

# 2020 Grey Book

City Manager's Recommended Budget  
to  
The Dayton City Commission



CITY OF DAYTON, OHIO



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# Budget Overview

## The Budget as a Path to Progress

The City of Dayton’s budget serves as both a vital policy tool and call to action. It outlines how City resources will be dedicated in the coming year, and once ratified by City Commission action, becomes the Administration’s roadmap to accomplishing Commission priorities. The 2020 Budget, described herein, includes projected revenues, planned spending levels, and the programs, activities and objectives that are expected to be accomplished with the recommended budget allocations.

**Dayton’s Policy Budget:** Resource Allocation to Influence Positive Community Outcomes

In 2014, City of Dayton residents approved a charter amendment to the City’s budget process. These changes established the Policy Budget, and five Community Service Areas. The new approach is grounded in priorities established by the City Commission. The Policy Budget emphasizes leveraging City resources to accomplish outcomes that are impactful to the community. Dayton’s Policy Budget established long-term program objectives and a corresponding performance management component. The Policy Budget is an iterative process that emphasizes the values of Accountability, Transparency, and Continuous Improvement.



# Budget Overview

The City of Dayton budget process starts with the establishment and affirmation of the City Commission’s Priorities. Then, the City Manager and City Leadership establish programs and activities to accomplish goals that meet the City Commission’s priorities. Throughout the year, Management & Budget measures the efficacy, effectiveness and efficiency of the City’s programs, and monitors Community Outcomes. Community feedback is solicited throughout the process; most notably through the City’s annual household survey, the Dayton Survey, Community Impact Conversations hosted by the City Manager, and the City’s transparency portal, Dayton Open Data, as well as various other forums. With outcomes in mind, Management & Budget begins the process of modelling and projecting the City’s expected revenues and expected costs.

# Community Service Areas

The City of Dayton has five Community Service Areas: Economic and Community Development, Justice, Building and Environmental Safety, Infrastructure, and Corporate Services and Governance. Each Community Service Area (CSA) is comprised of a group of programs with an integrated mission, linked together with a set of shared Commission Priorities. The CSA groupings create natural collaborations between City Departments and programs and support innovation and idea sharing.

The CSAs are linked together to form the framework for the City’s Police Budget. Below, the CSAs are represented with their integrated mission statement.



# Budget Overview

## Commission Priorities

### Economic & Community Development CSA Priorities

The Economic & Community Development CSA is grounded in the people, neighborhoods, amenities and businesses that create a vibrant, equitable and dynamic community. This CSA accounts for \$23.1 million in budget in 2020, largely from General Fund, Aviation and Federal Grant Sources.



### Justice CSA Priorities

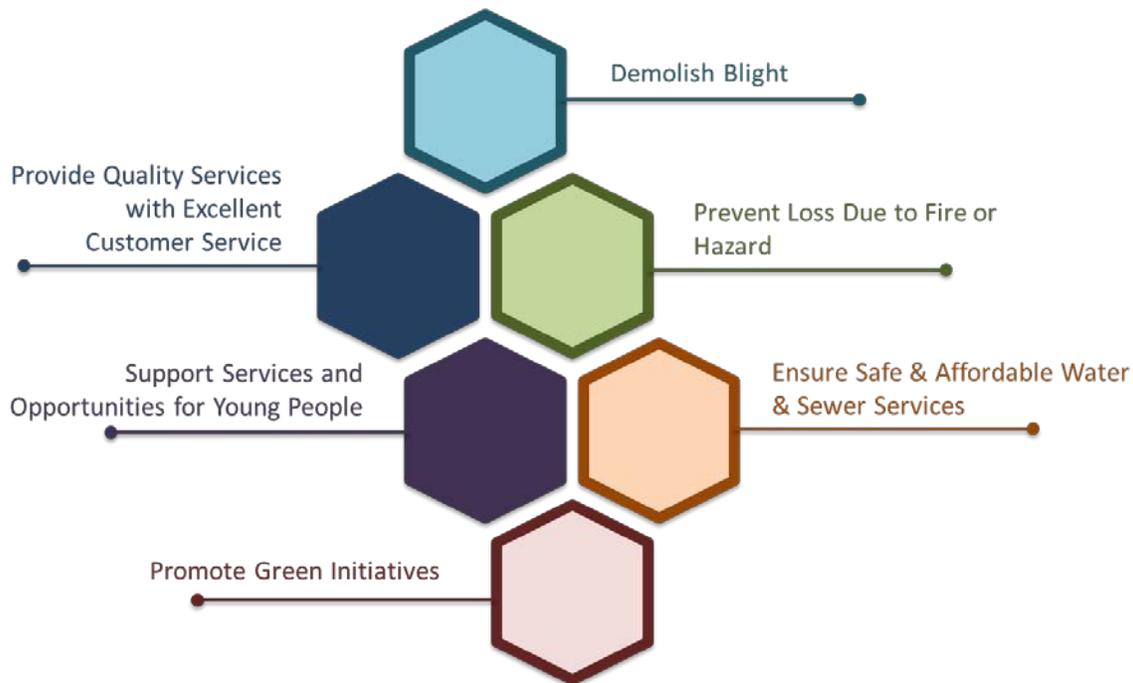
Programs in the Justice CSA ensure a safe and just community where all people can live, work and thrive. This CSA's recommended budget in 2019 is \$66.5 million from General Fund and Grant Sources.



# Budget Overview

## Building and Environmental Safety CSA Priorities

The Building and Environmental Safety CSA protects the City’s physical environment and natural resources, people, places and property. This CSA’s recommended 2020 budget is \$118.8 million from a combination of General Fund, Water, Sewer, Storm, Aviation and Federal Grant Sources.



## Infrastructure CSA Priorities

Members of the Infrastructure CSA work to maintain and improve the City’s built environment. This CSA’s 2020 recommended budget totals nearly \$101 million, from a combination of General Fund, Water, Storm, Aviation, Roadway Fund and CDBG sources.



# Budget Overview

## Corporate Services & Governance CSA Priorities

The mission of the Corporate Services & Governance CSA is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. This CSA’s 2020 recommended budget is \$85.9 million, including Internal Service Funds. Operating funding sources for this CSA include the General Fund, Water Fund and CDBG. In addition to Corporate Services and Governance operating sources, this CSA has six Internal Service funds, with a 2020 budget allocation totaling \$46.3 million.



Together, the five CSAs account for more than \$403.9 million in Operating Budget and \$75.9 million in Capital Budget for a total of \$479.8 million. The City’s major all-fund sources include the General Fund, Water Fund, Sewer Fund, Storm Water Fund, Aviation Fund, Roadway Maintenance Funds, the Community Development Block Grant entitlement, the COPS grant, Law Enforcement Funds, Internal Service Funds and Street Light Special Assessment Funds, along with the 2020 recommended Governmental and Enterprise Capital Plans. The \$479.8 million does not include prior year’s budget that will carry over into 2020.

The City Manager’s Recommended 2020 Budget contained herein does not include the entirety of the 2020 All Funds appropriation. As mentioned above, it does not include Capital and Non-Operating carry over budget. Additionally, it does not include most Special Projects, Other Special Revenue, Miscellaneous Grants and the Bond Retirement Fund.

# Budget Overview

## Budget and Financial Management Policies

Strong financial management has been a hallmark of the City of Dayton's administration for decades. In 2018, S&P Global Ratings assigned the City 'AA' long-term rating to the City's General Obligation debt. Amongst the key credit strengths cited by the rating agency was Dayton's strong financial policies, including the use of long-term forecasting, formal debt and reserve policies and strong budgetary flexibility.

Management & Budget has the responsibility of reviewing and reaffirming the City's financial policies. This component was ratified by voters in 2014, and is a vital part of the Policy Budget Process. The City has financial policies governing the following:

- 1) Budget Compliance and Management
- 2) Revenue Policies
- 3) Cash Reserve Policy
- 4) Investment Policy
- 5) Debt Policy
- 6) Capital Improvement and Capital Equipment Policies
- 7) Accounting, Auditing and Financial Reporting Policies

### Financial Policy Review

In 2019, Procurement, Management & Budget has undertaken the review and revision of the following policies in conjunction with the Department of Finance and Human Resources:

#### *City Manager's Reports: Amending the Fund Source(s) and Fund Code(s) Policy*

The legal level of control is the level of budgetary expenditure detail approved by the City Commission in the City's annual appropriation. It is also the lowest level of budgetary detail at which budgetary resources may not be reassigned without approval of the City Commission. The legal level of control is in accordance with Ohio Administrative Code Section 117-2-02 (C) (1).

City Management has discretion to reassign budget within the City's adopted legal level of control, as detailed in the annual appropriation.

Amending the Fund Source and/or Fund Code on a City Manager's Report (CMR) is allowable to correct an error or change any part of the Fund-Organization-Account-Program sequence. If amending the sequence would change the legal level of control, as defined above, the amendment must be approved by the City Commission. If the amendment does not alter the legal level of control, then no City Commission action is required.

When funding is restricted according to a legally binding grant or agreement, changes to the Fund-Organization-Account-Program sequence shall not occur without the approval of the granting agency.

## Budget at a Glance

### *Expending Prior Years Purchase Orders and Encumbrances Policy*

The City's accounting system delineates operating funds from non-operating funds. One of the major differences in these two types of funds is in the treatment of Purchase Orders (POs) and encumbrances, or commitments. For non-operating funds, a PO/encumbrance will carry-over from one year to the next as long as the underlying agreement has not expired.

For operating funds, the City's accounting system allows for a PO/encumbrance to carry-over for only one year and the carry-over PO/encumbrance is referred to as committed budget. Committed budgets (carry-over Purchase Orders or Encumbrances in operating funds) for ordinary expenditures shall be expended by the end of the first quarter of the subsequent year. This policy pertains to all ordinary and/or routine expenditures that are typically budgeted each year. This could include p-card transactions, utilities, maintenance, real estate taxes, supplies and materials. If a Department has a current year Purchase Order or encumbrance for ordinary, routine expenditures, they cannot use the committed budget or carry-over encumbrance for expenditures incurred in the current year.

For non-routine, non-recurring expenditures, such as capital equipment, consulting and professional services, the department may expend off the committed budget or carry-over PO/encumbrance for the first quarter of the subsequent year irrespective of when the expenditures were incurred (i.e., during the prior year or the current year). For commitments to be maintained beyond the first quarter, the Department's may request an extension, in writing, to the Department of Procurement, Management & Budget for review and final approval by the City Manager's Office.

### *Whistleblower Policy*

A whistleblower is defined as an employee of a company, or government agency, disclosing information to some authority (may be a third party vendor) about any wrongdoing, which could be in the form of theft, fraud, abuse or corruption. The City contracted with a third-party, independent vendor to provide 24-hours a day, seven days per week hotline, website and email access to report any alleged wrongdoing within the City organization. Employees contacting the Whistleblower vendor may remain anonymous.

Contract information for whistleblower complaints has been distributed to all employees. H.R. Policy number 2.10 has been issued with all relevant information on the making a complaint. The policy states that the City will not discipline, discharge or in any other way discriminate against any employee with respect to their compensation, terms, conditions, or other privileges of employment solely because an employee reported suspected wrongdoing. Furthermore, all whistleblowers and their concerns should be treated as confidential, to the extent allowed by Ohio laws.

## 2020 Budget Assumptions and Methodology

### **Overview of Operating & Capital Sources**

General Fund revenues, omitting special projects, are projected to increase by 1.2% over the prior year's Original Budget, but decrease by 0.5% when compared to the 2019 Final Forecast. Revenues are projected to increase by \$2.2 million over 2019 Original Budget. Projected growth is based on slightly higher income and property tax collections and expected FEMA grant revenues, offset by a one-time reimbursement of \$1.2 million received from the Ohio Bureau of Workers' Compensation in 2019.

## Budget at a Glance

Water revenues are expected to increase by 3.7%, based on inflationary increases and cost of service. Sewer revenues are expected to increase just 1.0%, due to inflationary increases offset by decreasing volumes.

Aviation sources are expected to regain some ground in 2020, with a projected 4.5% increase compared to 2019 Original Budget. However, 2019 Original Budget was down 4% compared to the prior year, a result of declining enplanements.

Storm Water revenues are expected to remain flat in 2020, despite inflationary increases.

Roadway Maintenance operating revenue is expected to increase 12.2%, the result of new gas tax proceeds ratified by the State of Ohio in the 2020-2021 Biennium Budget. An additional \$1.9 million in new gas tax sources are programmed for capital improvements to roadways. CDBG/HOME operating is projected to increase 4.9%, from staff realignment and a higher Community Development allocation.

Golf revenue is based on current trends, a slight increase of less than a percent over 2019, with no General Fund subsidy allocated for 2020. Revenues collected from the City's Street Light Assessment districts are expected to increase nearly 13%, based on increased assessment collections. Internal Service Fund revenues are projected to decrease 1.3% in 2020, as a result of tighter budgets for Fleet Management and Fire Fleet, offset by higher projected health insurance rates.

Governmental Capital is projected to increase by \$6.8 million due to biennial debt issuance in 2020. Enterprise Capital is projected to increase 32%, due to \$17 million in Sanitary Sewer debt issuance, offset by a \$6.8 million reduction in Aviation Capital.

Sources	2019 Original Budget	2020 Proposed Budget	% Chg.
General Fund	\$ 180,861,300	\$ 183,022,300	1.2%
Water	57,295,400	59,390,600	3.7%
Sewer	37,820,800	38,211,700	1.0%
Aviation	32,633,700	34,100,600	4.5%
Storm Water	7,683,600	7,691,900	0.1%
Roadway Maintenance	5,924,000	6,646,000	12.2%
CDBG/HOME	2,715,800	2,848,400	4.9%
Golf	3,231,900	2,975,000	-7.9%
Treasury Investment	1,154,500	1,153,300	-0.1%
Street Light Assessment	2,750,000	3,097,600	12.6%
Law & Photo Enforcement	3,824,100	345,600	-91.0%
Mediation Center	504,600	575,000	14.0%
CIRGV/CPC	262,100	225,900	-13.8%
COPS Grant	625,000	1,435,700	129.7%
Internal Service	44,474,300	43,909,000	-1.3%
<b>Subtotal Operating</b>	<b>\$ 381,761,100</b>	<b>\$ 385,628,600</b>	<b>1.0%</b>
Governmental Capital*	24,025,500	30,507,000	27.0%
Enterprise Capital*	34,349,600	45,398,700	32.2%
<b>Subtotal Capital</b>	<b>\$ 58,375,100</b>	<b>\$ 75,905,700</b>	<b>30.0%</b>
<b>Total Operating and Capital</b>	<b>\$ 440,136,200</b>	<b>\$ 461,534,300</b>	<b>4.9%</b>

## Budget at a Glance

### 2020 Expenditure Budget Methodology

Management & Budget Analysts created baseline or status quo budgets for all Departments and programs. The following assumptions were used in the creation of the 2020 baseline budget:

- All Positions are fully funded and budgeted. This includes inflationary increases to wages, as well as all changes to the fringe benefit transfer rates.
  - In 2020, line increases for all pay groups is 2% for all employees
  - Contractual step increases are assumed for all bargaining groups who are not at the top of their band, as well as probationary increases associated with newer hires
  - Merit increases for all Mid-Management, Management, and Professional, Technical and Supervisory employees is assumed at 2% increase for proficient and 3% or 4% for commendable, starting on April 1, 2020
- 3.5% increase to the City’s Healthcare Insurance Transfer rate for every covered employee, effective January 1, 2020
- A reduction in the Workers’ Compensation Fund transfer rate from 3.35% to 3.1%, a continuance of the Termination Pay at 1%, as well as the Unemployment Fund transfer rate holiday that was established in 2018
- Centralized Vacancy Savings of \$1.1 million has been assumed for all General Fund Departments except Police, Fire, Public Works, and Information Technology (I.T.)
- Police, Fire, Public Works, and IT were required to model attrition savings and incorporate the savings into their budget submissions
- The 27<sup>th</sup> payroll was budgeted at \$2.3 million for the General Fund, all remaining funds contain the 27<sup>th</sup> payroll in their 2020 Personnel budget

The following charts provides Department budget solutions across All Funds:

Department	Amount	Description
Police	\$625,000	Third and Final Year of COPS Grant supporting about 40% of 15 Police Officers
Civil Service	\$25,000	Revenue increase for DPS employment services
Public Affairs	\$80,000	Eliminated Social Media Specialist position
Finance	\$35,000+	Income Tax collection and auditing
Fire	\$55,000	Overtime reduction and increased staffing efficiency from new staffing software
Law	\$65,300	Cessation of the License Intervention Program (evaluating alternatives)
Procurement, Management and Budget	N/A	Optimize grant opportunities post Memorial Day tornadoes
Procurement, Management and Budget/Finance	\$100,000	Implementing the use of virtual credit cards for payment of select invoices generating additional rebate revenue

## Budget at a Glance

Department	Amount	Description
Recreation & Youth Serv.	N/A	Conversion of full-time to part-time positions on a 2 for 3 basis
Information Technology	\$113,000	Replace current imaging system with onBase
Water, Sewer	N/A	Insourcing repair and maintenance projects
Planning & Community Development	\$15,000	Reviewing all development and plan review fees

## 2020 General Fund Budget

### 2020 General Fund Revenue Forecast and Methodology

The City of Dayton forecasts each of the ten General Fund revenue categories, using both qualitative and quantitative methods. Given its proportional share of total revenues, the most time and effort is devoted to forecasting Income Tax revenues. The City of Dayton income tax is a wage and net profits tax, with withholding and non-withholding components. As incomes and economic fortunes rise and fall, so do Income Tax collections. Management & Budget forecasts and plans for the pro-cyclical nature of Income Taxes. To do this, Management & Budget employs what the Government Finance Officers Association has called the “Dayton Method”: a combination of four quantitative and one qualitative method to forecast the City’s revenues. Time Series Regression, Exponential Smoothing, Trend Extrapolation, Econometrics modelling and a qualitative judgment forecast are used to create the City’s Income Tax forecast. This methodology has been honed over the last twenty years, and, is acknowledged as a best practice in government finance.

Revenue Category	2014 Actuals	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Original Estimate	2019 Final Estimate	2020 Original Estimate	'19 Revised to '20 Orig. \$ Chg.	'19 Revised to '20 Orig. % Chg.
Income Tax	102.65	107.41	108.75	122.37	129.99	130.21	132.59	130.90	(1.69)	-1.3%
Property Tax & Other Taxes	6.24	5.95	5.98	6.06	6.24	6.32	6.48	6.40	(0.08)	-1.2%
Waste Collection Fees	9.11	9.12	8.76	8.50	8.85	9.11	9.10	9.20	0.10	1.1%
EMS Fees	4.51	5.41	5.42	3.51	4.10	5.00	4.68	4.75	0.07	1.5%
Other Charges for Services	11.88	12.10	11.59	12.26	10.29	10.38	10.82	10.66	(0.16)	-1.5%
Local Gov't Fund	6.74	7.07	6.50	6.33	6.49	6.59	6.92	7.32	0.41	5.9%
Other Intergovernmental	5.62	4.38	4.68	4.32	4.15	4.13	4.23	5.15	0.92	21.6%
Fines and Forfeits	3.31	2.44	0.65	0.65	0.49	0.69	0.31	0.43	0.12	38.7%
Licenses and Permits	1.35	1.51	1.56	1.72	2.90	2.69	2.92	3.02	0.09	3.2%
Other Revenues	3.80	3.37	4.54	4.89	5.72	5.74	5.82	5.20	(0.62)	-10.7%
<b>Total Revenues</b>	<b>155.20</b>	<b>158.77</b>	<b>158.44</b>	<b>170.61</b>	<b>179.23</b>	<b>180.86</b>	<b>183.87</b>	<b>183.02</b>	<b>(0.84)</b>	<b>-0.5%</b>
Use of Cash Reserve	1.71	0.00	0.00	0.00	0.00	1.50	0.00	2.00	2.00	N.A.
27th Payroll	0.00	2.25	0.00	0.00	0.00	0.00	0.00	2.30	2.30	N.A.
<b>Total Sources</b>	<b>156.90</b>	<b>161.02</b>	<b>158.44</b>	<b>170.61</b>	<b>179.23</b>	<b>182.36</b>	<b>183.87</b>	<b>187.32</b>	<b>3.46</b>	<b>1.9%</b>
% Chg. from Previous Year	0.6%	2.6%	-1.6%	7.7%	5.1%	1.7%	2.6%	1.9%		
\$ Chg. from Previous Year	0.87	4.11	(2.58)	12.17	8.62	3.13	4.64	3.46		

Does not include special projects.

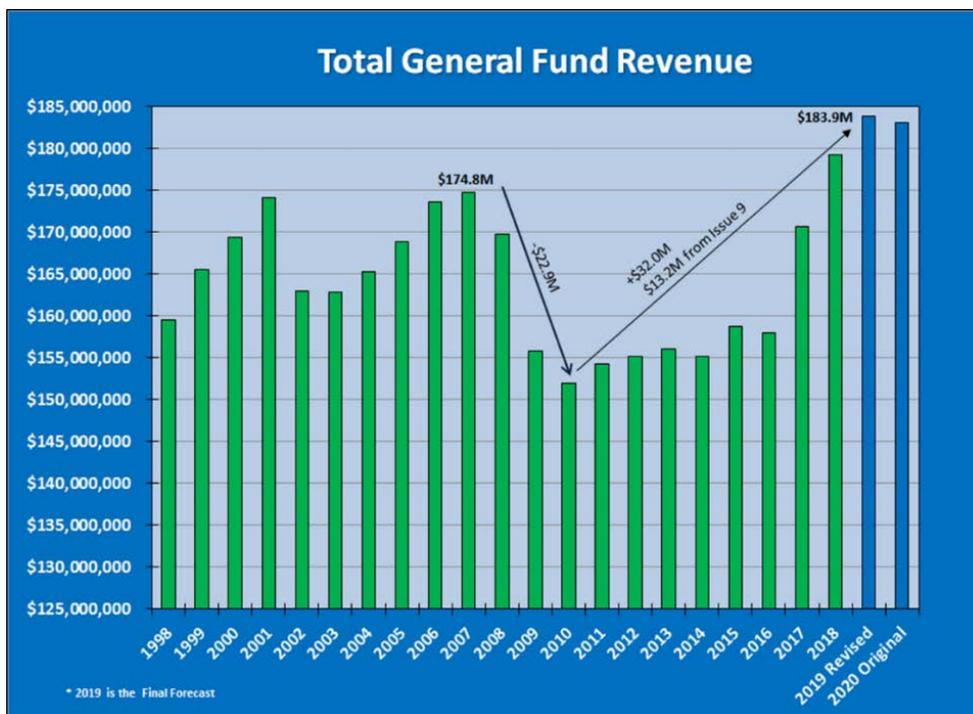
## Budget at a Glance

For 2020, the General Fund Revenue budget is projected to be 1.9%, or \$2.2 million higher than the 2019 Original Estimate. However, when compared to the 2019 final revised estimate, revenues are projected to be \$840,000 or 0.5% lower than 2019's year-end total, as depicted in the table above. General Fund revenues, particularly Income Tax, performed better than expected in 2019. Nevertheless, revenues are just \$8.3 million or 4.7% higher than their pre-recession peak in 2007, despite the addition of \$13.0 million in Income Tax proceeds from Issue 9. In order to balance the City's 2020 General Fund budget without operational impacts or service reductions, the City plans to use \$2.0 million cash reserve, if necessary.

The 2020 budget also includes \$2.3 million for the 27<sup>th</sup> payroll. Every 11 years there is one additional Friday because of the simple math that 365 days divided by a seven-day week equates to 52.14 weeks (not to mention every four years there are 366 days in a year). After consultation with our union partners, the City began the prudent practice of setting aside 27<sup>th</sup> payroll funding for each pay group on an annual basis. The set-aside funds will finance the 27<sup>th</sup> payroll in the 2020 General Fund budget without negatively impacting current operations.

### General Fund Revenues in Depth

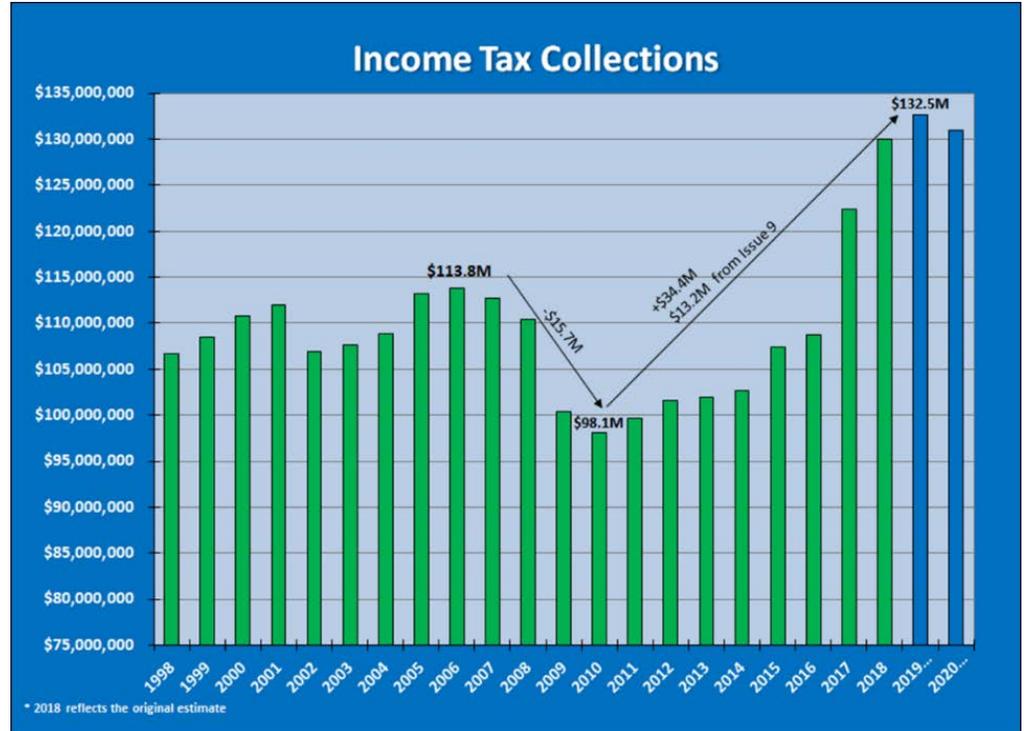
During the Great Recession, the City's General Fund revenues, driven by Income Taxes, drastically declined by \$22.9 million, or 13%, between 2007 and 2010. The City's revenues thereafter recovered very slowly until the voters passed the Issue 9 Income Tax increase in 2016. Income Tax rebounded in 2017 because of Issue 9 and total General Fund sources grew to \$170.6 million.



In 2018, the General Fund surpassed pre-Great Recession revenue collections for the first time and 2019 continued a pattern of growth due; the 2019 year-end General Fund revenue projection is \$183.9 million.

## Budget at a Glance

As previously mentioned, the City's General Fund is heavily reliant on the pro-cyclical Income Tax revenues. Income Tax collections continued to exceed expectations in 2019, with year-end totaling \$132.5 million. However, given the economic headwinds and the protracted length of the current U.S. economic expansion, 2020 collections are expected to decline by about \$1.7 million or 1.3%.



