



Dayton Narratives and Research

Urban Research Initiative

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Narratives

Brief Description of the City

With a history of successful innovation in aviation and manufacturing, Dayton is nestled at the convergence of the Great Miami River, Mad River, Stillwater River, Wolf Creek, and Twin Creek, the “crown jewels” of the region. Located in southwest Ohio, Dayton serves as a multimodal hub with access to air, water, rail, and road transportation at the crossroads of I-75, running north and south, and I-70 going east and west. American Community Survey data from 2017-2022 reports that 135,938 persons live in the city, which is comprised of 55.8 square miles ([US Census, 2022](#)). The Dayton-Springfield-Kettering Combined Statistical Area (CSA) is home to 1,085,335 persons, according to the American Community Survey-2022 1-year data. The Dayton metro area is the fourth largest in Ohio.

As the birthplace of aviation, Wright Patterson Air Force Base is the region’s largest employer with 30,000 workers and an annual economic impact of \$4.2 billion, and the area is a center for high-tech industries related to aviation and defense ([2024](#)). Located nearby, five higher education institutions prepare students for postsecondary success, including Wright State University, University of Dayton, Central State University (Ohio’s only public historically Black college or university), Miami University, and Sinclair Community College. The region is also anchored by three major health networks, Premier Health, Kettering Health, and Dayton Children’s Hospital, which serve as major employers.

All these institutions collaborate with the City of Dayton on projects that enhance the area's livability and economic vitality. As the first official community designated as a “Welcoming City,” Dayton embraces newcomers and translates that commitment to a wide array of resources that enable individuals to access language assistance, English as a Second Language, and other programs that ease the transition.

In the last twenty-five years, billions in new funding expanded market-rate housing at an array of price points and created affordable single, and multi-family options. Dayton has invested in businesses, economic development, public infrastructure improvements, and enhanced arts and culture venues. A \$667 million created 26 new state-of-the-art school buildings, and \$167 million investments constructed new downtown and neighborhood libraries.

The city is also known for its active arts and cultural community with thriving performing, visual, and literary arts nonprofits that bring young professionals and families downtown for world-class classic and contemporary music, Broadway plays, ballet, opera, and a dazzling array of art galleries. Dayton celebrates its heritage through a network of museums, including the Boonshoft Museum of Discovery, SunWatch Indian Village and Interpretative Center, and Carillon Park, a 65-acre, open-air museum. The Dayton area boasts the largest aviation museum in the nation—the National Museum of the United States Air Force. The RiverScape Metro Park in downtown Dayton features walking and biking trails, festivals, and outdoor activities. The fountain in the center of the river shoots 2,500 US gallons of water per minute. Lit at night, the fountain is one of the largest such attractions in the world, covering 395,000 square feet across an 800-foot diameter. The area offers kayaking, fishing, and boating opportunities, contributing to a vibrant outdoor culture. The rivers connect to various communities through well-maintained 350 miles of trails and green spaces. Five Rivers Metro Park operates a network of gorgeous parks that feature lakes, rivers, waterfalls, shelters, picnic areas, and playgrounds.

History of Dayton—Information on Disparities

Founding and Colonization of Indigenous Land: Founded in 1776 and named after Jonathan Dayton, an American Revolutionary War captain, the city grew along the land where five rivers and waterways converge—the Great Miami River, Mad River, Stillwater River, Twin Creek, and Wolf Creek. The Native Land Digital project lists the Dayton area as

having been settled originally by the Miami and Shawnee, Kaskaskia, Adena, and Hopewell cultures ([Native Land Digital, n.d.](#)). In the late 1700s and into the 1800s, Native Americans lost lands through a series of treaties and the relocation of First Nations people to reservations in the West. Now, Ohio does not have any federally recognized tribes, although some Indigenous groups are seeking such designation ([Watson, 2020](#)).

