC PRIORITY:				
PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Safety Education, Knowledge and Prevention Safety Perception 	<ul style="list-style-type: none"> Safety Education – Explore new ways of providing city-wide safety education and outreach to the public through programs such as School Safety Programs (Engineering) (<i>Ongoing</i>) 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Safety Village Attendance	117	144	130	144
Pedestrian injuries	10	2	6	5
Pedestrian Fatalities	0	0	0	0
Bicycle Injuries	9	7	7	6

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Bicycle Fatalities	0	0	0	0
Motorcycle Injuries	8	5	7	6
Motorcycle Fatalities	0	0	0	0
ACTION AGENDA	TACTIC			
• Traffic Enforcement	• Increase traffic enforcement efforts in areas identified as high-accident or high-complaint locations. (Police and Engineering) <i>(Ongoing)</i>			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Yearly meeting with Kettering Police Department to review high-incident locations	Yes	Yes	Yes	Yes
Transportation Operations Accidents:				
Red light violations	54	44	40	38
Non-stop (at sign)	16	18	8	7
Right of way after stop (at sign)	60	50	54	52
Assured clear distance	171	140	100	98
Total Accidents	760	700	600	580
ACTION AGENDA	TACTIC			
• Ensure Public Safety through quality and responsive public works	• Continue coordination and repair regarding the annual bridge inspection Program (Engineering) <i>(Ongoing)</i>			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of bridges inspected	26	31	15	31
General Appraisal – 4 and under	2	4	2	0
General Appraisal – 5 and 6	14	12	14	13
General Appraisal – 7 and above	15	15	15	18

Workload Indicators: Engineering Department

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Traffic signals				
Number of vehicle & pedestrian indicators maintained	3,099	3,099	3,110	3,111
New signal indications installed	0	1	1	1
Maintenance & emergency calls	320	335	330	310
Vehicle Thoroughfare volume trends	92,928	99,000	95,000	95,000
Sidewalk Design & Construction				
Miles of walk (total)	245.6	245.6	245.7	246.5
Existing Thoroughfare Walk (miles)	64.2	64.2	64.2	65.0
Existing Residential Walk (miles)	181.4	181.4	181.5	181.5
Projects in Plan Development	1	1	1	1
Projects under Construction	0	1	1	1

WORKLOAD INDICATORS continued	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
ADA Curb Ramp Construction				
Number of Curb Ramps Constructed	146	200	219	135
Sidewalk, Curb & Drive Approach Repair				
Sidewalk repair total (square feet)	27,996	30,000	38,039	29,243
Drive Approach (square feet)	6,702	14,000	12,854	9,076
Curb (linear feet)	8,471	10,000	9,189	6,841
Street Lighting				
Miles of Thoroughfare				
Lighting in Place	26.5	26.5	26.7	26.7
Miles of Residential				
Lighting in Place	89.8	89.8	89.8	89.8
Street Design & Construction				
Total Miles of Thoroughfares	44.4	44.4	44.4	44.4
Mileage Improved to Standard	43.9	43.9	43.9	43.9
Mileage—Below Standard	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	1	1
Projects in Plan Development	0	0	0	1
Projects under Construction	0	0	0	0
Street Surfacing				
Local Streets- Square yards (Concrete)	1,620	2,000	2,200	2,000
Thoroughfares- Square yards (Concrete)	0	0	0	0
Asphalt Resurfacing (miles)	14.0	17.6	15.1	16.0
Storm Drainage Design and Construction				
Storm system improvement:				
Storm sewer or open channel- Linear Feet	0	300	535	300
Projects in Plan Development	1	1	2	0
Water and Sanitary Sewer				
County/City Meetings	2	2	2	4
Water System Construction Projects Scheduled	0	4	5	3
Sewer System Construction Projects Scheduled	0	1	0	0

Community Information

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

Communications & Public Affairs

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

Brand Management

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

Multi-Media Production

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

Digital & Social Media

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

Community Information Expenditures — General Fund (Key 1700)

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	126,034	135,369	138,640	144,800	54.06%
Operating Expenditures	112,131	130,204	132,000	123,070	45.94%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	238,165	265,573	270,640	267,870	100.00%

The proposed 2024 budget is 4.0% less than the 2023 budget and 1.0% less than estimated 2023 expenditures.

Operating expenditures in the 2021 and estimated 2023 operating expenditures include 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.

The 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Community Information Manager	1	1	1	1
Temporary Part-Time Personnel	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1.0	1.0	1.0	1.0

Performance Measurements: Community Information Department

STRATEGIC PRIORITY: PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Publish the internal communications Inside Kettering newsletter	52	52	52	52
All City communications for communications needing immediate release	25	12	12	12
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Citizen Satisfaction Survey	0	0	1	0
Annual Report	1	1	1	1
Contact With Kettering	4	4	4	4
Dayton Daily News City Page	12	12	12	12
Kettering Neighbors Magazine	12	12	12	12
Resident Guide	1	1	1	1
The Starter E-Newsletter	12	12	12	12
Social Media	200	200	200	200
PublicInput Engagement	0	1	1	12
Website Communications	20	20	20	20
Press Releases	20	20	20	20

STRATEGIC PRIORITY: DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Communicate City's successes 	<ul style="list-style-type: none"> Utilize entry signs and banners to announce appropriate City successes/awards. Leverage digital media and traditional media relationships to communicate successes. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Update Banners on Far Hills and Wilmington Pike	50	0	0	0
Social Media Posts	25	25	25	25

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Dayton Daily News City Page	12	12	12	12
Kettering Neighbors Magazine	12	12	12	12
Inside Kettering Newsletter	12	12	12	12
Press Releases	20	5	20	20
The Starter Electronic Newsletter	12	12	12	12
Contact With Kettering	4	4	4	4
Inside Kettering	52	52	52	52
Annual Report	1	1	1	1
Council Workshop Minutes	24	24	23	24
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> • Maintain a strong sense of Community Pride 	<ul style="list-style-type: none"> • Implement a Citywide campaign to highlight the unique and positive attributes of the Kettering community. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Social Media Posts	25	25	50	50
Press Releases	20	20	20	20
Dayton Daily News City Page	12	12	12	12
Kettering Neighbors Magazine	12	12	12	12
Contact With Kettering	4	4	4	4
Annual Report	1	1	1	1
The Starter Electronic Newsletter	12	12	12	12
Dayton Business Journal Community Page	1	1	1	1
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> • Communicate Important Topical Information 	<ul style="list-style-type: none"> • Update website to provide access to high demand information. • Improve website to make it even more dynamic and user friendly. • Use <i>Contact with Kettering</i> to better communicate with residents about topical information. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Update City Website	40	52	40	40
Contact With Kettering Newsletter	4	4	4	4
Dayton Daily News City Page	12	12	12	12
Kettering Neighbors Magazine	12	12	12	12
Social Media Posts	25	25	50	50
Dayton Business Journal Community Page	1	1	1	1
Press Releases	20	5	20	20
The Starter Electronic Newsletter	12	12	12	12

ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 		<ul style="list-style-type: none"> Continue to conduct a survey every two years. Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Citizen Satisfaction Survey		0	1	1	0
Annual Report		1	1	1	1
Email and Mail Correspondence		5	5	5	5
PublicInput Engagement Hub		0	0	5	20
ACTION AGENDA		TACTIC			
<ul style="list-style-type: none"> Market the City to non-residents 		<ul style="list-style-type: none"> Produce updated <i>Resident Guide</i> and distribute broadly, with focus on educating realtors and Wright Patterson Air Force Base (WPAFB). Utilize <i>Dayton Daily News</i> Kettering City Page to communicate benefits of living in Kettering. Maintain branding campaign and sub-branding for selected core services and programs. 			
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Update Resident Guide		1	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	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Networking				
Schools	7	7	7	7
Businesses	10	10	10	10
Neighboring Municipalities	10	10	10	10
Government Social Networking Forum	12	12	12	12
Communications Team				
Updates / Meetings	0	1	3	4
Onboarding Training	0	3	5	5

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)

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

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Volunteer Administrator	1	1	1	1
Assistant Volunteer Administrator	0.5	1	1	1
Regular Part-time Administrative Aide	<u>0.3</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1.8	2.0	2.0	2.0

Performance Measurements: Volunteer Department

STRATEGIC PRIORITY: HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Develop volunteers to take on leadership roles throughout the community 	<ul style="list-style-type: none"> Continue to promote and coordinate the Kettering Leadership Academy 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Kettering Leadership Academy sessions held	8	8	8	8
Number of Kettering Leadership Academy graduates	12	14	12	14
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Ensure Kettering's volunteer program has representation at the local, state and national levels 	<ul style="list-style-type: none"> Continue to participate in the Miami Valley Association of Volunteer Administrators, the Serve Ohio conference, National Association of Volunteer Administrators and Cities of Service organizations 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Meetings and conferences attended	8	15	12	15

STRATEGIC PRIORITY: IMPROVE AND MAINTAIN HOUSING OPTIONS AND NEIGHBORHOOD ENVIRONMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Create positive neighborhood environments that encourage a strong sense of community 	<ul style="list-style-type: none"> Continue to promote the <i>Cities of Service</i> and Make A Difference Day programs which focuses on a different neighborhood each year Continue to promote the <i>Neighborhood Pride</i> program which encompasses properties throughout the entire city 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of property owners presented with a Neighborhood Pride Award	39	39	40	40
Number of volunteers serving on the Neighborhood Pride committee	15	15	15	15
Number of Neighbors Impacted by Cities of Service and Make A Difference Day	Hundreds	Hundreds	Hundreds	Hundreds

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of grants received to sustain programs	2	5	2	2
Number of partnering community organizations	22	22	24	24

STRATEGIC PRIORITY:				
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Utilize social media and citywide publications to publicize activities and highlight volunteer impact	Yes	Yes	Yes	Yes
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of volunteers assisting with programs and events throughout the city	351	450	450	500
Number of enrolled volunteers	500	900	563	600
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of Kettering Advisory Council meetings held to evaluate programs, activities and events	9	9	9	9

STRATEGIC PRIORITY:				
DEVELOP AND MAINTAIN A COMMUNICATION PLAN THAT EDUCATES OUR COMMUNITY AS WELL AS PRODUCES AN IMAGE OF OUR CITY				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Volunteer Program:				
Volunteer applications processed	120	150	120	135
Fingerprints processed	40	100	75	100
Attendees at Christmas Day Open House	130	300	250	250
Volunteer hours logged (for all programs)	9,000	20,000	10,000	11,000
Neighborhood Pride Program:				
Nominations reviewed	400	450	150	200
Awards presented	39	39	40	40
Holiday Lights Program:				
Participating homes mapped	9	50	25	35
Fraze Usher Program:				
Number of volunteers assisting	41	45	38	45
Shows worked	31	35	22	35
Cities of Service/Make A Difference Day:				
Volunteers participating	120	200	120	120
Volunteer hours logged	198	500	250	250
Kettering Leadership Academy:				
Interviews held	12	14	12	12