The following lists the individual General Fund revenue categories and their 2020 estimate as well as the percent change from the 2019 revised forecast and associated forecast assumptions.

Income Tax: \$130.90 million

1.3% Decrease

- Assumes usual forecast methods; four statistical and one qualitative
- Assumes slowing economic growth and higher probability of economic downturn

Property and Other Taxes: \$6.40 million

1.2% Decrease

- Assumes 98.4% collection rate for Property Taxes, this breaks down to 90.6% collections on the current levy and 7.8% on delinquencies
- Assumes decrease for hotel tax after two new hotels opened in late 2018 bolstering 2019 collections

Waste Collection Fees \$ 9.20 million

1.1% Increase

- Forecast assumes service to Dayton, Jefferson Township, and Moraine
- The forecast assumes a 1.8% increase in Waste Collection rates as a result of the inflation escalator, offset by a slightly higher level of delinquencies due to the slowing economy

## Budget at a Glance

EMS Fees: \$4.75 million

1.5% Increase

- Assumes higher revenue yield from new third party administrator
- Assumes current trends in transports

Other Charges for Services: \$10.66 million

1.5% Decrease

- Assumes inflationary increases for various charges
- Offset by flat or declining receipts for pro-cyclical sources, due to the slowing economy

Local Government Fund: \$ 7.32 million

5.9% Increase

- Assumes \$200,000 in Municipal Direct allocation
- Assumes increases in state tax sources

Other Intergovernmental: \$5.15 million

21.6% Increase

- Assumes flat growth for Casino taxes
- Assumes \$1.0 million reimbursement to the General Fund from FEMA and State EMA for eligible Memorial Day tornado costs

Fines and Forfeits: \$430,000

38.7% Increase

- Assumes \$120,000 increase in citations, given the low volume of fines during 2019
- Assumes limited Photo Enforcement revenues, strictly from school zones, and credited to a special fund

Licenses and Permits: \$3.02 million

3.2% Increase

- Assumes a relatively modest increase in 2020, after robust growth in 2018 and 2019 due to rate increases in late 2017 and early 2018
- Permit fees have also benefited from the stronger economy that is expected to slow in 2020

Other Revenue: \$5.20 million

10.7% Decrease

- Assumes \$300,000 in unclaimed funds will be recovered
- Assumes implementation of virtual credit card (VCC) for large payments, resulting in an estimated \$100,000 in additional credit card rebates
- Assumes no rebate from the Ohio Bureau of Workers Compensation; in 2019, the BWC refund was \$1.2 million for the General Fund, and \$1.9 million across all funds

## Budget at a Glance

### Budget Solutions for 2020

After the completion of General Fund revenue projections and expenditure analysis for the 2020 Budget, an estimated shortfall of over \$6 million was identified. Management & Budget employed several solutions to close the budget gap, including reducing 2020 investments by \$2.1 million and prefunding \$262,500 of investments in 2019. The Workers' Compensation transfer rate was reduced and a holiday on transfers to the Unemployment Fund was sustained. The 2020 Budget includes unclaimed funds that revert to the General Fund after five years; these funds were planned to be recouped in 2019, however, revenues performed better than expected. Therefore, unclaimed funds will be utilized in 2020. A \$2.0 million use of the Cash Reserve was programmed for the funding of investment and Departments were encouraged to implement budget solutions. On net, Departments proposed an additional \$500,000 in cost savings, revenue solutions, and process improvements.

Major General Fund Budget Solution	Amount
Reduced Current Year Cash Investments Budget -- Reduction of \$1.3 million for Capital Projects and \$860,000 for Equipment/Technology when compared to original plan	\$2,100,000
Reduce Fringe Benefit Rates (based on actual trends)	\$250,000
Unclaimed Funds	\$300,000
Contracts & Materials Cuts	\$470,000
Use of Cash Reserve	\$2,000,000
<b>Total Major Budget Solutions for General Fund</b>	<b>\$5,120,000</b>

## Budget at a Glance

### General Fund Budget by Category

The City Manager is recommending a balanced General Fund Budget of \$187.32 million in 2020. This budget is 3.5 million greater than the 2019 final projection and about \$5.0 million greater than the 2020 original budget as can be seen in the chart below.

General Fund	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Original Budget	2019 Final Estimate	2020 Original Estimate	'19 Revised - '20 Original \$ Chg.	'19 Revised - '20 Original % Chg.
Revenues	158.77	158.44	170.61	179.23	180.86	183.87	183.02	(0.84)	-0.5%
Use of Cash Reserve	0.00	0.00	0.00	0.00	1.50	0.0	2.00	2.00	N.A.
27th Payroll Transfer	2.25	0.00	0.00	0.00	0.0	0.0	2.30	2.30	N.A.
<b>Total Sources</b>	<b>161.02</b>	<b>158.44</b>	<b>170.61</b>	<b>179.23</b>	<b>182.36</b>	<b>183.87</b>	<b>187.32</b>	<b>3.46</b>	<b>1.9%</b>
<b>Total Uses</b>	<b>160.07</b>	<b>157.30</b>	<b>168.6</b>	<b>175.79</b>	<b>182.36</b>	<b>183.87</b>	<b>187.32</b>	<b>3.46</b>	<b>1.9%</b>
<b>Annual Balance</b>	<b>0.95</b>	<b>1.14</b>	<b>1.99</b>	<b>3.44</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N.A.</b>

Notes:

1. Does not include special projects, which are reported separately.
2. Actual Uses include expenditures against current year appropriation and expenditures against carry-over encumbrances.
3. 2019 Final Estimate reflects the 12.2.19 estimate.

All numbers in \$ millions.

The 2020 General Fund Budget will allocate \$133.3 million to Personnel, \$36.5 million to Contracts and Materials, and \$1.6 million will be invested in Capital Equipment. Planned Capital investments of \$15.3 million include allocations for Development Fund, Issue 9, Demolition, and Special Projects Fund. Funding for equipment and technology focuses

General Fund	2019 Original	2020 Proposed	\$ Chg.	% Chg.
Personnel	127,553,600	133,287,900	5,734,300	4.5%
Contracts & Materials	35,350,300	36,538,800	1,188,500	3.4%
Capital Equipment	2,150,200	1,617,400	(532,800)	-24.8%
Issue 9	624,000	624,000	0	0.0%
<b>Sub-Total Operating</b>	<b>165,678,100</b>	<b>172,068,100</b>	<b>6,390,000</b>	<b>3.9%</b>
<b>Investments:</b>				
Cash Capital	1,870,700	1,500,000	(370,700)	-19.8%
Development Fund	3,000,000	3,000,000	0	0.0%
Demolition	1,000,000	1,000,000	0	0.0%
Other Transfers	2,884,000	1,825,700	(1,058,300)	-36.7%
Issue 9	7,928,500	7,928,500	0	0.0%
<b>Subtotal Investments</b>	<b>16,683,200</b>	<b>15,254,200</b>	<b>(1,429,000)</b>	<b>-8.6%</b>
<b>Grand Total</b>	<b>\$ 182,361,300</b>	<b>\$ 187,322,300</b>	<b>4,961,000</b>	<b>2.7%</b>

Note: An additional \$4.7 million in capital equipment/technology and \$10.9 million in capital improvements will be debt financed in 2020.

## Budget at a Glance

on improving the efficiency of the City organization and improving service delivery with the goal of improving customer service and the quality of life in our neighborhoods. The City's Development Fund allocation will be maintained at \$3.0 million to incent job creation and investment in Dayton.

The 2020 Budget also honors the City's commitment to fund Issue 9 initiatives. \$13.1 million has been allocated in 2020 for the Your Dollars, Your Neighborhood programs. In 2016, voters passed Issue 9, a 0.25% earned income tax, specifically allocating resources to public safety, vacant lot mowing, residential road paving, park improvements and to high quality preschool for all of Dayton's 4-year olds.

<b>Issue 9 Budget</b>	
<b>Estimated Income Tax Proceeds</b>	<b>\$ 13,086,800</b>
Support to Maintain Public Safety Services	4,534,300
Vacant Lot Mowing	624,000
Residential Road Resurfacing*	3,384,500
Park Upgrades**	244,000
Preschool Promise	4,300,000
<b>Total Services and Investments</b>	<b>\$ 13,086,800</b>

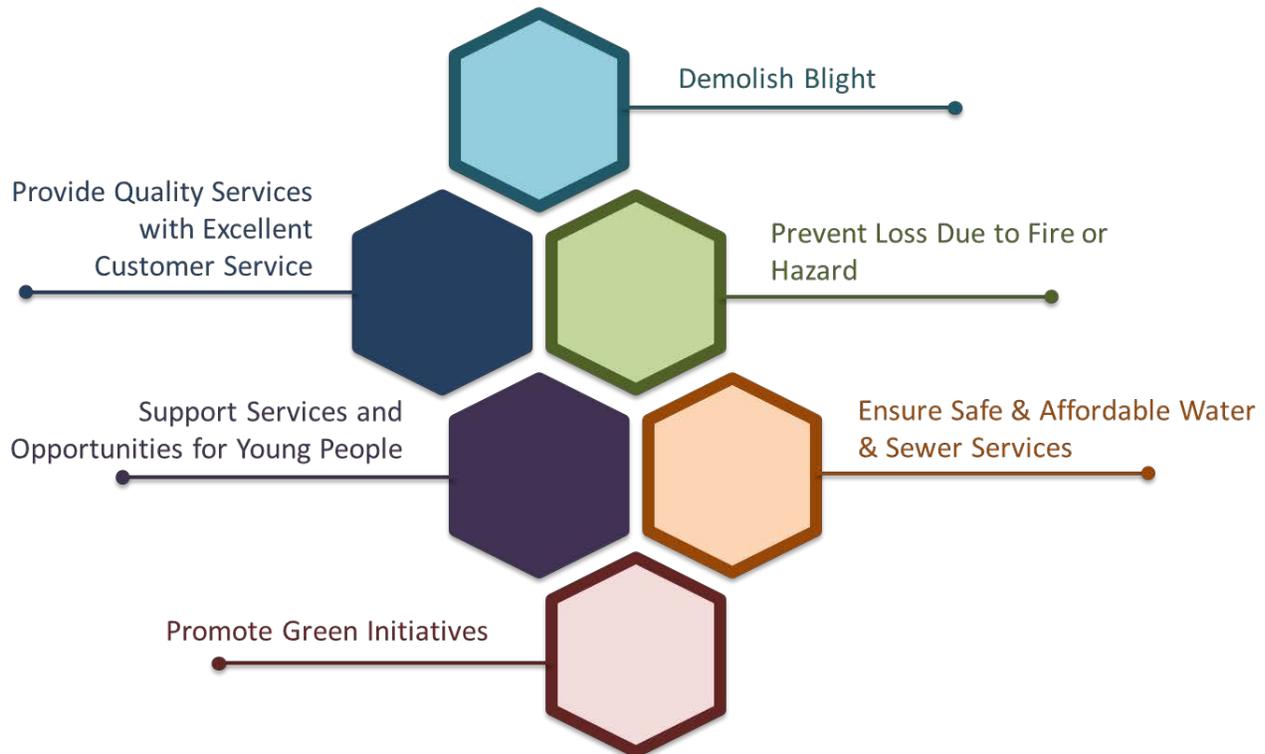
# Detail by CSA: Building and Environmental Safety

## Budget Summaries

The Policy Objective of the Building and Environmental Safety Community Service Area is to safeguard the city’s physical environment through the provision of services that protect people and property. The CSA is composed of 12 program areas spread over 6 departments.

Program	2019 Original		2020 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Fire Management & Support Services	4,403,300	12	4,086,100	(317,200)	-7.2%	13
Fire Emergency Services	33,333,300	307	34,350,200	1,016,900	3.1%	305
Fire Strategic Program Safety	4,417,200	19	4,417,600	400	0.0%	18
<b>Subtotal Fire</b>	<b>42,153,800</b>	<b>338</b>	<b>42,853,900</b>	<b>700,100</b>	<b>1.7%</b>	<b>336</b>
Environmental & Wellfield Protection	4,354,400	10	4,341,300	(13,100)	-0.3%	10
Water Supply & Treatment	26,164,800	116	27,157,600	992,800	3.8%	120
Water Reclamation	18,521,700	73	20,052,500	1,530,800	8.3%	73
<b>Subtotal Water, Sewer, Storm Prog.</b>	<b>49,040,900</b>	<b>199</b>	<b>51,551,400</b>	<b>2,510,500</b>	<b>5.1%</b>	<b>203</b>
Waste Collection	11,423,800	89	10,890,700	(533,100)	-4.7%	87
Building Inspection	2,164,900	20	2,221,000	56,100	2.6%	21
Housing Inspection	2,216,100	20	2,297,400	81,300	3.7%	21
Nuisance Abatement	666,700	5	698,600	31,900	4.8%	6
Demolition Transfer	1,000,000	0	1,000,000	-	0.0%	0
Airport Safety Services	6,888,100	54	7,328,400	440,300	6.4%	54
<b>Grand Total Building &amp; Environmental Safety CSA</b>	<b>\$ 115,554,300</b>	<b>725</b>	<b>\$ 118,841,400</b>	<b>\$ 3,287,100</b>	<b>2.8%</b>	<b>728</b>

Below are the Policy Priorities for the Building and Environmental Safety CSA. The following pages will detail 2019 outcomes by priority, as well as the 2020 “Path to Progress” for improved outcomes:



## Detail by CSA: Building and Environmental Safety

### Budget Summaries

The following pages will detail 2019 outcomes by priority, as well as the 2020 “Path to Progress” for improved outcomes.

#### Priority: Demolish Blight

**Objective: Reduce impact of arson crimes in the City of Dayton**

**Activity: Conduct investigations and witness interviews**

- **2019 Results:** Average of 4.6 contacts per investigation in the third quarter, 5.3 year-to-date.
- **2020 Path to Progress:** Continue to actively engage the community through proactive neighborhood patrols, engagement of neighborhood associations, and thorough investigation of all suspicious fires in structures. Fire Investigators will reduce the impact of arson through effective investigations, arrest of suspects, and initiation of criminal charges.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of reliable witness contacts per investigation	>3	3.7	5.3	>3

**Objective: Improve neighborhood conditions**

**Activity: Demolish blighted properties**

- **2019 Results:** 162 structures demolished in Dayton neighborhoods including 3 large commercial demolitions costing \$776,000 and a fire damaged (101 Bainbridge) building in Oregon East.
- **2020 Path to Progress:** Ensure that demolition contracting process is more efficient and transparent.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of structures demolished	300	250	162	250

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Enhance the Quality of Life of City Neighborhoods and Boulevards**

**Activity: Mowing Activity: 72 street boulevards weekly; 5,000 vacant/abandoned properties monthly**

- **2019 Results:** Year to Date, 5 rounds of cleaning and mowing have been completed, averaging 5,922 lots per round. Additionally, 72 street boulevards were mowed weekly April through November.
- **2020 Path to Progress:** 72 Street Blvds weekly, 6,000 vacant/abandoned properties mowed per round (anticipate performing 5 rounds – Target 95%).

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of Blvds and vacant lots mowed	95%	82%	93%	95%

### Priority: Prevent Loss Due to Fire or Hazard

**Objective: Targeted building code enforcement**

**Activity: Collaboratively provide targeted building code enforcement**

- **2019 Results:** Through third quarter, twelve structures are being monitored, three of which have come into compliance. Closed two illegal places of assembly, corrected over 150 building violations, and improved securing and monitoring of vacant downtown buildings.
- **2020 Path to Progress:** The task force consisting of Fire, Building Inspection, Housing Inspection, and Zoning Administration will continue to meet regularly and take enforcement action as necessary.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of structures monitored/in compliance	19/3	10/4	12/3	19/3

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Maintain adequate Fire response time**

**Activity: Respond to Fire incidents from time of alarm to arrival on scene**

- **2019 Results:** 52.7% of incidents first arriving fire apparatus on scene in less than 300 seconds through the third quarter.
- **2020 Path to Progress:** Continue to review and evaluate alternative deployment models to best serve the needs of the community.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of incidents that first apparatus is on scene within 300 seconds	>70%	51.7%	52.7%	>70%

**Objective: Reduce fire risk for commercial occupancies through fire inspection practices**

**Activity: Conduct fire inspections for commercial occupancies**

- **2019 Results:** 667 conducted in the third quarter, 1,745 year-to-date.
- **2020 Path to Progress:** Work to implement Fire's new tablet based ESO Fire Inspections Software Suite which will enhance the inspection process, improve efficiency, and provide more effective follow-up to reduce fire safety violations. This new platform will provide the Department with additional tools to track and mitigate safety concerns.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of commercial inspections per year	2,400	2,046	1,745	2,400



## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Ensure all Fire and Rescue personnel are properly trained and maintain certifications**

**Activity: Complete required trainings and certifications, as well as Department recommended trainings**

- **2019 Results:** 100% compliance for training hours goal of 3,608.
- **2020 Path to Progress:** 100% compliance for all Fire & Rescue Personnel for training hour goal of 3,608.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of training compliance	100%	100%	100%	100%

**Objective: Ensure all Safety Personnel are properly trained and maintain certifications**

**Activity: Complete daily Lexipol online training on Airport Police Policy and Procedures**

- **2019 Results:** 100% compliance.
- **2020 Path to Progress:** 100% compliance for all police personnel.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of Lexipol policies and procedures compliance	100%	100%	100%	100%

# Detail by CSA: Building and Environmental Safety

## Budget Summaries

Priority: Ensure Safe and Affordable Water & Sewer Services

**Objective: Conduct targeted visits for sites located in the Source Water Protection area**

**Activity: Protect Water Resources**

- **2019 Results:** Goal was to complete 135 key business visits to promote risk reduction and identify opportunities for incentives for best management practices to reduce risks to water resources. Division of Environmental Mgmt. staff year-to-date completed 89 of 135 targeted visits for sites within the Source Water Protection Area. Remaining sites to be completed in November and December. These visits identified best management practices to reduce risk to surface water or groundwater; and provided increased awareness about storm water pollution prevention, source water protection, and the community's role in protecting our drinking water resources.
- **2020 Path to Progress:** Complete 135 key business visits.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of site visits completed	135	85	89	135

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Ensure the consistent and dependable delivery of quality water services**

**Activity: Quantify compliance with the effluent quality standards in effect at the facility**

- **2019 Results:** 100% effectiveness rate.
- **2020 Path to Progress:** Operate and maintain the Water Reclamation Facility in accordance with Ohio EPA standards in order to meet the National Pollutant Discharge Elimination System (NPDES) Permit. Manage the treatment plant during wet weather events and ensure each process is monitored and checked on each shift. Communicate with Ohio EPA on progress on design and construction of Total Phosphorus Removal Process.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Wastewater treatment effectiveness rate	100%	100%	100%	100%

**Objective: Meet all health related drinking water standards required by regulation**

**Activity: Quantify the % of time each year the utility met all the health related drinking water standards required by regulation**

- **2019 Results:** 100% Compliance with Water Quality Regulations: Lead/Copper Compliance, Renewal of all laboratory Certifications, And Continued collaboration with Ohio EPA.
- **2020 Path to Progress:** Meet or exceed Ohio EPA Standards 365 days per year. Continued training of WS&T staff, asset management compliance, maintain facilities, and continued support of existing staff.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Drinking water compliance rate	100%	100%	100%	100%

**Priority: Promote Green Initiatives**

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Promote energy savings throughout the Fire Department by educating staff**

**Activity: Evaluate energy consumption, establish and work to meet energy reduction target**

- **2019 Results:** 9% weather normalized consumption decrease over 2016 (base year), through third quarter.
- **2020 Path to Progress:** Continue to replace outdated HVAC systems with new energy efficient models and place programmable locking thermostats in the fire stations to prevent increased use of the systems.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% reduction in electric utility use	2% decrease from 2017	6% increase	9% decrease	2% decrease

**Objective: Increase utilization of the PACE program**

**Activity: ESID/PACE Board Meetings**

- **2019 Results:** Economic Development continues to have a representative on the ESID Board. Through third quarter, two ESID Board Meetings were held and one more is scheduled. Arcade received assistance in 2019 and 409 East Monument will receive assistance in fourth quarter.
- **2020 Path to Progress:** Economic Development will continue marketing the PACE program to other projects.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of approved projects	3	2	1	3

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Increase Residential Recycling Diversion**

**Activity: Implement neighborhood goals for increased recyclable tonnage**

- **2019 Results:** In 2019, Waste Collection implemented RFID technology to track and implemented strategies to increase the percent of recyclables as a proportion of total waste. As of third quarter, the 2019 average was 1,069 tons of recycling tons per quarter. This amounts to 8% recycling as a proportion of tipped waste.
- **2020 Path to Progress:** 13% of total waste tonnage collected or 1,300 total tons of recycling tonnage per quarter. Continue to analyze data collected via RFID technology and implement strategies to increase recycling.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of recycling to total tipped waste	13%	8%	8%	13%

### Priority: Provide Quality Services with Excellent Customer Service

**Objective: Provide excellent customer service for all call center incoming calls**

**Activity: Answer incoming calls in less than 1 minute efficiently and professionally; achieve 2% or less abandoned calls at the Public Works Call Center**

- **2019 Results:** 92% of calls answered in less than 1 minute / 7% abandoned calls.
- **2020 Path to Progress:** Calls will be transferred to the new Consolidated Call Center.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of total calls answered in less than 1 minute; 2% or less abandoned calls	98%/<2%	92%/4%	92%/7%	N/A

# Detail by CSA: Building and Environmental Safety

## Budget Summaries

**Objective: Develop and implement program to increase neighborhood engagement for clean-up**

**Activity: Neighborhood clean-ups and volunteer groups**

- **2019 Results:** 39 neighborhood clean-up events for the year at the end of the third quarter, with a total of 157 tons of debris collected.
- **2020 Path to Progress:** Increase the number of events from 15 to 25 per year.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of clean-up events	15	25	39	25

**Objective: Respond to customer requests**

**Activity: Ensure right-of-way is free of hazards and debris**

- **2019 Results:** 90 requests for trees down in the right of way; 97% completed within 2 working days. More than 700 trees or equal to 220,000 cubic yards of debris removed due to tornado.
- **2020 Path to Progress:** 95% of trees removed within 2 business days.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of trees removed in 2 business days	95%	100%	97%	95%



## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Enhance the quality of life in city parks**

**Activity: Mow, maintain and clean City parks**

- **2019 Results:** 100% complete per cycle.
- **2020 Path to Progress:** 95% of parks mowed per cycle.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of Parks mowed per cycle	95%	100%	100%*	95%

\*Impacted by dry weather.



**Objective: Maintain adequate emergency medical service response time**

**Activity: Respond to medical emergencies from time of alarm to arrival on scene**

- **2019 Results:** 88.9% of incidents receiving ALS care on scene in less than 540 seconds through third quarter.
- **2020 Path to Progress:** Measure and report operational performance and adjust systems as needed to ensure continuous improvement towards Department benchmarks.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of incidents that ALS apparatus on scene within 540 seconds of alarm	>90%	89.5%	88.9%	>90%

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

**Objective: Maintain operational capabilities to respond to a wide range of emergency incidents**

**Activity: Complete appropriate emergency planning processes and provide emergency planning and site safety evaluation within City limits**

- **2019 Results:** 7 trainings and site visits in the third quarter, 21 total visits year to date.
- **2020 Path to Progress:** Continue to remain actively engaged in driving the City's emergency planning and preparedness framework by engaging key stakeholders in the emergency planning process.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of training and site visits per yr.	20	36	21	25

**Objective: Building Code Enforcement for new Construction Activities**

**Activity: Conduct inspections, issue permits and facilitate construction activities**

- **2019 Results:** \$133 million of new commercial construction to date.
- **2020 Path to Progress:** Building Inspection is implementing customer service initiatives to provide outstanding customer service. Depending on market conditions, we are targeting \$100 million valuation of commercial projects.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
\$ value of construction activities	\$100M	\$210M*	\$133M	\$100M

\*2018 Budget presentation inaccurately "double counted" the value of the trades permits resulting in an inflated total of \$325M.