Dayton, the Civil War, and Aftermath: Although the Northwest Ordinance of 1787 outlawed slavery North of the Ohio River, some Southerners moving to the area had slaves sign indentured servitude agreements that lasted for decades in Ohio ([Philips, 2016](#)). In the 1830s, the first freed Black households came to Springboro, Ohio, south of Dayton. During the Civil War, Daytonians were active in fighting for the North. After the war, Dayton served as the local for one of the first three hospitals just for veterans. The Dayton Veterans Administration Medical Center has served veterans for more than 150 years.

By the late 1860s and 1870s, West Dayton became home to freed individuals who settled in the West Dayton area. Born in 1872 to formerly enslaved parents, Paul Lawrence Dunbar, a noted Black poet, and novelist, gained fame for his literature, including a novel describing racist violence. Dunbar High School bears the name of this literary genius, and the Paul Laurence Dunbar House in Dayton commemorates his legacy.

Growth of Industry and City Manager Government: Throughout the 1800s, Dayton served as a transportation hub with nine turnpikes and the Miami and Erie Canals, and during the 1890s to the early part of the 20th Century, Dayton had the most patents per capita. ([Ferentinos & Craddock Mossman, 2022](#)). Early industrialists and inventors included the Wright Brothers, John Patterson, owner of the National Cash Register, Charles F. Kettering, and Edward Deeds, who were early innovators in aviation, cash registers, and automotive technology. John Patterson, a long-time advocate of a city manager government, explored progressive reforms for Dayton. Patterson also facilitated reforms that led to a city manager government being formally implemented, and the governmental system continues today.

1913 Flood: In 1913, a series of storms overflowed the Dayton rivers and waterways, breaking through levees. The resulting flood crested at 20 feet in downtown Dayton and created extensive fatalities and economic losses that, in current dollars, would exceed \$2.9 billion ([Powell, 2023](#)). John Patterson led immediate and long-term recovery efforts, including the building of boats by NCR employees to rescue persons in attics and on rooftops, reconstruction of the area, and the development of a series of dams via the Miami Valley Conservancy District.

Aviation, Manufacturing, World War I, and the Great Migration: Dayton is best known as the hometown of Orville and Wilbur Wright, inventors who achieved the first sustained power flights in 1903. Their success led to the city being known as the birthplace of aviation and aerospace industries ([Honious, 2003](#)). World War I provided the catalyst for the Wright Company and McCook Field to develop planes for the US military. In 1927, the Army created what is now the Wright Patterson Air Force Base on Huffman Prairie, where the Wright Brothers held their first flying school.

The city also succeeded as a hub of automotive innovation. Charles Kettering, Colonel Edwards Deeds, and William Chryst invented the self-starter and the Dayton Engineering Laboratories Company (DELCO), which was later purchased by General Motors in 1918. General Motors created three other divisions: Frigidaire, Inland Manufacturing, and Delco-Moraine. Between 1915 and 1920, this growth in manufacturing coincided with the most pronounced years of the Great Migration, or the movement of Black people to Ohio cities ([Giffin, 2005](#)).

Following World War I, Dayton experienced a post-war boom as a manufacturing provider, drawing more people to the area, including the McCall Corporation ([Wright, 2022](#)). The 1920s also saw significant growth in the KKK and uprisings launched by White supremacists. Dayton annexed some land during this decade, but failures in annexation in this decade and later years resulted in a small, incorporated area with long-lasting negative implications for growth by the end of the 20th Century. As White flight occurred during the latter half of the 20th Century, Dayton did not have the extensive

affluent neighborhoods possessed by other cities with more annexation success like Columbus or another example, Charlotte, NC.

The Great Depression and Disparities: The Great Depression resulted in severe economic setbacks, and Dayton, like many communities, experienced extensive redlining as neighborhoods that were negatively rated on the risk of lending by the Federal Home Owners Loan Corporation (HOLC) in the 1930s. The redlined areas included the west Dayton neighborhoods with Black residents as well as communities with a higher level of immigrants or families on relief. These areas remain economically disadvantaged today as well, and West Dayton endured segregation and economic disinvestment for decades.