Other Cost Centers Expenditures — General Fund

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
SUB-TOTAL OPERATING COSTS	46,700,363	35,300,238	55,605,050	53,567,690
OTHER COST CENTERS				
Communications	74,223	74,223	74,300	78,000
Street Lighting	438,614	419,566	491,000	457,300
Volunteer Program	224,871	215,407	255,950	285,310
Youth Services	165,404	160,761	267,500	177,600
Health Department	10,017	29,864	23,900	26,340
ED/GE Program Contribution	0	0	0	0
Board of Community Relations	4,795	4,709	26,750	25,100
Sustainability Committee	0	0	6,000	12,000
Volunteer Celebration Committee	1,695	1,800	2,000	7,000
Sister City Committee	2,285	1,614	2,500	17,000
Compliance Program	95,183	97,457	62,810	0
Public Defender Program	19,380	33,057	20,000	50,000
Nuisance Abatement	0	0	5,000	5,000
Innovations	0	0	5,000	5,000
Election Fees	22,742	21,125	7,100	35,000
Contributions	30,000	5,000	5,000	8,500
Leadership Kettering	<u>8,385</u>	<u>9,571</u>	<u>11,400</u>	<u>12,000</u>
Total Other Cost Centers	1,097,594	1,074,154	1,266,210	1,201,150
GRAND TOTAL OPERATING COSTS	47,797,957	36,374,392	56,871,260	54,768,840
TRANSFERS TO OTHER FUNDS*				
Street Maintenance Fund	2,309,700	3,528,070	3,780,000	3,634,000
State Highway Fund	39,700	0	0	271,000
Police Pension Fund	1,373,400	1,390,782	1,476,000	1,437,000
Parks & Recreation Fund	6,863,500	7,780,678	8,044,000	9,055,000
Fraze Pavilion Operations Fund	0	0	0	0
DESC Reuse Funds	107,900	137,023	133,000	159,000
Special Grants and Programs	317	58,083	0	0
Debt Service	825,800	892,080	863,000	775,000
Capital Improvement Fund	<u>3,983,204</u>	<u>8,991,534</u>	<u>7,935,000</u>	<u>4,091,000</u>
Total Transfers to Other Budgeted Funds	15,503,521	22,778,250	22,231,000	19,422,000
GRAND TOTAL GENERAL FUND	63,301,478	59,152,642	79,102,260	74,190,840

*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

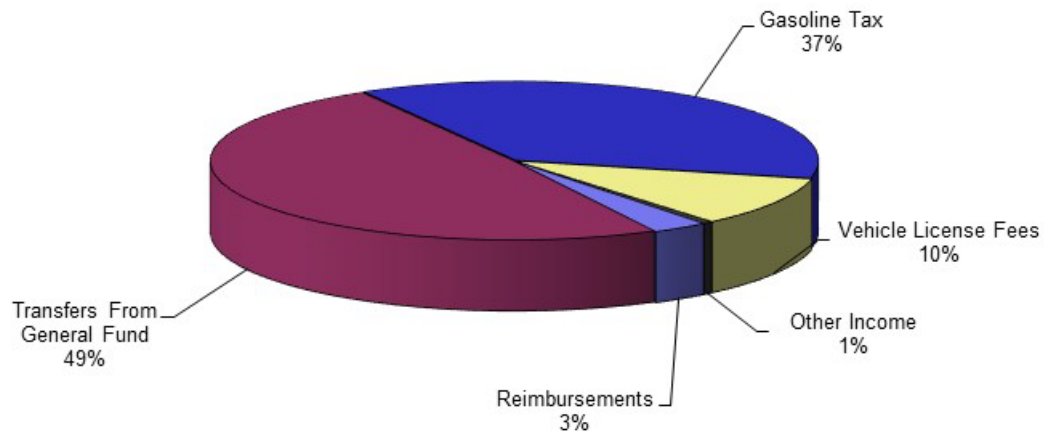
FUND 202

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 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 2023 we anticipate receiving revenues of \$3,708,000, but an additional \$3,780,000 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
AVAILABLE FOR EXPENDITURE:				
Balance January 1	668,868	863,599	1,668,863	188,183
Nonspendable: Inventory & Prepaids	<u>195,419</u>	<u>140,992</u>	<u>131,697</u>	<u>178,000</u>
NET BALANCE	473,449	722,607	1,537,166	10,183
RECEIPTS:				
Federal and State grants	0	0	0	0
Gasoline Tax	2,797,837	2,734,693	2,725,000	2,725,000
Vehicle License Fees	787,988	749,929	750,000	750,000
Other Income	20,760	8,680	13,000	13,000
Reimbursements	<u>207,731</u>	<u>206,174</u>	<u>220,000</u>	<u>220,000</u>
TOTAL REVENUE	3,814,316	3,699,476	3,708,000	3,708,000
Sale of City Assets	645	29,650	25,000	25,000
Transfer from General Fund	2,309,700	3,528,070	3,780,000	3,634,000
TOTAL AVAILABLE	6,598,110	7,979,803	9,050,166	7,377,183

STREET MAINTENANCE FUND 2024 RECEIPTS



Proposed 2024 Streets Maintenance operations will require a \$3,634,000 transfer from the General Fund.

The Public Service Department is responsible for maintaining much of the existing infrastructure within the City of Kettering, including the public streets, city-owned buildings, and City vehicles and equipment. The department's purpose is to maintain all city assets in a safe, clean, attractive and professional manner so as to add value to the community. By providing year-round service, the Public Service Department maintains and improves over 247 miles of public streets, approximately 55 buildings and structures, and approximately 372 vehicles and equipment. The entire staff of the department continually researches and evaluates new opportunities for improved efficiency through the application of new technology and employee training.

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

Programs

Street Maintenance**Program Purpose:**

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

Program Description:**STREET MAINTENANCE**

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

SNOW & ICE CONTROL

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

SIGNAGE & PAVEMENT MARKINGS

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

Program Focus:

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

Storm Sewer Maintenance**Program Purpose:**

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

Program Description:**STORM SEWER MAINTENANCE**

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

Program Focus:

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

Compost & Mulch Program**Program Purpose:**

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

Program Description:**LEAF PICKUP PROGRAM**

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

YARD DEBRIS CENTER/LEAF FARM

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

Program Focus:

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

Street Division Expenditures — Street Maintenance Fund (Key 2000)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>
OPERATING COSTS:				
Personnel Expenditures	4,099,494	4,211,153	4,306,580	4,475,400
Operating Expenditures	1,726,395	2,044,573	2,367,500	2,053,700
Capital Equipment Expenditures	<u>104,041</u>	<u>196,206</u>	<u>2,319,600</u>	<u>837,300</u>
TOTAL EXPENDITURES	5,929,930	6,451,932	8,993,680	7,366,400

The proposed 2024 budget is 8.1% less than the 2023 budget and 18.1% less than estimated 2023 expenditures.

As part of citywide budget reduction efforts, four vacant full-time Streets Service positions were unfunded in 2021 bringing the number of Street Service positions to 31. The 2022 and 2023 budget included 33 positions, and the 2024 budget includes 32 positions. Funding for part-time laborers fluctuates based upon anticipated need.

The Streets Division and Facilities Division form one Public Service Department. The Public Service Director, previously recorded in the Facilities Division, is now recorded in the Streets Division. The Assistant Public Service Director, previously recorded in the Streets Division, is now a Project Manager recorded in the Facilities Division.

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 9.1% increase in the road salt price per ton for the 2023/2024 winter. As part of a cooperative purchasing program, the price is in line with that of other communities and schools in southwest Ohio. Estimated 2023 expenditures include an encumbrance for the purchase of 5,500 tons. Proposed 2024 expenditures include inflationary increases for fuel, vehicle maintenance, utilities, and charges from the Information Systems internal service fund.

The 2023 and proposed 2024 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.

2023 capital equipment purchases include replacements of four pickup trucks, a backhoe, compost turner, two heavy dump trucks, skid steer, forklift, tub grinder, flatbed truck, wheel loader, sweeper and a new salt conveyor. Several of these items were ordered in 2022 but not delivered by year-end. The encumbrances were carried over to 2023.

Planned purchases in 2024 include replacements of a flatbed dump, flatbed pickup, heavy dump and joint sealer.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Public Service Director	0	0	0	1
Assistant Public Service Director	1	1	1	0
Street Maintenance Manager	1	1	1	1
Street Maintenance Supervisor	3	3	3	3
Street Service Workers	31	33	33	32
Traffic Control	2	2	2	2
Administrative Assistant	1.2	1.2	1.2	1
Part-time Maintenance Aide	1.2	1.2	1.2	1.2
Temporary Aides	<u>0</u>	<u>1.4</u>	<u>1.4</u>	<u>1.4</u>
Total	40.4	43.8	43.8	42.6

Performance Measurements: Street Maintenance

STRATEGIC PRIORITY: HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Local Jurisdictions — Explore joint opportunities to save resources. 	<ul style="list-style-type: none"> Maintain active role in Association of Public Service Officials (APSO) to coordinate with other agencies on street related matters, including snow and ice control. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of meetings attended.	4	7	5	7

STRATEGIC PRIORITY: PROVIDE PUBLIC SAFETY VIA POLICE, FIRE AND OTHER SERVICES THAT EXCEL AT CUSTOMER SERVICE AND RESOURCE ALLOCATION				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate and update Street Maintenance programs to ensure safe travel throughout the City. 	<ul style="list-style-type: none"> Review snow routes, and utilize available personnel from multiple departments to enhance efforts to minimize winter storm impact on residents and motorists. Monitor public service request process to provide timely response to public safety issues (potholes, etc.). 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Average time frame (hours) to clear roadways after winter storm cessation.	<24	<24	<24	<24
Number of damage claims due to "reported" potholes, etc.	0	0	0	0

STRATEGIC PRIORITY:				
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize Maintenance Services and Processes. 	<ul style="list-style-type: none"> Monitor roadway conditions to anticipate maintenance needs and maximize useful pavement life. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Percentage of streets at or above a 56 Pavement Condition Index (PCI) rating (fair).	72%	72%	72%	70%
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Develop systematic approach to reduce or eliminate known drainage problems. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of “designated” trouble spots.	76	76	80	80

Workload Indicators: Streets Maintenance

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Street Maintenance:				
Asphalt maintenance man-hours	9,103	9,000	9,200	9,200
Street cleaning cycles throughout City streets	2	2	2	2
Number of snow events	13	20	16	20
Tons of salt used	4,314	5,000	4,700	5,500
Gallons of liquid treatment used	97,117	105,000	105,000	105,000
Storm Sewer Maintenance:				
Sewer maintenance man-hours	8,956	7,800	9,000	9,100
Channel maintenance man-hours	5,756	4,200	5,800	6,000
Mulch and Compost Program:				
Leaf pickup program man-hours	7,526	8,600	7,600	8,000
Leaf truckloads	1,386	1,200	1,400	1,400
Leaf farm man-hours	2,569	3,400	3,200	3,300

STATE HIGHWAY FUND**FUND 203**

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

Kettering has two state highways - Far Hills Avenue (State Route 48) and a portion of Woodman Drive & Research Boulevard (State Route 835) - within its borders. Because the City can only spend State Highway dollars on these two roadways, it is common to find a balance accumulating in this fund that cannot be spent for other purposes.