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

#### Priority: Support Services & Opportunities for Young People

**Objective: CPR and First Aid outreach program**

**Activity: Provide education on CPR and First Aid to teens**

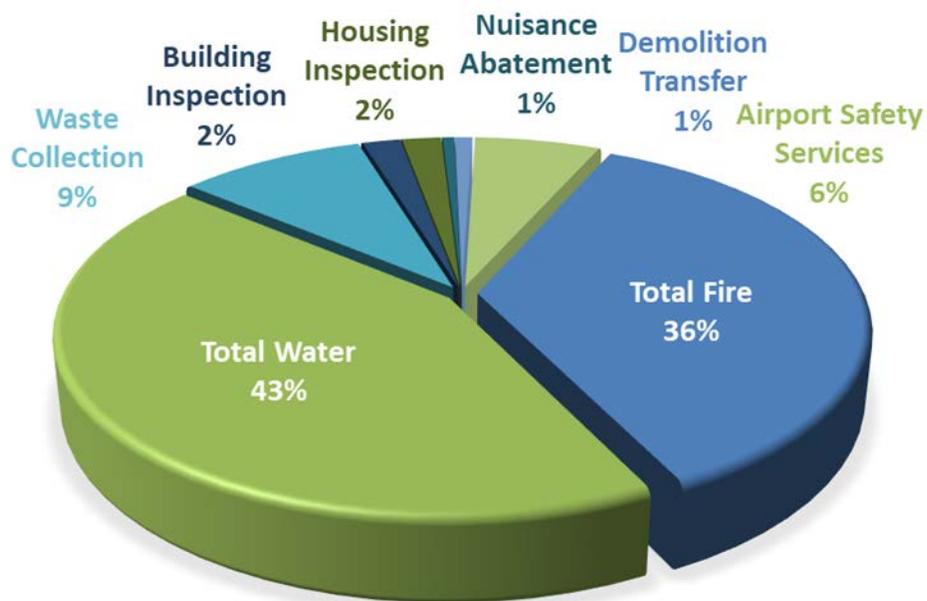
- **2019 Results:** 439 student contacts during the third quarter, 1,034 year to date.
- **2020 Path to Progress:** This outreach program for young people was funded as a pilot program in 2019.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of high school student participation	1,200	New measure	1,034	1,200

# Detail by CSA: Building and Environmental Safety

## Budget Summaries

Program	2020 Proposed Budget
Fire Management & Support Services	4,086,100
Fire Emergency Services	34,350,200
Fire Strategic Program Safety	4,417,600
<b>Total Fire</b>	<b>42,853,900</b>
Environmental & Wellfield Protection	4,341,300
Water Supply & Treatment	27,157,600
Water Reclamation	20,052,500
<b>Total Water</b>	<b>51,551,400</b>
Waste Collection	10,890,700
Building Inspection	2,221,000
Housing Inspection	2,297,400
Nuisance Abatement	698,600
Demolition Transfer	1,000,000
Airport Safety Services	7,328,400
<b>Grand Total Building &amp; Environmental Safety CSA</b>	<b>\$ 118,841,400</b>



# Detail by CSA: Building and Environmental Safety

## Budget Summaries

<b>Water Supply and Treatment</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Water Operating	26,164,800	27,157,600	992,800	3.8%
<b>Total Sources</b>	<b>\$ 26,164,800</b>	<b>\$ 27,157,600</b>	<b>\$ 992,800</b>	<b>3.8%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>11,023,700</b>	<b>11,371,900</b>	<b>348,200</b>	<b>3.2%</b>
<b>Contracts &amp; Materials</b>				
Utilities	6,055,000	6,100,000	45,000	0.7%
Supplies & Materials	2,386,100	1,929,100	(457,000)	-19.2%
Sludge & Waste Disposal	1,555,000	1,875,000	320,000	20.6%
Professional & Contractual Services	934,300	1,061,900	127,600	13.7%
Facilities & Equipment Maintenance	749,900	743,100	(6,800)	-0.9%
Indirect Cost Allocation	802,700	886,400	83,700	10.4%
Chemicals	0	528,000	528,000	N/A
Fleet & Fuel Charges	440,000	440,000	0	0.0%
Real Estate Taxes	324,000	326,000	2,000	0.6%
Other Contracts & Materials	351,800	371,600	19,800	5.6%
<b>Total Contracts &amp; Materials</b>	<b>13,598,800</b>	<b>14,261,100</b>	<b>662,300</b>	<b>4.9%</b>
<b>Capital Equipment/Technology</b>	<b>1,542,300</b>	<b>1,524,600</b>	<b>(17,700)</b>	<b>-1.1%</b>
<b>Total Uses</b>	<b>\$ 26,164,800</b>	<b>\$ 27,157,600</b>	<b>\$ 992,800</b>	<b>3.8%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are in line with inflationary growth and the 27<sup>th</sup> pay
- Reduction in utilities is based on usage
- 2019 Supplies & Materials includes chemical treatment charges. In 2020 these charges are budgeted in a specified new account code
- Sludge & Waste Disposal increases are to support increased lime sale and industrial cleaning
- Professional & Contractual Services are up due to increased costs for lime transportation, electrical consulting and engineering services

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

<b>Water Reclamation</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Sewer Operating	18,521,700	20,052,500	1,530,800	8.3%
<b>Total Sources</b>	<b>\$ 18,521,700</b>	<b>\$ 20,052,500</b>	<b>\$ 1,530,800</b>	<b>8.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>6,999,800</b>	<b>7,136,800</b>	<b>137,000</b>	<b>2.0%</b>
<b>Contracts &amp; Materials</b>				
Professional & Contractual Services	2,737,500	2,868,100	130,600	4.8%
Utilities	2,363,000	2,365,000	2,000	0.1%
Supplies & Materials	2,356,500	1,023,500	(1,333,000)	-56.6%
Sludge & Waste Disposal	1,522,500	1,772,500	250,000	16.4%
Chemicals	0	1,924,000	1,924,000	N/A
Indirect Cost Allocation	511,500	604,500	93,000	18.2%
Facilities & Equipment Maintenance	564,900	583,400	18,500	3.3%
Fleet & Fuel Charges	200,000	210,000	10,000	5.0%
Other Contracts & Materials	186,000	200,700	14,700	7.9%
<b>Total Contracts &amp; Materials</b>	<b>10,441,900</b>	<b>11,551,700</b>	<b>1,109,800</b>	<b>10.6%</b>
<b>Capital Equipment/Technology</b>	<b>1,080,000</b>	<b>1,364,000</b>	<b>284,000</b>	<b>26.3%</b>
<b>Total Uses</b>	<b>\$ 18,521,700</b>	<b>\$ 20,052,500</b>	<b>\$ 1,530,800</b>	<b>8.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are in line with inflationary growth and the 27<sup>th</sup> pay
- Professional and Contractual increases are for training due to retirements and addition of monitoring station and leak detection services
- 2019 Supplies & Materials includes chemical treatment charges. In 2020 these charges are budgeted in a specified new account code
- Sludge & Waste Disposal increases are for bio-solids disposal fees during inclement weather conditions

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

<b>Waste Collection</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	11,423,800	10,890,700	(533,100)	-4.7%
<b>Total Sources</b>	<b>\$ 11,423,800</b>	<b>\$ 10,890,700</b>	<b>\$ (533,100)</b>	<b>-4.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>6,156,400</b>	<b>6,225,400</b>	<b>69,000</b>	<b>1.1%</b>
<b>Contracts &amp; Materials</b>				
Waste Disposal Tipping Fee	2,303,500	2,303,500	0	0.0%
Fleet & Fuel Charges	1,692,900	1,742,700	49,800	2.9%
Supplies & Materials	410,900	420,700	9,800	2.4%
Professional & Contractual Services	119,000	138,500	19,500	16.4%
Other Contracts & Materials	79,800	59,900	(19,900)	-24.9%
<b>Total Contracts &amp; Materials</b>	<b>4,606,100</b>	<b>4,665,300</b>	<b>59,200</b>	<b>1.3%</b>
<b>Capital Equipment/Technology</b>	<b>661,300</b>	<b>0</b>	<b>(661,300)</b>	<b>-100.0%</b>
<b>Total Uses</b>	<b>\$ 11,423,800</b>	<b>\$ 10,890,700</b>	<b>\$ (533,100)</b>	<b>-4.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are consistent with inflationary growth
- Fleet and Fuel charges are up due to anticipated expenses based on 2019 usage
- Professional and Contractual costs are higher due to 2% rate increase for temp services
- Waste Collection had a \$661,300 allocation for capital equipment in 2019. In 2020, capital equipment of \$1.2 million is being debt-financed and, thus reported separately

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

<b>Building Inspection</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	2,164,900	2,221,000	56,100	2.6%
<b>Total Sources</b>	<b>\$ 2,164,900</b>	<b>\$ 2,221,000</b>	<b>\$ 56,100</b>	<b>2.6%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,014,600</b>	<b>2,112,400</b>	<b>97,800</b>	<b>4.9%</b>
<b>Contracts &amp; Materials</b>				
Professional & Contractual Services	94,500	36,600	(57,900)	-61.3%
Fleet & Fuel Charges	21,000	23,000	2,000	9.5%
Other Contracts & Materials	19,800	22,000	2,200	11.1%
Travel & Training	7,000	15,000	0	114.3%
Supplies & Materials	8,000	12,000	4,000	50.0%
<b>Total Contracts &amp; Materials</b>	<b>150,300</b>	<b>108,600</b>	<b>(41,700)</b>	<b>-27.7%</b>
<b>Total Uses</b>	<b>\$ 2,164,900</b>	<b>\$ 2,221,000</b>	<b>\$ 56,100</b>	<b>2.6%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are up by 4.9% due to establishment of a new Plans Examiner position to increase timeliness for inspections and plan reviews
- Total Contracts and Materials are down 27.7% due to decrease in temporary services, offset by an additional position

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

<b>Housing Inspection</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund/CDBG	2,216,100	2,297,400	81,300	3.7%
<b>Total Sources</b>	<b>\$ 2,216,100</b>	<b>\$ 2,297,400</b>	<b>\$ 81,300</b>	<b>3.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,939,700</b>	<b>2,096,800</b>	<b>157,100</b>	<b>8.1%</b>
<b>Contracts &amp; Materials</b>				
Professional & Contractual Services	75,000	62,600	(12,400)	-16.5%
Fleet & Fuel Charges	47,000	41,000	(6,000)	-12.8%
Other Contracts & Materials	53,500	76,000	22,500	42.1%
Supplies & Materials	29,700	21,000	(8,700)	-29.3%
<b>Total Contracts &amp; Materials</b>	<b>205,200</b>	<b>200,600</b>	<b>(4,600)</b>	<b>-2.2%</b>
<b>Capital Equipment/Technology</b>	<b>71,200</b>	<b>0</b>	<b>(71,200)</b>	<b>-100.0%</b>
<b>Total Uses</b>	<b>\$ 2,216,100</b>	<b>\$ 2,297,400</b>	<b>\$ 81,300</b>	<b>3.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are up by 8.1% due to overtime to comply with CDBG guidance on Code Enforcement. Also includes funding for 27<sup>th</sup> pay
- Other Contracts and Materials increases are due to movement of various budget items which are offset by reduction in other categories

## Detail by CSA: Building and Environmental Safety

### Budget Summaries

Airport Safety Services				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Aviation Operating	6,888,100	7,328,400	440,300	6.4%
<b>Total Sources</b>	<b>\$ 6,888,100</b>	<b>\$ 7,328,400</b>	<b>\$ 440,300</b>	<b>6.4%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>5,792,800</b>	<b>6,208,600</b>	<b>415,800</b>	<b>7.2%</b>
<b>Contracts &amp; Materials</b>				
Indirect Cost Allocation	348,800	376,900	28,100	8.1%
Facilities & Equipment Maintenance	293,200	266,800	(26,400)	-9.0%
Professional & Contractual Services	272,200	265,300	(6,900)	-2.5%
Supplies & Materials	132,000	156,900	24,900	18.9%
Other Contracts & Materials	49,100	53,900	4,800	9.8%
<b>Total Contracts &amp; Materials</b>	<b>1,095,300</b>	<b>1,119,800</b>	<b>24,500</b>	<b>2.2%</b>
<b>Total Uses</b>	<b>\$ 6,888,100</b>	<b>\$ 7,328,400</b>	<b>\$ 440,300</b>	<b>6.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are up by 7.2% when all positions are budgeted and includes funding for 27<sup>th</sup> pay
- Indirect cost allocation changes are based on consultant review & methodology changes
- Facilities and Equipment Maintenance have decreased due to various expenses moved to OPS budget
- Supplies and Materials have gone up due to new purchases and actual usage

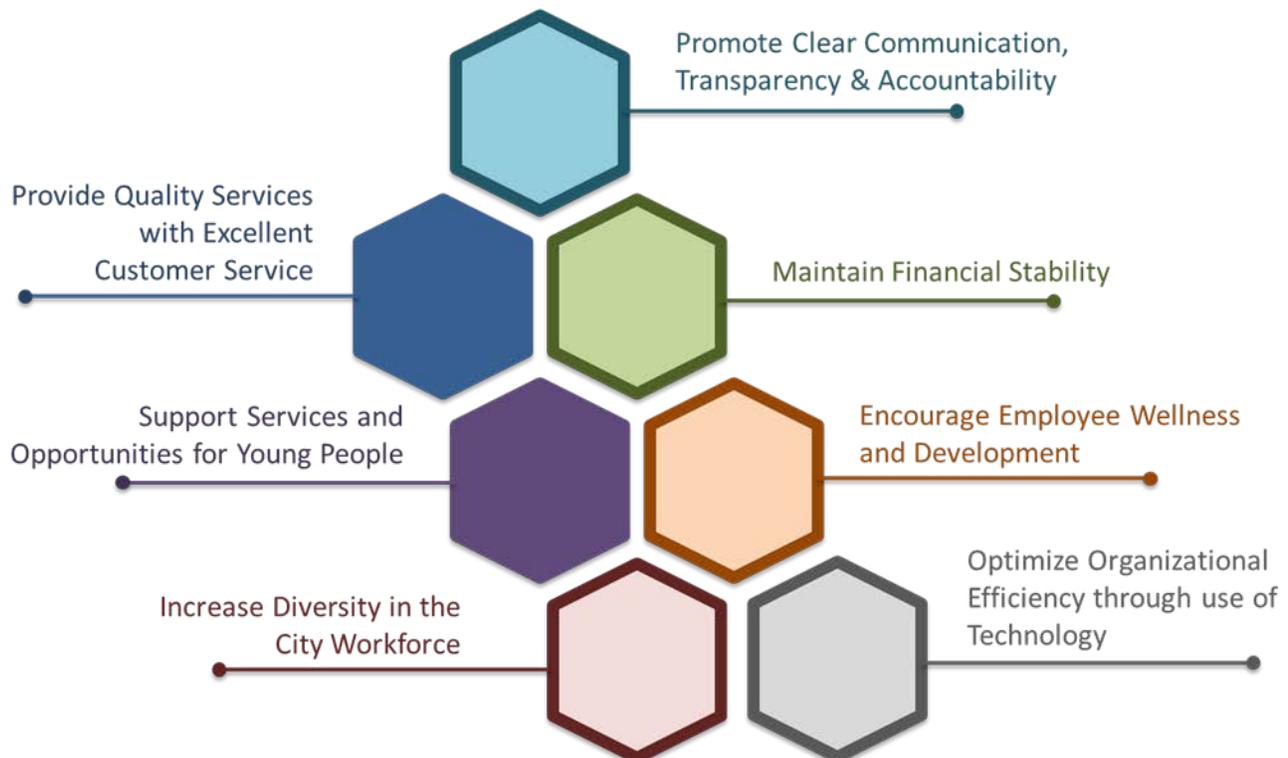
# Detail by CSA: Corporate Services and Governance

## Budget Summaries

The Policy Objective of the Corporate Services and Governance Community Service Area is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. The CSA covers fifteen Program Areas spread across nine City Departments.

Program	2019 Original		2020 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Finance - Tax & Accounting	3,636,900	28.5	4,050,400	413,500	11.4%	31
Finance Treasury Investments	1,154,500	2	1,153,300	(1,200)	-0.1%	2
Water Utility Revenue	3,994,000	35.5	4,235,400	241,400	6.0%	33
<b>Subtotal Finance Programs</b>	<b>8,785,400</b>	<b>66</b>	<b>9,439,100</b>	<b>653,700</b>	<b>7.4%</b>	<b>66</b>
Procurement, Mgmt, & Budget	1,799,100	17	1,852,000	52,900	2.9%	16
Information Technology	6,788,300	32	7,022,100	233,800	3.4%	33
Human Resources	1,156,700	9.4	1,164,500	7,800	0.7%	9.4
Law - Civil Division	1,570,700	10	1,597,200	26,500	1.7%	10
City Commission Office	1,301,000	14	1,302,500	1,500	0.1%	14
City Manager's Office	1,368,400	8	1,380,800	12,400	0.9%	8
Public Affairs	1,268,100	7	1,260,800	(7,300)	-0.6%	6
Office of Sustainability	0	0	212,500	212,500	N.A.	1.5
Civil Service	1,538,400	15	1,525,100	(13,300)	-0.9%	15
Property Management	7,580,600	36	7,886,800	306,200	4.0%	39
Non-Departmental	2,549,300	0	2,552,600	3,300	0.1%	0
27th Payroll	0	N.A.	2,300,000	2,300,000	N.A.	N.A.
CDBG	173,400	0	80,000	(93,400)	-53.9%	0
<b>Total Programs</b>	<b>\$ 35,879,400</b>	<b>214.40</b>	<b>\$ 39,576,000</b>	<b>\$ 3,696,600</b>	<b>10.3%</b>	<b>217.9</b>

Below are the Policy Priorities for the Corporate Services and Governance CSA. The following pages will detail 2019 outcomes by priority, as well as the 2020 "Path to Progress" for improved outcomes:



# Detail by CSA: Corporate Services and Governance

## Budget Summaries

### Priority: Maintain Financial Stability

<b>Objective: Maintain Budget to Actual Variance to Secure a Stable or Increased General Obligation Bond Rating</b>	<b>Activity: Allocate, monitor, balance and analyze budget</b>
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- **2019 Results:** Monitored all operating and capital funds on a monthly basis. Presented monthly results to the City Commission. Management & Budget’s target is to have a positive, annual variance between 0 and 3%.
- **2020 Path to Progress:** Continue to monitor operating and capital funds to ensure budgetary compliance. Meet with Departments quarterly on all Internal Service Funds to ensure compliance and fiscal stability.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of budget to actual variance as measured for legal compliance and financial reporting	Between 0% to 3%	1.9%	1.8%	Between 0% to 3%

<b>Objective: Obtain Best Possible Purchase Price for Goods and Services</b>	<b>Activity: Proactive procurement practices to negotiate lower prices for goods and services</b>
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- **2019 Results:** Procurement saved Departments a total of \$346,000 on requisitions, and negotiated \$115,800 in rebate revenues to the City through October. This exceeds the target of \$300,000. Procurement’s target was 30% savings off the initial requisition price.
- **2020 Path to Progress:** Procurement will increase the target to 35% or equal to \$350,000 in savings.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% saved as a proportion of list price at requisition	30%	30%	31.2%	35%

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

<b>Objective: Migrate Accounts Payable to P-Card Payment Process</b>	<b>Activity: Implement policy and operational changes to support p-card payments for accounts payable</b>
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- 2019 Results:** Procurement set a goal to set-up Virtual Credit Cards (VCC) for select accounts payable by the end of 2019. We are close, but due to other priorities, both in Procurement and Finance, this program is scheduled to begin in the second quarter of 2020. Virtual Credit Card payments allow the City to take advantage of rebates, and reduces the number of payments made by check.
- 2020 Path to Progress:** Fully implement and monitor the VCC program. The revenue goal for VCC rebate revenue is \$100,000 in 2020.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
\$ value of rebates	\$100,000	New measure	N/A	\$100,000

<b>Objective: Work with Benefitfocus to build and implement an electronic open enrollment portal</b>	<b>Activity: Complete benefit transition to electronic open enrollment and benefits management and provide employee training</b>
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- 2019 Results:** 80% Complete.
- 2020 Path to Progress:** Build electronic open enrollment portal and go live with employee participation.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% completion of electronic open enrollment portal	100% Complete by Q4 of 2019	Selected vendor	80%	100%

<b>Objective: Optimize operational efficiency at Property Management</b>	<b>Activity: Extend the useful life of City assets by developing and implementing a comprehensive</b>
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## Detail by CSA: Corporate Services and Governance

### Budget Summaries

#### preventive maintenance program for major property assets

- **2019 Results:** 100% of all assets entered into the work order system with an established preventive maintenance schedule. This will help extend the useful life of all property assets and reduce emergency calls.
- **2020 Path to Progress:** Establish new measure to ensure Facility Dude preventive maintenance activities are performed.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of assets entered into work order system by Q4	100%	New measure	100%	N/A

#### Objective: Improve the efficiency of key financial processes used by all City Departments

#### Activity: Revise and automate City financial policies and processes

- **2019 Results:** The City's Travel Policy update was completed with the input of multiple departments, and in accordance with applicable state and federal audit guidelines. The process to submit, get approved, and settle-up all travels is now fully automated using the SeamlessDocs solution.
- **2020 Path to Progress:** Continue to update and automate policies and procedures. In 2020, Encumbrance and Accounts Payable policies will be updated along with Certificate of Funds request process and forms automation.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of policies and processes revised and implemented	2	1	1	2

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

**Objective: Collect cash timely, effectively and according to established policies and procedures**

**Activity: Employ customer-friendly collection methods, yet aggressively collect and process cash payments**

- **2019 Results:** By the end of the third quarter, delinquent collections totaled \$832,000, which is 92.3% of the annual goal of \$900,000.
- **2020 Path to Progress:** In 2020, we will work with an outside collections agency to ensure the City follows fair credit standards and collection processes in all of our collection efforts. The City’s Accounts Receivable Policy, which will include our collection policy and procedures, will be finalized and all City agencies will receive training.

**Other Activity: Monitor and ensure compliance for construction related businesses and individual worker tax payments**

- **2019 Results:** The Construction Compliance project continued through 2019. As of the third quarter, the average compliance rate is 84.1% compared to 89.6% last year. The rate is down slightly because of the lower response rate from subcontractors.
- **2020 Path to Progress:** The Construction Compliance project will roll into a comprehensive special tax collections initiative for 2020 and beyond.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
\$ collection for delinquent Income Tax	>\$900k	\$1.35M	\$832k	>\$900k
% compliance for construction projects	85%	89.3%	84.1%	85%

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

<b>Objective: Ensure the City’s Debt Portfolio is well-managed</b>	<b>Activity: Monitor the implementation of debt-financed capital projects and ensure Continuing Disclosure and Annual Information Filings are completed accurately</b>
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- 2019 Results:** Analysis of expenditures related to debt-funded projects contributed to completing two arbitrage calculations in the third quarter, and two more will be completed by the end of the year. The City’s Annual Information Filings for G.O. bonds, and non-tax revenue bonds for Water, Sewer and Aviation were completed during the third quarter and submitted on September 26, 2019.
- 2020 Path to Progress:** Finance will issue \$17M in G.O./Non-Tax Revenue debt, and Debt for Water and Storm Water capital projects. Will also continue to maintain the existing portfolio and ensure compliance with all debt service requirements.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
2019 - # of projects monitored and meeting spend requirements	25	N/A	25	25
2020 - maintain or increase City’s bond rating	G.O./Water Credit Rating – Maintain AA/Aa2 or better	maintained City’s AA bond rating	maintained City’s AA bond rating	G.O./Water Credit Rating – Maintain AA/Aa2 or better

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

### 2019 City Credit Ratings by Major Rating Agencies

City Debt Category	Standard & Poor's	Moody's	Fitch
General Obligation	AA	Aa2	
Nontax Revenue	AA	Aa3	
Water Revenue	AA-	Aa2	
Sewer Revenue	AA-	Aa2	
Airport Revenue	BBB+		BBB

### Priority: Encourage Employee Wellness and Development

**Objective:** Incent employees and eligible dependents to visit The D.O.C.

**Activity:** Complete D.O.C. education program, incent visitor's participation to meet ROI. Waive and/or reduce medical payments at The D.O.C.

- **2019 Results:** The City obtained a positive R.O.I of 1.13 at the end of 2018, with over 35% of City insured individuals utilizing the D.O.C.
- **2020 Path to Progress:** Continue to incentivize employees and dependents to utilize the D.O.C. for personal health services. Achieve a positive R.O.I within 36 months of providing occupational health services with 50% utilization and 45% utilization of x-ray services.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of employees and dependents utilizing D.O.C. services	30% utilization rate for employees and dependents at the D.O.C.	Employee: 61% Spouse: 22% Dependent: 13%	Employee: 72% Spouse: 26% Dependent: 18%	Positive R.O.I.

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

### Priority: Increase Diversity in City Workforce

**Objective: Increase awareness of public sector employment opportunities with the City of Dayton in an attempt to enhance a diverse workforce**

**Activity: Work with City Departments, identify targeted recruitment areas to increase awareness**

- **2019 Results:** Hiring Stats for third quarter – 68.1% White; 29.8% African-American; 2.1% Hispanic. Male 78.7%; Female 21.3%. Based on 51% White and 45% African-American community demographic.
- **2020 Path to Progress:** Continue to work with Departments to identify targeted recruitment areas to increase awareness of City of Dayton job opportunities allowing the organization to increase the diversity within the pool of applicants applying for jobs with the City.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% increase in diversified workforce	Collaborate with Departments to increase diversity to be more reflective of city demographics	White: 64.4% African-American: 24.5% Asian-Pacific: 4.4% Hispanic: 6.6% Male: 75.6% Female: 24.4%	White: 68.1% African-American: 29.8% Asian-Pacific: 0% Hispanic: 2.1% Male: 78.7% Female: 21.3%	Collaborate with Departments to increase diversity to be more reflective of city demographics

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Increase an organizational wide exposure through social media of job postings**

**Activity: Collaboration with senior management and Departments to aggregate spending and job posting through social media and specialized forums**

- **2019 Results:** 21.1% of applicants identified through social media.
- **2020 Path to Progress:** Continue to work with Departments and Public Affairs to identify social media outlets to increase awareness of City of Dayton job opportunities allowing the organization to increase the pool of applicants applying for positions with the City.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of applicants identified through social media	>40%	4.0%	21.1%	>40%

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

**Objective: Complete purchase orders within 30 days of submittal**

**Activity: Process purchase orders efficiently**

- **2019 Results:** Through third quarter, average processing time for purchase order was 11.9 days. 92% of purchase orders were processed within 30 days. In 2018, Procurement's average processing time was 13.8 days, with roughly 90% of purchase orders completed within 30 days.
- **2020 Path to Progress:** Procurement will maintain a target of processing all purchase orders in less than 30 days, 95% of the time.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of purchase orders completed within 30 days	95%/<30days	90%/<30 days	92%/<30 days	95%/<30days

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Provide excellent customer service through transparency, knowledge and accountability**

**Activity: Provide timely research and analysis and consultation on the City's financials, management practices and organizational performance**

- **2019 Results:** Staff contributed over 1,718 hours of research, analysis and expertise to other Departments and outside organizations, in addition to their routine staff duties. This is an increase of 18% over the third quarter of the prior year.
- **2020 Path to Progress:** M&B will continue to provide high quality consulting services to the City organization.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of staff hours for consultancy	1FTE/2,080 hrs	1,117 hrs	1,718	1FTE/2,080 hrs

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Provide Excellent Customer Service for Routine Budget Procedures & Requests**

**Activity: Conduct customer service surveys for Procurement, Management & Budget's internal customers**

- 2019 Results:** Internal Customer Service Surveys were completed in the summer and fall for both Divisions. 75% of Procurement's customers were satisfied with service delivery and 82.5% of M&B customers were satisfied. Procurement satisfaction decreased 5% compared to 2018, while M&B increased 4% compared to the prior year. M&B implemented a comprehensive customer service improvement plan, including enhanced communication, implementing a phased approach to the annual budget process, and publishing key deadlines in a budget calendar.
- 2020 Path to Progress:** Procurement will implement more detailed training programs for requisitions, create updated templates for memos and work towards a more fluid system with electronic signatures. M&B will continue to improve processes and enhance communication with Departments. M&B will also issue the Customer Service Survey in the winter, to garner more accurate feedback on the Budget development process.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Satisfaction with PM&B customer service delivery	>85%	Procurement: 80.3% M&B: 78.4%	Procurement: 75% M&B: 82.5%	>85%

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Reduce litigation costs of outside legal counsel by retaining work in house where appropriate**

**Activity: Witness preparation and depositions conducted by City Attorney**

- **2019 Results:** 4 witness prep/depositions conducted in-house.
- **2020 Path to Progress:** Continue to build litigation depth internally by training less experienced attorneys to conduct depositions.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of depositions conducted by staff	4	31	4	4

**Objective: Ensuring the efficient and effective use of tax payer dollars as it relates to the City of Dayton Moral Obligation Claim Process**

**Activity: Review and approval by two attorneys for payment of any claim. Re-evaluation of denied claims upon request. Process claim in 6-8 weeks**

- **2019 Results:** All submitted claims were reviewed and approved by two attorneys for payment and all submitted claims were reviewed within 6-8 weeks.
- **2020 Path to Progress:** Create depth in internal skill set to be able to diversify capacity to review.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% moral obligation claims that have undergone established procedure	100%	100%	100%	100%

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Maintain facility cleanliness in accordance with industry standards**

**Activity: >80% of inspections that are found in compliance from Property Management Inspection Sheet**

- **2019 Results:** 73%; completed 16 of 22 inspections.
- **2020 Path to Progress:** >80% of inspections that are found in compliance from Property Management Inspection Sheet.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% inspections that are found in compliance from Property Management Inspection Sheet	>80%	68%	73%	>80%

**Objective: Maintain operational facilities for employees and citizens**

**Activity: Address high priority requests within established timeframe**

- **2019 Results:** 94%; 64 of 68 high priority requests addressed within 24 hours.
- **2020 Path to Progress:** >90% of high priority requests addressed within 24 hours.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of high priority requests addressed within 24 hours	>85%	90%	94%	>90%

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Provide Quality Services with Excellent Customer Service**

**Activity: Ensure average wait time for Utility Contact Center customers of 2 minutes or less, at least 85% of the time**

- **2019 Results:** Average Wait Time for 100% of all calls answered was 1:40. The Call Center answered 79,284 calls through third quarter.
- **2020 Path to Progress:** In 2020, the Call Center’s call volume will include non-utility customer calls. The completion of the renovation of the new Consolidated Call Center, and the hiring of new Customer Service Tech II’s, along with various technology improvements will continue to allow Finance to provide quality service for utility account customers and other customers doing business with the City of Dayton.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of calls answered in <2 minutes	85%	100% of calls answered with an average wait time of 2:58	100% of calls answered with an average wait time of 1:40	TBD

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Provide quality customer service for utility customers**

**Activity: Promote DIY payment options for utility customers**

- **2019 Results:** Through the third Quarter, there was a 4.2% increase in registered users on paydaytonwater.com. Over 1,500 utility bill payments were made at our retail partners through the third quarter compared to 1,066 in 2018, which represents a 43% increase.
- **2020 Path to Progress:** Finance will continue to promote the use of the website, and examine additional customer service enhancements.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of utility customers who registered for paydaytonwater.com	5% over 2018	14,190/11.2% over 2017	14,797/4.2% over 2018	5% over 2019
% of utility bill payments made at retail partner stores	10% over 2018	1,066	1,531/43%	10% over 2019

**Objective: Provide timely and accurate Help Desk consultation for internal City Customers**

**Activity: Ensure customer requests through Help Desk are resolved within appropriate timeframe**

- **2019 Results:** Resolve Help Desk request within an average of 10 days. Average days for resolution was 12.
- **2020 Path to Progress:** Implement a self-service password reset software solution.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Average # of business days to customer resolution	10	10	12	10

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Other Activity: Design, develop, and test self-service options

- **2019 Results:** IT Procured AD Password plus Software to implement in the first Quarter of 2020.
- **2020 Path to Progress:** Install and train end-users on enterprise wide reset network password software. Also, enhance Help Desk ticketing system to allow end users to submit non-critical help desk tickets from the intranet.