The 1935 Social Security Act also restricted “old age” benefits (Title II) to persons working in industry and commerce, excluding federal employees and railroad employees who would have a different retirement system, self-employed persons, agricultural and domestic workers, and persons working in the nonprofit sector. The decision to not cover farm and domestic workers disproportionately affected Black laborers, and it also affected millions of White workers in farming occupations ([DeWitt, 2010](#)).

World War II: During World War II, Dayton experienced growth in aviation and manufacturing, and the Dayton Project developed plutonium as part of the race to build an atomic bomb during the Manhattan Project. The government recruited Joseph Desch due to his work on electric calculators for NCR. Desch helped design Bombes, manufactured by Navy WAVES in Dayton, as part of efforts to break the Enigma Code ([Dalton, 2013](#)). During the early 1940s, Dayton possessed 60 factories designated for war production as noted by Wright of the Ohio History Connection ([2022](#)).

Migrations: In response to the manufacturing growth, the Ohio History Connection notes that both Black and White laborers migrated to Dayton, and defense contracts reached \$1.645 billion ([Wright, 2022](#)). For Black people, this period started a second Great Migration. Appalachian migration also continued during this period as people sought manufacturing jobs. Housing shortages in the 1940s led to the creation of 1,500 family units and 125 dormitories. Huffman Manufacturing, the Mead Corporation, NCR, the Berry Company, Reynolds and Reynolds, and automotive plants continued to grow in the 1940s and 1950s. However, difficulties with annexation meant that a tremendous amount of growth occurred in the suburbs versus the incorporation limits of Dayton, which were now relatively dense. Redlining by banks continued barriers to investment, and Dayton remained segregated. Black workers continued to live west of the Miami River, and White, increasingly Appalachian, families historically settled in East and North Dayton.

1950s and 1960s: Following World War II, the GI Bill exacerbated racial inequality between White and Black Americans and between men and women that persists today in Dayton. While the GI Bill did not exclude Black people from educational or housing benefits, scholars believe unequal access to education and housing benefits created economic disparities that exist today. The difficulties included the steering of Black veterans to vocational programs rather than college and barriers in accessing universities—who were more likely to admit White males than Black men ([Turner & Bound, 2002](#)). Only 12% of Black veterans went to college compared to 28% of White veterans ([Humes, 2006](#)). Banks also often failed to approve loans for Black veterans despite federal loan guarantees and restrictive covenants keeping Black veterans from purchasing in suburban areas, according to Humes. Female veterans from WWII frequently were not informed of access to GI Bill benefits or encountered obstacles to education and homeownership ([Bellefaire, 2006](#)). These differences in access to generational wealth via homeownership and education nationally are part of a legacy of barriers for people who did not benefit from the GI Bill that continues to account for disparities today.

In the 1960s, the population of Dayton dropped for the first time, triggering a decline that continued for the remainder of the 20th Century and into the 21st Century. White flight to the suburbs, riots in 1966, 1967, and 1968, and an order for busing in the 1970s intensified the population loss. Neal Bradley Long assassinated Dr. Charles Glatt, an Ohio State University professor hired to carry out the federal desegregation. Long, a White man and a racially motivated serial killer,

attacked 21 or more Black people in the 1970s and murdered four ([Weiss, 2016](#); [Baker & Nalls, 2014](#)). As Dayton struggled with racial tensions, suburban governments, the credit industry, and real estate agents conspired to hasten White and middle-class flight.

