



2020 Budget

City Manager's Recommendations

Internal Service Funds

Economic & Community Development

Community Service Area

December 18, 2019



Policy Budget

Presentation Format

Program Performance

- City Commission Priorities
- 2019 Program Results
- 2020 Path to Progress

Financial Performance

- 2019 Original Budget
- 2020 Recommended Budget

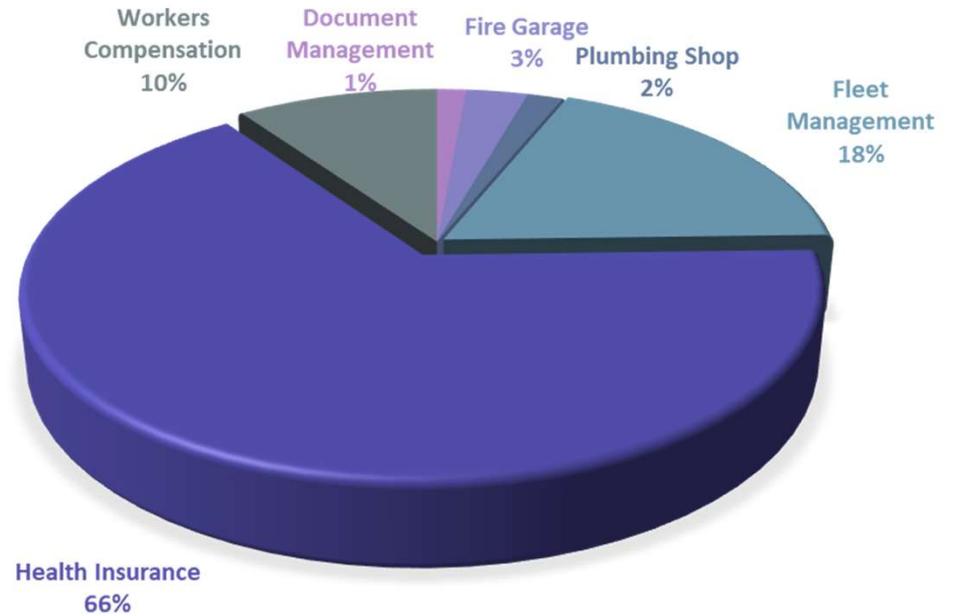


Internal Service Funds

Recommended Allocations

Internal Service Funds by Program	
Document Management Services	617,500
Total Information Technology Programs	617,500
Fire Garage	1,312,200
Total Fire Department Programs	1,312,200
Plumbing Shop	753,200
Fleet Management	8,056,700
Total Public Works Programs	8,809,900
Health Insurance Fund	30,738,100
Workers Compensation Fund	4,827,700
Total Human Resources Programs	35,565,800
Total Internal Service Funds	46,305,400

Program Areas



Internal Service Funds

Budget Recommendation by the Numbers

Internal Service Funds

Source & Uses by Program Area

Document Management Services				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	390,100	166,700	(223,400)	-57.3%
Projected Revenue	396,300	575,000	178,700	45.1%
Total Sources and Cash Balance	786,400	741,700	(44,700)	-5.7%
Estimated Uses				
Personnel Costs	189,200	203,200	14,000	7.4%
Contracts & Materials				
Tools and Equipment	341,800	330,000	(11,800)	-3.5%
External Vendors	42,600	30,000	(12,600)	-29.6%
Supplies & Inventory	46,100	54,300	8,200	17.8%
Total Contracts & Materials	430,500	414,300	(16,200)	-3.8%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$619,700	\$617,500	-\$2,200	-0.4%
Sources over Uses	\$166,700	\$124,200	-\$42,500	-25.5%
Estimated Ending Cash	\$166,700	\$124,200	-\$42,500	-25.5%

2020 Program Budget Highlights

- Reflects projected revenue through the close of fiscal year 2019. Billing was delayed due to implementation of the new Konica-Minolta system
- Projected to utilize \$233,000 of cash balance, due to billing timing
- Personnel costs reflect Step and Merit increases, as well as additional budget needed to support the 27th payroll
- Supplies & Materials have been reduced based on actual trends

Internal Service Funds

Source & Uses by Program Area

Fire Garage				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	54,800	24,900	(29,900)	-54.6%
Projected Revenue	1,418,500	1,425,500	7,000	0.5%
Total Sources and Cash Balance	1,473,300	1,450,400	(22,900)	-1.6%
Estimated Uses				
Personnel Costs	732,000	772,200	40,200	5.5%
Contracts & Materials				
Supplies & Miscellaneous	428,700	365,000	(63,700)	-14.9%
Other Maintenance	99,600	110,000	10,400	10.4%
Utilities	26,100	24,000	(2,100)	-8.0%
All Others	41,800	41,000	(800)	-1.9%
Total Contracts & Materials	596,200	540,000	(56,200)	-9.4%
Debt Service Payment	120,200	0	(120,200)	-100.0%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$1,448,400	\$1,312,200	-\$16,000	-9.4%
Sources over Uses	\$24,900	\$138,200	\$113,300	455.0%
Estimated Ending Cash	\$24,900	\$138,200	\$113,300	455.0%

2020 Program Budget Highlights

- Predicted year-end cash balance is just shy of \$25,000
- The last debt service payment is pending. Without debt service, the fund is better positioned for the future
- Personnel is up 5.5%, or \$40,200, due to Step and Merit increases, insurance changes and the 27th pay for garage supervisor
- Supplies & Materials have been reduced, based on actual trends.
- Other Maintenance has increased based on projected needs in 2020

Internal Service Funds

Source & Uses by Program Area

Plumbing Shop				
	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
Beginning Cash Balance	520,200	305,200	(215,000)	-41.3%
Projected Revenue	485,000	753,200	268,200	55.3%
Total Sources and Cash Balance	1,005,200	1,058,400	53,200	5.3%
Estimated Uses				
Personnel Costs	456,300	520,200	63,900	14.0%
Contracts & Materials				
Supplies & Materials	165,300	205,000	39,700	24.0%
Fleet & Fuel	10,700	28,000	17,300	161.7%
Total Contracts & Materials	176,000	233,000	57,000	32.4%
Capital Equipment/Technology	67,700	0	(67,700)	-100.0%
Total Uses	\$700,000	\$753,200	\$120,900	7.6%
Sources over Uses	\$305,200	\$305,200	\$0	0.0%
Estimated Ending Cash	\$305,200	\$305,200	\$0	0.0%