### Priority: Optimize Organizational Efficiency through use of Technology

**Objective: Expand Wi-Fi connectivity to other City Facilities**

**Activity: Enhance communications options by replacing Wi-Fi at City Hall**

- **2019 Results:** This was not achieved.
- **2020 Path to Progress:** Selected Wi-Fi vendor in 2019 to start replacement of end of life hardware in 2020.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of floors upgraded with new Wi-Fi hardware	6	0	0	6

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective:** Enhance and expand fiber optic network to two new city locations

**Activity:** Enhance and expand fiber optic network to two additional locations that are currently on lease with Metro Ethernet

- **2019 Results:** City of Dayton Fiber-Optic network was expanded to Madden Maintenance Building in the third quarter of 2019. The target was 2 locations.
- **2020 Path to Progress:** We plan to expand fiber to NW Recreation Center or another City location. One facility (Fuel station on Monument) is close to completion.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of new facilities that now have City fiber network lines	2	2	1	2

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

#### Priority: Support Services and Opportunities for Young People

**Objective: Engage local MIS students to further their interest in technology and it's use in local governments**

**Activity: Continue partnerships with UD and SOCHE**

- **2019 Results:** WSU Computer Science intern was hired via SOCHE to perform analysis on IT service request system to streamline processes. Hosted IT open house for first year UD MIS students and served on the UD MIS advisory board.
- **2020 Path to Progress:** Continue to work with UD and SOCHE.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Collaborate with UD to create a capstone project to improve City IT systems and processes	Hire SOCHE intern	New Measure	Hired SOCHE intern for Q3	Continue collaboration

#### Priority: Promote Clear Communications, Transparency and Accountability

**Objective: Keep citizens informed about City priorities and initiatives**

**Activity: Provide vehicles for citizen engagement and interaction through social media, print and web**

- **2019 Results:** As of third quarter, the City has increased its social media followers (FB) who identified as living in Dayton by 35.2%.
- **2020 Path to Progress:** Continue to share content the public wants to see using the survey results as a guide. Continue to work to establish the City as the most reliable source of information regarding City activities and news. This includes doing more videos and Facebook Live broadcasts, to allow followers to post comments and reactions.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% increase in social media followers	20% increase	10,221/28%	13,816/35%	25%

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Regularly communicate City policies, legislation and initiatives to the general public**

**Activity: Highlight policies, etc. through City publications (media releases, Dayton Extra, a print newsletter mailed 4-6 times yearly, DDN monthly page, etc.)**

- **2019 Results:** Secure 15 earned media hits per quarter. As of third quarter we are slightly short of meeting this goal with 42.
- **2020 Path to Progress:** Continue to utilize print channels to promote initiatives and news from the City Commission. Continue to utilize videos and other electronic mediums to establish the City as a reliable source of information.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of social media hits on City Policies and Legislation	60	45	42	60

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

**Objective: Enhance transparency through increased awareness of and accessibility to the City's financial and performance information**

**Activity: Undertake marketing and education to increase visits to Dayton Open Data and Your Dollars, Your Neighborhood dashboard tool**

- **2019 Results:** As of third quarter, there were 2,752 unique site visits to both portals. In 2018, there were 3,398 hits through the third quarter.
- **2020 Path to Progress:** M&B plans to implement enhancements to the Dayton Open Data portal. The goal is to make the portal more user friendly and easier to navigate.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% increase in unique site visits for Dayton Open Data & Your Dollars, Your Neighborhood	10% increase over 2017 (2017=2,279)	3,398	2,752	3,675

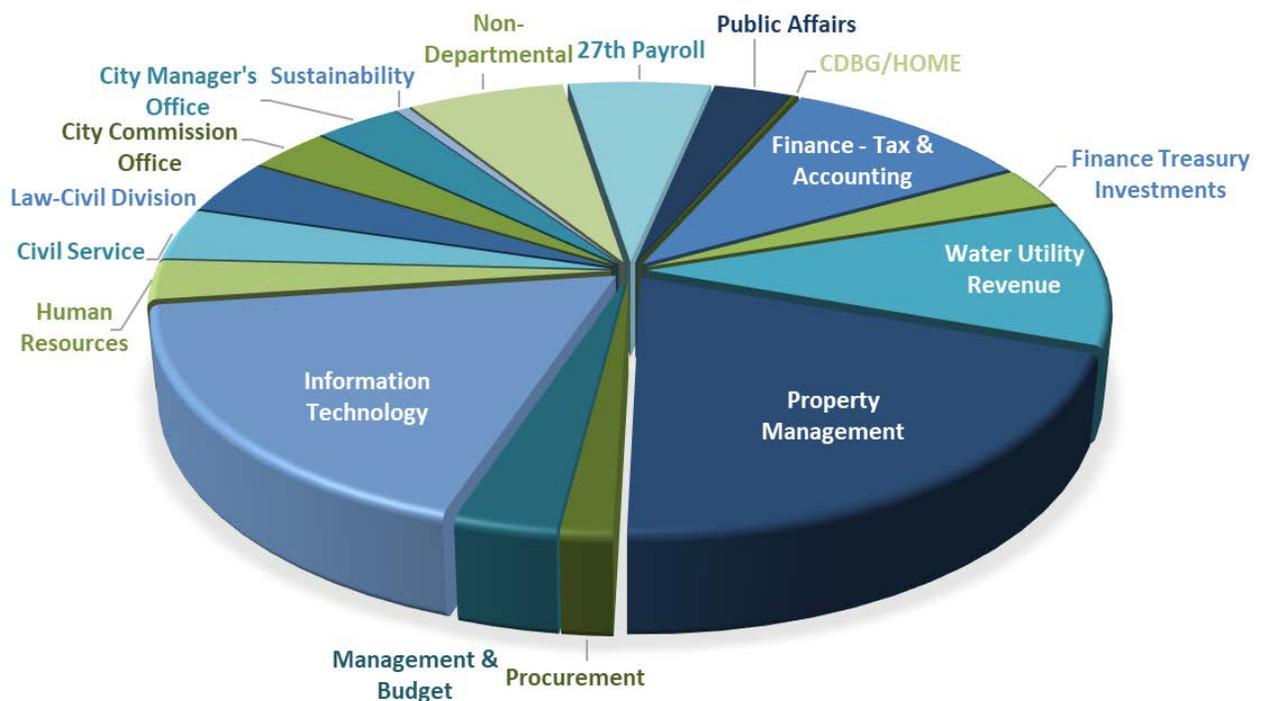
**Other Activity: Enhance transparency and increase public engagement to improve performance**

- **2019 Results:** Launched the Dayton Survey dashboard in December 2019. This dashboard includes results by every Community Service Area and is an interactive tool to view key metrics driving resident satisfaction in our city.
- **2020 Path to Progress:** Implement outreach plan to support the new Dayton Survey dashboard. Revise the current performance management system to better align with City Commission priorities.

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

Corporate Services & Governance CSA by Program	
Finance - Tax & Accounting	4,050,400
Finance Treasury Investments	1,153,300
Water Utility Revenue	4,235,400
<b>Total Finance Programs</b>	<b>9,439,100</b>
Property Management	7,886,800
<b>Total Property Management</b>	<b>7,886,800</b>
Procurement	621,100
Management & Budget	1,230,900
<b>Total Procurement, Management &amp; Budget</b>	<b>1,852,000</b>
Information Technology	7,022,100
Human Resources	1,164,500
Civil Service	1,525,100
Law-Civil Division	1,597,200
City Commission Office	1,302,500
City Manager's Office	1,380,800
Sustainability	212,500
Non-Departmental	2,552,600
27th Payroll	2,300,000
Public Affairs	1,260,800
CDBG/HOME	80,000
<b>Total Programs</b>	<b>39,576,000</b>



## Detail by CSA: Corporate Services and Governance

### Budget Summaries

<b>Procurement, Management &amp; Budget</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	1,799,100	1,852,000	52,900	2.9%
<b>Total Sources</b>	<b>\$ 1,799,100</b>	<b>\$ 1,852,000</b>	<b>\$ 52,900</b>	<b>2.9%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,589,400</b>	<b>1,665,400</b>	<b>76,000</b>	<b>4.8%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	138,400	125,800	(12,600)	-9.1%
Travel & Training	32,000	23,100	(8,900)	-27.8%
Supplies, Materials & Misc	27,500	26,300	(1,200)	-4.4%
Others	11,800	11,400	(400)	-3.4%
<b>Total Contracts &amp; Materials</b>	<b>209,700</b>	<b>186,600</b>	<b>(23,100)</b>	<b>-11.0%</b>
<b>Total Uses</b>	<b>\$ 1,799,100</b>	<b>\$ 1,852,000</b>	<b>\$ (23,100)</b>	<b>2.9%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Increase in Personnel Costs reflects staff promotion
- Other Professional Services is down due to reducing purchase order with the external auditing firm
- Training is also down (rotate every two years)

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Civil Service				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,538,400	1,525,100	(13,300)	-0.9%
<b>Total Sources</b>	<b>\$ 1,538,400</b>	<b>\$ 1,525,100</b>	<b>\$ (13,300)</b>	<b>-0.9%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,286,000</b>	<b>1,300,000</b>	<b>14,000</b>	<b>1.1%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	138,900	148,500	9,600	6.9%
Computer Maintenance	64,600	20,500	(44,100)	-68.3%
Legal Services & Advertising	15,000	18,000	3,000	20.0%
Others	33,900	38,100	4,200	12.4%
<b>Total Contracts &amp; Materials</b>	<b>252,400</b>	<b>225,100</b>	<b>(27,300)</b>	<b>-10.8%</b>
<b>Total Uses</b>	<b>\$ 1,538,400</b>	<b>\$ 1,525,100</b>	<b>\$ (27,300)</b>	<b>-0.9%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Other Professional Services is up 7%, reflecting medical exams increase for nicotine testing. Psychological exams increase due to requirement for new vendor
- Computer maintenance is down 68%, the result of the Jobs App maintenance budget moving to Technology Fund
- Others category up slightly from 2019 for higher copier charges

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Public Affairs				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,268,100	1,260,800	(7,300)	-0.6%
<b>Total Sources</b>	<b>\$ 1,268,100</b>	<b>\$ 1,260,800</b>	<b>\$ (7,300)</b>	<b>-0.6%</b>
<b>Estimated Uses</b>				
Personnel Costs	681,200	615,200	(66,000)	-9.7%
<b>Contracts &amp; Materials</b>				
Marketing & Promotional Ads	125,000	125,000	0	0.0%
Other Professional Services	399,900	428,900	29,000	7.3%
Supplies, Materials & Misc	45,000	75,000	30,000	66.7%
Others	17,000	16,700	(300)	-1.8%
<b>Total Contracts &amp; Materials</b>	<b>586,900</b>	<b>645,600</b>	<b>58,700</b>	<b>10.0%</b>
<b>Total Uses</b>	<b>\$ 1,268,100</b>	<b>\$ 1,260,800</b>	<b>\$ 58,700</b>	<b>-0.6%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Decrease in Personnel reflects Social Media Specialist position being abolished in 2020
- 7% increase in Professional Services for Zencity and CivicPlus
- 67% increase in Supplies & Materials for Neighborhood Matters

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Human Resources				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,156,700	1,164,500	7,800	0.7%
<b>Total Sources</b>	<b>\$ 1,156,700</b>	<b>\$ 1,164,500</b>	<b>\$ 7,800</b>	<b>0.7%</b>
<b>Estimated Uses</b>				
Personnel Costs	1,050,500	1,045,800	(4,700)	-0.4%
<b>Contracts &amp; Materials</b>				
Other Professional Services	58,500	61,000	2,500	4.3%
Employee Travel	14,600	14,600	0	0.0%
Supplies, Materials & Misc	20,000	20,000	0	0.0%
Others	13,100	23,100	10,000	76.3%
<b>Total Contracts &amp; Materials</b>	<b>106,200</b>	<b>118,700</b>	<b>12,500</b>	<b>11.8%</b>
<b>Total Uses</b>	<b>\$ 1,156,700</b>	<b>\$ 1,164,500</b>	<b>\$ 12,500</b>	<b>0.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Others category (C&M) up 76% from 2019 due to higher copier charges

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

<b>Law - Civil Division</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	1,570,700	1,597,200	26,500	1.7%
<b>Total Sources</b>	<b>\$ 1,570,700</b>	<b>\$ 1,597,200</b>	<b>\$ 26,500</b>	<b>1.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,167,800</b>	<b>1,234,800</b>	<b>67,000</b>	<b>5.7%</b>
<b>Contracts &amp; Materials</b>				
Legal & Professional Services	328,600	294,600	(34,000)	-10.3%
Travel	40,000	34,800	(5,200)	-13.0%
Supplies, Materials & Misc	27,000	27,000	-	0.0%
Others	7,300	6,000	(1,300)	-17.8%
<b>Total Contracts &amp; Materials</b>	<b>402,900</b>	<b>362,400</b>	<b>(40,500)</b>	<b>-10.1%</b>
<b>Total Uses</b>	<b>\$ 1,570,700</b>	<b>\$ 1,597,200</b>	<b>\$ (40,500)</b>	<b>1.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel up about 6%, reflecting addition of Deputy Director

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

<b>Finance Tax &amp; Accounting</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	3,636,900	4,050,400	413,500	11.4%
<b>Total Sources</b>	<b>\$ 3,636,900</b>	<b>\$ 4,050,400</b>	<b>\$ 413,500</b>	<b>11.4%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,591,100</b>	<b>2,936,300</b>	<b>345,200</b>	<b>13.3%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	862,500	869,800	7,300	0.8%
Auditing Services	81,600	78,800	(2,800)	-3.4%
Postage, Printing & Reproduction	39,700	44,500	4,800	12.1%
Supplies, Materials & Misc	24,800	46,200	21,400	86.3%
Others	32,600	42,500	9,900	30.4%
<b>Total Contracts &amp; Materials</b>	<b>1,041,200</b>	<b>1,081,800</b>	<b>40,600</b>	<b>3.9%</b>
<b>Capital Equipment/Technology</b>	<b>4,600</b>	<b>32,300</b>	<b>27,700</b>	<b>602.2%</b>
<b>Total Uses</b>	<b>\$ 3,636,900</b>	<b>\$ 4,050,400</b>	<b>\$ 68,300</b>	<b>11.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel up 13% due to three positions moving in from Water Fund and establishment of Finance Tax Analyst
- Supplies & Materials is up 86% for additional necessities related to consolidated Call Center

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Finance Treasury Investments				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,154,500	1,153,300	(1,200)	-0.1%
<b>Total Sources</b>	<b>\$ 1,154,500</b>	<b>\$ 1,153,300</b>	<b>\$ (1,200)</b>	<b>-0.1%</b>
<b>Estimated Uses</b>				
Personnel Costs	218,100	220,900	2,800	1.3%
<b>Contracts &amp; Materials</b>				
Management Contracts	842,000	844,200	2,200	0.3%
Other Professional Services	78,000	78,200	200	0.3%
Others	16,400	10,000	(6,400)	-39.0%
<b>Total Contracts &amp; Materials</b>	<b>936,400</b>	<b>932,400</b>	<b>(4,000)</b>	<b>-0.4%</b>
<b>Total Uses</b>	<b>\$ 1,154,500</b>	<b>\$ 1,153,300</b>	<b>\$ (4,000)</b>	<b>-0.1%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- 39% decline in Others (C&M) reflects reduction to Travel budget

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

<b>Water Utility Revenue</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Water Fund	3,994,000	4,235,400	241,400	6.0%
<b>Total Sources</b>	<b>\$ 3,994,000</b>	<b>\$ 4,235,400</b>	<b>\$ 241,400</b>	<b>6.0%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,900,100</b>	<b>2,745,500</b>	<b>(154,600)</b>	<b>-5.3%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	651,000	717,000	66,000	10.1%
Indirect Cost Allocation	126,600	134,100	7,500	5.9%
Fleet Charges & Gasoline	63,500	71,000	7,500	11.8%
Postage, Printing & Reproduction	19,000	14,200	(4,800)	-25.3%
Supplies, Materials & Misc	39,000	43,500	4,500	11.5%
Others	176,200	226,700	50,500	28.7%
<b>Total Contracts &amp; Materials</b>	<b>1,075,300</b>	<b>1,206,500</b>	<b>131,200</b>	<b>12.2%</b>
<b>Capital Equipment/Technology</b>	<b>18,600</b>	<b>283,400</b>	<b>264,800</b>	<b>1423.7%</b>
<b>Total Uses</b>	<b>\$ 3,994,000</b>	<b>\$ 4,235,400</b>	<b>\$ 396,000</b>	<b>6.0%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel is down 5% due to three positions being moved to General Fund
- Other Professional Services is up 10%, reflecting increases in PiTech and license fees for Seamless-Gov

# Detail by CSA: Corporate Services and Governance

## Budget Summaries

<b>Property Management</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	7,580,600	7,886,800	306,200	4.0%
<b>Total Sources</b>	<b>\$ 7,580,600</b>	<b>\$ 7,886,800</b>	<b>\$ 306,200</b>	<b>4.0%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,128,600</b>	<b>2,162,400</b>	<b>33,800</b>	<b>1.6%</b>
<b>Contracts &amp; Materials</b>				
Real Estate Taxes	1,600,000	1,618,300	18,300	1.1%
Land & Building Rentals	1,012,000	1,012,000	-	0.0%
Mgmt Contracts & Professional Svcs	245,000	239,800	(5,200)	-2.1%
Plumbing & Facilities Maintenance	570,000	600,000	30,000	5.3%
Supplies, Materials & Misc	151,000	155,000	4,000	2.6%
Security Services	200,000	205,000	5,000	2.5%
Others	121,500	114,800	(6,700)	-5.5%
<b>Total Contracts &amp; Materials</b>	<b>3,899,500</b>	<b>3,944,900</b>	<b>45,400</b>	<b>1.2%</b>
<b>Utilities</b>				
Gas	231,000	306,000	75,000	32.5%
Water	122,000	182,000	60,000	49.2%
Electric	754,500	869,500	115,000	15.2%
<b>Total Utilities</b>	<b>1,107,500</b>	<b>1,357,500</b>	<b>250,000</b>	<b>22.6%</b>
<b>Oregon District</b>	<b>445,000</b>	<b>422,000</b>	<b>(23,000)</b>	<b>-5.2%</b>
<b>Total Uses</b>	<b>\$ 7,580,600</b>	<b>\$ 7,886,800</b>	<b>\$ 522,400</b>	<b>4.0%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Largest increases in Plumbing & Facilities Maintenance and Real Estate Taxes
- Utilities are up about 23%, reflecting R&YS utilities budget being moved to Public Works – Property Management

## Detail by CSA: Corporate Services and Governance

### Budget Summaries

Information Technology				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	6,788,300	7,022,100	233,800	3.4%
<b>Total Sources</b>	<b>\$ 6,788,300</b>	<b>\$ 7,022,100</b>	<b>\$ 233,800</b>	<b>3.4%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>3,482,300</b>	<b>3,684,700</b>	<b>202,400</b>	<b>5.8%</b>
<b>Contracts &amp; Materials</b>				
Maintenance Agreements	1,441,900	1,407,100	(34,800)	-2.4%
Other Professional Services	970,100	902,100	(68,000)	-7.0%
Telephone	238,000	464,800	226,800	95.3%
Computer Maintenance	50,300	48,000	(2,300)	-4.6%
Supplies, Materials & Misc	48,800	39,000	(9,800)	-20.1%
Travel & Training	50,000	42,000	(8,000)	-16.0%
Others	50,900	59,400	8,500	16.7%
<b>Total Contracts &amp; Materials</b>	<b>2,850,000</b>	<b>2,962,400</b>	<b>112,400</b>	<b>3.9%</b>
<b>Capital Equipment/Technology</b>	<b>456,000</b>	<b>375,000</b>	<b>(81,000)</b>	<b>-17.8%</b>
<b>Total Uses</b>	<b>\$ 6,788,300</b>	<b>\$ 7,022,100</b>	<b>\$ 31,400</b>	<b>3.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

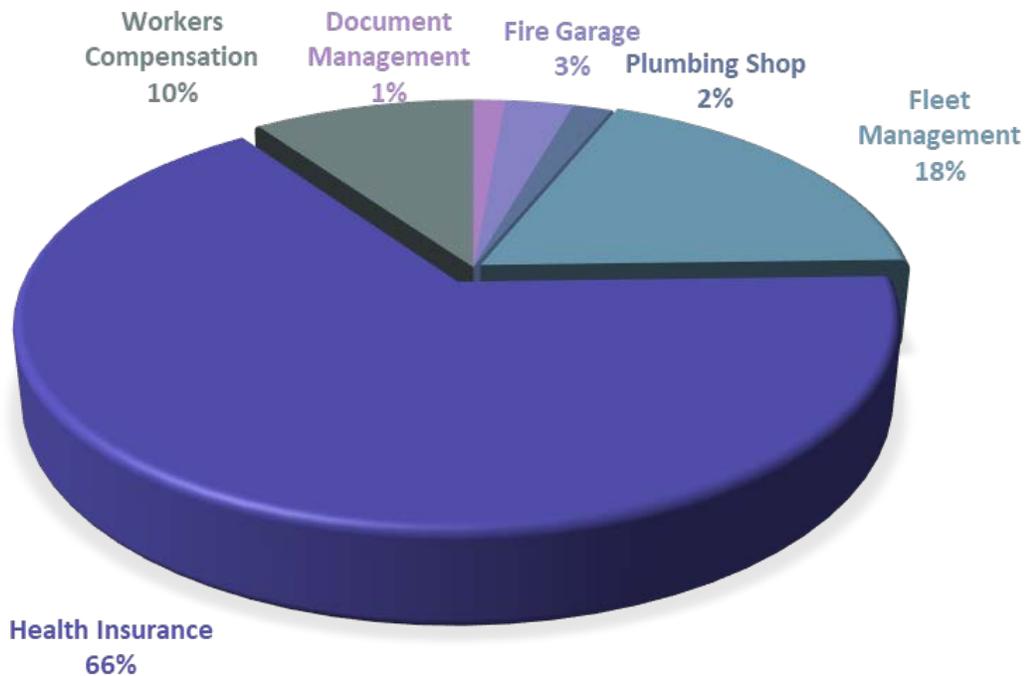
### 2020 Program Budget Highlights

- 2020 Budget includes Executive Secretary and IT Director positions funded 67% from General Fund offset by the elimination of a Systems Engineer
- Other Professional Services is down 7%, reflecting reductions in Optica contract and professional services support. In addition, no budget for RDI Marketing in 2020
- Telephone up significantly due to prepayment in prior year (2018)

# Detail by CSA: Corporate Services and Governance

## Budget Summaries: Internal Service Funds

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



## Detail by CSA: Corporate Services and Governance

### Budget Summaries: Internal Service Funds

Document Management Services				
	Projected	2020 Proposed		
Estimated Sources	2019 Actuals	Budget	\$ Chg.	% Chg.
Beginning Cash Balance	390,100	166,700	(223,400)	-57.3%
Projected Revenue	396,300	575,000	178,700	45.1%
<b>Total Sources and Cash Balance</b>	<b>786,400</b>	<b>741,700</b>	<b>(44,700)</b>	<b>-5.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>189,200</b>	<b>203,200</b>	<b>14,000</b>	<b>7.4%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>430,500</b>	<b>414,300</b>	<b>(16,200)</b>	<b>-3.8%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$619,700</b>	<b>\$617,500</b>	<b>-\$2,200</b>	<b>-0.4%</b>
<b>Sources over Uses</b>	<b>\$166,700</b>	<b>\$124,200</b>	<b>-\$42,500</b>	<b>-25.5%</b>
<b>Estimated Ending Cash</b>	<b>\$166,700</b>	<b>\$124,200</b>	<b>-\$42,500</b>	<b>-25.5%</b>

### 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 27<sup>th</sup> payroll
- Supplies & Materials have been reduced based on actual trends

## Detail by CSA: Corporate Services and Governance

### Budget Summaries: Internal Service Funds

Fire Garage				
	Projected	2020 Proposed		
Estimated Sources	2019 Actuals	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%
<b>Total Sources and Cash Balance</b>	<b>1,473,300</b>	<b>1,450,400</b>	<b>(22,900)</b>	<b>-1.6%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>732,000</b>	<b>772,200</b>	<b>40,200</b>	<b>5.5%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>596,200</b>	<b>540,000</b>	<b>(56,200)</b>	<b>-9.4%</b>
<b>Debt Service Payment</b>	<b>120,200</b>	<b>0</b>	<b>(120,200)</b>	<b>-100.0%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$1,448,400</b>	<b>\$1,312,200</b>	<b>-\$16,000</b>	<b>-9.4%</b>
<b>Sources over Uses</b>	<b>\$24,900</b>	<b>\$138,200</b>	<b>\$113,300</b>	<b>455.0%</b>
<b>Estimated Ending Cash</b>	<b>\$24,900</b>	<b>\$138,200</b>	<b>\$113,300</b>	<b>455.0%</b>

### 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 27<sup>th</sup> pay for garage supervisor
- Supplies & Materials have been reduced, based on actual trends.
- Other Maintenance has increased based on projected needs in 2020