The Decline in Manufacturing: At the same time, changes in manufacturing, outsourcing, the movement of factories to communities with a less unionized workforce, and the purchase of Dayton corporations resulted in the loss of jobs and the movement of significant business headquarters out of the Dayton area in the 1970s, 1980s, and 1990s. NCR lost 15,000 manufacturing jobs, and in response to increasing competition in the auto industry, GM began outsourcing work, and the Mead Corporation moved to Richmond, Virginia ([Millsap, 2019](#)). Millsap notes that by the 1990s, the five GM plants still employed 20,000 individuals; however, by 2008, the last GM plant closed. Between 2001 and 2011, 50,000 jobs were lost across the Dayton region, resulting in a 6% loss in the entire workforce and a 32% loss in manufacturing ([Miami Valley Regional Planning Commission, 2022](#)). Fuyao American Glass eventually purchased the plant and re-opened it to manufacture glass products for automobiles, and regional economic investment efforts have worked to replace these legacy manufacturing positions with new opportunities.

Differential Sentencing: The signing of the Anti-Drug Abuse Act of 1986 by President Reagan resulted in a movement toward mass incarceration and differential sentencing for powdered cocaine versus crack cocaine with harsh mandatory minimum sentencing, and the number of Black persons in prison increased by 213% from 1986 to 1996 ([Schoonover, 2015](#)). For Dayton, like many communities, disparities in sentencing continued into the 2000s and beyond, with differential rates of traffic stops, arrests, and sentences for similar infractions or crimes in Ohio ([Strickland, Capatosto, Grosh, & Blackwell, 2019](#)). In Ohio until 2021, persons with convictions were often barred from obtaining licenses and working in fields unrelated to their offense. With the bill signed by Governor DeWine, ex-offenders will have access to more jobs while still allowing disqualification of licensure for persons convicted of sexual, violent, or fiduciary crimes ([Wilson, 2021](#)). In response to the problem of incarceration and reentry, the Montgomery County Office of Reentry developed and began serving those persons returning to the community through a variety of programs, services, and partnerships.

Great Recession: As Dayton entered the Great Recession of 2008 and 2009, the area experienced many of the same challenges of subprime mortgages and rampant foreclosures that created financial havoc throughout the nation. The steady decline in manufacturing, which occurred over the years in Dayton, slowed the recovery process, and vacant, boarded properties abounded. While stimulus funds assisted Dayton in the demolition of many of these properties and efforts were made to add new in-fill housing, much work remains, including reducing credit and mortgage barriers for Black, Indigenous, and people of color (BIPOC).

Memorial Day Tornado: On Memorial Day in 2019, an EF-4 tornado struck parts of Dayton, causing tremendous damage. Nineteen tornadoes hit the Dayton region, damaging 6,000 homes, 1,100 of which had significant damage or were totally destroyed ([Miami Valley Regional Planning Commission, 2022](#)). Old North Dayton, an area already disproportionately affected by poverty, experienced tremendous loss, and many homeowners were uninsured or underinsured. The community came together to respond to this tragedy; however, the trauma and economic losses resulted in significant strains for neighborhoods and communities.

Opiate Epidemic: The opioid crisis began slowly in the 1990s as physicians increased the prescribing of natural and semi-synthetic narcotics, including methadone, because of changed guidance from pharmaceutical companies. As a consequence of this change, an upward spike in overdose deaths in 1999 ([Centers for Disease Control, 2011](#)). A second wave of overdose deaths occurred in 2010 related to heroin ([Rudd et al., 2014](#)), and a third wave included deaths related to Fentanyl in 2013 ([Gladden, Martinez & Seth, 2016](#)). Aware of the increase in overdose deaths, the Dayton Police Department mapped these incidents, noting the pattern in expanding in east Dayton.

Public Health Dayton and Montgomery County worked with the Alcohol, Drug Addiction Mental Health Services Board for Montgomery County and hundreds of other stakeholders, including the Dayton Police Department, using an Incident Command Structure for emergency incidents. Since its inception in 2016, the Community Overdose Action Team (COAT) has grown to 200 members representing government, school systems, and healthcare entities, including behavioral health and drug treatment providers ([Public Health Dayton and Montgomery County, 2024](#)). Stakeholders also include youth organizations, faith-based entities, civic organizations, law enforcement, fire, emergency medical services, local media, persons in recovery, and friends and family of recovering individuals. COAT focuses on the following multi-dimensional solutions that include treatment, harm reduction, prevention, outreach, justice and law enforcement interventions. Dayton and Montgomery County experienced similar waves of overdose deaths with 127 deaths in 2010 and a high of 566 deaths in 2017 ([Public Health Dayton and Montgomery County, 2024](#)). In 2018, the deaths dropped to 291 as a result of extensive interventions and rose to 337 during 2021. In 2022, 316 persons died from accidental overdoses, and in 2023, 292 died. As of May 27th, 2024, the preliminary count of death is 63.