The 2021 through 2023 expenditures include the resurfacing of Far Hills Avenue from David Road to the north corp. line. Federal funding provided \$1,085,000 of the \$1.4 million cost. Also included is an \$807,000 resurfacing project for State Route 835. Federal funding provided \$610,000. Both projects were bid and managed by the Ohio Department of Transportation (ODOT) under its Urban Paving Program. The 2023 expenditures include median replacements on State Route 835 from Woodman Drive to Shakertown Road.

Planned construction for 2024 includes \$2.1 million for the mill and overlay of Far Hills Avenue (SR 48) from Rahn Road to Dorothy Lane, and of Research Boulevard (SR 835) from the City of Dayton corp. line to the City of Beavercreek corp. line. The scope includes resurfacing the intersection of Woodman Drive and Patterson Road. Federal funding will provide 80% of the cost up to \$1,612,000.

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

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	324,021	49,008	170,792	125,792
RECEIPTS:				
Federal Grants	1,542,569	0	153,000	1,612,000
State Grants	0	0	0	0
Gasoline Tax	226,852	222,118	225,000	225,000
Vehicle License Fees	28,686	27,356	27,000	27,000
Investment Earnings	426	(1,309)	7,000	7,000
Refunds and Reimbursements	<u>0</u>	<u>0</u>	<u>21,000</u>	<u>0</u>
TOTAL REVENUE	1,798,533	248,165	433,000	1,871,000
Transfer from General Fund	39,700	0	0	271,000
TOTAL AVAILABLE	2,162,254	297,173	603,792	2,267,792
OPERATING COSTS:				
Transportation Engineering	3,690	5,036	11,000	15,000
Street Department	<u>106,700</u>	<u>121,345</u>	<u>160,000</u>	<u>170,000</u>
TOTAL OPERATING COSTS	110,390	126,381	171,000	185,000
CAPITAL IMPROVEMENTS:				
Street Surfacing and Traffic Controls	<u>2,002,856</u>	<u>0</u>	<u>307,000</u>	<u>2,072,000</u>
TOTAL CAPITAL IMPROVEMENTS	2,002,856	0	307,000	2,072,000
GRAND TOTAL	2,113,246	126,381	478,000	2,257,000

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 2024 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	460,406	459,782	394,301	409,301
RECEIPTS:				
Interment/Foundations	9,523	8,204	7,000	7,000
Investment Earnings	(854)	(1,323)	16,000	16,000
Lot Sales	<u>950</u>	<u>0</u>	<u>2,000</u>	<u>0</u>
TOTAL REVENUE	9,619	6,881	25,000	23,000
TOTAL AVAILABLE	470,025	466,663	419,301	432,301
OPERATING COSTS:				
Cemetery Operating Activities	<u>10,243</u>	<u>8,369</u>	<u>10,000</u>	<u>20,000</u>
TOTAL OPERATING COSTS	10,243	8,369	10,000	20,000
CAPITAL IMPROVEMENTS:				
Cemetery Improvements	<u>0</u>	<u>63,993</u>	<u>0</u>	<u>159,000</u>
TOTAL CAPITAL IMPROVEMENTS	0	63,993	0	159,000
GRAND TOTAL	10,243	72,362	10,000	179,000

POLICE PENSION FUND

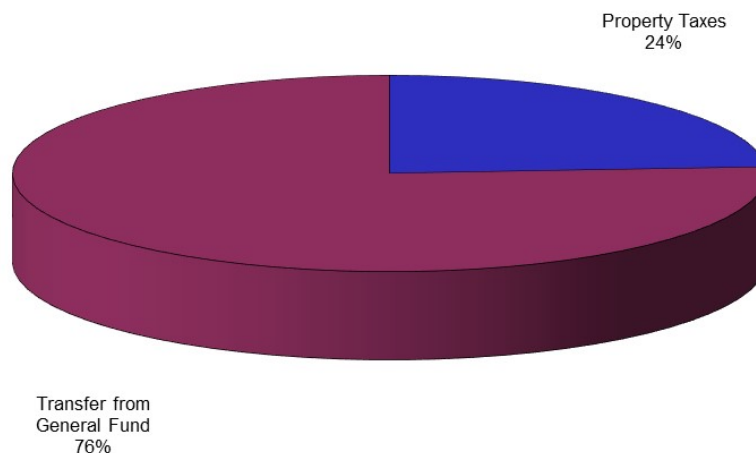
FUND 213

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 \$1,476,000 in 2023.

Police Pension Fund Resources and Expenditures (Key 2150)

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	9,996	10,055	10,029	10,029
RECEIPTS:				
General Property Taxes	353,217	358,618	363,000	400,000
Homestead & Rollback	49,271	48,889	48,000	53,000
Transfer from General Fund	<u>1,373,400</u>	<u>1,390,782</u>	<u>1,476,000</u>	<u>1,437,000</u>
TOTAL AVAILABLE	1,785,884	1,808,344	1,897,029	1,900,029
POLICE (2100):				
Current Liability - Pension Contribution	<u>1,775,829</u>	<u>1,798,315</u>	<u>1,887,000</u>	<u>1,889,600</u>
GRAND TOTAL	1,775,829	1,798,315	1,887,000	1,889,600

POLICE PENSION FUND 2024 RECEIPTS



Proposed 2024 Police pension expenditures will require a \$1,437,000 transfer from the General Fund.

EMERGENCY MEDICAL SERVICES**FUND 220**

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

EMS Fund Resources and Expenditures (Keys 2280, 8200)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	675,550	968,867	884,470	1,345,670
RECEIPTS:				
Charges for Services	310,149	233,877	450,000	473,000
Investment Earnings	(1,445)	(6,732)	36,000	37,000
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	308,704	227,145	486,000	510,000
TOTAL AVAILABLE	984,254	1,196,012	1,370,470	1,855,670
OPERATING COSTS:				
EMS (2220):				
Operating Expenditures	15,387	11,542	24,800	26,000
Capital Equipment	<u>0</u>	<u>300,000</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING COSTS	15,387	311,542	24,800	26,000
TRANSFER TO OTHER BUDGETED FUNDS:				
Capital Improvement Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	15,387	311,542	24,800	26,000

From 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 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. The percentage allocated to the Debt Service Fund temporarily increased to 85% for 2022 and 2023 in response to declining EMS revenues, before returning back to 75% for 2024.

In 2022, the EMS Fund supplemented the cost of a replacement aerial ladder truck (\$300,000 from the EMS Fund and \$783,600 from the General Fund).

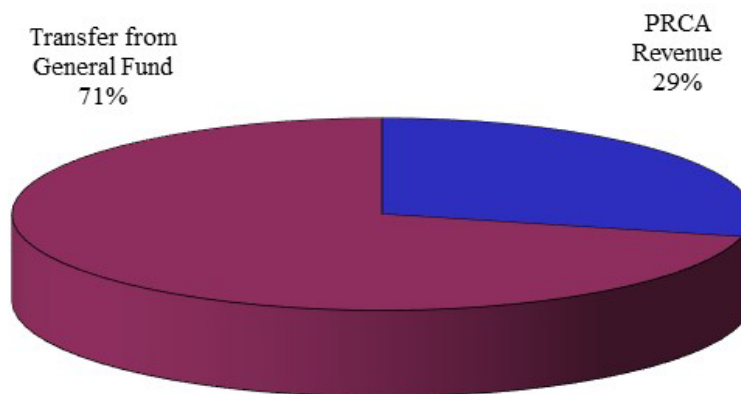
PARKS, RECREATION & CULTURAL ARTS - FUND 246

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

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	95,246	202,400	293,169	10,139
RECEIPTS:				
Federal and State Grants	50,700	37,094	15,000	30,000
Charges for Services	1,998,363	2,185,465	2,378,000	2,654,000
Rentals	380,739	681,548	634,000	731,000
Concessions	64,939	88,124	118,000	137,000
Other Receipts	<u>67,706</u>	<u>97,154</u>	<u>86,000</u>	<u>107,000</u>
TOTAL REVENUE	2,562,447	3,089,385	3,231,000	3,659,000
Sale of City Assets	109,354	7,106	0	0
Transfer from General Fund	<u>6,863,500</u>	<u>7,780,678</u>	<u>8,044,000</u>	<u>9,055,000</u>
TOTAL AVAILABLE	9,630,547	11,079,569	11,568,169	12,724,139

PARKS, RECREATION AND CULTURAL ARTS FUND 2024 RECEIPTS



Proposed 2024 Parks, Recreation & Cultural Arts operations will require a \$9,055,000 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

Facilities and Program Areas

Program Purpose:

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

Program Description:

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

- **Kettering Recreation Complex** is a 161,600-square-foot facility that offers drop-in and organized activities, as well as special events throughout the year. Various parts of the facility are available to patrons for private rentals. The wide range of facilities includes: a year-round pool, spa area including a whirlpool, sauna and steam room, summer water park; seasonal ice arena; state-of-the-art fitness center and three group exercise studios (multipurpose/traditional, indoor cycling and TRX); dual full-court gymnasium featuring basketball and volleyball; and a suspended, running/walking track (1/12th of a mile). There is also a child-care area, meeting spaces, and a summer concessions operation.
- **Adventure Reef Water Park** is a 3-acre outdoor aquatic facility, built in 1990 and renovated in 2011. The Water Park is open seasonally, from Memorial Day weekend through Labor Day. The Water Park features the highest and fastest slides in Montgomery County. Additionally, a splash pad, large water playground and plenty of deck seating and chairs greet guests. 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, Beavercreek Varsity Hockey and University of Dayton Hockey. Adult hockey leagues include Huff n Puff, Wonderleague as well as an all-female league - The Dayton Fangs. The KIA also is home to South Dayton Figure Skating Club and Ice Force Synchronized Skating Teams.
- **Charles I. Lathrem Senior Center** is a multi-purpose senior center featuring a program center that can accommodate up to 360 people, a commercial kitchen, lounge/library, billiards room, and large lobby. When not scheduled for senior programs or by the Recreation Division programs, the facility is available for outside rentals. The Senior Center provides the **Senior Transportation Program**, which enables Kettering residents to get to and from medical appointments, grocery shopping, department/CIL programs, etc. The program uses volunteer drivers and dispatchers to transport older residents to necessary appointments for a minimal price per trip. A grant from STEP (Senior Transportation Expansion Program), funded through the Montgomery County Human Services Levy, provides a small reimbursement per ride to enable the City to offer rides to an increased number of older adults.

- **Kettering Fitness and Wellness Center** is a public fitness center that is located adjacent to the James S. Trent Arena (a 3,600-seat capacity, multi-sport arena) and Kettering Fairmont High School. This fitness center features a wide selection of strength and cardiovascular fitness equipment, personal viewing screens on all cardiovascular machines, locker rooms and 1/8th mile indoor walking/running track. Limited amounts of group exercise classes (Boot Camp, Yoga and Core Crunch) are taught in the Trent Arena at various times during the week. A group exercise and cycling room offers 10-15 classes/week.
- **Polen Farm** is a beautiful, historic rental facility that hosts weddings, graduation parties, and picnics, as well as family reunions and social gatherings. The meticulously maintained grounds also serve as a picturesque gathering place for family strolls or photographs when rentals are not occurring.
- **Rosewood Arts 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 financially provides general operating support to nonprofit organizations including the Kettering Children's Choir and the Kettering Civic Band. Citizen advisory committees managed by Rosewood include the Kettering Arts Council, a City Council appointed committee dedicated to creating accessibility to the arts for residents, with Rosewood as its main focus, and the Art in Public Places Committee for the CitySites Percent for Arts Program. 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 wrap up at the end of 2023 and provide an improved space for art education and experiences to the Kettering community.
- **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 Descriptions:

- **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>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
OPERATING COSTS:					
Personnel Expenditures	5,849,418	6,658,486	7,285,830	8,015,700	63.05%
Operating Expenditures	3,578,729	4,053,668	4,111,100	4,587,540	36.08%
Capital Equipment Expenditures	<u>0</u>	<u>74,246</u>	<u>161,100</u>	<u>110,000</u>	<u>0.87%</u>
Total	9,428,147	10,786,400	11,558,030	12,713,240	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 2024 budget allows for additional hours at the Water Park and additional summer camps.