## Detail by CSA: Corporate Services and Governance

### Budget Summaries: Internal Service Funds

Plumbing Shop				
Estimated Sources	Projected 2019 Actuals	2020 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	520,200	294,700	(225,500)	-43.3%
Projected Revenue	485,000	753,200	268,200	55.3%
<b>Total Sources and Cash Balance</b>	<b>1,005,200</b>	<b>1,047,900</b>	<b>42,700</b>	<b>4.2%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>456,300</b>	<b>520,200</b>	<b>63,900</b>	<b>14.0%</b>
<b>Contracts &amp; Materials</b>				
Supplies & Materials	165,300	205,000	39,700	24.0%
Fleet & Fuel	10,700	28,000	17,300	161.7%
<b>Total Contracts &amp; Materials</b>	<b>176,000</b>	<b>233,000</b>	<b>57,000</b>	<b>32.4%</b>
<b>Capital Equipment/Technology</b>	<b>67,700</b>	<b>0</b>	<b>(67,700)</b>	<b>-100.0%</b>
<b>Total Uses</b>	<b>\$700,000</b>	<b>\$753,200</b>	<b>\$120,900</b>	<b>7.6%</b>
<b>Sources over Uses</b>	<b>\$305,200</b>	<b>\$294,700</b>	<b>-\$10,500</b>	<b>-3.4%</b>
<b>Estimated Ending Cash</b>	<b>\$305,200</b>	<b>\$294,700</b>	<b>-\$10,500</b>	<b>-3.4%</b>

### 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 27<sup>th</sup> Payroll for SA employees
- Supplies & Materials increases in 2020 are needed to support upcoming HVAC/Boiler replacement projects, funded through 2020 Debt Issuance

# Detail by CSA: Corporate Services and Governance

## Budget Summaries: Internal Service Funds

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%
<b>Total Sources and Cash Balance</b>	<b>9,830,200</b>	<b>9,231,600</b>	<b>(598,600)</b>	<b>-6.1%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>3,045,500</b>	<b>3,199,400</b>	<b>153,900</b>	<b>5.1%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>5,408,600</b>	<b>4,817,300</b>	<b>(591,300)</b>	<b>-10.9%</b>
<b>Capital Equipment/Technology</b>	<b>80,500</b>	<b>40,000</b>	<b>(40,500)</b>	<b>-50.3%</b>
<b>Capital Infrastructure</b>	<b>120,700</b>	<b>0</b>	<b>(120,700)</b>	<b>-100.0%</b>
<b>Total Uses</b>	<b>\$ 8,655,300</b>	<b>\$ 8,056,700</b>	<b>\$ (598,600)</b>	<b>-6.9%</b>
<b>Sources over Uses</b>	<b>\$1,174,900</b>	<b>\$1,174,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Estimated Ending Cash</b>	<b>\$1,174,900</b>	<b>\$1,174,900</b>	<b>\$0</b>	<b>0.0%</b>

### 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 27<sup>th</sup> Pay. Personnel increases are offset by holding vacant a 2<sup>nd</sup> shift supervisor
- Inventory and Supplies reduced 10.9% to contain costs, keeping expenses in line with projected revenues

# Detail by CSA: Corporate Services and Governance

## Budget Summaries: Internal Service Funds

Health Insurance Fund				
	Projected	2020 Proposed		
Estimated Sources	2019 Actuals	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%
<b>Total Sources and Cash Balance</b>	<b>34,172,300</b>	<b>39,194,463</b>	<b>5,022,163</b>	<b>14.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>362,800</b>	<b>448,400</b>	<b>85,600</b>	<b>23.6%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>23,879,700</b>	<b>30,289,700</b>	<b>6,410,000</b>	<b>26.8%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$24,242,500</b>	<b>\$30,738,100</b>	<b>\$6,495,600</b>	<b>26.8%</b>
<b>Sources over Uses</b>	<b>\$9,929,800</b>	<b>\$8,456,363</b>	<b>-\$1,473,437</b>	<b>-14.8%</b>
<b>Estimated Ending Cash</b>	<b>\$9,929,800</b>	<b>\$8,456,363</b>	<b>-\$1,473,437</b>	<b>-14.8%</b>

\*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 1<sup>st</sup>
- 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

# Detail by CSA: Corporate Services and Governance

## Budget Summaries: Internal Service Funds

<b>Workers Compensation Fund</b>				
	<b>Projected</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>2019 Actuals</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
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%
<b>Total Sources and Cash Balance</b>	<b>18,740,800</b>	<b>19,046,700</b>	<b>305,900</b>	<b>1.6%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>478,100</b>	<b>564,400</b>	<b>86,300</b>	<b>18.1%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>3,369,500</b>	<b>4,263,300</b>	<b>893,800</b>	<b>26.5%</b>
<b>Capital Equipment/Technology</b>	<b>59,200</b>	<b>0</b>	<b>(59,200)</b>	<b>-100.0%</b>
<b>Total Uses</b>	<b>\$3,906,800</b>	<b>\$4,827,700</b>	<b>\$920,900</b>	<b>23.6%</b>
<b>Sources over Uses</b>	<b>\$14,834,000</b>	<b>\$14,219,000</b>	<b>-\$615,000</b>	<b>-4.1%</b>
<b>Estimated Ending Cash</b>	<b>\$14,834,000</b>	<b>\$14,219,000</b>	<b>-\$615,000</b>	<b>-4.1%</b>

### 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 27<sup>th</sup> 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

# Detail by CSA: Justice

## Budget Summaries

The Policy Objective of the Justice Community Service area is to ensure a just and secure city where individuals, families and organizations can live, work and thrive. The Community Service area is made up of nine program areas spread across six departments.

The Justice Program areas with 2019 original budget and 2020 recommended allocations are listed below:

Program	2019 Original		2020 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Patrol Operations	28,364,100	270	27,148,500	(1,215,600)	-4.3%	280
Police Investigations & Administration	25,840,900	144	27,544,400	1,703,500	6.6%	148
Law Enforcement Grants	277,000	0	311,200	34,200	12.3%	0
COPS Grant	625,000	15	625,000	0	0.0%	15
<b>Subtotal Police</b>	<b>55,107,000</b>	<b>429</b>	<b>55,629,100</b>	<b>522,100</b>	<b>0.9%</b>	<b>443</b>
Municipal Court	4,662,500	56	4,909,600	247,100	5.3%	56
Clerk of Courts	3,828,200	47	3,891,900	63,700	1.7%	47
<b>Subtotal Courts</b>	<b>8,490,700</b>	<b>103</b>	<b>8,801,500</b>	<b>310,800</b>	<b>3.7%</b>	<b>103</b>
Community Police Council/CIRGV	257,300	2	225,900	(31,400)	-12.2%	2
Mediation Center	553,600	4	594,500	40,900	7.4%	4
Law - Prosecutor's Office	1,326,900	12	1,306,400	(20,500)	-1.5%	12
<b>Grand Total Justice CSA</b>	<b>\$ 65,735,500</b>	<b>550</b>	<b>\$ 66,557,400</b>	<b>\$ 821,900</b>	<b>1.3%</b>	<b>564</b>

Note: Patrol Operations includes the Public Safety Photo Enforcement Program.

These program areas are arrayed in pursuit of the following priorities:



# Detail by CSA: Justice

## Budget Summaries

The following pages will detail 2019 outcomes by priority, as well as the 2020 “Path to Progress” for improved outcomes.

### Priority: Support Police-Community Relations

**Objective: Increase community engagement in public safety process**

**Activity: Targeted education & outreach, organizing, neighborhood safety planning process**

- 2019 Results:** Introduced the Greater Dayton Safety Planning Commission proposal and began to garner community support, funding and commitment. Piloted a neighborhood safety planning process in Residence Park to be replicated in other target neighborhoods.
- 2020 Path to Progress:** Work with community partners to identify appropriate administrator/host of program and implementation. Identify target neighborhoods in conjunction with CPC and DPD to replicate neighborhood safety plans. Continue to create opportunities through the 2019-2021 CPR strategic plan. Priority areas of focus included Neighborhood Safety Plans, Strategic and Targeted Outreach, Policy and Police Procedures Review, and CPC Development and Communications to enhance increased community engagement and participation of our most vulnerable /underrepresented community members in the safety and decision making process.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of individuals who believe DPD enforce laws consistently regardless of race or ethnicity	>50%	37%	35%	>50%

# Detail by CSA: Justice

## Budget Summaries

<b>Objective: Improve relationships between community and police</b>	<b>Activity: Listening Tours, Block Parties, other community activities</b>
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- 2019 Results:** 13% of individuals rated DPD officers as disrespectful or very disrespectful in the 2019 Dayton Survey (1% decrease from 2018 results). 35% of individuals believe DPD enforce laws consistently regardless of race/ethnicity (Citizen Perception Survey) (2% decrease from 2018 results). HRC partnered to host 4 block parties, 3 faith based breakfasts, 8 Youth and Police Real Talks.
- 2020 Path to Progress:** Create opportunities for positive community-police interactions and improved understanding through education/outreach (activities include education and outreach and community led block parties, listening tours, and faith based breakfasts).

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of individuals rating DPD officers as disrespectful or very disrespectful at least 2 above baseline of 16	<15%	14%	13%	<15%

## Detail by CSA: Justice

### Budget Summaries

**Objective: Address minor citizen disputes and enhance Police / Community interactions**

**Activity: Use Dayton Mediation Center in applicable conflict situations**

- **2019 Results:** 289 disputes referred.
- **2020 Path to Progress:** Encourage officers to make mediation referrals in roll call training. Continue to submit certain calls for service to the mediation center automatically for review and follow-up.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of officer referrals made on a quarterly basis	30/ quarter 120/ year	340/ year	289	30/ quarter 120/ year

**Other Activity: Maintain transparency and a feeling of mutual trust within the community**

- **2019 Results:** Press conferences given shortly after all critical incidents/major events.
- **2020 Path to Progress:** Continue to get all available information out quickly to maintain trust in the community.



## Detail by CSA: Justice

### Budget Summaries

#### Priority: Reduce Gun Violence

**Objective: Aggressively prosecute all misdemeanor gun charges**

**Activity: Maintain conviction rate for gun charges**

- **2019 Results:** 87% Conviction Rate – A total of 8 gun related cases were charged. Of the 8, 7 pled to a criminal offense resulting in the request that the gun be forfeited and destroyed. One gun case was dismissed because the crime lab determined that the gun in question was inoperable, meaning the gun was incapable of firing a projectile. Consequently the gun no longer met the statutorily defined meaning of “deadly” weapon.
- **2020 Path to Progress:** 90% Conviction Rate. Continue to aggressively prosecute gun offenders.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Conviction rate	90%	67%	87%	90%

**Objective: Decrease gun crime citywide**

**Activity: Reduce the # of reported Part 1 gun crime incidents**

- **2019 Results:** DPD reported a 2% increase in Pt. 1 gun crime.
- **2020 Path to Progress:** Use ShotSpotter to quickly respond to gunshots without waiting for citizen calls. Continue the use of NIBIN to relate gun crimes and arrest those responsible.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Reduction of Part I gun crime incidents	-10%	+3%	+2%	-10%

## Detail by CSA: Justice

### Budget Summaries

**Objective: Decrease gun crime citywide**

**Activity: Reduce the # of reported Part 1 gun crime incidents with injury**

- **2019 Results:** Through the third quarter, DPD reported a 17% decrease in Pt. 1 gun crime with injury.
- **2020 Path to Progress:** Reduce gun crime incidents with injury by 10%.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% Reduction of Part I gun crime incidents with injury	-20%	+2%	-17%	-10%

## Detail by CSA: Justice

### Budget Summaries

#### Priority: Welcome and Support Immigrants

**Objective: Increase individuals participating in naturalization clinics**

**Activity: Host naturalization clinics in conjunction with ABLE (Advocates for Basic Legal Equality and LAWO (Legal Aid of Western Ohio**

- **2019 Results:** Responding to shifting federal priorities and ongoing executive actions affecting immigrant and refugee communities, Welcome Dayton and its community partner, Advocates for Basic Legal Equality, provided 4 naturalization clinics and a series of 14 free immigration clinics, including Citizenship Clinics, Immigration Advice Clinics, and Green Card Clinics, for nearly 135 community members.
- **2020 Path to Progress:** Continue to advertise naturalization and immigration clinics to encourage participation and track internally how many applications for citizenship are completed. 2020 plan includes a comprehensive evaluation of Welcome Dayton Plan, as HRC's focus will be on social and economic integration.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of individuals participating in naturalization clinics	60	43	55	60

## Detail by CSA: Justice

### Budget Summaries

**Objective: Increase # of times language services are accessed within City depts.**

**Activity: Provide language access services; conduct training with City depts.**

- **2019 Results:** Requested language access 315 times through third Quarter.
- **2020 Path to Progress:** Continue to ensure departments have access to language access service provider and understand language access policy, continue to provide training to city departments.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of times language access is used	324	248	315	324

**Objective: Have a meaningful impact on refugees through outreach programs**

**Activity: Attend refugee outreach programs such as CSS orientations, ESOL, etc.**

- **2019 Results:** Through third quarter, DPD impacted 416 refugees through various outreach programs.
- **2020 Path to Progress:** Attend outreach programs to have a positive impact on refugees.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of refugees contacted	200	453	416	200

## Detail by CSA: Justice

### Budget Summaries

#### Priority: Reduce Impact of Drug Epidemic

**Objective: Get drug dependent individuals into treatment subsequent to conviction**

**Activity: Maintain conviction rate for Drug Abuse Instruments**

- **2019 Results:** 98% conviction rate. A total of 133 drug abuse instrument cases were filed. Of the 133 cases, 131 of them pled to an offense which enabled the prosecutor to request that a drug assessment be completed and if a problem was deemed to exist the offender was to follow up with the appropriate counseling. One case was dismissed when the County Prosecutor's Office filed it along with a felony drug charge. The remaining case was dismissed because the defendant had been sent to prison.
- **2020 Path to Progress:** 90% conviction rate. Aggressively prosecute all drug abuse instrument cases in order to procure a conviction. Once a conviction has been obtained, prosecutors will request that a drug assessment be completed with follow-up counseling as recommended.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Conviction rate	90%	82%	98%	90%

# Detail by CSA: Justice

## Budget Summaries

**Objective: Reduce Impact of drug overdose**

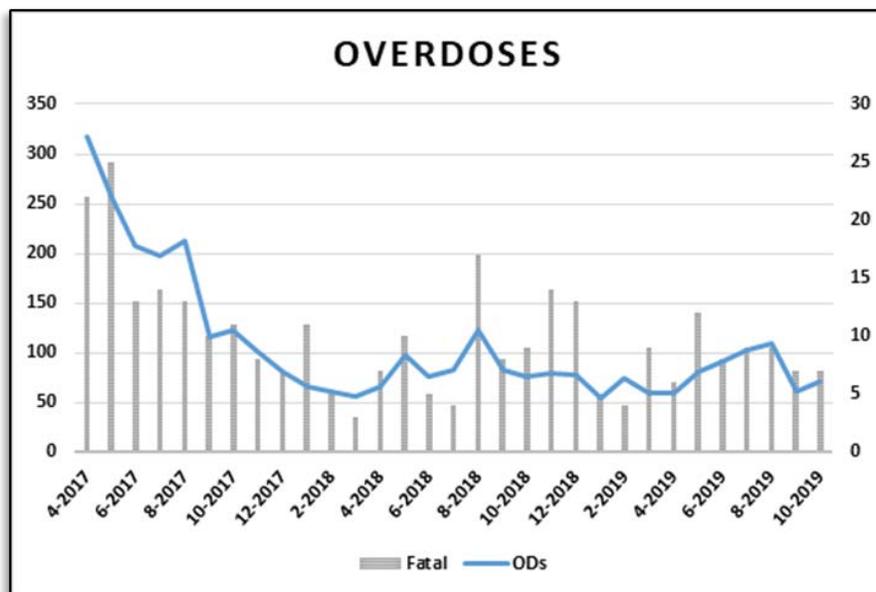
**Activity: Create strategic partnerships**

- **2019 Results:** Used the COAP grant and GROW program to reach overdose victims. Entered into a partnership with Ohio High Intensity Drug Trafficking Area program (HIDTA) to use ODMaP.
- **2020 Path to Progress:** Use ODMaP to expand coverage to a more regional area in order to more quickly identify and respond to problems. Expand Crisis Intervention Training with officers to combat substance abuse. Partner with Community Overdose Action Team (COAT) and the Verily Rehab Center OneFifteen.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of reduction in overdoses	-10%	New Measure	-2%	-10%

**Other Activity: Follow up on overdoses to help victims receive treatment**

- **2019 Results:** 529 in-person follow-ups attempted with 111 individuals connected to treatment.
- **2020 Path to Progress:** Continue to have an officer assigned to help and follow up with overdose victims.



## Detail by CSA: Justice

### Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

**Objective: Aggressively prosecute all entering or standing upon specified highway restricted**

**Activity: Maintain conviction rate for pedestrian safety charges**

- **2019 Results:** 100% conviction rate – A total of 10 Pedestrian Safety cases were charged and a plea was obtained to a criminal offense in each of the 10 cases.
- **2020 Path to Progress:** 90% conviction rate. Continue to aggressively prosecute this offense.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Conviction rate	90%	New measure	100%	90%

**Objective: Aggressively prosecute all distribution charges**

**Activity: Maintain conviction rate for distribution charges**

- **2019 Results:** 83% conviction rate – A total of 6 cases were charged under the Distribution statute. Of the 6 cases, 5 pled to a criminal offense. The remaining case was dismissed as the defendant was incompetent and unable to be restored to competency within the statutorily defined period of time.
- **2020 Path to Progress:** 90% conviction rate. Continue to aggressively prosecute these offenses.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Conviction rate	90%	New measure	83%	90%

## Detail by CSA: Justice

### Budget Summaries

**Objective: Engage citizens in the Mediation Center and its services**

**Activity: Actively market mediation and receive referrals**

- **2019 Results:** This objective was successfully met in 2019.
- **2020 Path to Progress:** Establish new goal of 2,000 referrals. To accomplish this goal, we will market mediation services to the community and partners; Mediation staff will also attend community outreach events.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of Referrals Received	1,600	1,400	1,984	2,000

**Objective: Engage citizens in the Mediation Center and its services**

**Activity: Increase the # of citizens participating in mediation**

- **2019 Results:** This objective was successfully met in 2019.
- **2020 Path to Progress:** Utilize experienced and skilled case managers to talk to citizens in conflict about mediation. Create ongoing training opportunities for staff and volunteers.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of citizens participated	2,000	1,984	2,181	2,000

## Detail by CSA: Justice

### Budget Summaries

**Objective: Complete minimum # of complaints for 2nd tier HUD administrative funds**

**Activity: Completion of complaint investigations**

- **2019 Results:** 12 cases closed through third Quarter.
- **2020 Path to Progress:** Education and outreach activities to vulnerable communities to increase visibility and case closed/mediated. Currently have over 25 open cases to close by 2020 fiscal year. In partnership with Welcome Dayton, participate in training with outward facing City Departments to ensure inclusion of our diverse residents. Restructure staffing, roles and responsibilities to ensure cross collaboration and intersection of diversity and inclusion, fair housing and cultural competency issues identified in community. In 2019, the Human Relations Council assumed responsibility of the Preferred Property Program.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of civil rights cases closed per year	15 (determined by HUD)	12	12	25

## Detail by CSA: Justice

### Budget Summaries

**Objective: Assure all crime victims are contacted by detectives in a timely manner**

**Activity: All complainants contacted within 4 calendar days after initial assignment**

- **2019 Results:** Through third Quarter, DPD contacted 94% of all complainants within 4 calendar days.
- **2020 Path to Progress:** Supervisors will continue to track contacts and follow up with detectives as necessary.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of complainants contacted within guidelines	90%	93%	94%	90%

**Objective: Respond to citizen emergencies in a timely manner**

**Activity: Time to respond**

- **2019 Results:** Through third quarter, DPD averaged 3.5 minutes for dispatch and travel time to respond to Priority 1 calls for service.
- **2020 Path to Progress:** DPD will maintain the goal of 7 minutes or less for dispatch and travel time to respond to Priority 1 calls for service.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Average Dispatch Time + Average Travel Time for 90% of Priority One Calls	<= 7mins	3.65	3.5	<= 7mins

**Other Activity: Response time on priority 2 calls for service**

- **2019 Results:** Through third quarter, DPD averaged 6.89 minutes for Dispatch & Travel for Priority 2 calls for service.
- **2020 Path to Progress:** Maintain <= 9 minutes for dispatch and travel on priority 2 calls for service.

## Detail by CSA: Justice

### Budget Summaries

#### Priority: Support Services and Opportunities for Young People

**Objective: Police and Youth Together**

**Activity: Build meaningful, positive relationships between police officers and the young people in communities they serve**

- **2019 Results:** 10,150 young people attended police events.
- **2020 Path to Progress:** Expand existing programs and look for new opportunities to engage young people in the community.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of attendees	>10,000	New measure	10,150	>10,000

## Detail by CSA: Justice

### Budget Summaries

#### Clerk of Court Results

##### Year-in-review

- **Criminal Cases:** Down 20% from prior year
- **Traffic Cases:** Down 17% from prior year
- **Civil Cases:** Up 5% from prior year

##### 2019 Accomplishments

- Hosted Driver's License Intervention Amnesty Initiative workshop at the Courthouse
- Partnered with ABLE and Clerk staff served citizens at 6 License Intervention Workshops in the community
- Partnered with Court to open a Supreme Court Grant funded Self-Help Center
- Moved Wejjs from Private Server to City IT Server
- Over 50% of staff certified by ADAMHS Board in Mental Health First Aid

##### 2020 Priorities

- Continue to partner with Community License Intervention projects
- Expand Self-Help Center
- Continue to make more court documents available online
- Improve website content
- Participate in What Works Cities Sprint on License Restoration & Reform

##### Dayton Municipal Court Self-Help Center

- Partnered with the Municipal Court to open Self-Help Center for Public
- Funded by grant awarded from Ohio Supreme Court
- Staffed by University of Dayton Law Students
- Civil Case Focused as directed by Grant
- Small Claims
- Rent Escrow and Evictions
- Materials designed and printed by Clerk and Court Staff

## Detail by CSA: Justice

### Budget Summaries

#### Driver's License Reinstatement Fee Amnesty Initiative – June 14, 2019

- Citizens served the day of the event – 350
- Cases were addressed the day of the event – 2,000
- Additional citizens that were unable to be seen that day were served by staff and Judges in the following days – 250
- Additional Cases were addressed in the following days – 1,200

#### Community and State Partners

- Ohio BMV
- Dayton Prosecutor's Office
- Montgomery County Public Defender's Office
- Greater Dayton Volunteer Lawyers Project
- ABLE
- Legal Aid of Western Ohio
- Miami Valley Community Action Partnership
- OLAF (Ohio Legal Assistance foundation)
- Area Insurance Agencies
- Area Driving School
- SNAP Program
- Vandalia Municipal Court, Kettering Municipal Court and Montgomery County Eastern and Western Municipal Court

## Detail by CSA: Justice

### Budget Summaries

#### Municipal Court Results

#### Maintaining public trust and confidence in the Judicial System

- **2019 Results:** Judges on call 24 hours a day for search warrants, are available for after-hours special law enforcement initiatives, and perform outreach community education programs.
- **2020 Path to Progress:** Continue timely adjudication of criminal, traffic, and civil cases, continue proactive judicial outreach.

#### Equal access to justice

- **2019 Results:** Provided interpreters for individuals with limited English proficiency (LEP) and American Sign Language (ASL); utilized bilingual appointed counsel for indigent defendants; addressed the language barrier in special programs offered by the Probation Department; reviewed and updated programs to address the needs of the changing demographics of Dayton's population.
- **2020 Path to Progress:** Address security and health issues for the protection of the public and Court employees, while continuing to minimize the language barrier through interpretation, ASL, and probationary programs to provide victims and defendants equal access to justice.

#### Generate revenue to offset General Fund expenses

- **2019 Results:** \$1.2 million from grants/fees and non-General Fund revenue. Funding generated by the Court provides salaries, benefits, professional services, supplies, materials, travel, and miscellaneous expenses related to Court programs and services (Grants: \$560,806; Court Costs and Program Fees: \$651,412).
- **2020 Path to Progress:** Continue to utilize grants and program resources and identify new grant opportunities.

## Detail by CSA: Justice

### Budget Summaries

#### Provide programs that reduce incarceration and recidivism

- **2019 Results:** Johns School, Making Adjustments Daily (MAD), People Addiction Choices (PAC), Electronic Home Detention Program (EHDP), Stopping the Violence (STV), Traffic Safety Program (TSP), Regional Mental Health Court (Access II), and Housing Court.
- **2020 Path to Progress:** Evaluate Court policies and procedures related to bail reform and pre-trial services, while continuing to provide programs that reduce incarceration rates and recidivism.

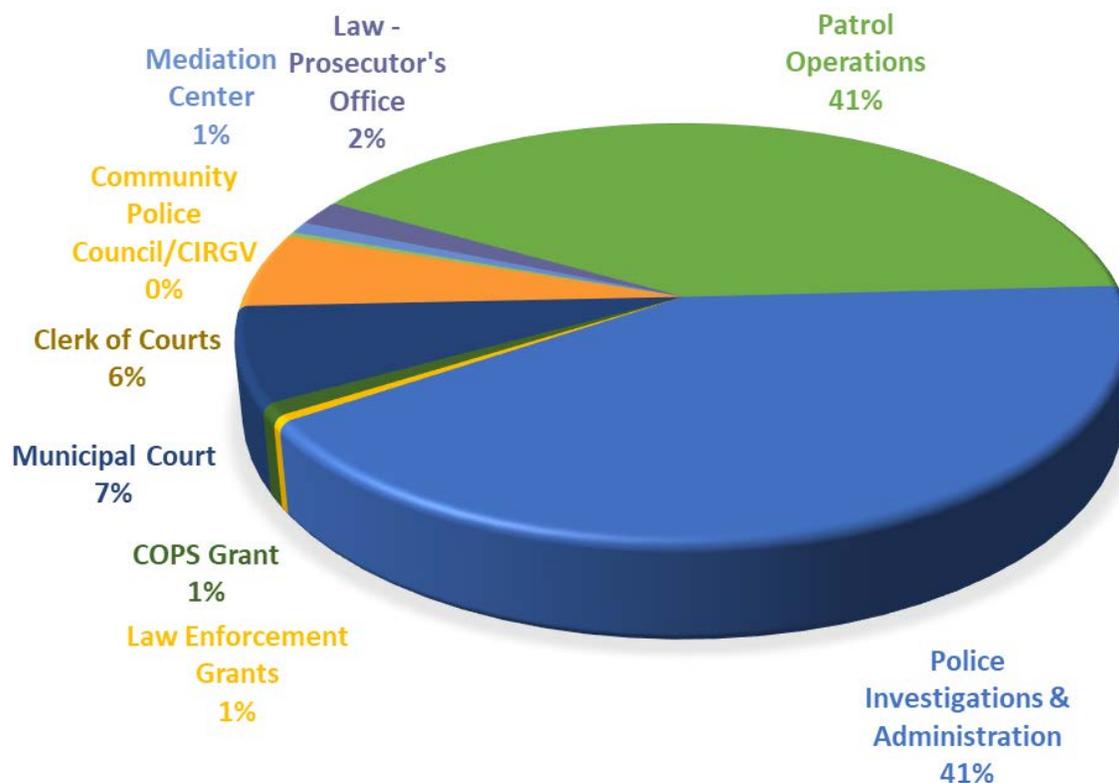
#### Pretrial Services

- **2019 Results:** In partnership with Montgomery County Pretrial Services, Montgomery County Jail, Montgomery County Public Defender's Office, and the City of Dayton Prosecutor's Office, the Dayton Municipal Court launched its Pretrial Services Department on April 9, 2018. Pretrial Services is responsible for the supervision of all clients charged with a violent and non-violent misdemeanor, who have been granted Conditional Own Recognizance (COR) release in lieu of incarceration at the Montgomery County Jail. Four Pretrial Service Officers supervised 831 clients in 2019, and a total of 17,060 jail days were saved, resulting in a cost savings of approximately \$1.1 million. Since inception Pretrial Services supervised 1,254 clients, and 31,293 jail days were saved, which resulted in a total cost savings of more than \$1.9 million.
- **2020 Path to Progress:** Montgomery County Pretrial Services will continue to provide a validated risk assessment and bond recommendation for all Dayton Municipal Court clients. Dayton Municipal Court Pretrial Services will continue to provide quality supervision, aimed at ensuring public safety, while reducing the overall cost of incarceration. Pretrial Services is in need of separate office space, and further training to adhere to best practices.

