



2020 Budget

City Manager's Recommendations

Corporate Services & Governance
Community Service Area

December 11, 2019



Policy Budget

Presentation Format

Program Performance

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

Financial Performance

- 2019 Original Budget
- 2020 Recommended Budget



Community Service Areas

- ❑ Community Service Areas are comprised of a group of programs with an integrated mission to address a set of City Commission priorities
- ❑ CSAs are linked together to form the framework for the City's Policy Budget

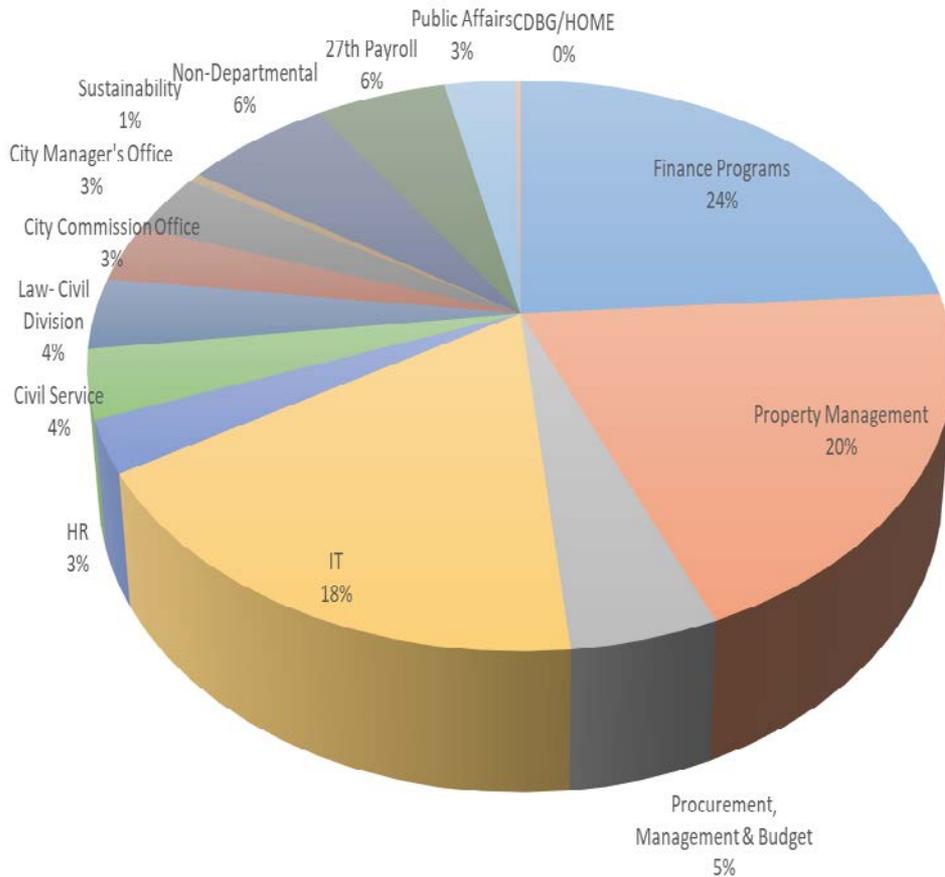


Corporate Services & Governance Community Service Area

Policy Objective:

Ensure the efficient and effective use of tax-payer dollars in providing City Services while fostering a fair and just community

Program Areas



Recommended Allocations

Corporate Services & Governance CSA by Program	
Finance - Tax & Accounting	4,050,400
Finance Treasury Investments	1,153,300
Water Utility Revenue	4,235,400
Total Finance Programs	9,439,100
Property Management	7,886,800
Total Property Management	7,886,800
Procurement	621,100
Management & Budget	1,230,900
Total Procurement, Management & Budget	1,852,000
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
Total Programs	39,576,000



Corporate Services & Governance Community Service Area

2019 Original Budget & 2020 Recommended Budget

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
Subtotal Finance Programs	8,785,400	66	9,439,100	653,700	7.4%	66
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
Total Programs	\$ 35,879,400	214.40	\$ 39,576,000	\$ 3,696,600	10.3%	217.9