The Resurgence of Dayton

Strong leadership and momentum from investment in the public, nonprofit, and private sectors have resulted in exciting developments in the City of Dayton, creating a resurgence in the last twenty years coming from billions in investment of public and private dollars. The interplay of these investments helped Dayton recover from the tragedies of the 2008-2009 Great Recession, the 2019 Memorial Day Tornado, and the COVID-19 Pandemic. Investments have created new affordable housing, improved public infrastructure such as bridges, streets, parks, or sidewalks, and reduced blight. The private and public partnerships supported economic growth, constructed 21st Century school buildings and libraries, enhanced nonprofit facilities, and strengthened arts and cultural opportunities.

Dayton Recovery Plan

The following statistics are from the [Recovery Plan dashboard](#). Many of the Recovery Plan allocations are also represented in the housing and community investments reported in separate sections (City of Dayton, 2024). So, these investments are not exclusive to one category.

Black and Brown Businesses: As part of the Recovery Plan in response to the pandemic, the City of Dayton wanted to address long-term economic disparities, including disproportionate burdens arising from the pandemic related to race, by supporting Black and Brown Businesses. The Micro-Grant Fund received an allocation of \$1.5 million, and the Racial Equity Fund secured an allocation of \$3 million. Small business assistance received an allocation of \$3.15 million, and the total for Black and Brown Businesses as a category is \$7.7 million.

Neighborhood Projects: The Recovery Plan allocated \$54.9 million for projects that benefit neighborhoods in Dayton in response to input from the American Rescue Plan Act (ARPA) surveys and resident needs. The City allocated \$15.8 million for demolition and removing blight, \$18.29 for housing repair and rehab, \$1.2 million for neighborhood businesses. The City also allocated \$250,000 for other amenities and \$2.18 million for parks.

Aiding Community and Small Business Recovery: To address the health and wellness issues that occurred related to the pandemic as well as improve the capacity of organizations to respond to increased needs, incentivize saving, promote wealth generation, and assist business growth. The City of Dayton allocated \$1 million for community organization, \$714,500 for education, \$450,000 for the Earned Income Tax Credit savings program, \$4.36 million for health and wellness, and \$500,000 for small business assistance. Slightly more than \$7 million is allocated to this category of community assistance.

Catalyzing Economic Recovery: To strengthen the economic recovery following the loss of businesses and jobs related to the pandemic, the City of Dayton invested in projects that are focused on business development and addressing poverty. For this area of expenditures, Dayton invested \$7 in a First Floor Fund to assist business districts and \$3.76 million in investments for the Wright Factory site. Both projects have the potential to create jobs and strengthen the economy.

Enhancing Critical City Services: To meet the needs of the community, using survey feedback, the City of Dayton invested in a new police/fire station and improvements in city facilities. The City allocated \$11 million for joint police and fire station and \$10.5 million for facility improvements.

Administration: To manage 60 projects with these federal funds, Dayton has extensive financial accountability. It allocated \$10,500 for auditing, \$230,000 for legal services, \$2,332,169 for other administrative support, \$40,000 for other professional services, and \$10,000 for payroll. More than 28 staff members are involved in overseeing projects, including monitoring expenditures and documentation. These staff members are working closely with community sub-recipients. The City also contracted with external organizations to assist with management and implementation.