The 2023 capital purchases include the replacement of two crew cab pickup trucks as well as an upfit for a pickup purchased in 2022. The 2024 budget includes funding for the replacement of two additional crew cab pickups.

The budgeted PRCA subsidy is \$9.1 million for 2024 versus \$8.8 million budgeted in 2023.

Staffing Levels

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Director	1	1	1	1
Parks Superintendent	1	1	1	1
Recreation Superintendent	1	1	1	1
Administration&Special Projects Superintendent	0.1	1	1	1
Division Manager of Cultural Arts	1	1	1	1
Parks Managers	2	2	2	2
KRC Facility Manager	1	1	1	1
PRCA Division Manager - Recreation	1	1	1	1
Arena/Aquatics Manager	1	1	1	1
Supervisors Parks & Recreation	7	7	7	7
Communications & Marketing Supervisor	0.1	1	1	1
Recreation & Cultural Arts Coordinators	5.6	7	8	9
Parks Service Workers	12	14	14	14
Administrative Assistant	1	1	1	1
Clerical/Aide	2.7	2.7	2.7	2.6
Part-time Technician I	0.7	0.7	0.7	0.7
Part-time & Temp. Rec./Arts Personnel*	63.8	73.3	67.6	69.7
Part-time & Temp. Parks Personnel*	<u>18.0</u>	<u>16.6</u>	<u>13.9</u>	<u>13.9</u>
Total	120.0	133.3	125.9	128.9

*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"> Greater leadership in MVRPC 	<ul style="list-style-type: none"> Work with other surrounding jurisdictions via Miami Valley Regional Planning Commission (MVRPC) to determine the need for expanded transportation services. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Provide Senior Transportation Services through Montgomery County Human Services Levy with reimbursement for number of rides. ***No longer administered through MVRPC.	\$13,200 3,043 rides	\$15,000 2,800 Rides	\$13,200 3,000 Rides	\$13,200 3,000 Rides
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> School Board – Enhance communication 	<ul style="list-style-type: none"> Develop Prevention Strategy (PBIS) with School and City Staff to be introduced in 2021. Continue to participate on the School's Multi-tiered Systems of Support (MTSS) Council to support the initiatives that will connect community resources to all Kettering youth. Continue to work with the City/School Youth and Family Community Resource Coordinator to ensure the city's participation with connecting families with necessary resources in the community. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Provide PBIS and Second Step training to PRCA supervisory staff that they can integrate into existing programs and services.	0 trainings	2 trainings	4 trainings	4 trainings
Number of meetings with MTSS committee	0	12	0	0
Number of meetings through PFHY, with report from Youth and Family Community Resource each month, plus monthly newsletter disseminated to all stakeholders.	10	10	3	12
City's financial contribution for Youth and Family Resource Coordinator	\$45,178	\$52,000	\$46,870	\$52,000

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

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 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.	5 programs	5 programs	5 programs	5 programs
Utilize the 5 year capital improvement program to connect neighborhood parks and or improve existing walking areas (delayed until 2023).	\$0	\$100,000	\$100,000	\$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	2 social media ads	2 social media ads

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide long-term financial planning aligned with the strategic plan 		<ul style="list-style-type: none"> Update long-term Parks, Ice Arena, and Frazee Pavilion Master Plans and use for CIP budgeting. Seek public/private funding options for Rosewood Arts Center with assistance through the Kettering Park Foundation. 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Kettering Park Foundation identified potential donors for Rosewood Arts Center through a comprehensive planning process	Fundraised as of 12/31/2022: \$1.245 M	Full fundraising goal of: \$2 M	Estimated total fundraised as of 12/31/2023: \$1.833 M	Full Fundraising goal met \$2 M
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Utilize sources supplementing and leveraging City resources for necessary projects and programs after careful review and analysis 		<ul style="list-style-type: none"> Grow alternative revenue sources through increased obligation of sponsorships, grants and the growing of the Kettering Parks Foundation. 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Target specific grant opportunities to supplement existing services to support the arts operations.	1 grant with estimated value of \$33,000	2 grants with estimated value of \$50,000	2 grants with estimated value of \$100,000	2 grants with estimated value of \$50,000

ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 		<ul style="list-style-type: none"> Annually update fees and charges to keep current, ensure they are in line with costs and the program or activity generates a realistic profit. Analyze existing services for appropriate cost recovery and determine level of subsidy support and/or percent of revenue that can be generated per cost center. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 		
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate
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.		1 Market Survey Completed	Market survey to be completed	1 Market Survey

STRATEGIC PRIORITY: PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Optimize City Services and Processes 		<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 		
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate
Implementation of the Department Playbook processes to meet General Fund subsidy target.		\$7,780,678	\$8,822,000	\$8,044,000
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 		<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 		
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate
Implement the department wide “guiding principles” targets through ongoing training and communication.		2 trainings	4 trainings	4 trainings
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 		<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 		
PERFORMANCE MEASURE		2022 Actual	2023 Budget	2023 Estimate
Develop a digital survey, in-house, through the PlayKettering app for customers to evaluate the “guiding principles” and impact on service.		Quarterly evaluation of program surveys	Review of feedback on program surveys quarterly	Quarterly evaluation of program surveys
Budget and Deliver the PRCA 3 year cycle City Wide Program and Service Survey		1 Survey completed	N/A	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"> Maintain a strong sense of Community Pride 		<ul style="list-style-type: none"> Continue to promote the Mayor's Christmas Tree Lighting and Go 4th as premier events in the community. Promote the City's Entertainment and Community Art Programs as an initiative that sets us apart from other communities. 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Utilize social media, website and quarterly Activities Guide to keep residents connected to events.	1,000 social media posts about programs and events	20+ media posts about events	1,700 social media posts about programs and events	1,700 social media posts about programs and 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	\$1,000 to be used for initial roll out with focus on digital marketing	\$500	\$500
ACTION AGENDA		TACTIC		
<ul style="list-style-type: none"> Provide avenues through which residents can communicate with City Administration 		<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 		
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Monitor website, Facebook and social media engagement from previous year (numbers reflect followers for the social sites).	Facebook 14,619 or 14% increase	Facebook 14,000 or 4% increase	Facebook 15,875 or 8% increase	Facebook 16,510 or 4% increase
	Twitter 1,052 or 5% increase	Twitter 1,100 or 5% increase	Twitter 1,100 or 5% increase	Twitter 1,150 or 5% increase
	Instagram 1,269 or 16% increase	Instagram 1,400 or 12% increase	Instagram 1,425 or 12% increase	Instagram 1,600 or 12% increase
	Website 1,040,000 page views	Website 1,250,000 page views	Website 1,040,000 page views	Website 1,040,000 page views
Conduct a joint PRCA Advisory Board meeting with all members on targeted topics that are pertinent to department operations.	0	1	1	1

Workload Indicators: Parks, Recreation & Cultural Arts

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
<i>Recreation Class/Program Enrollment</i>				
Aquatics Class Enrollment	1,337	2,000	1,200	1,500
Arena Class Enrollment	1,058	1,000	1,000	1,000
Youth Sports and Martial Arts Class Enrollment	2,110	2,500	2,100	2,100
Adult Sports League Teams	392	300	350	350
Adult and Senior Registered Class Enrollment	2,822	2,400	3,000	3,000
Fitness Class Enrollment	550	600	500	600
Personal Training Hours	2,882	2,600	3,000	3,000
Preschool/Youth/Family Program Enrollment	2,200	2,000	2,000	2,000
Traditional/Sports/Specialty Camps Enrollment	2,600	3,200	2,600	2,600
Special Populations Enrollment	55	50	55	50
Special Event Attendance	50,000	50,000	50,000	50,000
<i>Total Recreation Enrollment</i>	<i>66,006</i>	<i>66,650</i>	<i>65,805</i>	<i>66,200</i>

WORKLOAD INDICATORS continued	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
<i>Recreation Drop-Ins and Pass Visits</i>				
Swimming	60,492	60,000	63,000	60,000
Skating	10,441	8,000	10,000	10,000
Nursery	862	1,000	1,200	1,200
Gymnasium	10,550	10,000	10,000	10,000
KRC Indoor Track	23,984	15,000	24,000	24,000
KFWC Indoor Track	9,630	10,000	10,000	10,000
Senior Center Attendance	10,832	15,000	12,000	12,000
KRC Fitness and Group Exercise	116,308	130,000	130,000	130,000
KFWC Fitness and Group Exercise	69,175	80,000	75,000	80,000
<i>Total Recreation Drop-Ins and Pass Visits</i>	<i>312,274</i>	<i>329,000</i>	<i>335,200</i>	<i>337,200</i>
<i>Recreation Rental Hours</i>				
Polen Farm Rental Hours	1,143	1,100	1,000	1,100
Aquatics Rental Hours	500	500	500	500
Arena Rental Hours	1,076	1,100	1,100	1,100
Gymnasium Rental Hours	0	20	0	10
<i>Total Rental Hours</i>	<i>2,719</i>	<i>2,720</i>	<i>2,600</i>	<i>2,710</i>
<i>Rosewood Arts Center</i>				
Class Enrollment/Attendance*	2,047 / 12,631	2,000 / 12,500	2,000 / 12,750	2,000 / 12,750
Drop-In Studio Visits	3,559	3,000	3,000	3,500
Gallery Attendance (in person)	2,536	3,000	3,000	3,500
Special Events Attendance (in person)	11,829	15,000	15,000	15,000
Facility Rental Attendance	4,860	5,000	5,000	5,000
<i>Total Rosewood Attendance</i>	<i>35,415</i>	<i>38,500</i>	<i>38,750</i>	<i>39,750</i>

*Class Enrollment/Attendance for 2022 is 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 venue is named after late Kettering resident Eral Frazee, who invented the pull-tab beverage can opener. 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 33rd year of operation, 2023 was the first year with a full-season lineup since the Covid-19 pandemic. The largest attended festival events of the 2023 season were the July Wingfest, the August Bacon Fest, and this year's new Brew-B-Que. Frazee festivals are presented in conjunction with the Miami Valley Restaurant Association. The 2023 season showcased first time Frazee performers: We the Kingdom, Donny Osmond, Gin Blossoms, and Tesla. The expenditures and measurements shown below include all programming and operation costs, including 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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	799,866	3,467,530	2,779,440	2,418,290
RECEIPTS:				
Charges for Services	1,546,380	2,601,033	2,190,000	3,631,000
Rentals	104,209	134,972	32,000	200,000
Concessions	551,440	846,728	800,000	1,200,000
Sponsorships	298,678	475,390	445,000	525,000
Miscellaneous	<u>511,309</u>	<u>185,644</u>	<u>56,000</u>	<u>60,000</u>
TOTAL REVENUE	3,012,016	4,243,767	3,523,000	5,616,000
Sale of City Assets	0	0	0	0
Transfer from General Fund	0	0	0	0
TOTAL AVAILABLE	3,811,882	7,711,297	6,302,440	8,034,290
OPERATING COSTS:				
Personnel Expenditures	114,638	802,958	823,050	1,019,300
Operating Expenditures	229,714	4,128,899	3,061,100	4,996,700
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING COSTS	344,352	4,931,857	3,884,150	6,016,000

Like most entertainment venues, the COVID-19 pandemic impacted the City's Fraze Pavilion operations. In May 2020, the Mayor and Council Members made the difficult decision to cancel the 2020 Fraze concert and festival season.