City Commission Priorities

Corporate Services & Governance CSA



Corporate Services & Governance

Maintain Financial Stability

Objective: Maintain Budget to Actual Variance to Secure a Stable or Increased General Obligation Bond Rating

Activity: Allocate, monitor, balance and analyze budget

- **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%



Corporate Services & Governance

Maintain Financial Stability

Objective: Obtain Best Possible Purchase Price for Goods and Services

Activity: Proactive procurement practices to negotiate lower prices for goods and services

- **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%



Corporate Services & Governance

Maintain Financial Stability

Objective: Migrate Accounts Payable to P-Card Payment Process

Activity: Implement policy and operational changes to support p-card payments for accounts payable

- **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

Objective: Work with Benefitfocus to build and implement an electronic open enrollment portal

Activity: Complete benefit transition to electronic open enrollment and benefits management and provide employee training



- **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%

Corporate Services & Governance

Maintain Financial Stability

Objective: Optimize operational efficiency at Property Management

Activity: Extend the useful life of City assets by developing and implementing a comprehensive 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

Corporate Services & Governance

Maintain Financial Stability

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

State of the Project

During 2019 the project has identified:

- 13 major construction projects
- 151 companies affiliated with these projects
 - 11 general contractors
 - 140 subcontractors
 - 84.1% (127/151) of identified companies registered in the Production tax system or responded with an exemption
- Sent 73 letters:
 - 65 requests for information
 - 8 delinquency letters for missing filings
 - 24 companies have yet to respond to requests for information



- **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%

Corporate Services & Governance

Maintain Financial Stability

Objective: Ensure the City's Debt Portfolio is well-managed

Activity: Monitor the implementation of debt-financed capital projects and ensure Continuing Disclosure and Annual Information Filings are completed accurately

- 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.

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

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

Corporate Services & Governance

Encourage Employee Wellness & Development

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

Activity: Complete D.O.C. education program, incent visitors 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.

Corporate Services & Governance

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

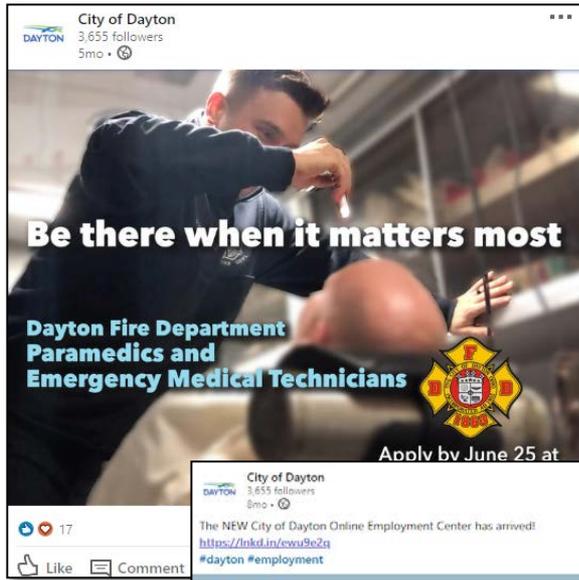
Activity: Work with City Departments, identify targeted recruitment areas to increase awareness

- **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

Corporate Services & Governance

Increase Diversity in City Workforce



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%

Corporate Services & Governance

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

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

Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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%

Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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%

Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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%

Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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