New Housing Units or Preserved Housing in the City of Dayton

Through partnerships between developers and community agencies, new construction of family and senior housing over the years has dramatically enhanced neighborhoods or communities, providing exciting options for individuals and families. These affordable housing projects offered significant opportunities to revitalize neighborhoods or increase downtown housing. The Ohio Housing Finance Agency notes the projects described below and one of the projects is from historic tax credits.

- [Kinship Family Housing's](#) (26 units) co-developers Model Property Development, LLC., and Dayton Children's Hospital received approval for a \$2 million Housing Development Loan and authorization to for up to up to \$8 million in Multifamily Housing Bonds in 2024. The project received earlier support in the form of a \$2,000,000 HUD Community Project Funding grant and \$500,000 from the City of Dayton. Total project is \$11.6 million.
- [Oregon Plaza](#) (117 units) received total development costs of \$33.9 million in the Oregon District for seniors 55+ in 2024. This project is known as Oregon Towers at 44 Dayton Towers Parcel B, Dayton, OH.
- [Cambridge Apartments](#) (54 units) in 2022 to serve families at project cost of \$13.7 million in University Row and Historic Dayton View. In 2024, Cambridge II housing received \$2.35 million in Housing Development Assistance Program funding, and authorization to issue up to \$10.5 million in Multifamily Housing Revenue bonds. The project will construct 47 new units.
- [Commodore Apartments](#) (43 units) is an apartment building at 522 West Grand, Dayton, OH that is revitalizing the vacant building, which was first constructed 100 years ago. The total project is \$7.4 million and included a \$2 million tax credit award in 2024 and a prior award in 2023.
- [Centre City's](#) adaptive reuse (80 units) in 2023 proposed for seniors at a cost of \$24.5 million received 4% LIHTC award for 40 S. Main Street, Dayton, OH.
- [CJ McLin Senior Apartments](#) (46 units) preservation award for property upgrades for 2023. Total project is \$8.7 million for 1316 and 1414 McArthur Avenue, Dayton, OH.
- [Renew Miami Chapel](#) (44 units) is new construction to replace existing units thereby preserving affordability. The total project is \$15 million and is part of the Choice Neighborhoods planned investment at 1702 Germantown Street, Dayton, OH.
- [Germantown Crossing](#) (50 units) in 2022 in Edgemont replaces DeSoto Bass. The project cost is \$15.4 million.
- [Wolf Creek Homes](#) (28 homes) are proposed for \$7.8 million by County Corp and partners in 2020. Dayton committed \$1.5 million to develop five new market rate homes in 2024.
- Omega Senior Lofts (81 units) approved in 2018 and opened in 2021 (\$11 million).
- [Hoover Place](#) (144 units) were renovated by National Church Residences for \$9.2 million and reopened in 2024.

- [Omega Senior Lofts](#) (81 units) approved in 2018 and opened in 2021 (\$11 million).
- [Roosevelt Homes II](#) (30) units were put into service in 2016 as single-family homes.
- [Germantown Village](#) (60 units) was built as two- and three-story units, with one, two, and three-bedroom units, for a total project cost of \$12.8 million, as part of a project initiated by Greater Dayton Premier Management—the project opened in 2013.

A housing project in Old North Dayton is being proposed for \$4 million for 16 new, market-rate, single-family homes at the northeast corner of Keowee and Valley Streets within the Old North Dayton Neighborhood.

The Longfellow School Project is the renovation of the old school on Salem Avenue, which will create 125 units of independent living for persons 55 years and older for \$35 million.

An extension of the Oregon District in downtown Dayton will create approximately 730,000 square feet of new development in multiple projects, which is a combined \$120 million investment.

Community Capital Investment

One-Time Strategic Community Investment Funds and State Capital: Dayton has received notice of funding for a variety of projects in 2024 from a one-time Ohio Strategic Community Investment Funds and state capital dollars in 2024. The Wright Patterson Air Force Base will positively impact the entire region, and the following projects will target one or more neighborhoods or subsections of the community. Many of these funds are just part of comprehensive investments with estimates of cost or prior awards noted below.