During 2021, the Fraze Pavilion was awarded \$3,045,000 in Shuttered Venue Operators Grant (SVOG) funds. This grant, administered by the U.S. Small Business Administration, assisted with lost revenues resulting from the 2020 closure. 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.)

While the 2021 performance season was shortened to the July through early September timeframe, normal operations returned for 2022 and 2023. The 2024 budget again funds a full season of performances, as well as the usual free events and festivals enjoyed by our community and beyond.

Expenditures are expected to exceed revenue by \$361,000 in 2023 and \$400,000 in 2024. No general fund dollars have been transferred to the Fraze Pavilion operations fund since 2006.

Effective 2024, the General Manager position, vacant since 2019, is not funded and the Operations Manager is promoted to a new Manager III position. Proposed 2024 expenditures include an operational analysis and a concessions point-of-sale system.

Staffing Levels

	Actual 2021	Actual 2022	Estimated 2023	Proposed 2024
General Manager	0.4	1	1	0
Manager III	0	0	0	1
Operations Manager	1	1	1	0
Supervisor	1	1	1	1
Facility Coordinator	2	1	2	2
Part-time Communication / Marketing Coord.	0.6	0.6	0	0
Temporary Part-time*	<u>16.1</u>	<u>16.5</u>	<u>14.9</u>	<u>14.0</u>
Total	21.1	21.1	19.9	18.0

*Total employed to be controlled by budget dollar authorization.

Performance Measurements: Frazee Pavilion

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing services for appropriate cost recovery and services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Increase Awareness of Fan Club and create a value add to the membership	43 members 116 seats	40 members 110 seats	37 members 110 seats	40 members 120 seats
Modify Existing contract with Lighting vendor. Vendor will assume the management and payment for Tech Crew	60-65 employees contracted	60-65 employees contracted	60-65 employees contracted	60-65 employees contracted
Increase sponsorship for Frazee	6 sponsors	6 sponsors	5 sponsors	7 sponsors
Utilize Fairmont Boosters as additional manpower for all beverage locations inside the park	Up to 12 per show	Up to 12 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"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Reduce manpower for shows through use of additional technology, operation changes and equipment	Continue: Self-scanning Metal detectors Crowd barriers Modification in some operations including the staffing model	Research additional technology options and look toward 2024 for improvements	Research additional technology options and look toward 2024 for improvements	Combine staffing in cost centers to be more efficient during set up/tear down of facility operations
REACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance internal customer service: cross-departmental (City Internal) services and/or processes 	<ul style="list-style-type: none"> Promote philosophy of excellent customer service throughout the departments. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Improve all service scores through online surveys and season year end survey. (measured from 2019 season)	Ticket Office 4.7 Concession 4.0 Satisfaction 90% Value of Experience 86%	Ticket Office 4.7 Concession 4.6 Satisfaction 92% Value of Experience 90%	Ticket Office 4.7 Concession 4.5 Satisfaction 95% Recommend 94%	Ticket Office 4.7 Concession 4.6 Satisfaction 95% Recommend 96%
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Enhance external customer service: City processes to our citizens 	<ul style="list-style-type: none"> Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits. 			

PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Utilize post-concert evaluations, year-end season evaluation, zip code analysis and total ticket purchase to measure customer reach and customers service	*See above for value and satisfaction *Top Zip Codes 45429 45458 *63,708 tickets \$2,894,970	*See above for value and satisfaction *Top Zip Codes 45429 45458 *80,000 tickets \$3,760,000	*See above for value and satisfaction *Top Zip Codes 45429 45458 *56,001 tickets \$2,321,052	*See above for value and satisfaction *Top Zip Codes *65,000 tickets \$3,700,000

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"> Provide avenues through which residents can communicate with City Administration 	<ul style="list-style-type: none"> Utilize the City's website, social media, and customer service systems to gather and respond to citizen inquiries. Hold community meetings when appropriate to gauge public opinion. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Track analytics for Facebook, Twitter, and Instagram	Facebook Reach 1,612,000 Instagram reach 9,972	Facebook Reach 1,650,000 Instagram reach 10,000	Facebook Reach 1,732,094 Instagram reach 23,754	Facebook Reach 1,750,000 Instagram reach 24,000
Program Advisory Committee Event Evaluation	N/A	2 events 8/10 rating	3 events 4.7/5 rating	3 events 4.5/5 rating

Workload Indicators: Frazee Pavilion

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Paid Concerts:				
Number of ticketed performances	29	32	23	30
Number of rental performances	2	2	1	2
Number of tickets sold	63,708	80,000	56,001	65,000
Ticket sales	\$2,894,970	\$3,760,000	\$2,321,052	\$3,700,000
Free Events:				
Number of Festivals (Events in the Park)	7	8	9	10
Festival (Events in the Park) attendance	33,000	50,000	31,890	40,000
Number of free concerts	1	1	1	1
Free concert attendance	200	500	400	500
Total Concert/Festival Attendance	92,573	120,000	83,266	100,000

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 marketplace. The plan identifies strategies and tactics meant to achieve the stated vision

The plan's strategies include 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 included 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 included 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 began 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 Fund Resources and Expenditures

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	55,867	35,796	33,798	10,398
RECEIPTS:				
Rental of Land & Buildings	12,000	10,124	12,000	12,000
Investment Earnings	<u>0</u>	<u>1,484</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	12,000	11,608	12,000	12,000
Transfer from the General Fund	107,900	137,023	133,000	159,000
TOTAL AVAILABLE	175,767	184,427	178,798	181,398
OPERATING COSTS:				
DESC Leasing Activities	<u>139,971</u>	<u>150,629</u>	<u>168,400</u>	<u>171,000</u>
TOTAL OPERATING COSTS	139,971	150,629	168,400	171,000

Revenue in the DESC Reuse Fund includes funds generated from the lease of space in Building #46. Operating expenditures include landscape maintenance, snow removal, and utilities for the common areas of Kettering Business Park.

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</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	0	3,241	0	0
RECEIPTS:				
Federal Grant Revenue	145,007	13,706,513	0	0
Investment Earnings	<u>3,241</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total Revenue	148,248	13,706,514	0	0
TOTAL AVAILABLE	148,248	13,709,755	0	0
OPERATING COSTS:				
Personnel Expenditures	0	13,709,755	0	0
Operating Expenditures	0	0	0	0
Capital Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING COSTS	0	13,709,755	0	0
CAPITAL IMPROVEMENTS:				
Touchless Faucets	<u>145,007</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS	145,007	0	0	0
GRAND TOTAL	145,007	13,709,755	0	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 - \$1,462,000; Capital Equipment - \$4,607,000; and Capital Improvement - \$7,640,000.

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 and maintenance 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. The 2022 expenditures include the addition of a 5th 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 City was awarded a grant from the FEMA Hazard Mitigation Program (HMGP) through the Ohio Emergency Management Agency. The grant enabled 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 of \$32,640 utilized federal funding of \$24,480, State of Ohio funding of \$4,080, and a City match of \$4,080.

A Crisis Intervention Program grant from the Montgomery County Alcohol, Drug Addiction and Mental Health Services Board provided \$60,000 for initial funding of 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. Since 2022, the expenditure for this specialist is reported in the General Fund's Police Department with funding assistance from the Montgomery County Sheriff's Office.

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 were 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 was 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 and van. The total KPF grant is \$1,169,000 and will be spent over multiple years.

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 \$5.9 million was awarded in 2022 and 2023 bringing the program total to \$7.9 million.

In 2023, the City accepted a grant from the Dayton Foundation's Kettering Parks Access to Recreation Fund. The grant will support accessible upgrades to the Rosewood Arts Center Theater including accessible aisles to the seating area and the purchase of an accessible lift for the stage. This is part of the larger Rosewood Arts Center improvement project.

Special Grants and Programs Fund Resources and Expenditures

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	2,851,946	3,042,347	3,298,092	3,441,412
RECEIPTS:				
Court Computerization and Special Programs	397,185	409,729	406,000	407,000
Court Grants	203,555	166,300	432,000	0
Law Enforcement Funds	7,240	16,750	7,000	19,000
Police Grants	78,747	55,233	20,000	0
Fraze Contributions	74,000	27,800	39,000	39,000
Wireless 911 Tax	154,387	325,760	300,000	300,000
Federal Emergency Management Agency Grant (COVID-19)	106,067	0	0	0
Emergency Rental Assistance Grant	1,354,124	3,420,368	2,626,000	0
Shuttered Venue Operators Grant	3,044,869	0	0	0
Charging Station Grant	0	0	45,000	0
Handicapped Needs Grant	0	0	73,000	0
Parks Foundation Grant for Lathrem Senior Center & Pickleball Imp.	0	541,594	629,000	0
Opioid Settlement	0	0	29,000	0
Other	<u>9,326</u>	<u>54,180</u>	<u>30,000</u>	<u>23,000</u>
TOTAL REVENUE	5,429,500	5,017,713	4,636,000	788,000
Transfer from General Fund	317	58,083	0	0
TOTAL AVAILABLE	8,281,763	8,118,143	7,934,092	4,229,412
OPERATING COSTS:				
Court Computerization and Special Programs	180,838	256,455	322,710	518,900
Police Law Enforcement Funds	111,351	108,788	51,300	50,000
Wireless 911 Government Assistance Fund	190,472	231,759	272,000	282,000
Emergency Rental Assistance Grant	1,373,892	3,372,967	2,653,140	0
Shuttered Venue Operators Grant	3,045,306	0	0	0
Other Grants & Programs	<u>257,944</u>	<u>366,833</u>	<u>491,530</u>	<u>129,000</u>
TOTAL OPERATING COSTS	5,159,803	4,336,802	3,790,680	979,900
CAPITAL IMPROVEMENTS:				
Charging Station Grant	50,805	39,105	0	0
Handicapped Needs Grant	0	0	73,000	0
Lathrem Senior Center and Pickleball Improvements	0	444,144	609,000	0
Court Facility Improvements	28,808	0	0	0
Fraze Capital Improvements	<u>0</u>	<u>0</u>	<u>20,000</u>	<u>220,000</u>
TOTAL CAPITAL IMPROVEMENTS	79,613	483,249	702,000	220,000
GRAND TOTAL	5,239,416	4,820,051	4,492,680	1,199,900