2020 Program Budget Highlights

- 2019 included a planned draw-down of cash to purchase vehicles that were at the end of useful life
- 2019 revenues will end lower due to a plumber on extended injury leave
- Revenue in 2020 is projected to recover, based on a high volume of work due to the Facilities Modernization program
- Personnel costs reflect 25% of the Facilities Supervisor being charged to the fund, Step and Merit increases, and the 27th Payroll for SA employees
- Supplies & Materials increases in 2020 are needed to support upcoming HVAC/Boiler replacement projects, funded through 2020 Debt Issuance

Internal Service Funds

Source & Uses by Program Area

Fleet Management				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	1,466,800	1,174,900	(291,900)	-19.9%
Projected Revenue	8,363,400	8,056,700	(306,700)	-3.7%
Total Sources and Cash Balance	9,830,200	9,231,600	(598,600)	-6.1%
Estimated Uses				
Personnel Costs	3,045,500	3,199,400	153,900	5.1%
Contracts & Materials				
Inventory	2,106,400	1,800,000	(306,400)	-14.5%
Gasoline & Diesel	2,356,600	2,200,000	(156,600)	-6.6%
Other Equipment Maintenance	798,200	633,500	(164,700)	-20.6%
Supplies & Miscellaneous	72,900	65,000	(7,900)	-10.8%
Facility Maintenance & Custodial	51,800	110,000	58,200	112.4%
All Others	22,700	8,800	(13,900)	-61.2%
Total Contracts & Materials	5,408,600	4,817,300	(591,300)	-10.9%
Capital Equipment/Technology	80,500	40,000	(40,500)	-50.3%
Capital Infrastructure	120,700	0	(120,700)	-100.0%
Total Uses	\$ 8,655,300	\$ 8,056,700	\$ (598,600)	-6.9%
Sources over Uses	\$1,174,900	\$1,174,900	\$0	0.0%
Estimated Ending Cash	\$1,174,900	\$1,174,900	\$0	0.0%

2020 Program Budget Highlights

- Projected 2019 year-end cash balance is \$1.2 million. Revenues performed greater than expected in 2019, due to equipment maintenance needed for the 2019 tragedies
- 2019 capital included needed upgrades to the Monument pump-station, as well as a replacement truck
- Personnel is up 5.1%, due to Step and Merit increases and the 27th Pay. Personnel increases are offset by holding vacant a 2nd shift supervisor
- Inventory and Supplies reduced 10.9% to contain costs, keeping expenses in line with projected revenues

Internal Service Funds

Source & Uses by Program Area

Health Insurance Fund				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	6,058,900	9,929,225	3,870,325	63.9%
Projected Revenue	28,113,400	29,265,238	1,151,838	4.1%
Total Sources and Cash Balance	34,172,300	39,194,463	5,022,163	14.7%
Estimated Uses				
Personnel Costs	362,800	448,400	85,600	23.6%
Contracts & Materials				
Medical Claims	17,850,300	21,549,600	3,699,300	20.7%
Drug Claims	3,551,900	3,658,500	106,600	3.0%
D.O.C. Clinic Costs	747,100	1,100,000	352,900	47.2%
Stop Loss*	378,700	2,436,100	2,057,400	543.3%
Administration Fees	1,013,100	1,132,500	119,400	11.8%
All Other Expenses	338,600	413,000	74,400	22.0%
Total Contracts & Materials	23,879,700	30,289,700	6,410,000	26.8%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$24,242,500	\$30,738,100	\$6,495,600	26.8%
Sources over Uses	\$9,929,800	\$8,456,363	-\$1,473,437	-14.8%
Estimated Ending Cash	\$9,929,800	\$8,456,363	-\$1,473,437	-14.8%

*Stop Loss Premium payments are reported net of applied credits

2020 Program Budget Highlights

- Cash balance has recovered as a result of the 2018 mid-year transfer rate increase
- 2020 revenue is forecasted to climb, due to a 3.5% increase in the transfer rate effective January 1st
- Increase in anticipated Claims Expenses are partially a result of lower claims in 2019, as well as anticipated annual increases in costs
- Increases in D.O.C. clinic costs are driven by the implementation of Occupational Health and X-Ray services
- Stop Loss net of credits are budgeted to increase in 2020, after 2018 experienced net negative costs and 2019's lower claims expenses lead to fewer credits
- Administration Fees and Other Expenses are budgeted to increase in 2020 due to Occupation Health program
- Overall, the fund is forecasted to remain above the \$6 million cash minimum, as outlined in the City's Health Insurance Fund Policy

Internal Service Funds

Source & Uses by Program Area

Workers Compensation Fund				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	14,084,000	14,834,000	750,000	5.3%
Projected Revenue	4,656,800	4,212,700	(444,100)	-9.5%
Total Sources and Cash Balance	18,740,800	19,046,700	305,900	1.6%
Estimated Uses				
Personnel Costs	478,100	564,400	86,300	18.1%
Contracts & Materials				
BWC Claims Payments	2,642,600	3,045,100	402,500	15.2%
Other Professional Services	417,800	930,200	512,400	122.6%
Consulting & Counseling	151,100	121,000	(30,100)	-19.9%
Supplies & Miscellaneous	135,600	138,500	2,900	2.1%
All Others	22,400	28,500	6,100	27.2%
Total Contracts & Materials	3,369,500	4,263,300	893,800	26.5%
Capital Equipment/Technology	59,200	0	(59,200)	-100.0%
Total Uses	\$3,906,800	\$4,827,700	\$920,900	23.6%
Sources over Uses	\$14,834,000	\$14,219,000	-\$615,000	-4.1%
Estimated Ending Cash	\$14,834,000	\$14,219,000	-\$615,000	-4.1%

2020 Program Budget Highlights

- Revenues are projected lower in 2020 due to the reduction of the transfer rate from 3.35% to 3.1%
- Strategies to reduce claims have resulted in a credit-rating from the Ohio Bureau of Workers Compensation
- Increase in personnel in 2020 is due to BWC trading two part-time workers for two full-time workers
- 2020 Personnel also includes funding for the 27th Pay
- Increase in Other Professional Services funds the ADA Transition Plan for facilities and programs, and a portion of the Occupational Health program
- The ADA Transition Plan will inform accessibility improvements needed for employees and the public, both facilities improvements and communication improvements
- 2019 included a safety grant for three Perkins lift-gates to automate labor intensive waste collection pick-ups