# Detail by CSA: Justice

## Budget Summaries

Justice CSA Budget by Program:	Recommended Budget
Patrol Operations	27,148,500.00
Police Investigations and Administration	27,544,400.00
Law Enforcement Funds	311,200.00
COPS Grant	625,000.00
<b>Total Police Programs:</b>	<b>55,629,100.00</b>
Municipal Court	4,909,600.00
Clerk of Courts	3,891,900.00
<b>Total Courts Programs:</b>	<b>8,801,500.00</b>
Human Relations Council	225,900.00
Mediation Center	594,500.00
Law/Prosecutor's Office	1,306,400.00
<b>Total Justice CSA:</b>	<b>66,557,400.00</b>



## Detail by CSA: Justice

### Budget Summaries

<b>Police Patrol Operations</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	28,364,100	27,148,500	(1,215,600)	-4.3%
<b>Total Sources</b>	<b>\$ 28,364,100</b>	<b>\$ 27,148,500</b>	<b>\$ (1,215,600)</b>	<b>-4.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>25,140,500</b>	<b>25,404,100</b>	<b>263,600</b>	<b>1.0%</b>
<b>Contracts &amp; Materials</b>				
Supplies and Materials	86,500	299,100	212,600	245.8%
Management Contracts	395,000	75,000	(320,000)	-81.0%
Internal Reproduction Charges	36,000	37,000	1,000	2.8%
Miscellaneous	183,900	13,400	(170,500)	-92.7%
Other Professional Services	501,300	9,500	(491,800)	-98.1%
External Vendors	5,000	5,000	-	0.0%
Other	33,700	8,700	(25,000)	-74.2%
<b>Total Contracts &amp; Materials</b>	<b>1,241,400</b>	<b>447,700</b>	<b>(793,700)</b>	<b>-63.9%</b>
<b>Transfers Out</b>	<b>789,400</b>	<b>850,700</b>	<b>61,300</b>	<b>7.8%</b>
<b>Capital Equipment</b>	<b>1,192,800</b>	<b>446,000</b>	<b>(746,800)</b>	<b>-62.6%</b>
<b>Total Uses</b>	<b>\$ 28,364,100</b>	<b>\$ 27,148,500</b>	<b>\$ (1,215,600)</b>	<b>-4.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel Cost growth is below the inflationary rate due to turnover and changes in health insurance distribution.
- Supplies and Materials increase is offset by reductions in Investigations and Administration.
- Transfer Out is for the City match for the final year of the COPS grant as well as services provided through the Mediation Center.
- Reductions in Management Contracts reflects the In-Custody Medical costs, which have been moved to Investigations and Administration.

## Detail by CSA: Justice

### Budget Summaries

Police Investigations & Administration				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	25,840,900	27,544,400	1,703,500	6.6%
<b>Total Sources</b>	<b>\$ 25,840,900</b>	<b>\$ 27,544,400</b>	<b>\$ 1,703,500</b>	<b>6.6%</b>
Estimated Uses				
<b>Personnel Costs</b>	<b>19,210,300</b>	<b>19,549,100</b>	<b>338,800</b>	<b>1.8%</b>
<b>Contracts &amp; Materials</b>				
Management Contracts	3,021,800	3,315,800	294,000	9.7%
Fleet Charges/Direct Bill	675,000	850,000	175,000	25.9%
Gasoline and Diesel Fuel	650,000	775,000	125,000	19.2%
Public Service Contracts	672,400	706,100	33,700	5.0%
Supplies and Materials	956,800	536,700	(420,100)	-43.9%
Miscellaneous	77,700	134,000	56,300	72.5%
Maintenance Agreements	116,700	131,000	14,300	12.3%
Security Services	90,400	109,000	18,600	20.6%
Telephone	79,100	79,100	-	0.0%
Other Professional Services	119,100	79,100	(40,000)	-33.6%
Internal Reproduction Charges	64,600	67,600	3,000	4.6%
Postage and Mailing	42,300	42,300	-	0.0%
Tool and Special Equipment				
Rentals	25,500	25,500	-	0.0%
Other Equipment Maintenance	14,700	19,000	4,300	29.3%
External Vendors	8,000	16,000	8,000	100.0%
Other	16,500	7,000	(9,500)	-57.6%
<b>Total Contracts &amp; Materials</b>	<b>6,630,600</b>	<b>6,893,200</b>	<b>262,600</b>	<b>4.0%</b>
<b>Capital Equipment/Technology</b>	<b>-</b>	<b>1,102,100</b>	<b>1,102,100</b>	<b>100.0%</b>
<b>Total Uses</b>	<b>\$ 25,840,900</b>	<b>\$ 27,544,400</b>	<b>\$ 1,703,500</b>	<b>6.6%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel Cost growth in line with inflation expectations, offset by attrition.
- Increases in the cost of Regional Dispatch and in-custody medical care are the driver behind increased Management Contract budget.
- Fleet Maintenance and Gasoline Budgets have been increased to reflect actual usage.
- The increase in Public Service contracts is a result of Crime Lab increases.
- Reduction in Supplies and Materials is offset by increases in Patrol Operations.

## Detail by CSA: Justice

### Budget Summaries

<b>COPS Grant</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Transfer In From General Fund	749,400	810,700	61,300	8.2%
COPS Grant	625,000	625,000	-	0.0%
<b>Total Sources</b>	<b>\$ 1,374,400</b>	<b>\$ 1,435,700</b>	<b>\$ 61,300</b>	<b>4.5%</b>
<b>Estimated Uses</b>				
Personnel Costs	1,374,400	1,435,700	61,300	4.5%
<b>Total Uses</b>	<b>\$ 1,374,400</b>	<b>\$ 1,435,700</b>	<b>\$ 61,300</b>	<b>4.5%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- The COPS Grant expires at the end of the 3rd Quarter 2020.
- 15 Police officers are in the COPS grant, and these positions will move into the General Fund for Budget year 2021.

## Detail by CSA: Justice

### Budget Summaries

Law Enforcement Funds				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
State RICO	55,000	83,100	28,100	51.1%
Federal RICO	117,500	92,500	(25,000)	-21.3%
Drug RICO	30,000	24,000	(6,000)	-20.0%
Use of Cash	74,500	111,600	37,100	49.8%
<b>Total Sources</b>	<b>\$ 277,000</b>	<b>\$ 311,200</b>	<b>\$ (2,900)</b>	<b>12.3%</b>
<b>Estimated Uses</b>				
<b>Contracts &amp; Materials</b>				
Travel and Training	99,400	124,600	25,200	25.4%
Supplies and Materials	20,000	64,200	44,200	221.0%
Miscellaneous	48,000	40,000	(8,000)	-16.7%
Telephone	7,700	18,600	10,900	141.6%
Maintenance Agreements	-	15,200	15,200	100.0%
Contributions & Donations	8,000	8,000	-	0.0%
Legal Advertising	9,500	7,400	(2,100)	-22.1%
Other Professional Services	1,200	1,200	-	0.0%
Other	63,200	-	(63,200)	-100.0%
<b>Total Contracts &amp; Materials</b>	<b>257,000</b>	<b>279,200</b>	<b>22,200</b>	<b>8.6%</b>
<b>Capital Equipment/Technology</b>	<b>20,000</b>	<b>32,000</b>	<b>12,000</b>	<b>100.0%</b>
<b>Total Uses</b>	<b>\$ 277,000</b>	<b>\$ 311,200</b>	<b>\$ 34,200</b>	<b>12.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Law Enforcement Fund revenue continues to decline, particularly in Federal and Drug RICO.
- Operating costs have been moved into the General Fund as resources have dwindled in the Law Enforcement Funds.
- All Law Enforcement Funds are cash funds, and budget is allocated based on cash on hand. Listed Revenue estimates are just for informational purposes.

## Detail by CSA: Justice

### Budget Summaries

<b>Municipal Court</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	4,662,500	4,909,600	247,100	5.3%
<b>Total Sources</b>	<b>\$ 4,662,500</b>	<b>\$ 4,909,600</b>	<b>\$ 247,100</b>	<b>5.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>4,081,600</b>	<b>4,348,700</b>	<b>267,100</b>	<b>6.5%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	407,800	408,800	1,000	0.2%
Legal Services	70,000	50,000	(20,000)	-28.6%
Supplies and Materials	30,000	30,000	-	0.0%
Miscellaneous	21,700	21,700	-	0.0%
Internal Reproduction Charges	17,400	15,300	(2,100)	-12.1%
Gasoline and Diesel Fuel	12,000	12,000	-	0.0%
Fleet Charges/Direct Bill	8,000	8,000	-	0.0%
Employee Travel	8,000	6,000	(2,000)	-25.0%
Other	6,000	9,100	3,100	51.7%
<b>Total Contracts &amp; Materials</b>	<b>580,900</b>	<b>560,900</b>	<b>(20,000)</b>	<b>-3.4%</b>
<b>Total Uses</b>	<b>\$ 4,662,500</b>	<b>\$ 4,909,600</b>	<b>\$ 247,100</b>	<b>5.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel increases are being driven by the movement of an FTE into the General Fund from the Legal Research Fund as well as the addition of an acting judge
- Legal Services have been reduced due to the movement of an acting judge from C&M to Personnel

## Detail by CSA: Justice

### Budget Summaries

Clerk of Court				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	3,828,200	3,891,900	63,700	1.7%
<b>Total Sources</b>	<b>\$ 3,828,200</b>	<b>\$ 3,891,900</b>	<b>\$ 63,700</b>	<b>1.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>3,454,600</b>	<b>3,520,800</b>	<b>66,200</b>	<b>1.9%</b>
<b>Contracts &amp; Materials</b>				
Postage and Mailing Services	121,600	121,600	-	0.0%
Management Contracts	86,000	77,000	(9,000)	-10.5%
Supplies and Materials	58,000	65,000	7,000	12.1%
Other Professional Services	52,000	52,000	-	0.0%
Internal Reproduction Charges	20,000	20,000	-	0.0%
Employee Travel	15,000	15,000	-	0.0%
Miscellaneous	12,000	10,000	(2,000)	-16.7%
Insurance - Contractual	9,000	9,000	-	0.0%
Training Counseling	-	1,500	1,500	#DIV/0!
<b>Total Contracts &amp; Materials</b>	<b>373,600</b>	<b>371,100</b>	<b>(2,500)</b>	<b>-0.7%</b>
<b>Transfers Out</b>			<b>-</b>	<b>100.0%</b>
<b>Total Uses</b>	<b>\$ 3,828,200</b>	<b>\$ 3,891,900</b>	<b>\$ 63,700</b>	<b>1.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel cost growth is in line with expectations.
- Reductions in Management Contracts are due to a new contract that includes a safe as well as armored car pick-up.

## Detail by CSA: Justice

### Budget Summaries

Human Relations Council				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	257,300	225,900	(31,400)	-12.2%
<b>Total Sources</b>	<b>\$ 257,300</b>	<b>\$ 225,900</b>	<b>\$ (31,400)</b>	<b>-12.2%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>175,900</b>	<b>195,900</b>	<b>20,000</b>	<b>11.4%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	60,000	17,000	(43,000)	-71.7%
Employee Travel	6,000	5,000	(1,000)	-16.7%
Non-City Employee Travel	3,300	2,000	(1,300)	-39.4%
Marketing/Promotional Ads	4,000	2,000	(2,000)	-50.0%
Supplies and Materials	3,600	2,000	(1,600)	-44.4%
Internal Reproduction Charges	1,500	1,000	(500)	-33.3%
Miscellaneous	3,000	1,000	(2,000)	-66.7%
<b>Total Contracts &amp; Materials</b>	<b>81,400</b>	<b>30,000</b>	<b>(51,400)</b>	<b>-63.1%</b>
<b>Transfers Out</b>			<b>-</b>	<b>100.0%</b>
<b>Total Uses</b>	<b>\$ 257,300</b>	<b>\$ 225,900</b>	<b>\$ (31,400)</b>	<b>-12.2%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel Costs have increased as a result of staffing changes.
- Other Professional Services budget for 2020 has been reduced to reflect a contract that will not be renewed while the program is transitioned into the new Greater Dayton Safety Planning Commission model.

## Detail by CSA: Justice

### Budget Summaries

<b>Mediation Center</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	150,000	150,000	-	0.0%
Transfer from Police	40,000	40,000	-	0.0%
Mediation Revenue	363,600	404,500	40,900	11.2%
<b>Total Sources</b>	<b>\$ 553,600</b>	<b>\$ 594,500</b>	<b>\$ 40,900</b>	<b>7.4%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>385,900</b>	<b>413,800</b>	<b>27,900</b>	<b>7.2%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	130,000	143,000	13,000	10.0%
Other	37,700	37,700	-	0.0%
<b>Total Contracts &amp; Materials</b>	<b>167,700</b>	<b>180,700</b>	<b>13,000</b>	<b>7.8%</b>
<b>Transfers Out</b>			<b>-</b>	<b>100.0%</b>
<b>Total Uses</b>	<b>\$ 553,600</b>	<b>\$ 594,500</b>	<b>\$ 40,900</b>	<b>7.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel Costs are projected to increase due to a promotion.
- Other Professional Services has increased based on actual trends to support the contract with Montgomery County.
- Projected revenues have increased based on the Mediation Center's intent to seek additional customers in 2020.

## Detail by CSA: Justice

### Budget Summaries

Law/ Prosecutor's Office				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,326,900	1,306,400	(20,500)	-1.5%
<b>Total Sources</b>	<b>\$ 1,326,900</b>	<b>\$ 1,306,400</b>	<b>\$ (20,500)</b>	<b>-1.5%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,239,600</b>	<b>1,258,400</b>	<b>18,800</b>	<b>1.5%</b>
<b>Contracts &amp; Materials</b>				
Supplies and Materials	10,000	27,000	17,000	170.0%
Other Professional Services	65,300	10,000	(55,300)	-84.7%
Internal Reproduction Charges	8,000	8,000	-	0.0%
Postage and Mailing Services	3,000	3,000	-	0.0%
Telephone	1,000		(1,000)	-100.0%
<b>Total Contracts &amp; Materials</b>	<b>87,300</b>	<b>48,000</b>	<b>(39,300)</b>	<b>-45.0%</b>
<b>Total Uses</b>	<b>\$ 1,326,900</b>	<b>\$ 1,306,400</b>	<b>\$ (20,500)</b>	<b>-1.5%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel Costs are in line with wage growth expectations.
- Other Professional Services budget has decreased as a result of the elimination of the License Intervention Program.
- Supplies and Materials suggested budget has been increased for 2020 to allow the purchase of computers.

# Detail by CSA: Economic and Community Development

## Budget Summaries

### Economic & Community Development CSA Priorities

The Policy Objective of the Economic and Community Development Community Service area is to Foster a viable, sustainable and healthy urban community by providing quality amenities, economic opportunities and affordable housing options.

The Economic and Community Development Program areas with 2019 original budget and 2020 recommended allocations are listed below:

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
<b>Total Economic Development Programs</b>	<b>4,501,900</b>	<b>12</b>	<b>4,602,000</b>	<b>100,100</b>	<b>2.2%</b>	<b>12</b>
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
<b>Total Planning &amp; Comm. Dev Programs</b>	<b>4,115,000</b>	<b>31</b>	<b>4,350,500</b>	<b>235,500</b>	<b>5.7%</b>	<b>31</b>
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
<b>Total Recreation &amp; Youth Serv. Programs</b>	<b>9,602,600</b>	<b>66</b>	<b>8,701,700</b>	<b>(900,900)</b>	<b>-9.4%</b>	<b>67</b>
Aviation Support Services	5,327,500	15	5,397,700	70,200	1.3%	15
<b>Total Economic &amp; Community Development CSA</b>	<b>23,547,000</b>	<b>124</b>	<b>23,051,900</b>	<b>(495,100)</b>	<b>-2.1%</b>	<b>125</b>

These program areas actively pursue the following priorities:



# Detail by CSA: Economic and Community Development

## Budget Summaries

Priority: 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%



## Detail by CSA: Economic and Community Development

### Budget Summaries

**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

## Detail by CSA: Economic and Community Development

### Budget Summaries

#### Priority: Strengthen Neighborhoods and 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.

# Detail by CSA: Economic and Community Development

## Budget Summaries

**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%



## Detail by CSA: Economic and Community Development

### Budget Summaries

**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

### Priority: Incent Wealth Creation and 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

## Detail by CSA: Economic and Community Development

### Budget Summaries

**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

## Detail by CSA: Economic and Community Development

### Budget Summaries

**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

## Detail by CSA: Economic and Community Development

### Budget Summaries

#### 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%

#### 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

## Detail by CSA: Economic and Community Development

### Budget Summaries

**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 in partnership with City Depts. 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	12%	10%	11%	15%
% Annual inclusion goal achievement - WBE	5%	4.63%	2%	5%
% Annual inclusion goal achievement – Dayton Small Business	6%	6.41%	12.95%	5%

# Detail by CSA: Economic and Community Development

## Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

<b>Objective: Improve neighborhood conditions</b>	<b>Activity: Target resources and activities to facilitate transition of tipping point neighborhoods to health</b>
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- **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

<b>Objective: Increase seat capacity</b>	<b>Activity: Contact airlines to show how the Dayton market can support additional capacity to current and new markets</b>
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- **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

## Detail by CSA: Economic and Community Development

### Budget Summaries

**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 Golf: 155,000; DCC: 200,000	REC: 159,662 Golf: 126,794 DCC: 161,877	REC: 197,779 Golf: 131,382 DCC: 149,983	REC: 300,000 Golf: 140,000 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%

# Detail by CSA: Economic and Community Development

## Budget Summaries

### Priority: Support Services and 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: 500 REC: 85,000	Golf: 4,666 REC: 39,050	Golf: 4,196 REC: 42,892	13,000



## Detail by CSA: Economic and Community Development

### Budget Summaries

**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

**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**

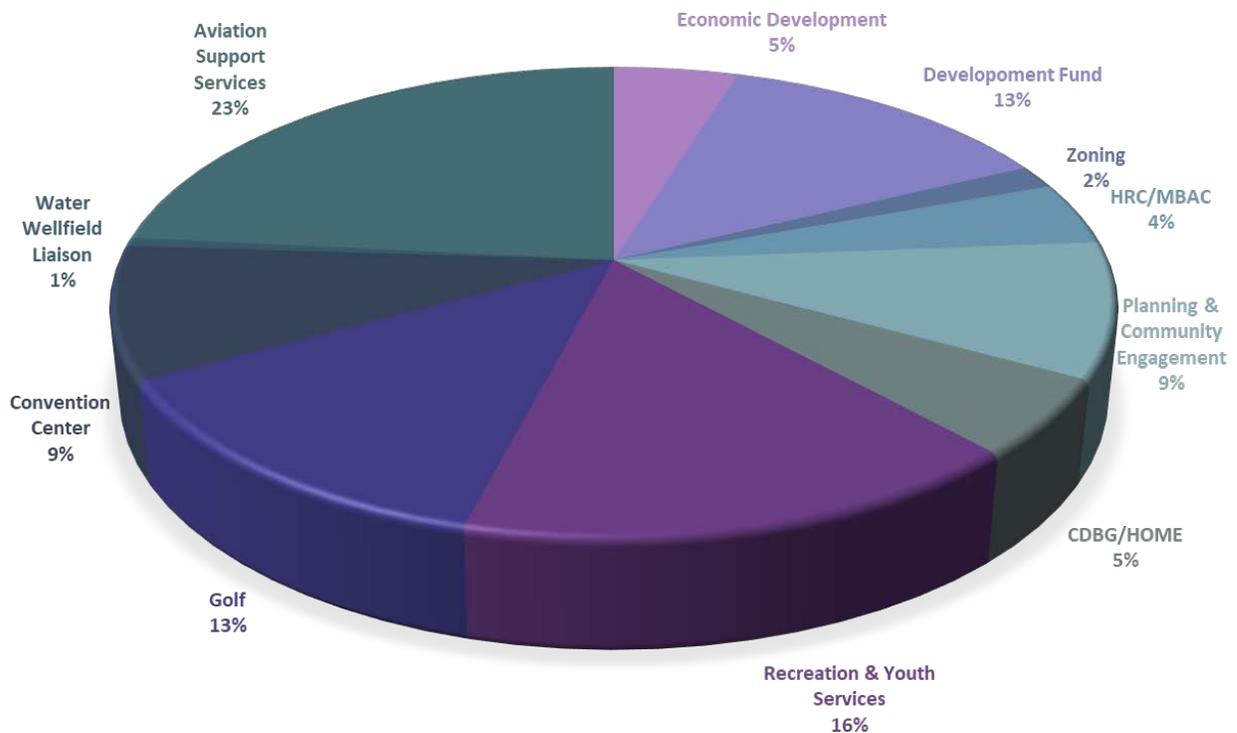
- **2019 Results:** Events held at the Dayton International Airport and Dayton-Wright Brothers Airport: Air Camp for students, Air Camp for teachers, Honor flight, Dayton Air Show, Passenger Appreciation Days, Runway Fest
- **2020 Path to Progress:** Air Camp for Students, Air Camp for Teachers, Honor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

# Detail by CSA: Economic and Community Development

## Budget Summaries

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



# Detail by CSA: Economic and Community Development

## Budget Summaries

Aviation Support Services				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Aviation Operating Fund	5,327,500	5,397,700	70,200	1.3%
<b>Total Sources</b>	<b>\$ 5,327,500</b>	<b>\$ 5,397,700</b>	<b>\$ 70,200</b>	<b>1.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,823,800</b>	<b>1,818,500</b>	<b>(5,300)</b>	<b>-0.3%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>3,323,200</b>	<b>3,399,200</b>	<b>76,000</b>	<b>2.3%</b>
<b>Capital Equipment/Technology</b>	<b>180,500</b>	<b>180,000</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 5,327,500</b>	<b>\$ 5,397,700</b>	<b>\$ 70,200</b>	<b>1.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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

## Detail by CSA: Economic and Community Development

### Budget Summaries

Economic Development				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,012,000	1,099,200	87,200	8.6%
<b>Total Sources</b>	<b>\$ 1,012,000</b>	<b>\$ 1,099,200</b>	<b>\$ 87,200</b>	<b>8.6%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>918,400</b>	<b>956,600</b>	<b>38,200</b>	<b>4.2%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>93,600</b>	<b>142,600</b>	<b>49,000</b>	<b>52.4%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N.A.</b>
<b>Total Uses</b>	<b>\$ 1,012,000</b>	<b>\$ 1,099,200</b>	<b>\$ 47,000</b>	<b>8.6%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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

## Detail by CSA: Economic and Community Development

### Budget Summaries

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

### 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

# Detail by CSA: Economic and Community Development

## Budget Summaries

<b>Zoning Administration</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	366,200	366,200	4,600	1.3%
<b>Total Sources</b>	<b>\$ 366,200</b>	<b>\$ 370,800</b>	<b>\$ 4,600</b>	<b>1.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>349,100</b>	<b>355,700</b>	<b>6,600</b>	<b>1.9%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>17,100</b>	<b>15,100</b>	<b>(2,000)</b>	<b>-11.7%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 366,200</b>	<b>\$ 370,800</b>	<b>\$ 4,600</b>	<b>1.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

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

## Detail by CSA: Economic and Community Development

### Budget Summaries

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

### 2020 Program Budget Highlights

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

# Detail by CSA: Economic and Community Development

## Budget Summaries

<b>Human Relations Council</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	932,600	1,001,100	68,500	7.3%
<b>Total Sources</b>	<b>\$ 932,600</b>	<b>\$ 1,001,100</b>	<b>\$ 68,500</b>	<b>7.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>848,100</b>	<b>908,200</b>	<b>60,100</b>	<b>7.1%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>84,500</b>	<b>92,900</b>	<b>8,400</b>	<b>9.9%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 932,600</b>	<b>\$ 1,001,100</b>	<b>\$ 68,500</b>	<b>7.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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

# Detail by CSA: Economic and Community Development

## Budget Summaries

Planning/Community Engagement				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,054,500	2,138,300	83,800	4.1%
<b>Total Sources</b>	<b>\$ 2,054,500</b>	<b>\$ 2,138,300</b>	<b>\$ 83,800</b>	<b>4.1%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,501,800</b>	<b>1,519,900</b>	<b>18,100</b>	<b>1.2%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>402,700</b>	<b>468,400</b>	<b>65,700</b>	<b>16.3%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Transfer Out</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 2,054,500</b>	<b>\$ 2,138,300</b>	<b>\$ 83,800</b>	<b>4.1%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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

# Detail by CSA: Economic and Community Development

## Budget Summaries

Community Development Block Grant				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
CDBG	1,020,600	1,077,000	56,400	5.5%
HOME	107,300	134,100	26,800	25.0%
<b>Total Sources</b>	<b>\$ 1,127,900</b>	<b>\$ 1,211,100</b>	<b>\$ 83,200</b>	<b>7.4%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>899,900</b>	<b>1,007,600</b>	<b>107,700</b>	<b>12.0%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>204,000</b>	<b>180,700</b>	<b>(23,300)</b>	<b>-11.4%</b>
<b>Capital Equipment/Technology</b>	<b>24,000</b>	<b>22,800</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 1,127,900</b>	<b>\$ 1,211,100</b>	<b>\$ 84,400</b>	<b>7.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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 27<sup>th</sup> 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

# Detail by CSA: Economic and Community Development

## Budget Summaries

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%
<b>Total Sources</b>	<b>\$ 3,930,400</b>	<b>\$ 3,636,700</b>	<b>\$ (293,700)</b>	<b>-7.5%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,782,200</b>	<b>2,787,200</b>	<b>5,000</b>	<b>0.2%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>993,200</b>	<b>741,500</b>	<b>(251,700)</b>	<b>-25.3%</b>
<b>Capital Equipment/Technology</b>	<b>155,000</b>	<b>108,000</b>	<b>0</b>	<b>-30.3%</b>
<b>Total Uses</b>	<b>\$ 3,930,400</b>	<b>\$ 3,636,700</b>	<b>\$ (246,700)</b>	<b>-7.5%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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”

# Detail by CSA: Economic and Community Development

## Budget Summaries

<b>Golf</b>				
<b>Estimated Sources</b>	<b>2019 Original Budget</b>	<b>2020 Proposed Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Golf Operating Fund	3,232,200	2,975,000	(257,200)	-8.0%
<b>Total Sources</b>	<b>\$ 3,232,200</b>	<b>\$ 2,975,000</b>	<b>\$ (257,200)</b>	<b>-8.0%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,177,200</b>	<b>1,259,100</b>	<b>81,900</b>	<b>7.0%</b>
<b>Contracts &amp; Materials</b>				
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		
<b>Total Contracts &amp; Materials</b>	<b>1,702,900</b>	<b>1,715,900</b>	<b>13,000</b>	<b>0.8%</b>
<b>Debt Service</b>	<b>95,900</b>	<b>0</b>	<b>(95,900)</b>	<b>-100.0%</b>
<b>Transfers Out</b>	<b>60,000</b>	<b>0</b>	<b>(60,000)</b>	<b>-100.0%</b>
<b>Capital Equipment/Technology</b>	<b>196,200</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 3,232,200</b>	<b>\$ 2,975,000</b>	<b>\$ (257,200)</b>	<b>-8.0%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs increased \$81,900 due to Step and Merit increases, as well as funding for the 27<sup>th</sup> 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

# Detail by CSA: Economic and Community Development

## Budget Summaries

Convention Center				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,093,600	2,090,000	(3,600)	-0.2%
<b>Total Sources</b>	<b>\$ 2,093,600</b>	<b>\$ 2,090,000</b>	<b>\$ (3,600)</b>	<b>-0.2%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>1,003,400</b>	<b>983,200</b>	<b>(20,200)</b>	<b>-2.0%</b>
<b>Contracts &amp; Materials</b>				
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%
<b>Total Contracts &amp; Materials</b>	<b>1,090,200</b>	<b>1,106,800</b>	<b>16,600</b>	<b>1.5%</b>
<b>Capital Equipment/Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Uses</b>	<b>\$ 2,093,600</b>	<b>\$ 2,090,000</b>	<b>\$ (3,600)</b>	<b>-0.2%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 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

# Detail by CSA: Infrastructure

## Budget Summaries

The Policy Objective of the Infrastructure Community Service Area is to invest in, maintain and improve the city’s public assets to promote development, public safety and community value.