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*

	Actual 2021	Actual 2022	Estimated 2023	Proposed 2024
AVAILABLE FOR EXPENDITURES:				
Balance January 1*	1,215,268	1,222,876	1,208,900	1,123,700
Restricted: Loans Receivable	<u>813,675</u>	<u>779,442</u>	<u>741,842</u>	<u>742,000</u>
NET BALANCE	401,593	443,434	467,058	381,700
RECEIPTS:				
Federal Grants	458,153	578,359	1,341,000	1,683,000
Investment Earnings	5,467	4,433	1,000	4,000
Sale of City Assets	0	2,000	0	2,000
Reimbursements & Misc.	<u>226,104</u>	<u>3,607</u>	<u>2,000</u>	<u>0</u>
TOTAL RECEIPTS	689,724	588,399	1,344,000	1,689,000
Transfer from General Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL AVAILABLE	1,091,317	1,031,833	1,811,058	2,070,700
OPERATING COSTS:				
Community Housing Improvement Program	780	9,732	366,400	250,000
Neighborhood Stabilization Program II	11,487	246	0	18,000
Lead Based Paint	0	0	45,000	50,000
HOME Down Payment Assistance	347	0	0	626,000
General Administration	97,649	107,500	145,900	112,900
Home Owner Counseling	0	35,000	26,400	26,400
Fair Housing	35,097	39,180	27,000	27,000
Housing Rehabilitation	272,765	145,026	367,000	260,000
Down Payment Assistance	0	0	100,000	60,000
Micro Enterprise Grants	12,110	122,249	192,500	128,900
Senior Resource Program	40,025	30,233	68,000	30,000
Stay On Program	<u>0</u>	19,308	6,000	23,000
Education Public Services	23,000	28,000	0	0
4C for Children	<u>0</u>	<u>0</u>	<u>25,000</u>	<u>75,000</u>
TOTAL OPERATING COSTS	493,260	536,474	1,369,200	1,687,200
PROGRAMS AND CAPITAL IMPROVEMENTS:				
Emergency Repair & Handicapped Needs Grants	26,402	60,350	45,000	105,000
Lead Based Paint Removal	10,323	0	10,000	10,000
Neighborhood Stabilization Program II	151,528	0	0	118,000
West Avenue Pedestrian Bridge	0	0	0	70,000
Clearance and Demolition	0	0	0	5,000
Disposition	603	569	0	0
Environmental Remediation of Former Cheerhart Site	0	4,982	5,000	44,000
Acquisitions	<u>0</u>	<u>0</u>	<u>0</u>	<u>11,000</u>
TOTAL CAPITAL IMPROVEMENTS	188,856	65,901	60,000	363,000
GRAND TOTAL	682,116	602,375	1,429,200	2,050,200

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



CITY OF KETTERING

DEBT SERVICE FUNDS**FUNDS 315 - 318**

	Actual <u>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>
AVAILABLE FOR EXPENDITURES:				
Balance January 1	1,009,652	763,930	974,033	1,279,748
RECEIPTS:				
General Property Tax	741,757	753,097	763,000	747,000
Homestead & Rollback	103,469	102,668	101,000	101,000
Charges for Services	923,909	1,328,234	1,350,000	1,417,000
Investment Earnings	(4,857)	(6,084)	62,000	83,000
Reimbursements & Miscellaneous	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
TOTAL REVENUE	1,804,278	2,217,915	2,316,000	2,388,000
Transfer from General Fund	825,800	892,080	863,000	775,000
Proceeds of General Obligation Bonds	0	0	0	0
Premium on Bond Issuances	0	0	0	0
TOTAL AVAILABLE	3,639,730	3,873,925	4,153,033	4,442,748
DEBT SERVICE:				
Contractual Services	46,162	65,406	68,000	77,000
Bond Principal	1,975,000	2,020,000	2,070,000	2,120,000
Note Principal	141,357	146,263	113,180	24,768
Bond Interest	710,130	666,010	620,858	574,574
Note Interest	<u>3,151</u>	<u>2,213</u>	<u>1,247</u>	<u>252</u>
GRAND TOTAL	2,875,800	2,899,892	2,873,285	2,796,594

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. The original debt was used to renovate existing space at the Kettering Business Park to provide a new location for the Kettering Municipal Court. The new facility provided for more modern and updated court space, offices, and security. \$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. The debt issuance provided significant updates to the Kettering Recreation Center's indoor facilities and outdoor waterpark, and improvements including new playground equipment in each of the City's parks.

In 2020, the City issued \$8.3 million in general obligation debt for the Police Station Improvement project. Funds allowed for the expansion of Police headquarters with the addition of a second story and significant renovations to the remainder of the space to meet the needs of a modern police department.

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.

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.



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 2023 expenditures of \$22.0 million and proposed 2024 expenditures of \$10.7 million show Council's commitment to rebuilding and maintaining the community's infrastructure, facilities, and neighborhoods.

2023 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

Capital improvements from 2023 include \$1.6 million for the continuation of Phase 3 traffic signal replacements, \$1.3 million for resurfacing Wilmington Pike from Stroop Road to Beaverton, \$0.8 million for resurfacing Woodman Drive from Wilmington Pike to Stocker, \$0.6 million for the West Avenue Bridge Rehabilitation, \$0.6 million for the Flesher Bridge replacement, \$1.6 million for chiller replacements at the Kettering Recreation Center, and \$1.3 million for drainage improvements in the Golf Club Estates neighborhood

A highlight for 2023 was the continuation of the Rosewood Arts Center renovation. The three-phase project included infrastructure improvements (mechanical, electrical, plumbing, and parking lot) and the creation of more efficient and customized environments for various artistic disciplines. Phase I (\$2.5 million) and Phase 2 (\$2.0 million) began in 2021 and 2022 respectively. The final phase of construction (\$1.9 million including \$1.0 million in fund-raising and grant proceeds) started in 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 raised an additional \$0.9 million for upgrades to the theater.

Another exciting capital project implemented during 2023 was the construction of a new neighborhood park. Groundbreaking for the \$2.6 million Gentile Nature Park was held on July 20, 2023. The park, which sits on a former air station, is named for World War II hero Major Dominic Gentile, also known as the “Ace of Aces”. The new park will include playground areas, a walking path, open lawn space, a bike connection and parking. Playground equipment is partially funded through a \$141,000 grant from the Ohio Department of Natural Resources. Construction is underway with expected completion in 2024.

Other noteworthy 2023 projects include the continuation of a Police Department training center at the former Bobbie Place Fire Station and construction of a bikeway on East Stroop Road between Glengarry Drive and East Dorothy Lane. These are in addition to the City’s regular programs such as the curb/drive approach/sidewalk repair, asphalt resurfacing, and thoroughfare improvements.

2024 CAPITAL IMPROVEMENT PROGRAM AND OPERATING IMPACT

The following highlights provide detailed information on the City’s proposed 2024 capital improvement program.

Traffic Controls (\$105,000)

Annual Program (\$55,000)

Funding is provided in 2024 for traffic control maintenance items, the annual pavement marking program and miscellaneous traffic control needs.

Citywide Traffic Signal Replacements – Phase 4 Right of Way (\$50,000)

The proposed 2024 budget includes \$50,000 for right of way costs. Construction for this project, estimated at \$2.0 million, is planned for 2026. 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 65% 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 (\$7,286,000)

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 (\$1,545,000) and Thoroughfare Maintenance (\$465,000)

The City’s annual asphalt resurfacing program, proposed at \$1.6 million in 2024, 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 2024 Thoroughfare Arterial & Collector program, proposed at \$465,000, includes the resurfacing of Woodman Drive from Danube Court to E. Dorothy Lane, and of South Dixie Drive from Stroop Road to Hoyle Place.

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 (\$500,000)

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 2024 project involves resurfacing local streets in the Newcom Knolls neighborhood Phase 3.

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 (\$165,000)

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. The 2024 program allows for an additional \$40,000 to complete ramp replacements on South Dixie Highway between Dorothy Lane and the Dayton corporation line in advance of an application for Federal funds to resurface the roadway.

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) (\$1,680,000)

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 2024 program includes \$850,000 for the Newcom Knolls neighborhood Phase 2, Dell Ridge Drive, Dellwood Estates, and other miscellaneous locations. The cost for replacement of concrete is assessed to property owners.

Miami Valley Research Park (MVRP) Bike Path (\$350,000)

This project involves the construction of a bike path extension along the north side of Research Boulevard between Woodman Drive and College Drive. It will also widen an existing sidewalk along the north side of Founders Drive between College Drive and Spaulding Road. Once complete, there will be a continuous bike path through MVRP, connecting the Woodman/Patterson/Research intersection and the existing bike path along County Line Road and Spaulding Road, utilizing the existing widened sidewalk along College Drive. The State of Ohio's Capital Improvement budget includes \$125,000 for this project.

Impact on operating budget: MVRP Bike Path

The impact on the City's operating budget for this project is minimal because adjacent property owners are responsible for maintenance of the sidewalk.

Flight Line Bikeway (\$300,000)

This is a joint project with the City of Dayton for property acquisition from Norfolk Southern Railroad for the proposed Flight Line Bikeway, which will run from Kettering's Delco Park to downtown Dayton along an abandoned railroad line. Subject to Council approval, the \$300,000 represents Kettering's commitment for its share of property acquisition costs. Kettering will seek grant funding for the construction of the bikeway in future years.

Impact on operating budget: Flight Line Bikeway

The impact on the City's operating budget for this project would only be applicable to vegetation maintenance prior to construction of the proposed bikeway.

E. David Road Resurfacing: Far Hills Avenue to Ackerman Boulevard (\$1,233,000)

This multi-faceted project has several components: replacement of the traffic signal at David Road and Ackerman Boulevard, full-depth replacement of the failed pavement going westbound from Ackerman to the top of the hill, addition of curb and sidewalk on the north side of the road between the WING radio station and Sunray Road, replacement of deteriorated curb and drive approaches, and finally resurfacing of the asphalt pavement.

Federal funding at the 60% level has been awarded up to \$695,000. State funding through the Ohio Public Works Commission has been awarded up to \$310,000.

Impact on operating budget: E. David Road 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 10 years after resurfacing, allowing budget dollars to be spent on other roadways that are in need of repairs.

Danube Court Bridge Rehabilitation (\$708,000)

This project will rehabilitate the existing bridge that carries Danube Court over a branch of the Little Beaver Creek. The bridge superstructure will be removed. Existing abutments will be retained and rehabilitated. Federal funds have been awarded at a 95% level up to \$672,000.

Impact on operating budget: Bridge 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.

West Avenue Pedestrian Bridge (\$250,000)

This project involves the construction of a new 10-foot wide pedestrian bridge along West Avenue at the crossing of the Middle Branch of the Little Beaver Creek. The proposed bridge will allow for the safe crossing of pedestrians and bicyclists over the creek without having to leave the path to use the vehicular bridge. Community Development Block Grant funding up to \$60,000 will be utilized for this project.

Impact on operating budget: Bridge Replacements and Rehabilitations

The impact on the City's operating budget would be a minimal cost for routine inspection and maintenance until the bridge requires replacement in approximately 50 years.