Economic & Community Development Community Service Area

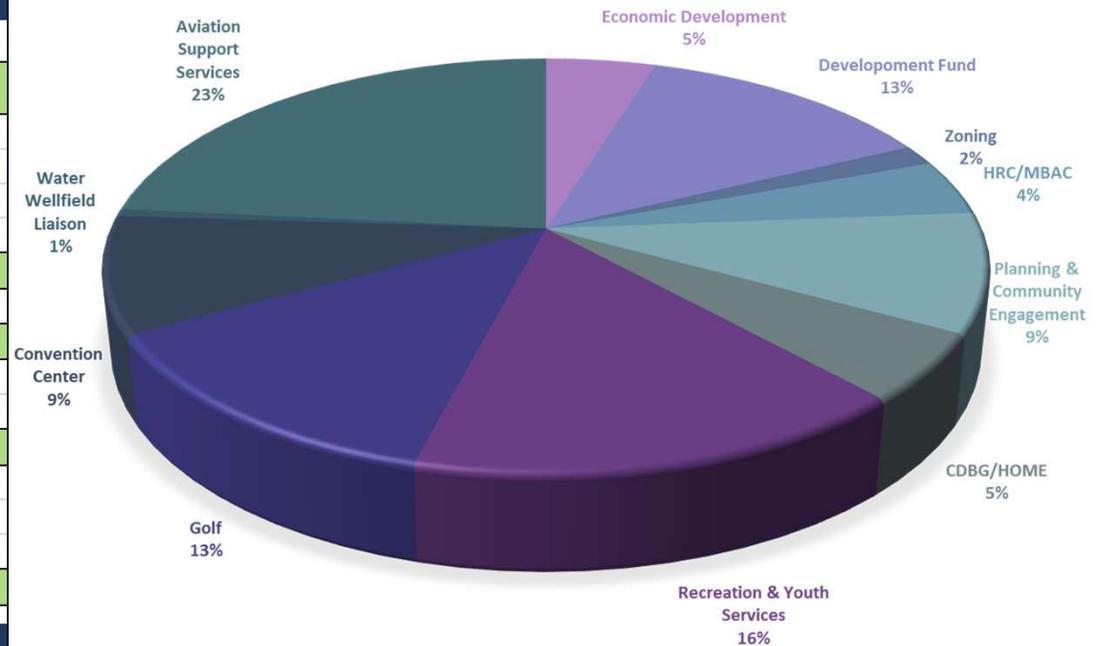
Policy Objective:

- Foster a viable, sustainable and healthy urban community by providing quality amenities, economic opportunities and affordable housing options.

Recommended Allocations

Economic and Community Development CSA by Program	
Aviation Support Services	5,397,700
Total Aviation Programs	5,397,700
Economic Development	1,099,200
Development Fund	3,000,000
Zoning Administration	370,800
Water Wellfield Liaison	132,000
Total Economic Development Programs	4,602,000
Human Relations Council/MBAC	1,001,100
Total Human Relations Council Programs	1,001,100
Planning/Community Engagement	2,138,300
CDBG/HOME	1,211,100
Total Planning & Community Development Programs	3,349,400
Recreation & Youth Services	3,636,700
Golf	2,975,000
Convention Center	2,090,000
Total Recreation & Youth Services Programs	8,701,700
Total Economic & Community Development CSA	23,051,900

Program Areas



Economic & Community Development Community Service Area

2019 Original Budget & 2020 Recommended Budget

Program	2019 Original Budget	# FTEs	2020 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Economic Development	1,012,000	8	1,099,200	87,200	8.6%	8
Development Fund	3,000,000	N.A.	3,000,000	0	0.0%	N.A.
Zoning Administration	366,200	3	370,800	4,600	1.3%	3
Water Wellfield Liaison	123,700	1	132,000	8,300	6.7%	1
Total Economic Development Programs	4,501,900	12	4,602,000	100,100	2.2%	12
Human Relations Council/MBAC	932,600	9	1,001,100	68,500	7.3%	9
Planning & Community Engagement	2,054,500	14	2,138,300	83,800	4.1%	14
Community Dev. Block Grant/HOME	1,127,900	8	1,211,100	83,200	7.4%	8
Total Planning & Comm. Dev Programs	4,115,000	31	4,350,500	235,500	5.7%	31
Recreation & Youth Services	3,930,400	44	3,636,700	(293,700)	-7.5%	44
Golf	3,232,200	10	2,975,000	(257,200)	-8.0%	10
Golf Subsidy	346,400	N.A.	0	(346,400)	N.A.	N.A.
Convention Center	2,093,600	12	2,090,000	(3,600)	-0.2%	13
Total Recreation & Youth Serv. Programs	9,602,600	66	8,701,700	(900,900)	-9.4%	67
Aviation Support Services	5,327,500	15	5,397,700	70,200	1.3%	15
Total Economic & Community Development CSA	23,547,000	124	23,051,900	(495,100)	-2.1%	125

City Commission Priorities

Economic & Community Development CSA



Economic & Community Development

Foster City of Learners

Objective: Encourage early childhood development by increasing access to high quality Pre-K

Activity: Actively support Preschool Promise

- **2019 Results:** 63 Preschool Promise partners, of which 62 are star-rated. In 2018, 51 out of 62 were star-rated. This is an increase of 7 partners from 2018 and 16 percentage point increase from 2018.
- **2020 Path to Progress:** For 2020, Preschool Promise endeavors to radically improve quality to close racial gaps in the program and develop strategies to reach children not going to preschool at all.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% preschools star rated	90%	82%	98%	90%



Economic & Community Development

Foster City of Learners

Objective: Offer programs that promote and encourage reading

Activity: Provide programs for young people in an effort to impact literacy at the third grade level

- **2019 Results:** As of third quarter 2019, Recreation Division tracked 9,450 visits to programs for young people that incorporated literacy components. This is up 1,788 visits compared to the same time last year. In 2019, Recreation added a new after school program at the Greater Dayton Recreation Center at Roosevelt Commons.
- **2020 Path to Progress:** Recreation will provide opportunities for literacy at the Urban Adventures Summer Camps for 3-12 year olds and the Recess After School programs. RYS will also provide funding for the Freedom School programs through the United Way.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of young people in attendance at Recreation programs with reading and learning components	13,400	7,662	9,450	13,000



Economic & Community Development

Strengthen Neighborhoods & Communities

Objective: Support volunteerism to improve Dayton's neighborhoods

Activity: Increase volunteerism through Neighborhood Mini Grant projects

- **2019 Results:** Through the end of third quarter, 388 volunteers have worked toward projects funded with Neighborhood Mini Grants. 19 Mini Grants were funded in 2018 for work in 2019, representing an investment of \$87,000 in City funds.
- **2020 Path to Progress:** 23 Mini Grants were funded in 2019 for work in 2020, representing an investment of \$102,100 in City funds. This represents the largest dollar amount funded in the Grant's 12-year history.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of volunteers	450	408	388	500

Objective: Reduce blight in neighborhoods

Activity: Implement programs to reduce number of vacant properties through Lot Links

- **2019 Results:** 59 applications passed eligibility and were entered into the Lot Links program. Transferred ownership of 36 properties to applicants for which foreclosures were completed.
- **2020 Path to Progress:** The Lot Links program will sunset on December 20, 2019.



Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of applicants transferred each qt.	50%	66%	61%	N.A.

Economic & Community Development

Strengthen Neighborhoods & Communities

Objective: Develop high capacity neighborhoods

Activity: Facilitate neighborhood participation, neighborhood organizing, social events and other activities

- **2019 Results:** 68% of neighborhoods, or 45 of 65 total, are rated as Stable or High Capacity. Six neighborhoods moved to Stable or High Capacity this year. These neighborhoods include Twin Towers, Walnut Hills, Linden Heights, DeWeese, Old North Dayton and Dayton View Triangle. Community Engagement team hosted 4 Longest Table events to facilitate neighborly gatherings, 9 Mobile Food Days which included an average of 150 volunteers, 6 Young People and Police Real Talk sessions, and various other engagement events throughout the year.
- **2020 Path to Progress:** The Community Engagement Team will focus on community capacity building with a four-pronged approach: Neighborhood-focused outcomes, leadership & development training, community engagement, & enhanced communication.



Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Neighborhoods rated Stable or High Capacity	60%	60%	68%	70%

Economic & Community Development

Strengthen Neighborhoods & Communities

Objective: Create recreation opportunities that will connect members of the Dayton community

Activity: Host community events that draw neighbors together

- **2019 Results:** RYS tracked 62,865 visits to community events through third quarter. New events this year included the Cincinnati Bengal Draft Pick event, an Easter event and the first annual Dayton Funk Festival. In fourth quarter, RYS hosted the annual Trunk-or-Treat event and finished the year with the annual Senior Holiday Luncheon. RYS estimates ending the year very close to the target of connecting 77,300 members of the Dayton Community.
- **2020 Path to Progress:** RYS will explore opportunities to enhance smaller events and increase attendance by promoting RYS events and opportunities.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of Attendees at Community Events	70,000	36,645	62,865	70,000



Economic & Community Development

Incent Wealth Creation & Economic Growth

Objective: Support economic activity through economic benefits to the Dayton region

Activity: Maximize number of events at the Dayton Convention Center

- **2019 Results:** The Convention Center hosted 104 events through the end of third quarter. Convention Center expects to end the year with approximately 132 events, shy of the 200 event target.
- **2020 Path to Progress:** The target will be reduced to 150 events to focus on providing quality customer service delivery.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of events booked at the Convention Center	200	115	104	150



Economic & Community Development

Incent Wealth Creation & Economic Growth

Objective: Increase job creation and retention

Activity: Facilitate projects and technical assistance

- **2019 Results:** 5 Projects as of November of 2019, totaling \$119.3 million in private investment and \$10.7 million in public investment.
- **2020 Path to Progress:** Job creation pledge: 750/year; job retention pledge: 1,250/year.

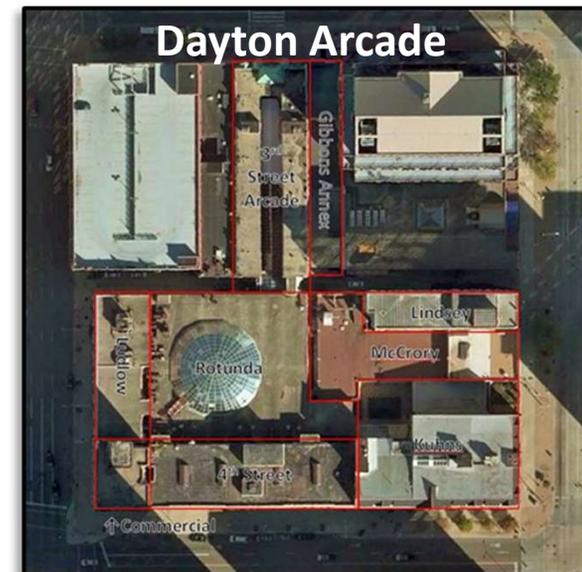
Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of pledged and retained jobs	Creation: 750 Retention: 1,250	Creation: 79 Retention: 37	Creation: 865 Retention: 0	Creation: 750 Retention: 1,250

Objective: Hold predevelopment meetings

Activity: Facilitate projects and technical assistance

- **2019 Results:** Held 51 Pre-development “Frank” meetings through third quarter. 26 meetings generated applications for permits.
- **2020 Path to Progress:** Conduct 100 Pre-development meetings.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of predevelopment meetings	100	71	51	100



Economic & Community Development

Incent Wealth Creation & Economic Growth

Objective: Increase number of new markets with direct service

Activity: Track new markets at DAY



- **2019 Results:** In 2019, there were no new markets added to DAY.
- **2020 Path to Progress:** Obtain one new flight for 2020.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of new markets at DAY	1	1	0	1

Objective: Increase private sector employment at DAY

Activity: Create new private sector employment at DAY

- **2019 Results:** 2,000 jobs created at DAY, after the opening of Chewy, Crocs and the expansion at Energizer/STP.
- **2020 Path to Progress:** Attract businesses for the remaining parcels available for development at DAY.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of new jobs at DAY	400	400	2,000	400

Infrastructure

Incent Wealth Creation & Economic Growth

Objective: Increase Construction Payroll and Supplier Opportunities

Activity: Provide business opportunities through Disadvantaged Business Enterprise Program

- **2019 Results:** Through third quarter, Aviation has had a 23% participation on contracts awarded through this program.
- **2020 Path to Progress:** The department of Aviation will continue to promote and solicit DBE participation through our bid advertisements and hosting of the Airport Business Opportunities Outreach at DAY event. The 2020 goal for contracts awarded through this program remains at 26% participation.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Contracts awarded through program	26%	23%	23%	26%



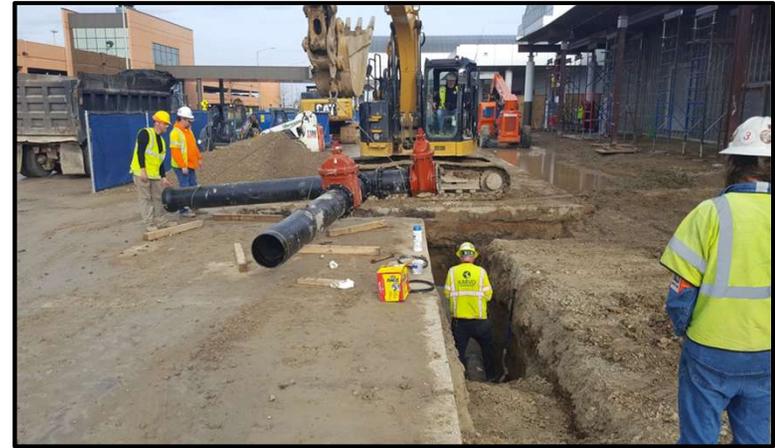
Infrastructure

Incent Wealth Creation & Economic Growth

Objective: Increase Construction Payroll and Supplier Opportunities

Activity: Track total construction jobs at DAY and Dayton-Wright Brothers Airports

- **2019 Results:** Through third quarter, construction projects at Dayton International (DAY) and Dayton Wright Brothers Airports (MGY) account for the creation of 158.5 additional full time construction jobs. Construction administration accounts for an additional 4 employees for a total of 162.5.
- **2020 Path to Progress:** Aviation will award 4 additional construction projects in the fourth quarter. These contracts will amount to almost \$9.0 million in construction contracts. Our goal for 2020 will remain at 150.



Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of construction jobs	150	165	162.5	150

Economic & Community Development

Incent Wealth Creation & Economic Growth

Objective: Increase MBE, WBE and Dayton Local Small Business participation

Activity: Set goals, monitor achievement, and provide outreach in conjunction with City departments to minority business enterprises

- **2019 Results:** Achieved 11% MBE, 2% WBE and 12.95% DLSB participation through November 15, 2019.
- **2020 Path to Progress:** Work collaboratively to meet aspirational goal for business inclusion. Host targeted MBE/WBE recruitment efforts and build awareness of City projects through quarterly Opportunity Forums. Provide capacity building services through MBAC and community partners. Ensure policies and procedures match current practices and recommend ordinance updates that support inclusion efforts. The disparity study was finalized and recommended new aspirational targets for the next 5 years. Identifying opportunities for revised staffing structure and improved effectiveness through HRC strategic plan.



Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Annual inclusion goal achievement - MBE	15%	10%	11%	TBD
% Annual inclusion goal achievement - WBE	5%	4.63%	2%	TBD
% Annual inclusion goal achievement – Dayton Small Business	6%	6.41%	12.95%	TBD

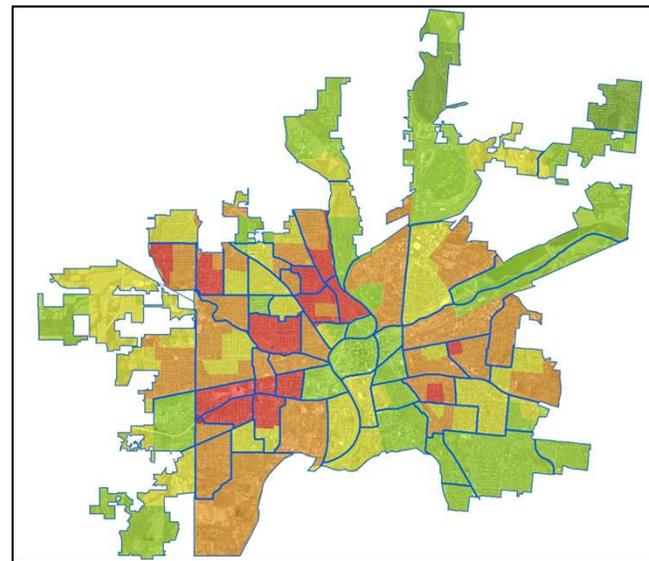
Economic & Community Development

Provide Quality Services with Excellent Customer Service

Objective: Improve neighborhood conditions

Activity: Target resources and activities to facilitate transition of tipping point neighborhoods to health

- **2019 Results:** Through third quarter, one neighborhood has been reclassified to healthy: Belmont. Since 2013, five neighborhoods have been reclassified from Tipping Point to Healthy: Oregon District, Shroyer Park, Philadelphia Woods, Wright Dunbar and Belmont.
- **2020 Path to Progress:** In 2020, PCD will drive strategic investment in neighborhoods to improve neighborhood condition and reduce blight.



Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of healthy neighborhoods by 2 above baseline of 16	2	1	1	2

Economic & Community Development

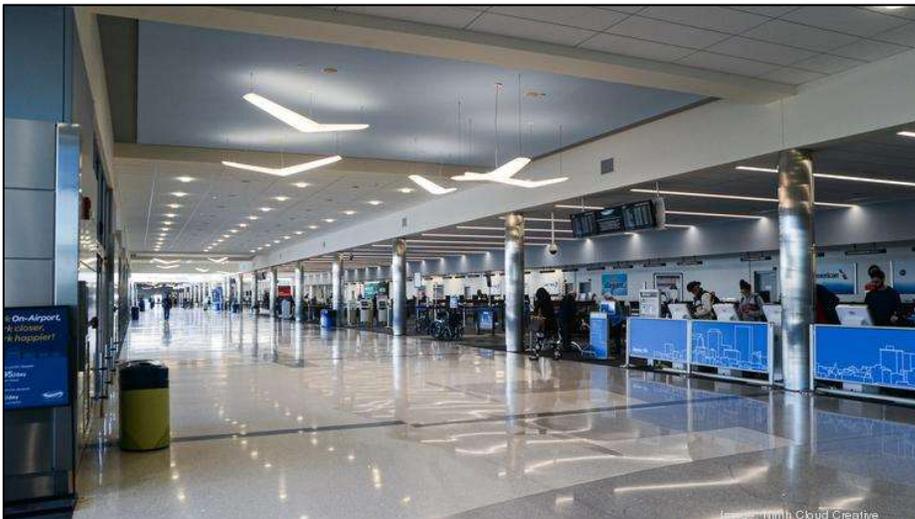
Provide Quality Services with Excellent Customer Service

Objective: Increase seat capacity

Activity: Contact airlines to show how the Dayton market can support additional capacity to current and new markets

- **2019 Results:** Through third quarter, 2019 saw a 5.8% decrease in seat capacity. Seat Capacity was 293,817 in 2019, compared to from 311,984 during the same period in 2018.
- **2020 Path to Progress:** Continue to meet with current airlines and new airlines. Keep line of communications open showing the economic development in the City and how Airlines will be successful in the Dayton market.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% increase in seat capacity at DAY	3% increase	1.4% increase	5.8% decrease	3% increase



Economic & Community Development

Provide Quality Services with Excellent Customer Service

Objective: Maximize use of recreation programs, opportunities and facilitates

Activity: Provide high quality recreation programs and maintain quality facilities