Programs	2019 Original		2020 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	%Chg.	# FTEs
<b>Aviation Operations and Facilities</b>	<b>23,146,800</b>	<b>76</b>	<b>24,191,200</b>	<b>1,044,400</b>	<b>4.5%</b>	<b>74</b>
Public Works Administration	559,800	4	586,100	26,300	4.7%	4
Civil Engineering	5,447,400	40	5,185,600	(261,800)	-4.8%	40
Street Maintenance	6,454,100	40	6,875,500	421,400	6.5%	40
Parks and Forestry	3,055,900	31	2,862,300	(193,600)	-6.3%	32
Street Light Special Assessment	2,656,800	4	2,567,600	(89,200)	-3.4%	4
<b>Subtotal Public Works Programs</b>	<b>18,174,000</b>	<b>119</b>	<b>18,077,100</b>	<b>(96,900)</b>	<b>-0.5%</b>	<b>120</b>
Water Administration	1,864,500	17	1,258,000	(606,500)	-32.5%	9
Financial Services-Water	0	0	1,497,500	1,497,500	N/A	14
Water Cash Capital and Support Services	28,323,200	N.A.	26,403,000	(1,920,200)	-6.8%	N.A.
Water Utility Operation	20,088,900	137	20,765,500	676,600	3.4%	137
Water Engineering	5,047,400	37	4,470,800	(576,600)	-11.4%	31
Water Information Technology	2,958,800	13	2,996,800	38,000	1.3%	13
Storm -Public Works	1,398,800	8	1,377,600	(21,200)	-1.5%	8
<b>Subtotal Water, Sewer, Storm Programs</b>	<b>59,681,600</b>	<b>212</b>	<b>58,769,200</b>	<b>(912,400)</b>	<b>-1.5%</b>	<b>212</b>
<b>Grand Total Infrastructure CSA</b>	<b>\$ 101,002,400</b>	<b>407</b>	<b>\$ 101,037,500</b>	<b>\$ 35,100</b>	<b>0.0%</b>	<b>406</b>

Below are the Policy Priorities for the Infrastructure CSA. The following pages will detail 2019 outcomes by priority, as well as the 2020 “Path to Progress” for improved outcomes:



## Detail by CSA: Infrastructure

### Budget Summaries

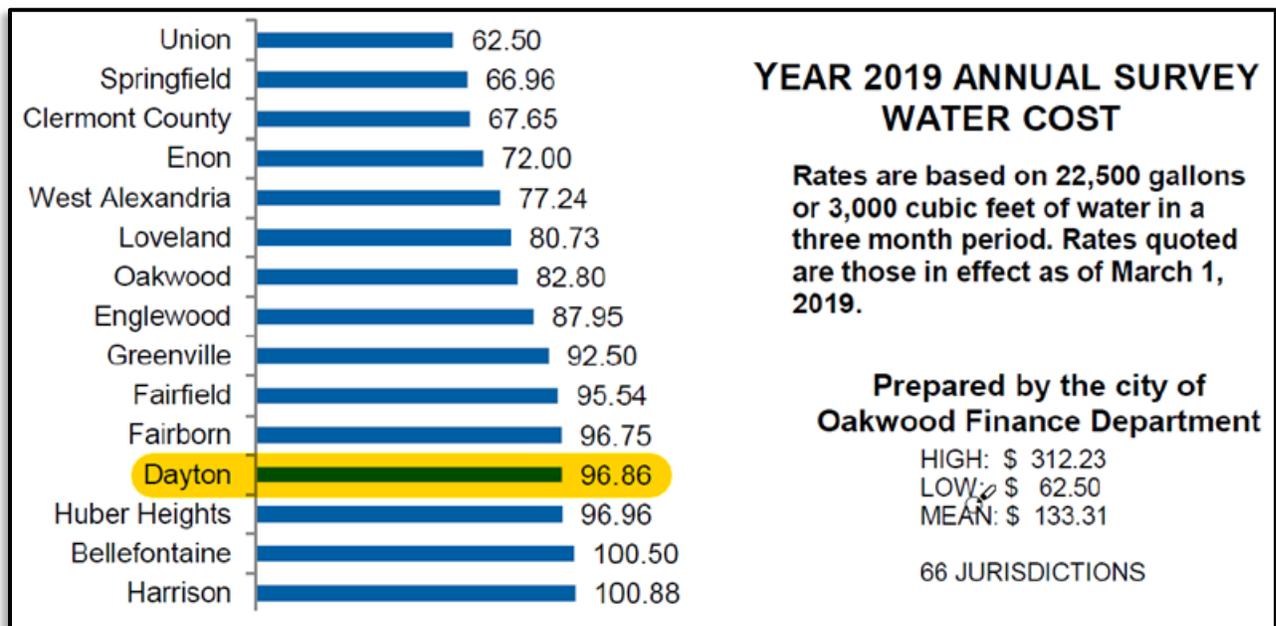
Priority: Ensure Safe and Affordable Drinking Water

**Objective: Maintain fair and equitable rates**

**Activity: Measure the affordability of the water services as a percentage of local median household income**

- **2019 Results:** Target is less than 2.5%. Actual is 1.3% for Water Services (2018 - 1.4%). 66 Jurisdictions published rates for Water (City of Oakwood-2019). Dayton's average quarterly water bill is \$96.86, or number 12 of 66, (2018 - \$96.86). Range is low \$62.50 to high of \$312.23.
- **2020 Path to Progress:** Continue to provide exceptional water services while reinvesting in infrastructure.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Water service affordability	<2.5%	1.4%	1.3%	<2.5%



## Detail by CSA: Infrastructure

### Budget Summaries

**Objective: Maintain fair and equitable rates**

**Activity: Measure the affordability of the wastewater services as a percentage of local median household income**

- **2019 Results:** Target is less than 2.5%. Actual is 1.0% for Wastewater Services (2018 - 1.1%). 63 jurisdictions published rates for Sanitary (City of Oakwood-2019). Dayton's average quarterly sanitary bill is \$75.20, or number 2 of 63, (2018 - \$75.20). Range is low \$74.88 to high of \$267.80.
- **2020 Path to Progress:** Continue to provide exceptional wastewater services while reinvesting in infrastructure.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Wastewater service affordability	<2.5%	1.1%	1.0%	<2.5%

### Priority: Optimize Efficiency through Equipment and Technology

**Objective: Perform all permanent street cuts restorations for the Water Dept.**

**Activity: Complete final street cut restoration**

- **2019 Results:** Completed 9 street cut restorations. In collaboration with Water, Public Works insources paving that was previously on contract.
- **2020 Path to Progress:** Complete the final street cut restoration within 48 hours of notification by WUFO.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% complete within 48 hours	100%	100%	100%	100%

## Detail by CSA: Infrastructure

### Budget Summaries

**Objective: Improve management of parts inventory, quality of work, and productivity**

**Activity: Perform (1) monthly cycle count of the parts inventory and (2) maintenance and repairs for vehicle/equipment**

- **2019 Results:** Inventory 88% / Billable Hours 78%.
- **2020 Path to Progress:** Inventory is 100% and Billable Hours is 78%.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of total inventory in monthly cycle counts and billable hours	Inventory: 100% Billable hours: 78%	Inventory: 100% Billable hours: 77%	Inventory: 88% Billable hours: 78%	Inventory: 100% Billable hours: 78%

**Objective: Increase the number of trenchless repairs utilized within the sewer collection system**

**Activity: Optimize asset and resource management internally and regionally**

- **2019 Results:** Completed 95 trenchless repairs. On track to complete 126 by the end of the year.
- **2020 Path to Progress:** Continue cross training within the division to ensure this knowledge is passed on in our division. Complete 100 trenchless repairs.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of trenchless repairs	100	86	95	100

# Detail by CSA: Infrastructure

## Budget Summaries

### Priority: Improve Roads and Infrastructure Condition

**Objective: Improve city streets**

**Activity: Pave residential streets**

- **2019 Results:** To date we have paved 49.8 lane miles of residential streets and 5.3 lane miles of thoroughfare streets.
- **2020 Path to Progress:** >64 Lane Miles Paved per year.

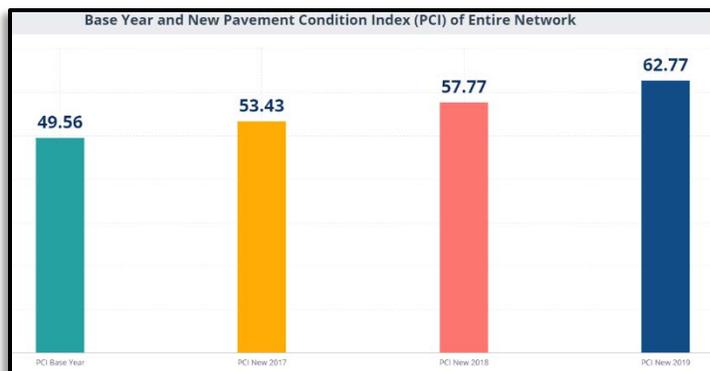
Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Lane miles paved	>64	61	49.8	>64

**Objective: Provide street sweeping service to City neighborhoods and highways**

**Activity: 4 street sweepers will be dispatched daily to perform street sweeping service**

- **2019 Results:** 4,911 Lanes Miles cleaned.
- **2020 Path to Progress:** >6,400 Lane Miles Cleaned per year.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Lane miles cleaned	>6,400	New measure	4,911	>6,400



## Detail by CSA: Infrastructure

### Budget Summaries

**Objective: Quantify the condition of the water distribution system**

**Activity: Optimize asset and resource management internally and regionally**

- **2019 Results:** On track to maintain Water Integrity Rate target established by the American Water Works Association (AWWA). Water Integrity Rate = (leaks+breaks) / total miles of pipe. AWWA target is between 22.9 to 78.7 and we are projected to be at 20.1 for 2019.
- **2020 Path to Progress:** Continue to maintain and upgrade the water distribution system to minimize water main breaks and water service leaks.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Water distribution system integrity rate	<50	16.9	15.1	<50

**Objective: Quantify the condition of the sewer collection system**

**Activity: Optimize asset and resource management internally and regionally**

- **2019 Results:** On track to meet the Wastewater Integrity Rate target established by the American Water Works Association (AWWA), Wastewater Integrity Rate = 100 (blockages) / total miles of pipe. AWWA target is between 3.6 to 26.1. We have removed 47 sanitary sewer stoppages this year. We are on target to be at 8 for our annual Integrity Rate for our Wastewater Collections system.
- **2020 Path to Progress:** Continue to maintain and upgrade the sanitary sewer system to reduce blockages.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
Wastewater system integrity rate	<18.5	8.3	6.0	<18.5

## Detail by CSA: Infrastructure

### Budget Summaries

**Objective: Improve city alley pavement conditions by implementing new alley paving program**

**Activity: Perform asphalt paving activities in-house**

- **2019 Results:** 100% complete; paved a total of 25 for the year.
- **2020 Path to Progress:** >40 alleys paved per year. 20 in-house and 20 contractual.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of alleys paved	>25	New measure	25	>40

### Priority: Provide Quality Services with Excellent Customer Service

**Objective: Respond to customer requests for repairs (Sanitary)**

**Activity: Maintain customer confidence by delivering high quality sanitary sewer services**

- **2019 Results:** Responded to 710 emergency calls and 22 odor complaints in the collection system. 85% of all customer complaints were responded to within our 90 minute goal.
- **2020 Path to Progress:** Strive to meet the 90 minute response goal 100% of the time.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of sanitary blockages responded to in <90 minutes	98%	96%	85%	98%

## Detail by CSA: Infrastructure

### Budget Summaries

**Objective: Respond to customer requests for repairs (Water)**

**Activity: Maintain customer confidence by delivering high quality water services**

- **2019 Results:** Responded to 87 water main breaks in our water distribution system within our goal of 90 minutes. We have responded to all complaints within our goal of 24 hours. We have investigated 505 water service leaks and replaced 291 water services. We have repaired 183 fire hydrants with only 3 being out of service for more than 48 hours.
- **2020 Path to Progress:** Continue to maintain and upgrade our water distribution system and perform annual maintenance on the system to include our water valve maintenance program.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
% of water main breaks responded to in <90 minutes	98%	100%	100%	100%

**Objective: Develop and implement curbside loose leaf collection**

**Activity: Provide 2 neighborhood cycles of curbside loose leaf collection**

- **2019 Results:** Season began 10/28/19. To date we have completed 1 round of leaf collection through all 62 neighborhoods. The first rotation was completed on December 6<sup>th</sup> and the second rotation began on December 9<sup>th</sup>. Anticipated completion of both rounds is January 17<sup>th</sup>.
- **2020 Path to Progress:** Provide 2 neighborhood cycles of loose leaf collection.

Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of cycles completed for 65 neighborhoods	2	New measure	0	2

# Detail by CSA: Infrastructure

## Budget Summaries

### Priority: Support Services and Opportunities for Young People

**Objective: Introduce and encourage students to select careers in the water industry**

**Activity: Provide customer outreach, education, safety, and product branding**

- **2019 Results:** Approximately 360 students along with 30 DPS teachers, staff and 30 City of Dayton employees attended the conference. In addition, 9 City Departments and the National Guard participated; one student was awarded a scholarship from Central State’s Water Resource Management Program.
- **2020 Path to Progress:** (1) Introduce and encourage students to select careers in the water industry as well as other City of Dayton employment opportunities, (2) Provide outreach, education, and exposure to 9th-11th grade DPS students and selected schools for a Water Career Conference, (3) Continue our outreach to the Source Water Protection businesses for involvement and support of the Water Career Conference, (4) Continue to partner with DPS, Boonshoft and water industry businesses for young people focused initiatives, (5) Work with organizations/businesses to collaborate/sponsor initiatives that will provide opportunities for young people within the Department of Water and the community at large.

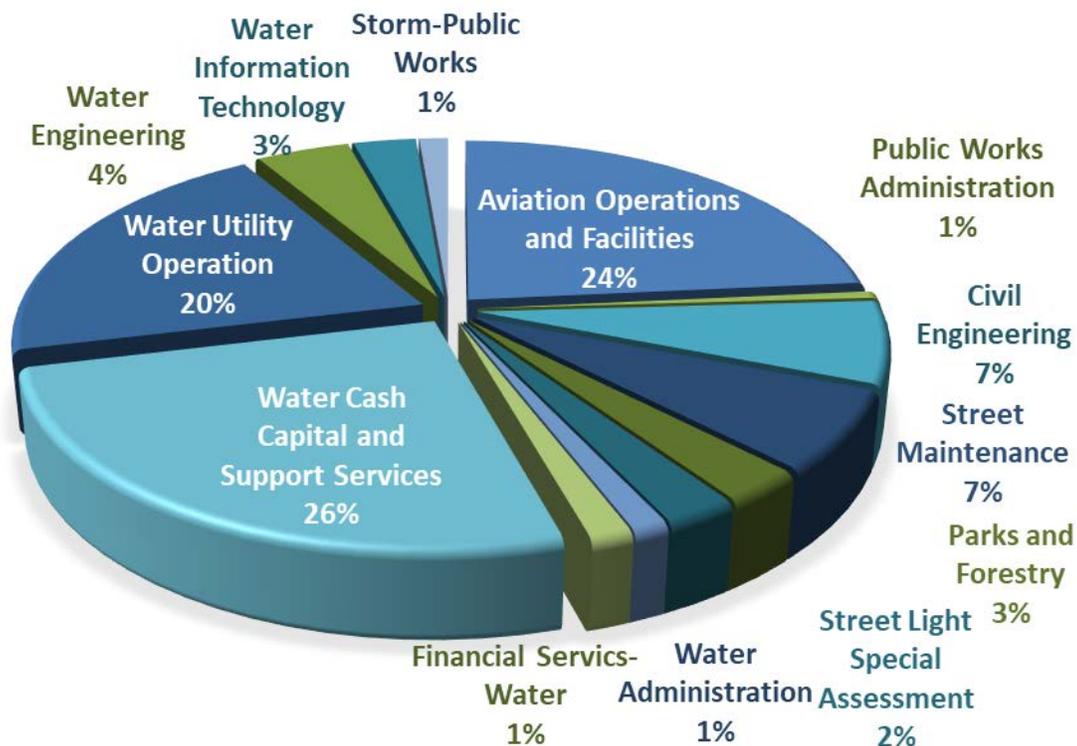
Measure	Target	2018 Q3 Results	2019 Q3 Results	2020 Target
# of attendees at Water Career Conference	>360	New measure	360	>360



# Detail by CSA: Infrastructure

## Budget Summaries

Programs	2020 Proposed Budget
<b>Aviation Operations and Facilities</b>	<b>24,191,200</b>
Public Works Administration	586,100
Civil Engineering	5,185,600
Street Maintenance	6,875,500
Parks and Forestry	2,862,300
Street Light Special Assessment	2,567,600
<b>Subtotal Public Works Programs</b>	<b>18,077,100</b>
Water Administration	1,258,000
Financial Services-Water	1,497,500
Water Cash Capital and Support Services	26,403,000
Water Utility Operation	20,765,500
Water Engineering	4,470,800
Water Information Technology	2,996,800
Storm -Public Works	1,377,600
<b>Subtotal Water, Sewer, Storm Programs</b>	<b>58,769,200</b>
<b>Grand Total Infrastructure CSA</b>	<b>\$ 101,037,500</b>



## Detail by CSA: Infrastructure

### Budget Summaries

Public Works Administration				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	559,800	586,100	26,300	4.7%
<b>Total Sources</b>	<b>\$ 559,800</b>	<b>\$ 586,100</b>	<b>\$ 0</b>	<b>4.7%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>532,400</b>	<b>561,200</b>	<b>28,800</b>	<b>5.41%</b>
<b>Contracts &amp; Materials</b>				
Fleet Charges/Direct Bill	4,000	2,500	(1,500)	-37.5%
Miscellaneous	6,000	3,700	(2,300)	-38.3%
Other Professional Services	0	3,000	3,000	N.A.
Supplies and Materials	6,000	5,200	(800)	-13.3%
Other	11,400	10,500	(900)	-7.9%
<b>Total Contracts &amp; Materials</b>	<b>27,400</b>	<b>24,900</b>	<b>(2,500)</b>	<b>-9.1%</b>
<b>Total Uses</b>	<b>\$ 559,800</b>	<b>\$ 586,100</b>	<b>\$ 26,300</b>	<b>4.7%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel cost are up due to a promotion and wage growth
- Fleet Charges reduction based on actual trends
- Miscellaneous decrease based on trends
- Professional Service are up to fund a SOCHE intern

## Detail by CSA: Infrastructure

### Budget Summaries

<b>Parks and Forestry</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Sources</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	3,055,900	2,862,300	(193,600)	-6.3%
<b>Total Sources</b>	<b>\$ 3,055,900</b>	<b>\$ 2,862,300</b>	<b>\$ (193,600)</b>	<b>-6.3%</b>
<b>Estimated Uses</b>				
<b>Personnel Costs</b>	<b>2,206,800</b>	<b>2,289,300</b>	<b>82,500</b>	<b>3.7%</b>
<b>Contracts &amp; Materials</b>				
Fleet Charges/Direct Bill	238,300	238,300	0	0.0%
Supplies and Materials	103,000	87,100	(15,900)	-15.4%
Gasoline and Diesel Fuel	82,700	92,700	10,000	12.1%
Other	14,000	19,900	5,900	42.1%
Utilities	135,000	135,000	0	0.0%
<b>Total Contracts &amp; Materials</b>	<b>573,000</b>	<b>573,000</b>	<b>0</b>	<b>0.0%</b>
<b>Capital Equipment/Technology</b>	<b>276,100</b>	<b>0</b>	<b>(276,100)</b>	<b>-100%</b>
<b>Total Uses</b>	<b>\$ 3,055,900</b>	<b>\$ 2,862,300</b>	<b>\$ (193,600)</b>	<b>-6.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are up due to wage growth
- Supplies and Materials are down due to moving some supplies to correct line to better fit operational needs
- Gasoline and Diesel Fuel cost are up based on trends
- Other expenses are up due to moving Purchase Orders to correct account code for better tracking (Aramark)
- No capital equipment request for 2020

## Detail by CSA: Infrastructure

### Budget Summaries

Water Administration, Financial Services and Information Technology				
Estimated Revenue	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Water Fund	4,823,300	5,752,300	929,000	19.3%
<b>Total Sources</b>	<b>\$ 4,823,300</b>	<b>\$ 5,752,300</b>	<b>\$ 929,000</b>	<b>19.3%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>3,141,900</b>	<b>4,060,400</b>	<b>918,500</b>	<b>29.2%</b>
<b>Contracts &amp; Materials</b>				
Computer Maintenance	1,005,000	1,015,700	10,700	1.1%
Indirect Cost Allocation	178,800	170,800	(8,000)	-4.5%
Other Professional Services	187,000	186,000	(1,000)	-0.5%
Supplies and Materials	120,000	124,500	4,500	3.8%
Training Counseling	62,800	65,500	2,700	4.3%
Other Maintenance of Facilities	40,000	40,000	0	0.0%
Utilities	58,000	58,000	0	0.0%
Other	29,800	31,400	1,600	5.4%
<b>Total Contracts &amp; Materials</b>	<b>1,681,400</b>	<b>1,691,900</b>	<b>10,500</b>	<b>0.6%</b>
<b>Total Uses</b>	<b>\$ 4,823,300</b>	<b>\$ 5,752,300</b>	<b>\$ 929,000</b>	<b>19.3%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel cost are up due to the 27th pay of \$132,100 and the realignment of staff from Water Engineering (total of six positions at \$758,000)
- Computer Maintenance increase is due to maintenance agreement with Opentext
- Supplies and Materials are up 3.8% to due to replacement of computers for staff
- Training costs are up due to subscription and training material on safety
- Other expenses are up due to repair cost for aging equipment (Fleet Charges)

# Detail by CSA: Infrastructure

## Budget Summaries

Water Utility Field Operations				
	2019 Original	2020 Proposed		
Estimated Revenue	Budget	Budget	\$ Chg.	% Chg.
Water Fund	10,053,600	10,296,700	243,100	2.4%
Sewer Fund	6,996,000	7,045,400	49,400	0.7%
Storm Water Fund	3,039,300	3,423,400	384,100	12.6%
<b>Total Sources</b>	<b>\$ 20,088,900</b>	<b>\$ 20,765,500</b>	<b>\$ 676,600</b>	<b>3.4%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>11,370,300</b>	<b>11,577,300</b>	<b>207,000</b>	<b>1.8%</b>
<b>Contracts &amp; Materials</b>				
Indirect Cost Allocation	724,200	765,100	40,900	5.6%
Other Professional Services	1,479,100	1,568,600	89,500	6.1%
Supplies and Materials	1,894,900	1,997,900	103,000	5.4%
Inventory	1,176,000	1,105,000	(71,000)	-6.0%
Fleet /Gasoline Charges	1,196,300	1,027,000	(169,300)	-14.2%
Maintenance	475,100	569,300	94,200	19.8%
Other	264,500	243,800	(20,700)	-7.8%
Utilities	218,500	218,500	0	0.0%
<b>Total Contracts &amp; Materials</b>	<b>7,428,600</b>	<b>7,495,200</b>	<b>66,600</b>	<b>0.9%</b>
<b>Capital Equipment/Technology</b>	<b>1,290,000</b>	<b>1,693,000</b>	<b>403,000</b>	<b>31.2%</b>
<b>Total Uses</b>	<b>\$ 20,088,900</b>	<b>\$ 20,765,500</b>	<b>\$ 676,600</b>	<b>3.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Indirect Costs Allocation increases are as a result of methodology changes
- Professional Services cost are up due to higher than anticipated cost for basement cleaning, physicals for HazMat
- Supplies and Materials are up due to budget for furniture and carpet moving to correct account code
- Inventory decrease is from the fluctuation of plumbing supplies for capital projects
- Reduction in Fleet charges due to contractual delivery services
- Maintenance costs are up due to repairs at Pump Stations
- Capital Equipment includes a 4x4 backhoe, road tractor with blower and slurry pumps replacements