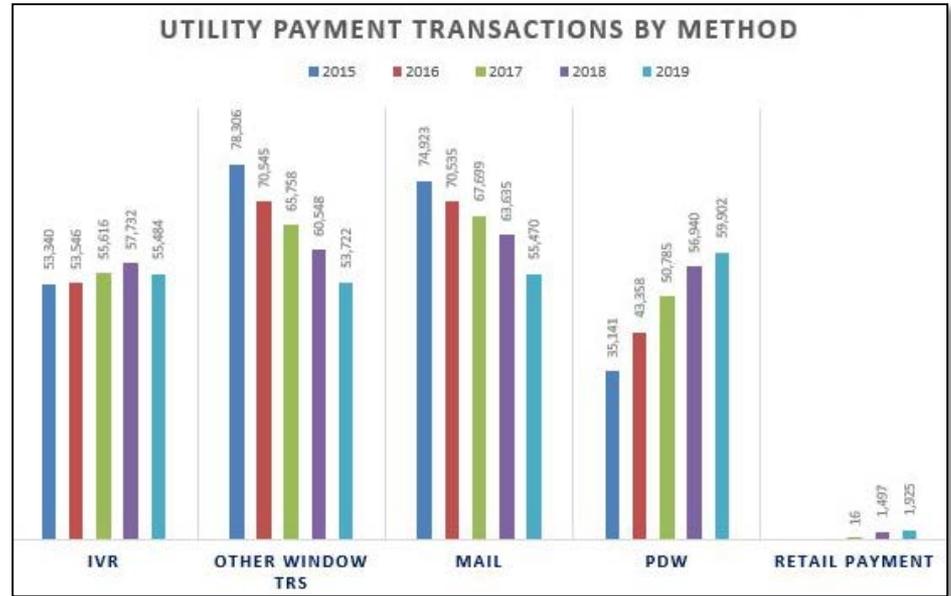
Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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.



2019 Utility Payment Transactions by Method

IVR	TRS	Mail	PDW	Retail
55,500	53,700	55,500	59,900	1,900

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

Corporate Services & Governance

Provide Quality Services with Excellent Customer Service

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

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

	Number of Requests	Average Days to Resolution
2016	2,285	12
2017	1,859	10
2018	1,602	10
2019	1,741	12

- **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

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.



Corporate Services & Governance

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

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

Corporate Services & Governance

Support Services & 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



Corporate Services & Governance

Promote Clear Communication, Transparency & 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%



Corporate Services & Governance

Promote Clear Communication, Transparency & Accountability

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



Corporate Services & Governance

Promote Clear Communication, Transparency & Accountability

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.



Corporate Services & Governance

Budget Recommendation by the Numbers

Corporate Services & Governance

Source & Uses by Program Area

Procurement, Management & Budget				
Estimated Sources	2019 Original	2020 Proposed	\$ Chg.	% Chg.
	Budget	Budget		
General Fund	1,799,100	1,852,000	52,900	2.9%
Total Sources	\$ 1,799,100	\$ 1,852,000	\$ 52,900	2.9%
Estimated Uses				
Personnel Costs	1,589,400	1,665,400	76,000	4.8%
Contracts & Materials				
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%
Total Contracts & Materials	209,700	186,600	(23,100)	-11.0%
Total Uses	\$ 1,799,100	\$ 1,852,000	\$ (23,100)	2.9%
Sources over Uses	\$0	\$0	\$0	N.A.

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)

Corporate Services & Governance

Source & Uses by Program Area

Civil Service				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,538,400	1,525,100	(13,300)	-0.9%
Total Sources	\$ 1,538,400	\$ 1,525,100	\$ (13,300)	-0.9%
Estimated Uses				
Personnel Costs	1,286,000	1,300,000	14,000	1.1%
Contracts & Materials				
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%
Total Contracts & Materials	252,400	225,100	(27,300)	-10.8%
Total Uses	\$ 1,538,400	\$ 1,525,100	\$ (27,300)	-0.9%
Sources over Uses	\$0	\$0	\$0	N.A.

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

Corporate Services & Governance

Source & Uses by Program Area

Public Affairs				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,268,100	1,260,800	(7,300)	-0.6%
Total Sources	\$ 1,268,100	\$ 1,260,800	\$ (7,300)	-0.6%
Estimated Uses				
Personnel Costs	681,200	615,200	(66,000)	-9.7%
Contracts & Materials				
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%
Total Contracts & Materials	586,900	645,600	58,700	10.0%
Total Uses	\$ 1,268,100	\$ 1,260,800	\$ 58,700	-0.6%
Sources over Uses	\$0	\$0	\$0	N.A.