- **2019 Results:** Through third quarter, there were 197,779 recreation visits, up from 159,662 during this same period in 2018. 131,382 golf rounds were played at City courses, up from 126,794 rounds during this same period in 2018. There were 149,983 visits to the Convention Center, down slightly from 161,877 visits during the same period in 2018. Recreation and Youth Services staff estimate they will end the year with 213,000 Recreation visits, 148,000 rounds of golf played and 175,000 visits to the Convention Center.
- **2020 Path to Progress:** During 2020, RYS will continue to explore trending recreation and fitness programs and will enhance sports programming. Additionally, RYS will expand program advertising and overall marketing for the Department, with the goal of reaching a wider audience.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of Recreation attendance in all Divisions:	REC: 300,000	REC: 159,662	REC: 197,779	REC: 300,000
	Golf: 155,000;	Golf: 126,794	Golf: 131,382	Golf: 140,000
	DCC: 200,000	DCC: 161,877	DCC: 149,983	DCC: 180,000

Objective: Increase throughput for projects

Activity: Facilitate projects and technical assistance

- **2019 Results:** Received 32 site selector inquiries. Responded to all inquiries within 72 hours and provided follow up as appropriate.
- **2020 Path to Progress:** Respond to all site selector inquiries within 3 business days and provide follow up as appropriate.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Response time within 72 hours	90%	100%	100%	100%

Economic & Community Development

Support Services & Opportunities for Young People

Objective: Maximize participation in recreation facilities and programs

Activity: Provide affordable, high-quality recreation facilities and programs

- **2019 Results:** As of third quarter, Recreation had 42,892 visits from young people. 4,196 rounds of golf played by children and teens, or exceeding their target. Recreation attendance is down due to the change in programming strategies. While City recreation league games were played in our facilities, our competitive basketball games for young people were moved offsite in 2019. Additionally, Recreation lowered the number of registrants for the Reds Rookie Success League based on limited volunteer availability. Recreation plans to end the year with approximately 48,000 visits. Golf estimates it will end the year with 4,450 junior rounds played.
- **2020 Path to Progress:** Increase participation amongst children and teens by expanding advertising and marketing efforts to reach more families. Golf will continue to work with the First Tee of Greater Miami Valley and expand player development to 5 & 6 year olds.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of young people in attendance	Golf: 5,000 REC: 85,000	Golf: 4,666 REC: 39,050	Golf: 4,196 REC: 42,892	13,000



Economic & Community Development

Support Services & Opportunities for Young People

Objective: Enhance manufacturing day participation

Activity: Coordinate with schools, manufacturing companies and parents

- **2019 Results:** All DPS middle schools and high schools participated, with nearly 275 Dayton Public Schools Students and 5 Dayton manufacturers.
- **2020 Path to Progress:** Continue working with DPS and other partners to enhance participation in Manufacturing Day.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of Students, # of Manufacturing Companies participation	Students: 250 Companies: 5	Students: 275 Companies: 10	Students: 275 Companies: 5	Students: 275 Companies: 5



Economic & Community Development

Support Services & Opportunities for Young People

Objective: Promote aviation to young people in the Dayton region

Activity: Offer programs, events and camps about aviation and aviation jobs for children and families

- **2019 Results:** Events held at the Dayton International Airport and Dayton-Wright Brothers Airport: Air Camp for students, Air Camp for teachers, Honor flight, Dayton Air Show, Passenger Appreciation Days, Runway Fest
- **2020 Path to Progress:** Air Camp for Students, Air Camp for Teachers, Honor Flight, Dayton Air Show, Passenger Appreciation Days and Runway Fest.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of Participants	3,200	N.A	3,265	3,500



DAYTON

Economic & Community Development

Budget Recommendation by the Numbers

Economic & Community Development

Source & Uses by Program Area

Aviation Support Services				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Aviation Operating Fund	5,327,500	5,397,700	70,200	1.3%
Total Sources	\$ 5,327,500	\$ 5,397,700	\$ 70,200	1.3%
Estimated Uses				
Personnel Costs	1,823,800	1,818,500	(5,300)	-0.3%
Contracts & Materials				
Real Estate Taxes	1,050,000	1,014,800	(35,200)	-3.4%
Marketing and Advertisements	727,700	700,000	(27,700)	-3.8%
Consulting Services	332,600	332,600	0	0.0%
Indirect Cost Allocation	276,400	267,300	(9,100)	-3.3%
Insurance	175,000	229,000	54,000	30.9%
Other Professional Services	172,000	187,000	15,000	8.7%
Maintenance Agreements	143,100	208,200	65,100	45.5%
Supplies & Miscellaneous	151,700	150,500	(1,200)	-0.8%
Telephone	121,000	160,500	39,500	32.6%
Auditing & Legal Services	63,100	85,300	22,200	35.2%
Travel & Training	87,500	37,500	(50,000)	-57.1%
All Others	23,100	26,500	3,400	14.7%
Total Contracts & Materials	3,323,200	3,399,200	76,000	2.3%
Capital Equipment/Technology	180,500	180,000	0	0.0%
Total Uses	\$ 5,327,500	\$ 5,397,700	\$ 70,700	1.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Reduction in Personnel is attributed to turnover and lower compensation costs for new employees
- Real Estate taxes reduced based on actual trends
- Insurance and Telephone increased due to higher projected costs
- Maintenance Agreements increased due to consolidation; it was formerly budgeted in other lines across the Department
- Travel and Marketing were reduced to control costs, given revenue challenges across the enterprise

Economic & Community Development

Source & Uses by Program Area

Economic Development				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,012,000	1,099,200	87,200	8.6%
Total Sources	\$ 1,012,000	\$ 1,099,200	\$ 87,200	8.6%
Estimated Uses				
Personnel Costs	918,400	956,600	38,200	4.2%
Contracts & Materials				
Legal Services	40,400	45,400	5,000	12.4%
Land & Building Rentals	0	47,500	47,500	100.0%
Miscellaneous & Supplies	22,500	18,000	(4,500)	-20.0%
Travel & Training	12,000	15,000	3,000	25.0%
All Others	18,700	16,700	(2,000)	-10.7%
Total Contracts & Materials	93,600	142,600	49,000	52.4%
Capital Equipment/Technology	0	0	0	N.A.
Total Uses	\$ 1,012,000	\$ 1,099,200	\$ 47,000	8.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Increase in Personnel due to Step and Merit increases, as well as correction for unbudgeted benefits in the prior year
- Land & Building Rentals increase attributable to new lease to support Water Street area developments
- Legal Advertising reduced as a budget solution to offset increases in other lines