## Detail by CSA: Infrastructure

### Budget Summaries

Water Cash Capital and Supports Services				
	2019 Original	2020 Proposed		
Estimated Revenue	Budget	Budget	\$ Chg.	% Chg.
Water Fund	13,319,300	14,057,700	738,400	5.5%
Sewer Fund	12,987,600	11,328,900	(1,658,700)	-12.8%
Storm Water Fund	2,016,300	1,016,400	(999,900)	-49.6%
<b>Total Sources</b>	<b>\$ 28,323,200</b>	<b>\$ 26,403,000</b>	<b>\$ (1,920,200)</b>	<b>-6.8%</b>
<b>Estimated Uses</b>				
Personnel	0	0	N.A.	N.A.
<b>Contracts &amp; Materials</b>				
Sewer	580,000	650,000	70,000	12.1%
Legal and Other Prof. Services	356,700	356,700	0	0.0%
Marketing/Promotional Ads	209,400	321,100	111,700	53.3%
Insurance - Contractual	175,000	200,100	25,100	14.3%
Indirect Cost Allocation	43,700	32,800	(10,900)	-24.9%
Other	144,900	143,100	(1,800)	-1.2%
<b>Total Contracts &amp; Materials</b>	<b>1,509,700</b>	<b>1,703,800</b>	<b>194,100</b>	<b>12.9%</b>
Debt	7,346,800	7,365,900	19,100	0.3%
Capital Transfers	19,466,700	17,333,300	(2,133,400)	-11.0%
<b>Total Uses</b>	<b>\$ 28,323,200</b>	<b>\$ 26,403,000</b>	<b>\$ (1,920,200)</b>	<b>-6.8%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Sewer costs are up due to rate increase from County
- Marketing costs are up to cover expenses to rebuild customer confidence in water, education/outreach on aging infrastructure, rate increase, and PFAS education
- Increase costs for casualty insurance
- Decrease in funding for capital projects

## Detail by CSA: Infrastructure

### Budget Summaries

<b>Water Engineering</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Revenue</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Water Fund	1,874,600	1,686,600	(188,000)	-10.0%
Sewer Fund	1,726,500	1,527,300	(199,200)	-11.5%
Storm Water Fund	1,446,300	1,256,900	(189,400)	-13.1%
<b>Total Sources</b>	<b>\$ 5,047,400</b>	<b>\$ 4,470,800</b>	<b>\$ (576,600)</b>	<b>-11.4%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>4,075,700</b>	<b>3,519,500</b>	<b>(556,200)</b>	<b>-13.6%</b>
<b>Contracts &amp; Materials</b>				
Other Professional Services	426,500	400,700	(25,800)	-6.0%
Indirect Cost Allocation	208,300	225,700	17,400	8.4%
Supplies and Materials	62,600	62,600	0	0.0%
Computer Maintenance	34,800	35,300	500	1.4%
Other	86,500	92,000	5,500	6.4%
<b>Total Contracts &amp; Materials</b>	<b>818,700</b>	<b>816,300</b>	<b>(2,400)</b>	<b>-0.3%</b>
<b>Capital Equipment/Technology</b>	<b>153,000</b>	<b>135,000</b>	<b>(18,000)</b>	<b>-11.8%</b>
<b>Total Uses</b>	<b>\$ 5,047,400</b>	<b>\$ 4,470,800</b>	<b>\$ (576,600)</b>	<b>-11.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel costs are down due to the reduction in staff in the Sewer Fund as a result of staff realignment
- Other Professional Services cost are down due to the reduction in administrative cost funding
- Indirect Costs Allocation are up based on methodology changes
- Computer Maintenance increase is to cover the cost of survey software maintenance
- Telephone costs are up due to increase in Mobile Workforce and mailing for Lead service line letters

## Detail by CSA: Infrastructure

### Budget Summaries

<b>Civil Engineering</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Revenue</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	1,871,700	1,691,100	(180,600)	-9.6%
Roadway Maintenance	1,705,000	1,994,500	289,500	17.0%
General Fund Capital Transfer	1,870,700	1,500,000	(370,700)	-19.8%
<b>Total Sources</b>	<b>\$ 5,447,400</b>	<b>\$ 5,185,600</b>	<b>\$ (261,800)</b>	<b>-4.8%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>2,393,500</b>	<b>2,548,600</b>	<b>155,100</b>	<b>6.5%</b>
<b>Contracts &amp; Materials</b>				
Street Lighting/Electric	725,200	737,200	12,000	1.7%
Fleet Charges/Gasoline Fuel	162,000	137,000	(25,000)	-15.4%
Supplies and Materials	160,000	155,000	(5,000)	-3.1%
Other	107,000	107,800	800	0.7%
<b>Total Contracts &amp; Materials</b>	<b>1,154,200</b>	<b>1,137,000</b>	<b>(17,200)</b>	<b>-1.5%</b>
<b>Capital Equipment/Technology</b>	<b>29,000</b>	<b>0</b>	<b>(29,000)</b>	<b>-100.0%</b>
<b>Capital Transfer</b>	<b>1,870,700</b>	<b>1,500,000</b>	<b>(370,700)</b>	<b>-19.8%</b>
<b>Total Uses</b>	<b>\$ 5,447,400</b>	<b>\$ 5,185,600</b>	<b>\$ (261,800)</b>	<b>-4.8%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel cost are up 6.5% due to greater engineering wages being charged to the traffic bureau and the 27th pay
- Fleet Charges are based on trends
- Supplies and Materials reduction is based on actual usage
- 2020 Capital includes issuance of debt for Aerial Bucket Truck
- Reduction to Cash Capital transfer funding in 2020 is due to the issuance of debt

## Detail by CSA: Infrastructure

### Budget Summaries

<b>Street Maintenance</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Revenue</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
General Fund	2,033,000	2,081,400	48,400	2.4%
Roadway Maintenance	4,421,100	4,794,100	373,000	8.4%
Storm Water	1,398,800	1,377,600	(21,200)	-1.5%
<b>Total Sources</b>	<b>\$ 7,852,900</b>	<b>\$ 8,253,100</b>	<b>\$ 400,200</b>	<b>5.1%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>4,069,200</b>	<b>4,422,000</b>	<b>352,800</b>	<b>8.7%</b>
<b>Contracts &amp; Materials</b>				
Fleet Charges/Direct Bill	1,470,000	1,521,000	51,000	3.5%
Supplies and Materials	861,500	841,500	(20,000)	-2.3%
Other Professional Services	491,500	479,000	(12,500)	-2.5%
Gasoline and Diesel Fuel	390,000	415,000	25,000	6.4%
Indirect Cost Allocation	117,700	96,800	(20,900)	-17.8%
Other	103,500	117,800	14,300	13.8%
<b>Total Contracts &amp; Materials</b>	<b>3,434,200</b>	<b>3,471,100</b>	<b>36,900</b>	<b>1.1%</b>
<b>Capital Equipment/Technology</b>	<b>349,500</b>	<b>360,000</b>	<b>10,500</b>	<b>3.0%</b>
<b>Total Uses</b>	<b>\$ 7,852,900</b>	<b>\$ 8,253,100</b>	<b>\$ 400,200</b>	<b>5.1%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel increase includes the 27th pay of \$18,900, one FTE moving into 21000, a promotion and to cover new services through overtime (covered by gas tax)
- Increase in Fleet for broom replacements as Sweeper warranty expires (Storm Water)
- Other Professional Services cost are down due to the reduction in the use of temporary services
- Increase in Gasoline based on projected use in 2019
- Other- Increase from Equipment Tool Rental and Uniforms

## Detail by CSA: Infrastructure

### Budget Summaries

<b>Street Light Special Assessment</b>				
	<b>2019 Original</b>	<b>2020 Proposed</b>		
<b>Estimated Revenue</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Chg.</b>	<b>% Chg.</b>
Special Assessment	2,656,800	2,567,600	(89,200)	-3.4%
<b>Total Sources</b>	<b>\$ 2,656,800</b>	<b>\$ 2,567,600</b>	<b>\$ (89,200)</b>	<b>-3.4%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>666,900</b>	<b>714,400</b>	<b>47,500</b>	<b>7.1%</b>
<b>Contracts &amp; Materials</b>				
Street Lighting	1,773,000	1,665,000	(108,000)	-6.1%
Supplies and Materials	93,000	92,500	(500)	-0.5%
Fleet Charges/Direct Bill	46,000	54,900	8,900	19.3%
Gasoline and Diesel Fuel	32,500	32,500	0	0.0%
Other	5,400	5,300	(100)	-1.9%
<b>Total Contracts &amp; Materials</b>	<b>1,949,900</b>	<b>1,850,200</b>	<b>(99,700)</b>	<b>-5.1%</b>
<b>Capital Equipment/Technology</b>	<b>40,000</b>	<b>3,000</b>	<b>(37,000)</b>	<b>-92.5%</b>
<b>Total Uses</b>	<b>\$ 2,656,800</b>	<b>\$ 2,567,600</b>	<b>\$ (89,200)</b>	<b>-3.4%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Personnel cost have increased due to higher assumed charge off for tree services
- Street Lighting expenses are based on current trends
- Fleet Charges are based on actual trends

## Detail by CSA: Infrastructure

### Budget Summaries

Airport Operations and Facilities				
Estimated Revenue	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Aviation Fund	23,146,800	24,191,200	1,044,400	4.5%
<b>Total Sources</b>	<b>\$ 23,146,800</b>	<b>\$ 24,191,200</b>	<b>\$ 1,044,400</b>	<b>4.5%</b>
<b>Estimated Uses</b>				
<b>Personnel</b>	<b>6,627,500</b>	<b>6,860,200</b>	<b>232,700</b>	<b>3.5%</b>
<b>Contracts &amp; Materials</b>				
Management Contracts	2,920,000	3,000,000	80,000	2.7%
Utilities	1,914,100	1,999,000	84,900	4.4%
Supplies and Materials	859,600	695,100	(164,500)	-19.1%
Indirect Cost Allocation	667,400	769,700	102,300	15.3%
Other Maint. Facilities/Equipment	593,100	655,100	62,000	10.5%
Maintenance Agreements	592,700	597,700	5,000	0.8%
Real Estate Taxes	324,600	324,600	0	0.0%
Other	486,700	460,400	(26,300)	-5.4%
<b>Total Contracts &amp; Materials</b>	<b>8,358,200</b>	<b>8,501,600</b>	<b>143,400</b>	<b>1.7%</b>
<b>Capital Equipment/Technology</b>	<b>107,000</b>	<b>-</b>	<b>(107,000)</b>	<b>-100.0%</b>
<b>Debt Service</b>	<b>7,154,100</b>	<b>7,149,200</b>	<b>(4,900)</b>	<b>-0.1%</b>
<b>Transfers Out</b>	<b>900,000</b>	<b>1,680,200</b>	<b>780,200</b>	<b>86.7%</b>
<b>Total Uses</b>	<b>\$ 23,146,800</b>	<b>\$ 24,191,200</b>	<b>\$ 1,044,400</b>	<b>4.5%</b>
<b>Sources over Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N.A.</b>

### 2020 Program Budget Highlights

- Management Contracts are up as a result of increased costs associated with Parking Garage operations
- The budget for utilities has been increased in alignment with actual expenses
- The decline in the Supplies and Materials budget reflects historical usage
- The Increase in Indirect Cost Allocation is due to a change in the calculation methodology
- Increases in Facilities Maintenance costs are due to necessary occasional maintenance, such as de-rubberizing runways, scheduled for 2020

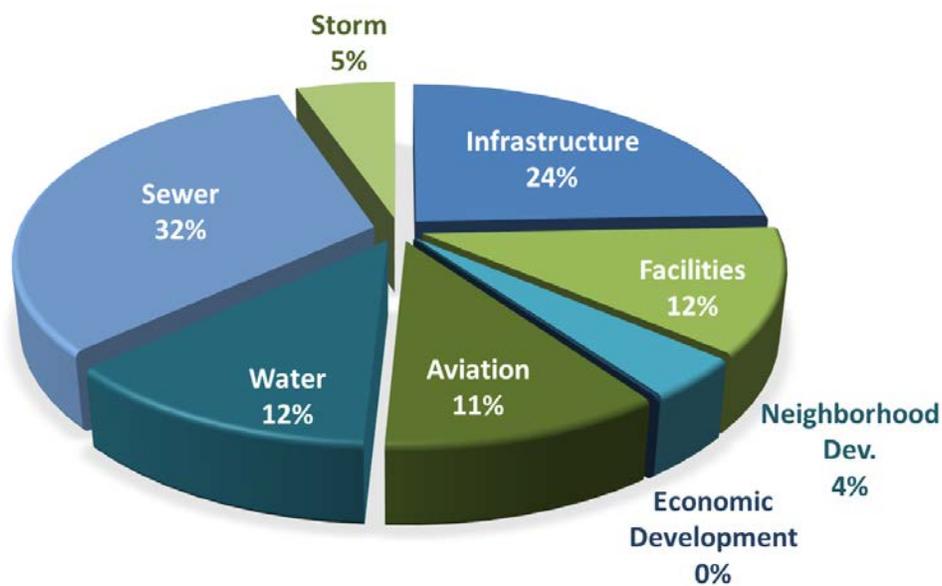
# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Capital Plan

### 2020 Recommended Capital Improvement Allocation

The City Administration has assembled a robust capital plan for 2020 that includes a broad array of funding sources and addresses a number of community needs. In 2020, the City plans to invest \$75.9 million in Capital Improvements. Projects include infrastructure improvements, facilities modernization, neighborhood development, economic development, airport improvements, water infrastructure upgrades, sanitary sewer improvements and Stormwater management improvements.



Governmental Capital investments in the 2020 City Manager’s Recommended Budget amounts to nearly \$30.5 million, and will facilitate improvements to infrastructure, facilities and neighborhoods. Capital Improvements associated with Issue 9 are also fully funded. Issue 9 improvements include residential resurfacing and park improvements.

Total Enterprise Capital in 2020 amounts to \$45.4 million and will cover improvements at the Dayton International Airport, upgrades to Water, Sewer and Stormwater infrastructure. The total recommended allocations for both Governmental and Enterprise Capital are as follows:

2020 Capital Improvement Plan											
Governmental Funds	Program	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	PFC/CFC	CDBG	Total
Infrastructure	18,494,100	250,000	2,120,700	3,384,500	2,478,000	638,900	4,743,000	3,430,000	-	1,449,000	18,494,100
Facilities	9,020,000	818,000	8,202,000	-	-	-	-	-	-	-	9,020,000
Neighborhood Dev.	2,917,900	1,337,500	500,000	244,000	-	-	-	-	-	836,400	2,917,900
Economic Development	75,000	75,000	-	-	-	-	-	-	-	-	75,000
<b>Total Governmental Capital</b>	<b>30,507,000</b>	<b>2,480,500</b>	<b>10,822,700</b>	<b>3,628,500</b>	<b>2,478,000</b>	<b>638,900</b>	<b>4,743,000</b>	<b>3,430,000</b>	<b>0</b>	<b>2,285,400</b>	<b>30,507,000</b>
Aviation	8,065,400	1,680,200	-	-	1,231,200	-	4,148,000	140,000	866,000	-	8,065,400
Water	9,333,300	9,333,300	-	-	-	-	-	-	-	-	9,333,300
Sewer	24,000,000	7,000,000	17,000,000	-	-	-	-	-	-	-	24,000,000
Storm	4,000,000	1,000,000	3,000,000	-	-	-	-	-	-	-	4,000,000
<b>Total Enterprise Capital</b>	<b>45,398,700</b>	<b>19,013,500</b>	<b>20,000,000</b>	<b>-</b>	<b>1,231,200</b>	<b>-</b>	<b>4,148,000</b>	<b>140,000</b>	<b>866,000</b>	<b>-</b>	<b>45,398,700</b>
<b>Grand Total</b>	<b>75,905,700</b>	<b>21,494,000</b>	<b>30,822,700</b>	<b>3,628,500</b>	<b>3,709,200</b>	<b>638,900</b>	<b>8,891,000</b>	<b>3,570,000</b>	<b>866,000</b>	<b>2,285,400</b>	<b>75,905,700</b>

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 General Infrastructure Capital Program

\$18.5 million will be allocated to General Capital improvements in 2020, from a combination of local sources, including General Capital Cash, General Obligation Debt and Issue 9, as well as State and Federal sources. Below is a breakdown by funding type for the General Infrastructure program:

	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	CDBG	Total
Infrastructure	\$ 250,000	\$ 2,120,700	\$ 3,384,500	\$ 2,478,000	\$ 638,900	\$ 4,743,000	\$ 3,430,000	\$ 1,449,000	\$ 18,494,100

General Infrastructure projects will focus on roadway design, as well as trail and bike path creation, Thoroughfare rehabilitation and resurfacing, and Residential Resurfacing. Of the \$18.5 million allocation, the City will dedicate a total of \$7.7 million toward Residential Road Resurfacing. Public Works Civil Engineering will administrate the projects on behalf of the City. Below is a list of projects that will be funded by the 2020 General Infrastructure allocation:

- Great Miami Trail
- Gettysburg Rehabilitation
- Jefferson Street Reconstruction
- Valley Street Realignment
- Washington Street Bike Path
- Wyoming Street Reconstruction Phase 2
- Springfield Street Phase 3
- Hillcrest Avenue Sidewalk Installation
- Wayne Avenue Widening
- Wesleyan Bike Path
- West Third Bikeway
- Residential Road Resurfacing
- Thoroughfare Resurfacing

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Facilities Capital Program

The City will fund modernization of City facilities in 2020, through a combination of cash and General Obligation debt sources. The City will allocate \$818,000 in cash capital, combined with \$8.2 million in General Obligation debt, to improve HVAC systems, boilers, electrical systems, elevators and modernize public facilities. Public Works Property Management will administrate these projects on behalf of the organization.

Below is a list of facility modernization projects funded in 2020:

- Safety Building Chillder & Cooling Tower Replacement
- HVAC Improvements
- City Hall HVAC & Boilers
- City Hall Municipal Garage Elevators
- Miscellaneous Maintenance Projects
- City Hall Walkway Repairs
- City Hall ADA Entrance and Vault Repairs
- City Hall Electrical Upgrades
- Fire Co. 2 Roof Replacement
- Fire Headquarters HVAC
- Lohrey Recreation Center Roof Replacement
- Oregon District Garage Phase II
- City Hall 6th Floor Remodel
- Various Parking Lot Resurfacing

## Detail by CSA: Infrastructure

### Budget Summaries

#### 2020 Facilities Capital Program Continued

In addition to improvements to operational facilities, the City will fund improvements to recreational facilities.

Below is a list of recreation upgrades funded in 2020:

- Kettering Field Diamond Resurfacing
- Kettering Field Shelter Renovation
- Jim Nichols Tennis Center Fencing
- Convention Center Freight Elevator
- NFL Practice Field
- Convention Center Door Replacement
- Various Recreation Improvements

#### 2020 Neighborhood Capital Program

The City will fund \$2.9 million in neighborhood improvements in 2020 from General Cash Capital, General Obligation Debt, Issue 9 proceeds and Community Development Block Grant sources. Below is a breakdown of sources for the Neighborhood Capital Program:

	Cash	Debt	Issue 9	Other	CDBG	Total
Neighborhoods	\$ 1,337,500	\$ 500,000	\$ 244,000	\$0	\$ 836,400	\$ 2,917,900

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Neighborhood Capital Program Continued

Below is a list of neighborhood programs funded in 2020:

- Neighborhood Mini Grants
- City Strategic Plan
- Vacant Property Demolition
- Belmont Park- Playground Replacement
- Princeton Park- Playground Replacement
- Highview Hills Park- Playground & Basketball Court
- Stuart Patterson Park-Playground Replacement
- Deweese/Ridgecrest Park- Playground Replacement & Repairs
- Madden Hills Park- Playground Replacement
- Pierce Steele Park- Playground Replacement
- Cooper Park- Playground Replacement
- Triangle Park- Playground Replacement
- Kettering Fields- Playground Replacement & Upgrades

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Aviation Capital Program

The Department of Aviation will invest \$8.1 million on capital projects in 2020. Funding sources include cash capital, State grants and loans, Federal grants and PFC/CFC proceeds. Projects range from equipment upgrades to terminal improvements at both Dayton International Airport and Wright Brothers Airport. Below is a breakdown of sources for the Aviation Capital Program:

	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	CDBG	PFC/CFC	Total
Aviation	\$ 1,680,200	\$0	\$0	\$1,231,200	\$0	\$ 4,148,000	\$ 140,000	\$0	\$ 866,000	\$ 8,065,400

Below is a list of Aviation programs funded in 2020:

-  Snow Removal Equipment Facility Retrofit
-  Snow Removal Equipment
-  ARFF No Foam Portable System
-  DAY Terminal Roof Replacement
-  DAY Concession Design
-  Wildlife Fencing at Wright Brothers Airport- Phase I & II
-  Environmental Impact Study- Wright Brothers Airport
-  MGY Taxiway Widening
-  DAY Terminal Apron Phase III
-  DAY Sanitary Sewer Phase II

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Water, Sanitary Sewer and Stormwater Capital Program

Dayton Water will invest \$37.33 million in 2020 on various capital projects for Water, Sanitary Sewer and Stormwater. This does not include carry-over balances from prior years. Funding sources include cash capital, and debt proceeds. Projects include water main replacements, master planning, and sanitary interceptor.

	Debt	Water	Sanitary Sewer	Storm	Total
Dayton Water	\$20,000,000	\$9,333,300	\$7,000,000	\$1,000,000	\$37,333,300

Below is a list of Capital projects funded for Water, Sanitary Sewer and Storm:

- 8 Miles of Water Main Replacements
- Water Supply and Treatment Master Plan
- Phase III and IV Sanitary Interceptor
- Sanitary Sewer Facilities Projects
- Flood Control Gates and Pump Station Upgrades
- Storm Pipe Rehabilitation
- Groundwater Monitoring Well Expansion

# Detail by CSA: Infrastructure

## Budget Summaries

### 2020 Recommended Capital Equipment Allocation

In addition to the Capital Improvements, the 2020 recommended budget includes a two-year allocation of \$7.2 million for Capital Equipment. This allocation will cover the purchase of vital equipment related to Public Safety, Public Works, Recreation and Information Technology. The City will use \$1.3 million in cash sources, \$800,000 in technology fund sources, \$4.3 million in General Obligation debt and \$800,000 in other sources to finance the 2020/2021 Capital Equipment plan. Below, details of the plan by Department:

General Fund Capital Equipment Allocation			
Department	Description	# Units	Total Cost
Fire	SCBA Bottles		24,600
Fire	Ladder Truck	1	1,100,000
Fire	Medic	1	300,000
Fire	Rechassie Medic - 11	1	170,000
Fire	Engine	1	600,000
<b>Fire</b>			<b>2,194,600</b>
Police	Marked SUVs for daily operations	20	1,102,100
Police	Unmarked Police Vehicles-Cars	3	64,500
Police	SWAT Vehicle	1	280,000
Police	Axon mobile video recording equipment	127	295,500
<b>Police</b>			<b>1,742,100</b>
Public Works	John Deere Wide Area Mower	1	58,000
Public Works	Wheel Loader	1	210,000
Public Works	Tandem DumpTruck Deicer	1	450,000
Public Works	Automated Side Load Refuse Packer (CNG)	1	686,200
Public Works	Semi-Auto Rear Load Refuse Packer (CNG)	1	510,000
Public Works	Transit Bucket Truck	1	135,000
<b>Public Works</b>			<b>2,049,200</b>
Public Works	Used F-150 (or equivalent) 4WD Truck 1	1	25,000
Public Works	Used F-150 (or equivalent) 4WD Truck 2	1	25,000
Public Works	Used F-150 (or equivalent) 4WD Truck 3	1	25,000
Public Works	Used F-150 (or equivalent) 4WD Truck 4	1	25,000
Public Works	Mower Trailer 1	1	3,300
Public Works	Mower Trailer 2	1	3,300
Public Works	Mower Trailer 3	1	3,300
Public Works	Mower Trailer 4	1	3,300
<b>Issue 9 Fund</b>			<b>113,200</b>
Public Works	Street Sweeper (50% of proceeds)	0.5	135,000
<b>Storm Water Fund</b>			<b>135,000</b>
Recreation	Aquatic Chair Lift	1	8,000
Recreation	Pick Up Truck w/lift gate/tow package	1	45,000
Recreation	Various Commercial Grade Kitchen Equipme	13	17,000
Recreation	Aquatic Camera System Angel Eyes	3	100,000
<b>Recreation</b>			<b>170,000</b>
Fire	Fire Station Alerting	N/A	410,000
Finance	Fixed Asset and Leasing	N/A	14,500
Finance	Accounts Receivable Software Solution	N/A	17,800
IT	Firewall Upgrades	N/A	120,000
IT	CommVault Data Protection Licenses	N/A	90,000
IT	Fiber Expansion	N/A	15,000
IT	Start of Enterprise Security Camera Network	N/A	150,000
	<b>Technology</b>		<b>817,300</b>
	<b>Total Capital Equipment/Technology</b>		<b>7,221,400</b>

## Conclusion

In 2020, Dayton will turn the page on a year of historic accomplishments and terrible tragedy. Despite the tragedies that befell Dayton in 2019, Daytonians have showed grit and perseverance, love of community and commitment to Dayton and its values. This has driven renewed confidence in Dayton and her people.

The City Manager's Recommended 2020 Budget provides a blueprint for how City Administration and Staff will move forward in 2020, doing the important work of advancing the priorities of the Dayton City Commission. The 2020 budget funds services, programs and investments that will strengthen our neighborhoods, add resiliency to our systems, and improve Dayton for future generations.

With a focus on outcomes that impact the Dayton community, the 2020 budget represents more than \$480 million in funding for city operations and investments.

In particular, this balanced budget:

- Preserves current service levels, maintains staffing across the City organization, and ensures all wage and benefit commitments are met
- Honors the City's Issue 9, "Your Dollars, Your Neighborhood" commitments of maintaining public safety, Preschool Promise, vacant lot maintenance, residential road resurfacing and parks improvements
- Funds \$75.9 million in capital projects, including investments in public facility modernization, and critical road, water and sewer infrastructure
- Concentrates resources on improving neighborhoods, investing \$2.9 million in neighborhood improvements such as a strategic planning, parks and playground upgrades, demolition, and neighborhood mini grants
- Invests \$7.2 million over two years in equipment and technologies that will enhance customer service and create efficiencies
- Leverages Federal Grant dollars toward public safety, post-disaster recovery, demolition and nuisance abatement
- Utilizes State of Ohio funding to expand road and highway maintenance programs, as well as ADA accessibility improvements
- Continues Development momentum in Dayton's employment sectors, leveraging resources to fund future growth
- Creates the City's first Office of Sustainability and funds the City's first Chief Information Officer
- Supports programs that further Dayton as a resilient, welcoming and inclusive community for all residents and stakeholders

We acknowledge the following City Leadership and Management & Budget Personnel in the preparation of the Annual Balanced Budget and the creation of the City's Grey Book for the year 2020.

<b>Shelley Dickstein</b>	City Manager
<b>Tammi L. Clements</b>	Deputy City Manager
<b>Joseph Parlette</b>	Deputy City Manager
<b>Diane T. Shannon</b>	Procurement, Management & Budget Director
<b>Anita Chalk</b>	Special Projects Administrator
<b>Hilary Ross Browning</b>	Senior Management Analyst
<b>Shonda Bryant</b>	Management Analyst II
<b>Chris Wimsatt</b>	Management Analyst II
<b>Abbie Jones</b>	Management Analyst II
<b>Akiya Halfacre</b>	Budget Systems Technician

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