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

Corporate Services & Governance

Source & Uses by Program Area

Human Resources				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,156,700	1,164,500	7,800	0.7%
Total Sources	\$ 1,156,700	\$ 1,164,500	\$ 7,800	0.7%
Estimated Uses				
Personnel Costs	1,050,500	1,045,800	(4,700)	-0.4%
Contracts & Materials				
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%
Total Contracts & Materials	106,200	118,700	12,500	11.8%
Total Uses	\$ 1,156,700	\$ 1,164,500	\$ 12,500	0.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

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

Corporate Services & Governance

Source & Uses by Program Area

Law - Civil Division				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,570,700	1,597,200	26,500	1.7%
Total Sources	\$ 1,570,700	\$ 1,597,200	\$ 26,500	1.7%
Estimated Uses				
Personnel Costs	1,167,800	1,234,800	67,000	5.7%
Contracts & Materials				
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%
Total Contracts & Materials	402,900	362,400	(40,500)	-10.1%
Total Uses	\$ 1,570,700	\$ 1,597,200	\$ (40,500)	1.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

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

Corporate Services & Governance

Source & Uses by Program Area

Finance Tax & Accounting				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	3,636,900	4,050,400	413,500	11.4%
Total Sources	\$ 3,636,900	\$ 4,050,400	\$ 413,500	11.4%
Estimated Uses				
Personnel Costs	2,591,100	2,936,300	345,200	13.3%
Contracts & Materials				
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%
Total Contracts & Materials	1,041,200	1,081,800	40,600	3.9%
Capital Equipment/Technology	4,600	32,300	27,700	602.2%
Total Uses	\$ 3,636,900	\$ 4,050,400	\$ 68,300	11.4%
Sources over Uses	\$0	\$0	\$0	N.A.

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

Corporate Services & Governance

Source & Uses by Program Area

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%
Total Sources	\$ 1,154,500	\$ 1,153,300	\$ (1,200)	-0.1%
Estimated Uses				
Personnel Costs	218,100	220,900	2,800	1.3%
Contracts & Materials				
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%
Total Contracts & Materials	936,400	932,400	(4,000)	-0.4%
Total Uses	\$ 1,154,500	\$ 1,153,300	\$ (4,000)	-0.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2020 Program Budget Highlights

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

Corporate Services & Governance

Source & Uses by Program Area

Water Utility Revenue				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
Water Fund	3,994,000	4,235,400	241,400	6.0%
Total Sources	\$ 3,994,000	\$ 4,235,400	\$ 241,400	6.0%
Estimated Uses				
Personnel Costs	2,900,100	2,745,500	(154,600)	-5.3%
Contracts & Materials				
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%
Total Contracts & Materials	1,075,300	1,206,500	131,200	12.2%
Capital Equipment/Technology	18,600	283,400	264,800	1423.7%
Total Uses	\$ 3,994,000	\$ 4,235,400	\$ 396,000	6.0%
Sources over Uses	\$0	\$0	\$0	N.A.

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

Corporate Services & Governance

Source & Uses by Program Area

Property Management				
Estimated Sources	2019 Original Budget	2020 Proposed Budget	\$ Chg.	% Chg.
General Fund	7,580,600	7,886,800	306,200	4.0%
Total Sources	\$ 7,580,600	\$ 7,886,800	\$ 306,200	4.0%
Estimated Uses				
Personnel Costs	2,128,600	2,162,400	33,800	1.6%
Contracts & Materials				
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%
Total Contracts & Materials	3,899,500	3,944,900	45,400	1.2%
Utilities				
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%
Total Utilities	1,107,500	1,357,500	250,000	22.6%
Oregon District	445,000	422,000	(23,000)	-5.2%
Total Uses	\$ 7,580,600	\$ 7,886,800	\$ 522,400	4.0%
Sources over Uses	\$0	\$0	\$0	N.A.