- **Wright Patterson Air Force Base**, U.S. Army Corps of Engineers, U.S. Air Force, and the National Air and Space Intelligence Center celebrated the completion of the Intelligence Production Complex III, a 255,000-square-foot facility built for \$143 million in 2024. The same day, Wright Patterson broke ground on a new development, and WPAFB received \$1.5 million in these one-time state funds.
- **Dayton Aviation Heritage Site (Wright Factory)** was awarded \$2 million in these one-time state funds. Earlier, \$4 million was previously announced for the project, which has been delayed by a fire but is still planned for completion. The Wright Factory renovation will include a museum, tourist destination amenities, and a 50,000-square-foot facility for Black and Brown entrepreneurs.
- **Dayton International Airport Concourse B** project received \$2 million for updates and is part of series of renovations invested over the decades.
- **Healthy Family Market/Dayton Children's Pediatric Center**, a partnership between Sunlight Village and Dayton Children's Hospital received \$1.5 million in funding from the state to provide a Healthy Family Market and a Pediatric Center.
- **Ronald McDonald House of Dayton** is proposing a \$29 million expansion of housing for families , responding to the ever-increasing demand by families. This \$1 million in state funds is part of a comprehensive development that will create 42 rooms from the 14 rooms that previously existed.
- **The Schuster Center** is receiving \$1 million in one-time funds for needed upgrades.
- **Saint Vincent de Paul** received \$800,000 for a new dock for their Community Donation Intake Facility from these state funds.
- **Homefull** received two awards from the state, \$750,000 for a proposed \$50 million needed to fund a food hub, grocery, and urban agricultural education center that includes job services. Homefull also received \$350,000 for a Healthy Start Child Care & Early Learning Center in West Dayton.
- **Dayton's Dream Center** received \$500,000 toward a transitional housing project that expands services available to East Dayton residents including those experiencing addictions.

- **East End Community Services** is proposing a \$5.9 million expansion and renovation of their site on Xenia Avenue that will include whole family services (a two-generation approach) for persons living in Twin Towers and surrounding communities. The state provided \$500,000 in funding. This funding matches investments made by the City of Dayton and Montgomery County as well as philanthropic contributions.
- **Dayton Airshow** reported \$300,000 in enhancements from one-time funds.
- **Dayton Clothes that Work's** received \$250,000 for upgrades that will improve their ability to serve individuals.
- **K-12 Gallery and TEJAS** are working on an acquisition project that includes \$250,000 in strategic funds to expand programs.
- **Old North Dayton Park** is expanding their park with \$250,000 in funds.
- **Catholic Social Services** operates a supervised child visitation center that received one-time state funds of \$200,000 for upgrades.
- **Dayton Alvis, Inc.** received \$195,149 in one-time Ohio funds for upgrades to their facility for returning citizens.
- **Boys and Girls Club of Dayton** is developing in the Inspire Zone as an employment center focusing on teens and young adults. The project received \$154,851 in one-time capital funds. The total project is \$5.4 and \$4 million was requested from the Priority Development and Advocacy Committee (PDAC) and \$1.4 million was requested in the Department of Housing Urban Development Budget.
- **Dayton Woman's Club** received \$100,000 for the preservation of the historic mansion for roof, flooring, bathroom, and HVAC updates.

Arcade District Enhancements: The Arcade district's \$200 million revitalization includes multiple phases of redevelopment over the next three to ten years, including 1,000 housing units, 500,000 square feet of renovated office space, and 200,000 square feet of retail space. The HUB has opened as a site for nurturing innovation and startup businesses. The goal would be to create more than 1,500 new jobs and \$800 million in combined investment.

Fire Blocks District is named after the two city blocks destroyed in 1913. Originally rebuilt as sturdier concrete and steel construction in Georgian, Federalist, and Art Deco styles, the Fire Blocks District has been the focus of significant investment. The district created new commercial and housing spaces on East Third Street, Dayton, OH when the project started in 2017. When completed, with all tenant renovations for businesses and the creation of new housing, the total project is estimated at \$100 million. Some of the tenants include bars, a coffee house, restaurants, boutiques, bakeries, and many other businesses. Upscale housing appeals to individuals who want to live in the thriving downtown area near to cultural, art, and retail options not available in the suburbs.