Other Roadway Projects (\$90,000)

Other smaller scale improvements, right of way acquisitions, and engineering/design costs for future roadway improvements are also included in the 2024 Capital Improvement Plan.

Streetscape Improvements (\$598,000)

West Stroop Road Sidewalk: Overland Trail to Southmoor Circle NW (\$440,000)

This project involves the construction of a new 5' sidewalk along the north side of West Stroop Road from Overland Trail to Southmoor Circle NW. Federal funding has been awarded at a 60% level up to \$264,000.

Impact on operating budget: West Stroop Road Sidewalk

The impact on the City's operating budget for this project is minimal because the adjacent property owners are responsible for the maintenance of the sidewalk.

The proposed 2024 Streetscape budget includes \$20,000 for the painting of poles and bus stops, \$10,000 for the City's bike program, and \$128,000 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 (\$410,000)

Miscellaneous Drainage (\$19,000)

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 (\$200,000)

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. The \$200,000 is a continuation of a process that started in 2022.

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 (\$101,000)

The 2024 project is the continuation of Phases I and II of a multi-phased project. This project includes 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. The final phase of this project is planned for 2025.

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.

The proposed 2024 Drainage budget also includes \$60,000 to address ongoing surface water drainage issues along Wingview Drive, south of East David Road and \$30,000 to correct an undersized storm sewer pipe along Wilmington Pike in the vicinity of Imperial Boulevard.

Parks, Recreation & Cultural Arts (PRCA) Improvements (\$1,433,000)

Annual Park Program (\$562,000)

The 2024 budget includes funding for annual park projects such as the painting/repair of park amenities, aggregate path repair, playground resurfacing, concrete repairs, and Tennis/Basketball court resurfacing.

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 (\$141,000)

The proposed 2024 budget includes multiple improvements at the Kettering Recreation Center and Water Park. Projects include water park slide improvements, a lightning detection system, outdoor audio and lighting improvements, and floor refinishing to name a few.

Rosewood Art Center Landscaping Improvements (\$115,000 City funds and \$19,000 Grant funds)

The 2024 budget includes \$134,000 for the landscaping and hardscaping to complete the renovation of the exterior of the Rosewood Arts Center. The Kettering Parks Foundation has donated \$19,000 toward the project.

Impact on operating budget: Rosewood Art Center Landscaping Improvements:

The project will have no impact on operational costs. The new landscape was designed in a way to maintain or even reduce required maintenance levels.

Polen Farm Paver Replacements (\$120,000)

The 2024 budget includes \$120,000 to implement a multi-year project to replace pavers at Polen Farm. The 2024 areas of focus will address areas near the tent/gazebo area where there are trip hazards and wear & tear from excessive use.

Impact on operating budget: Polen Paver Replacements:

This project is focused on renovating and reducing safety issues concerning the surface areas throughout Polen Farm event spaces. The original paver system was installed over twenty years ago. The phased approach toward renovating the spaces will reduce the need for emergency repairs to the paver system moving forward.

Delco Park BMX Track Improvements (\$165,000)

This project includes significant repair and reconstruction of asphalt turns, starting gate, holding pen and drainage in order to conform with current USA BMX standards.

Impact on operating budget: Delco Park BMX Track Improvements:

Annually the Delco Park BMX track receives operational funding for new dirt and surface agents to maintain the track surfacing. Outside of these continual maintenance items the BMX track has not had any significant repairs or renovations in over ten (+) years. This project is focused on regrading and rerouting the track to make it USA BMX Association compliant for sanctioned events and will upgrade a starting gate system that was originally installed prior to the early 1990's. The renovations will significantly reduce the amount of man hours and labor that go into consistently maintaining the track on a daily basis while it is open and available for users.

1% for the Arts Projects (\$75,000)

Public Art projects, as part of the City Sites program, utilize the 1% For the Arts fund. The City Sites Committee is planning a new outdoor public art installation in conjunction with the renovation of the Rosewood Arts Center. In addition, repairs are required on the Rock Waves sculpture at Delco 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 (\$311,000)

Other smaller scale PRCA improvements are included in the 2024 Capital Improvement Plan. These include tennis/basketball court resurfacing, tree grate replacements, Indian Riffle Park restroom improvements, Polen Farm house roof repairs, Civic Commons air handler replacements and fountain light replacements.

Tree Planting and Landscaping (\$209,000)

Annual program (\$59,000)

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.

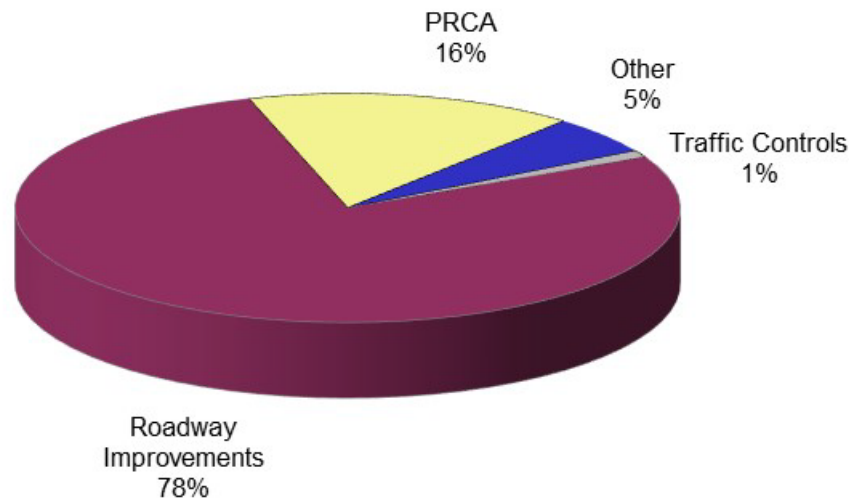
Impact on operating budget: Tree Maintenance and Planting Program

The City's tree program is planned and completed both internally and externally with city staff and via service contracts to limit the labor impact associated with maintaining so many trees throughout the city. The operating impact is through labor associated with maintenance and plantings completed by Parks Division staff. As completed in past years the operating impact is to remain consistent with how the Parks Division has handled the planting of trees and will not see an increase in 2024. 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 (\$578,000)

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 2024 budget includes \$70,000 for the first of a multi-year program to replace Fire Station tox sensors and repair four fold doors. Other projects include \$20,000 in roof repairs to the North Building of the Government Center, \$40,000 for leaf farm pond dredging, \$60,000 for carpet replacements at the Municipal Court Building, \$50,000 for a Courts Security System replacement, \$25,000 for ADA related upgrades, and other small scale projects.

2024 CAPITAL PROJECTS FUND EXPENDITURES



The Proposed 2024 budget includes \$10.7 million in planned projects. Roadway improvements, comprising 78% of the total, include \$1,427,000 in federal dollars and \$522,000 in state dollars.

Capital Projects Fund Resources and Expenditures

	Actual 2021	Actual 2022	Estimated 2023	Proposed 2024
AVAILABLE FOR EXPENDITURES				
Balance January 1	23,187,795	20,977,803	20,125,669	13,079,669
Committed to: Capital Improvements	<u>18,367,135</u>	<u>15,352,953</u>	<u>12,922,953</u>	<u>10,357,953</u>
Net Balance	4,820,660	5,624,850	7,202,716	2,721,716
RECEIPTS				
Tax Increment Revenue	358,311	573,344	496,000	471,000
Federal Grants	3,091,308	1,518,983	3,219,000	1,631,000
State & Local Grants	657,187	504,591	1,875,000	541,000
County Shared Revenue	206,264	216,755	206,000	206,000
Investment Earnings	(27,121)	(14,182)	570,000	435,000
Special Assessments	721,277	649,985	556,000	690,000
Reimbursements & Miscellaneous	<u>272,544</u>	<u>322,284</u>	<u>109,000</u>	<u>70,000</u>
Total Revenue	5,279,770	3,771,760	7,031,000	4,044,000
Transfer from/(to) the General Fund	3,983,204	8,889,580	7,935,000	4,091,000
Proceeds of Promissory Notes/General Obligation Bonds	<u>238,111</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Financing Sources	4,221,315	8,889,580	7,935,000	4,091,000
TOTAL AVAILABLE	14,321,745	18,286,190	22,168,716	10,856,716

EXPENDITURES:

		<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>
	<u>2024 Detail</u>				
Traffic Controls		1,025,413	624,339	2,008,000	105,000
Miscellaneous Traffic Controls	55,000				
Citywide Traffic Signal System Upgrade Phase 4: Right of Way	50,000				
Street Surfacing & Roadway Improvements		7,498,496	7,924,456	9,490,000	7,286,000
Normal Program	1,555,000				
Gas Tax Program	500,000				
ADA Curb Ramp Replacement Program	165,000				
Curb, Sidewalk, & Drive Approach Repair Program	1,680,000				
Thoroughfares, Arterials & Collectors	465,000				
David Road Est: Far Hills to Ackerman Blvd.	1,233,000				
Marshall Road: David to Wilmington Pike Right of Way	80,000				
Miami Valley Research Park Bike Path	350,000				
Flight line Bikeway	300,000				
Danube Court Bridge Rehabilitation	708,000				
West Avenue Pedestrian Bridge	250,000				
Streetscape Improvements		13,221	59,379	51,000	598,000
W. Stroop Sidewalk: Stonebridge to Ridgeway Right of Way	128,000 *				
W. Stroop Sidewalk: Overland to Southmoor Circle NW	440,000				
Pole and Bus Stop Painting	20,000				
Bike program	10,000				
Drainage		7,300	58,911	1,336,000	410,000
Miscellaneous Drainage	109,000				
Golf Club Estates	101,000 *				
Stormwater Master Plan (\$100,000 carryover)	200,000 *				
Parks & Recreation		1,450,661	4,158,482	8,156,000	1,508,000
Annual Park Program (\$100,000 carryover)	622,000 *				
KRC Improvements	7,000				
Water Park and Main Pool Improvements	134,000				
Lincoln Park/Civic Commons Improvements	180,000				
Delco Park BMX Improvements (\$40,000 carryover)	165,000 *				
Rosewood Arts Center Landscaping (carryover)	134,000 *				
City Sites Artwork Projects	75,000				
Polen Farm Improvements	150,000				
Tennis/Basketball Court Resurfacing	41,000				
Tree Planting & Landscaping		31,848	177,264	155,000	209,000
Landscaping and Tree programs	209,000				
Other		1,684,138	510,643	816,000	578,000
ADA Improvements	25,000				
Miscellaneous Building Improvements	308,000				
Fire Station TOX Sensors and Door Repairs	70,000				
Public Service Improvements	65,000				
Court Facility Improvements	110,000				
TOTAL CAPITAL IMPROVEMENTS		11,711,077	13,513,474	22,012,000	10,694,000

*Denotes all or part of funding is carried over from 2023. These projects total \$603,000.

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

ADMINISTRATIVE SYSTEMS - INFORMATION SYSTEMS FUND 740

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

Programs

Information Systems

Program Purpose:

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

Program Description:

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

Program Focus:

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

Information Systems Expenditures — Internal Service Fund (Key 4400)

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>	<u>% of Total</u>
Personnel Expenditures	87,011	292,470	473,500	480,000	47.83%
Operating Expenditures	383,743	378,991	379,500	523,600	52.17%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	470,754	671,461	853,000	1,003,600	100.00%

The proposed 2024 budget is 12.3% greater than the 2023 budget, excluding capital equipment expenditures, and 17.7% greater than estimated 2023 expenditures. Each year's operating budget includes approximately \$105,000 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 2024 operating expenditures include \$83,400 in new funding for cybersecurity services.