Economic & Community Development

Source & Uses by Program Area

Development Fund				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Income Tax Transfer	3,000,000	3,000,000	0	0.0%
Total Sources	\$ 3,000,000	\$ 3,000,000	0	0.0%
Estimated Uses				
Contracts & Materials				
Miscellaneous Projects	3,000,000	3,000,000	0	0.0%
Total Contracts & Materials	3,000,000	3,000,000	0	0.0%
Total Uses	\$ 3,000,000	\$ 3,000,000	0	0.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Income Tax transfer maintained at \$3.0 million, to support development projects across the City, as well as school payments for successful development projects

Economic & Community Development

Source & Uses by Program Area

Zoning Administration				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	366,200	366,200	4,600	1.3%
Total Sources	\$ 366,200	\$ 370,800	\$ 4,600	1.3%
Estimated Uses				
Personnel Costs	349,100	355,700	6,600	1.9%
Contracts & Materials				
Miscellaneous & Supplies	6,000	2,500	(3,500)	-58.3%
Fleet & Fuel	4,600	5,500	900	19.6%
All Others	6,500	7,100	600	9.2%
Total Contracts & Materials	17,100	15,100	(2,000)	-11.7%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$ 366,200	\$ 370,800	\$ 4,600	1.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel increases offset by lower compensation for new employee after staff retirement
- Contracts and Materials reduced based on actual trends

Economic & Community Development

Source & Uses by Program Area

Water Wellfield Liaison				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Wellfield Protection	123,700	132,000	8,300	6.7%
Total Sources	\$ 123,700	\$ 132,000	\$ 8,300	6.7%
Estimated Uses				
Personnel Costs	122,000	130,600	8,600	7.0%
Contracts & Materials				
Travel & Training	1,300	1,200	(100)	-7.7%
Supplies & Materials	400	200	(200)	-50.0%
Total Contracts & Materials	1,700	1,400	(300)	-17.6%
Capital Equipment/Technology				
Total Uses	\$ 123,700	\$ 132,000	\$ 8,300	6.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel growth represents Step and Merit increase for one FTE, offset by reductions in Contracts and Materials

Economic & Community Development

Source & Uses by Program Area

Human Relations Council				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	932,600	1,001,100	68,500	7.3%
Total Sources	\$ 932,600	\$ 1,001,100	\$ 68,500	7.3%
Estimated Uses				
Personnel Costs	848,100	908,200	60,100	7.1%
Contracts & Materials				
Travel & Training	7,300	17,900	10,600	145.2%
Other Professional Services	66,400	67,000	600	0.9%
Supplies & Miscellaneous	7,500	5,700	(1,800)	-24.0%
All Others	3,300	2,300	(1,000)	-30.3%
Total Contracts & Materials	84,500	92,900	8,400	9.9%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$ 932,600	\$ 1,001,100	\$ 68,500	7.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel increase is due to promotions and filling Deputy Director position for full year in 2020
- Contracts and Materials increase for ACCA mandatory training, which occurs every third year

Economic & Community Development

Source & Uses by Program Area

Planning/Community Engagement				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,054,500	2,138,300	83,800	4.1%
Total Sources	\$ 2,054,500	\$ 2,138,300	\$ 83,800	4.1%
Estimated Uses				
Personnel Costs	1,501,800	1,519,900	18,100	1.2%
Contracts & Materials				
Contributions & Donations	113,500	151,000	37,500	33.0%
Public Service Contracts	75,000	60,000	(15,000)	-20.0%
Other Professional Services	57,000	88,000	31,000	54.4%
Supplies & Miscellaneous	49,200	48,000	(1,200)	-2.4%
Travel and Training	37,900	26,500	(11,400)	-30.1%
Advertising, Mailing & Repro.	31,500	46,500	15,000	47.6%
Architectural Services	19,000	30,000	11,000	57.9%
All Others	19,600	18,400	(1,200)	-6.1%
Total Contracts & Materials	402,700	468,400	65,700	16.3%
Capital Equipment/Technology	0	0	0	0.0%
Transfer Out	150,000	150,000	0	0.0%
Total Uses	\$ 2,054,500	\$ 2,138,300	\$ 83,800	4.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel costs contained through attrition, with Planning Division abolishing two Planner II positions in trade for two Planner I positions
- Contributions & Donations increased through the assumption of Miami Valley Conservancy District and Bike Miami Valley contracts from Non-Departmental, as well as the Community Impact Conversations
- Public Service Contracts were reduced based on actual expenditure trends with the Public Defender's Office
- Advertising & Mailing increased to support CRA's in 2020
- Architectural Services increased for Historic Planning

Economic & Community Development

Source & Uses by Program Area

Community Development Block Grant				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
CDBG	1,020,600	1,077,000	56,400	5.5%
HOME	107,300	134,100	26,800	25.0%
Total Sources	\$ 1,127,900	\$ 1,211,100	\$ 83,200	7.4%
Estimated Uses				
Personnel Costs	899,900	1,007,600	107,700	12.0%
Contracts & Materials				
Other Professional Services	15,000	87,220	72,220	481.5%
Supplies & Miscellaneous	133,000	47,000	(86,000)	-64.7%
Travel & Training	32,500	32,500	0	0.0%
All Others	23,500	13,980	(9,520)	-40.5%
Total Contracts & Materials	204,000	180,700	(23,300)	-11.4%
Capital Equipment/Technology	24,000	22,800	0	0.0%
Total Uses	\$ 1,127,900	\$ 1,211,100	\$ 84,400	7.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel increased to fill two Community Development Specialist positions, which have been held vacant the last two years, as well as Grants Administrator for HOME
- Personnel includes funding for the 27th Pay
- Other Professional Services increased for the mandatory Impediments to Fair Housing study and 5-Year Strategic Plan Development
- Supplies & Miscellaneous reduced based on actual trends

Economic & Community Development

Source & Uses by Program Area

Recreation and Youth Services				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	3,930,400	3,636,700	(293,700)	-7.5%
Total Sources	\$ 3,930,400	\$ 3,636,700	\$ (293,700)	-7.5%
Estimated Uses				
Personnel Costs	2,782,200	2,787,200	5,000	0.2%
Contracts & Materials				
Other Professional Services	379,100	370,100	(9,000)	-2.4%
Utilities	250,000	-	(250,000)	-100.0%
Supplies & Miscellaneous	207,100	210,600	3,500	1.7%
Travel & Training	37,800	35,400	(2,400)	-6.3%
Contributions & Donations	30,000	30,000	0	0.0%
Marketing & Reproduction	38,700	36,600	(2,100)	-5.4%
Security Services	16,000	25,000	9,000	56.3%
Fleet, Fuel and Fleet Rentals	21,700	21,600	(100)	-0.5%
All Others	12,800	12,200	(600)	-4.7%
Total Contracts & Materials	993,200	741,500	(251,700)	-25.3%
Capital Equipment/Technology	155,000	108,000	0	-30.3%
Total Uses	\$ 3,930,400	\$ 3,636,700	\$ (246,700)	-7.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel costs up only \$5,000 or 0.2%, after conversion of full-time positions to part time, to enhance staffing flexibility at the Recreation Centers
- Utilities centralized to Public Works Property Management Division, and corresponding budget transferred
- Travel & Training, Marketing and Other Professional Services reduced to fund increases in Security Services and Supplies
- Capital Equipment allocation includes an aquatic chair lift and aquatic sensor system called “Angel Eyes”