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

Corporate Services & Governance

Source & Uses by Program Area

Information Technology				
	2019 Original	2020 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	6,788,300	7,022,100	233,800	3.4%
Total Sources	\$ 6,788,300	\$ 7,022,100	\$ 233,800	3.4%
Estimated Uses				
Personnel Costs	3,482,300	3,684,700	202,400	5.8%
Contracts & Materials				
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%
Total Contracts & Materials	2,850,000	2,962,400	112,400	3.9%
Capital Equipment/Technology	456,000	375,000	(81,000)	-17.8%
Total Uses	\$ 6,788,300	\$ 7,022,100	\$ 31,400	3.4%
Sources over Uses	\$0	\$0	\$0	N.A.

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)

Corporate Services & Governance

Key Accomplishments

Information Technology

1. *Collaborated with Civil Service to migrate to web based testing and applicant software JobApps and modernized the testing center.*
2. *Upgraded Enterprise Banner (ERP) and Kronos Timekeeping systems to latest supported releases.*
3. *Replaced Xerox multi-function printing devices Citywide with new Konica-Minolta devices and centralized the city's document management system. Implemented citywide Cyber-Security awareness training. Started required Windows operating system upgrades of workstations from Windows 7 to 10.*
4. *Repaired damaged fiber and network connections. After the tornados, 21 City network locations were down. Within 48 hours, all but one, the Greenhouse was on-line.*
5. *Completed several rings within our network for redundancy and redirected fiber for cameras needed for the Emergency Operations Centers to monitor the May 25th event.*

Law

1. *Successful use of available creative legal avenues to support department and organizational objectives. Examples: Arcade; HSK Rally, Opioid Lawsuit, Buyer's Remorse, Photo Enforcement Lawsuit.*
2. *Negotiated the largest City of Dayton settlement of \$10.5 million, which will be used for investments in Dayton neighborhoods.*
3. *Took advantage of opportunities to better our City: Marijuana, Family Dollar, and Scooters.*

Corporate Services & Governance

Key Accomplishments

Finance

1. *Finance, in collaboration with the Departments of Water, Public Works, Human Resources, and the IT Division made significant progress in standing up a new Consolidated Call Center. We are near completion of hiring new Customer Service Technicians, have begun taking some general City switchboard calls; and on track to begin renovations of space to accommodate the upgraded operation by April 2020.*
2. *Finance and our Investment Advisor, Meeder Investments, strategically managed the city's portfolio to ensure we optimized interest earnings in a rapidly changing market.*
3. *Finance successfully negotiated an "enterprise" type agreement with SeamlessDocs.gov to allow various other City departments to take advantage of the automated form and process flow solution.*

Public Works

1. *Oregon District Garage Phase I completed on time and on budget (\$3.3 million).*
2. *Completed Jim Nichols Restroom remodel.*
3. *Completed Loose Leaf Truck Fabrication in-house.*

Corporate Services & Governance

Key Accomplishments

Human Resources

1. *Human Resources (HR) negotiated a zero (0%) increase in employee supplemental life insurance and LTD rates for 2020. HR also negotiated an increase in the standard amount of supplemental life insurance that our employees may elect for their families.*
2. *HR negotiated a new five year contract with Healthstat for the provision of health services at the D.O.C. HR also negotiated a three year agreement with Healthstat for the provision of X-Ray and Occupational Health Services at the D.O.C. starting in 2020. HR's negotiated Healthstat contract also provides for a lower escalator for future medical costs when compared to the City's prior Healthstat agreement.*
3. *HR is finishing the KRONOS implementation and roll out for all City departments in 2020.*

Procurement, Management & Budget

1. *Managed data capture, documentation and reimbursements for post tornado recovery efforts, and leveraged Public Assistance grant opportunities to maximize resources available to the City.*
2. *Facilitated a multi-departmental comprehensive review of all procurement channels.*
3. *Implemented and launched the interactive Dayton Survey dashboard.*