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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Information Systems Manager	1	1	1	1
Information Systems Technicians	2	2	2	2
Desktop Support Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4.0	4.0	4.0	4.0

Performance Measurements: Information Systems

STRATEGIC PRIORITY:	
HAVE ACTIVE LEADERSHIP IN REGIONAL INITIATIVES THAT IMPROVE CITY SERVICES, SAVE THE CITY RESOURCES, AND BOOST THE CITY'S REGIONAL PROMINENCE	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> MVCC - Greater leadership in and influence on MVCC to realize ROI 	<ul style="list-style-type: none"> Participate and provide leadership in utilizing the MVCC regional fiber ring for collaboration, cost reduction and revenue generation opportunities.
PERFORMANCE MEASURE	
2022 Accomplishment(s)	<ul style="list-style-type: none"> Completion of Miami Twp addition to the network
2023 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Completion of Phase II fiber construction. Finalize transition of network operation and maintenance from MVECA to IFN. Finalize sale of some excess fiber assets.

STRATEGIC PRIORITY:	
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies.
PERFORMANCE MEASURE	
2022 Accomplishment(s)	<ul style="list-style-type: none"> Implemented pilot project to reduce or eliminate the City's use of legacy copper phone lines.
2023 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Develop plan to eliminate all copper phone lines by 2024.

STRATEGIC PRIORITY:	
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET	
ACTION AGENDA	TACTIC
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Investigate selected services and processes (high value, high cost, etc.) to streamline and increase performance.
PERFORMANCE MEASURE	
2022 Accomplishment(s)	<ul style="list-style-type: none"> Implemented free, public Wi-Fi at Frazee Pavilion, Lincoln Park and Polen Farm as an amenity to visitors at minimal expense to the City.
2023 Anticipated Accomplishment(s)	<ul style="list-style-type: none"> Implement free, public Wi-Fi__33 at Adventure Reef Waterpark and Delco Park as an amenity to visitors at minimal expense to the City. Transition all Public Safety cell devices from AT&T to Verizon for improved coverage and reduced support burden. Migrate critical Dispatch software applications to high-speed storage arrays for improved performance.

Workload Indicators: Information Systems

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Resolved Tech Support Requests	1,537	1,800	1,475	1,500

PUBLIC SERVICE - VEHICLE MAINTENANCE CENTER FUND 741

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

Programs

Vehicle Maintenance Center

Program Purpose:

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

Program Description:

FLEET MANAGEMENT

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

MAINTENANCE

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

Program Focus:

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

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

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	202,357	463,572	817,990	850,500	73.04%
Operating Expenditures	214,529	314,824	280,600	313,980	26.96%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total	416,886	778,396	1,098,590	1,164,480	100.00%

The proposed 2024 personnel and operating expenditures are 5.3% greater than the 2023 combined personnel and operating budget. Effective 2023, a vacant Maintenance Supervisor position is eliminated and one Mechanic position is converted to a Lead Mechanic position.

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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Equipment Maintenance Manager	1	1	1	1
Equipment Maintenance Supervisor	1	1	0	0
Lead Mechanic	0	0	1	1
Equipment Mechanics	4	4	3	3
Parts/Inventory Attendant	1	1	1	1
Clerical	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8.0	8.0	7.0	7.0

Performance Measurements: Vehicle Maintenance Center

STRATEGIC PRIORITY:				
MAINTAIN FISCAL RESPONSIBILITY WHILE MAKING STRATEGIC CAPITAL INVESTMENTS				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Continually evaluate vehicle cost versus usage for long-term viability, sustainability and affordability. 	<ul style="list-style-type: none"> Analyze lifetime cost of each vehicle and establish time frame for replacement. Evaluate vehicle usage for possible fleet reduction. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Number of vehicles at/beyond useful life (>15 points on FASTER system).	143	120	120	120
Number of underutilized vehicles (<3,500 miles/250 hours).	134	85	125	85

STRATEGIC PRIORITY:				
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize maintenance processes and services. 	<ul style="list-style-type: none"> Eliminate the number of overdue preventative maintenance requests for service on vehicles and equipment. Utilize VMC Scheduler to schedule service in advance to reduce downtime. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Average number of overdue preventative maintenance services per week.	4	3	3	3
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Reduce indirect time and increase billable hours for operations cost recovery. 	<ul style="list-style-type: none"> Complete all work orders within established repair times. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Percentage of billable hours versus total hours.	73%	82%	82%	82%

Workload Indicators: Vehicle Maintenance Center

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
FLEET MANAGEMENT:				
Number of vehicles/equipment in City fleet	448	355	440	440
Gallons of fuel dispensed	194,636	196,000	196,000	196,000
Insurance claims processed	24	20	20	20
Number of work orders processed	1,202	1,200	1,200	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>2021</u>	Actual <u>2022</u>	Estimated <u>2023</u>	Proposed <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	0	0	0	0	0.00%
Operating Expenditures	37,723	60,902	61,700	63,100	100.00%
Capital Equipment Expenditures	0	0	0	0	0.00%
Total	37,723	60,902	61,700	63,100	100.00%

The proposed 2024 budget is 6.1% less than the 2023 budget. Each year's operating budget includes funding for 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"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Analyze existing billed services for appropriate cost recovery and unbilled services for decisions to seek cost recovery or discontinue. Evaluate programs and operations at departmental levels for potential savings and efficiencies. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Cost recovery charge per print - B/W	\$0.01	\$0.02	\$0.02	\$0.02
Cost recovery charge per print - Color	\$0.064	\$0.075	\$0.075	\$0.075

Workload Indicators: Print Shop

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Printing and Copying Volume - B/W	195,869	230,000	120,000	140,000
Printing and Copying Volume - Color	274,403	230,000	310,000	280,000

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 charged 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)

	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>	<u>Estimated</u> <u>2023</u>	<u>Proposed</u> <u>2024</u>	<u>% of Total</u>
Personnel Expenditures	794,702	1,521,369	2,553,590	2,617,200	80.08%
Operating Expenditures	457,412	507,517	554,500	546,200	16.71%
Capital Equipment Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>105,000</u>	<u>3.21%</u>
Total	1,252,114	2,028,886	3,108,090	3,268,400	100.00%

Proposed 2024 personnel and operating expenditures are 0.5% less than the 2023 combined personnel and operating budget.

The Streets Division and Facilities Division form one Public Service Department. The Public Service Director and Administrative Assistant are recorded in 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 another full-time Facility Attendant position. The 2024 budget funds one less Mechanic position and one additional Service position. The currently vacant part-time Clerk position is not funded for 2023 and 2024.

The proposed 2024 capital equipment budget includes replacements for two crew cab pick-up trucks and a 2010 van.

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 2021</u>	<u>Actual 2022</u>	<u>Estimated 2023</u>	<u>Proposed 2024</u>
Public Service Director	1	1	1	0
Project Manager	0	0	0	1
Facilities Maintenance Manager	1	1	1	1
Facilities Maintenance Supervisor	1	1	1	1
Facilities Mechanics	4	4	4	3
Facilities Service Workers	6	6	6	7
Facilities Attendants	12	13	13	13
Part-time Clerical	0.6	0.6	0	0
Part-Time/Temp.Maint. Aides	<u>2.0</u>	<u>0.8</u>	<u>0.8</u>	<u>0.8</u>
Total	27.6	27.4	26.8	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"> Continually evaluate programs and operations for long-term viability, sustainability and affordability 	<ul style="list-style-type: none"> Evaluate City-owned buildings for reinvestment or to reduce underutilized inventory by analyzing if buildings serve a public purpose and if market conditions are favorable for sale or demolition. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Square footage of underutilized City-owned building space. (*Includes vacant portion of Bldg. #46; old Fire Station #34)	176,664	61,039	176,664	171,039

STRATEGIC PRIORITY:				
PROVIDE QUALITY CITY SERVICES TO BOTH INTERNAL AND EXTERNAL CUSTOMERS, OPTIMIZING LEVELS OF SERVICE WHILE PRESERVING THE UNIQUE CHARACTER OF KETTERING AND MEETING STANDARDS AND BUDGET				
ACTION AGENDA	TACTIC			
<ul style="list-style-type: none"> Optimize City Services and Processes 	<ul style="list-style-type: none"> Complete work orders in a timely manner and analyze open tickets remaining at the end of each quarter. Allocate appropriate resources to individual maintenance activities and long-term projects to reduce overall operational costs. Reduce City utility costs through promotion of efficient equipment and other energy improvements to take advantage of opportunities to reduce energy consumption. 			
PERFORMANCE MEASURE	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
Annual maintenance & custodial cost per square footage of building space.	\$5.29	\$5.28	\$5.42	\$5.49
Percentage of chargeback to CIP per year.	4.1%	4.1%	4.1%	4.1%
Energy cost per building square footage.	\$1.59	\$1.75	\$1.75	\$1.81

Workload Indicators: Facility Division

WORKLOAD INDICATORS	2022 Actual	2023 Budget	2023 Estimate	2024 Budget
MAINTENANCE:				
Number of work orders generated	3,790	4,300	3,650	3,800
Square footage of buildings served	527,348	527,348	527,348	527,348
Square footage of total building/structure space	803,084	687,459	803,084	797,459
CUSTODIAL:				
Number of buildings served	24	24	24	24
Seasonal position hours utilized	0	0	0	0
CAPITAL IMPROVEMENTS:				
Number of projects managed	29	21	18	26
Value of projects managed	\$4,969,000	\$2,682,000	\$2,700,00	\$1,109,000

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

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

MVCC: Miami Valley Communications Council.

ODOD: Ohio Department of Development.

OPWC: Ohio Public Works Commission

Objectives: Specific achievements that an organization seeks to accomplish within a given time frame that are directed to a particular goal. For the City of Kettering, key departmental objectives are included in the department's budget request.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Performance Measure: Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Services: Expenditures for salaries, wages and fringe benefits of a government's employees.

PRCA: Parks, Recreation and Cultural Arts.

Program: Particular and primary part of a function of governments. A program encompasses associated activities directed toward the attainment of established program objectives.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers and beginning balances.

Revenue: Income received by the City of Kettering to support the government's program of services to the citizens. Income includes such items as property tax, income tax, user charges, grants and fines.

Revised Budget: Total of the budget adopted by Council at the beginning of the year plus supplemental appropriations passed during the year plus encumbrances open at the beginning of the year.

SAFETEA-LU: The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users was signed into law by President George W. Bush on August 10, 2005 to fund surface transportation programs.

SARA Title III (The Super Fund Amendments and Reauthorization Act): The United States Environmental Protection Agency's Emergency Planning and Community Right-to-Know Act.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Funds: Funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Supplemental Appropriation: An additional appropriation made by the governing body after the budget year has started.

Taxes: Compulsory charges levied by government for the purpose of financing services performed for the common benefit. This does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Additionally, it does not include charges for services rendered, only for those paying such charges.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.



CITY OF KETTERING