Economic & Community Development

Source & Uses by Program Area

Golf				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Golf Operating Fund	3,232,200	2,975,000	(257,200)	-8.0%
Total Sources	\$ 3,232,200	\$ 2,975,000	\$ (257,200)	-8.0%
Estimated Uses				
Personnel Costs	1,177,200	1,259,100	81,900	7.0%
Contracts & Materials				
Management Contracts	648,500	648,500	0	0.0%
Other Professional Services	412,000	412,000	0	0.0%
Supplies & Miscellaneous	279,100	309,100	30,000	10.7%
Utilities	140,000	140,000	0	0.0%
Maintenance Agreements	60,200	47,700	(12,500)	-20.8%
Gasoline and Diesel	55,000	55,000	0	0.0%
Facility Maintenance	26,100	13,000	(13,100)	-50.2%
Custodial Services	17,500	17,500	0	0.0%
Plumbing Charges	20,000	15,000	(5,000)	-25.0%
Rentals	14,600	14,600	0	0.0%
All Others	29,900	43,500		
Total Contracts & Materials	1,702,900	1,715,900	13,000	0.8%
Debt Service	95,900	0	(95,900)	-100.0%
Transfers Out	60,000	0	(60,000)	-100.0%
Capital Equipment/Technology	196,200	0	0	0.0%
Total Uses	\$ 3,232,200	\$ 2,975,000	\$ (257,200)	-8.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel costs increased \$81,900 due to Step and Merit increases, as well as funding for the 27th Pay
- Debt Service will unwind in 2020; this coupled with reductions in Contracts & Materials has allowed the elimination of the General Fund subsidy
- Supplies & Misc. increased based on actual trends
- \$100,000 for the leasing of critical equipment will be pre-funded in 2019 from the General Fund

Economic & Community Development

Source & Uses by Program Area

Convention Center				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,093,600	2,090,000	(3,600)	-0.2%
Total Sources	\$ 2,093,600	\$ 2,090,000	\$ (3,600)	-0.2%
Estimated Uses				
Personnel Costs	1,003,400	983,200	(20,200)	-2.0%
Contracts & Materials				
Other Professional Services	289,600	271,400	(18,200)	-6.3%
Electric	230,000	250,000	20,000	8.7%
Security Services	135,000	181,500	46,500	34.4%
Maintenance Agreements	101,000	98,600	(2,400)	-2.4%
Facility & Equip Maintenance	89,100	73,600	(15,500)	-17.4%
Real Estate Taxes	61,800	63,000	1,200	1.9%
Gas	60,000	54,600	(5,400)	-9.0%
Water	30,000	23,600	(6,400)	-21.3%
Supplies & Miscellaneous	29,600	26,600	(3,000)	-10.1%
Insurance	19,000	40,000	21,000	110.5%
Plumbing Charges	15,000	5,000	(10,000)	-66.7%
All Others	30,100	18,900	(11,200)	-37.2%
Total Contracts & Materials	1,090,200	1,106,800	16,600	1.5%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$ 2,093,600	\$ 2,090,000	\$ (3,600)	-0.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

- Personnel reductions reflect the abolishment of two full-time positions in trade for three part-time laborer positions
- Overtime reduced based on current trends
- Security Services increased 34% or \$46,500, based on additional need
- Electricity increased 8.7%, due to increased costs
- Other Professional Services, Maintenance, Plumbing Charges, Gas and Electric all reduced to offset increase in Security and Electricity

Key Accomplishments

Human Relations Council:

- ✓ *The City of Dayton's 2019 construction awards included more than \$3 million pledged to small, minority-owned, woman-owned, and Dayton-local small businesses in the City's PEP program. This represents 18.7 percent of City spending on construction projects eligible for a PEP goal.*
- ✓ *The HRC completed the Third Generation Disparity study. This study set the aspirational inclusion goals for the next 5 years and will guide the work of the entire City to improve overall effectiveness.*
- ✓ *The Dayton MBAC created a strong economic impact during the 2019 fiscal year and was recognized by the Ohio Development Services Agency for the assistance provided to businesses over a 12-county region - with over \$12.8million of public sector awards pledged and 205 jobs created.*

Aviation:

- ✓ *Completed Phase 1 of the Terminal Modernization Project.*
- ✓ *Completed Phase 2 of Terminal Apron Rehab.*
- ✓ *Completed NW and NE Sanitary Sewer improvements.*



Economic Development:

- ✓ *Brownfield program obtained two gas station remediation grants from the State of Ohio, and remediated one abandoned gas station with a second to be completed in 2020.*
- ✓ *Facilitated South Arcade Financial Closing.*
- ✓ *Chewy and Crocs Opened at Dayton International Airport.*

Key Accomplishments

Recreation:

- ✓ *Recreation provided a positive impact on the Dayton community through events, programming, grants/sponsorships and special projects, including the 100th Season NFL Draft Day family event, the completion of the \$1.5 million Dabney pool renovations, 8 weeks of free swim, Fireworks Festival, Walk with Ease Grant, Reds Rookie Success League, installation of a hitting wall at Jim Nichols Tennis Complex, field resurfacing at Kettering Field Complex and Howell Baseball Field, the Second Annual Block Party Series and the Funk Music Festival.*
- ✓ *Golf is up by 11% in revenue and 5% in rounds of golf played.*
- ✓ *Implemented branding strategies at Kettering Field, Northwest and Lohrey Recreation Centers, to create a recognizable, competitively attractive and inviting appearance at these facilities.*



Key Accomplishments

Planning and Community Development:

- ✓ *Community Development team registered over 200 vacant properties, administered third year of the Americorps Grant and offered first CDBG competitive process since 2013, granting over \$1.0 million in awards.*
- ✓ *Planning Division held land use applicants to a higher design standard, staffed three City boards, completed listing for Downtown Dayton National Register Historic District, oversaw approval of Midtown/Carillon CRA and worked with UDA on strategic plans in Southwest and Northwest areas.*
- ✓ *Citizen Engagement efforts included Community Impact Conversations, President's Forums, staffing land use boards, mini-grants, community engagement grants, and EITC.*