Water Street District: Building upon the convergence of the Greater Miami, Mad River, and Stillwater Rivers and the beautiful landscapes of Riverscape and Deeds Point, the Water Street District includes the developments that include a Marriott—AC and Fairfield Hotel, a new PNC branch, and an array of restaurants, breweries, and taverns. Water Street features attractive housing for persons drawn to amenities, including the nearness of the Day Air Ballpark, where the Dayton Dragons have sold out 23 seasons of home games. The Delco Lofts are 133 units, which are part of a \$100 million development project called The Delco, which is expected to be completed by the end of 2024 and other housing options include Centerfield, Monument, and The Sutton.

OnMain is a partnership between Premier Health and the University of Dayton in the Midtown Dayton neighborhood. The OnMain partnership between Premier Health and the University of Dayton purchased 33 acres of the former Montgomery County Fairgrounds. The master plan for development for this site proposes 1,600 housing units, 900,000 square feet of commercial office space, 75,000 square feet for retail, and 35,000 square feet of community space. Parking garages are planned. The OnMain and the City of Dayton secured a blighted area designation for the former fairgrounds, which has been vacant for approximately five years. OnMain is considering securing funding for redevelopment by establishing the land as a Tax Increment Financing (TIF) district. Dayton Public Schools has agreed to a property tax plan, and \$29 million is the current project cost noted.

The Dayton Region Major Employers

The City of Dayton is home to major health systems, including the Dayton Veterans Administration Medical Center, multiple higher education institutions, and one of the largest single employers in the state. The following narrative describes some of the largest employers in the Dayton area.

Federal System

Wright-Patterson Air Force Base employed 33,807 people in 2022, including military and civilian personnel, ranking as the largest single-site employer in the state of Ohio ([Ohio Department of Development, 2022](#)). WPAFB includes 12.5 square miles, and the two runways support an average of 47,000 aircraft operations annually. The base serves as the headquarters for a worldwide logistics system and is the leading acquisition and development center for the US Air Force. WPAFB is the home of the world-class Air Force Research Laboratory and the National Air and Space Intelligence Center. The base serves as a hub for an array of defense contractors and contributes \$16.7 billion to the state's economy ([Miami Valley Regional Planning Commission, 2022](#)). Hundreds of organizations contract with the Department of Defense within the Dayton area, including Lockheed Martin, Boeing Corporation, Northrop Grumman, and many others.

Health Systems and Health Insurance

Premier Health Partners reported employing 11,103 individuals across its network of hospitals and medical facilities in the Dayton area ([Ohio Department of Development, 2022](#)). It serves as the most extensive private, nonprofit health system in southwest Ohio and includes 1,613 licensed beds, 1,627 physicians, 83,976 admissions or observations, 251,804 emergency room visits, and 45,418 total surgeries ([Premier Health Partners, 2023](#)). Premier Health reports investing \$198.4 million in free or unpaid healthcare for low-income families.

Kettering Health Network (KHN) employed 14,413 individuals across its hospitals and medical centers in the Dayton region ([Ohio Department of Development, 2022](#)). KHN maintains 14 medical centers, 120 outpatient offices, and 1,800 physicians. Across the network, Kettering generated 1.43 million outpatient visits, 362,632 emergency room visits, and 1,596 licensed beds in 2022 ([Kettering Health Network, 2023](#)).

Dayton Children's Hospital employed 4,100 people in 2023, including 222 physicians ([Dayton Children's Hospital, 2024](#)). The hospital provides 181 beds, 8,296 admissions, 37,414 patient days, and 560,097 patient visits. For the mental health needs of children, the hospital offers psychology visits – 16,880, psychiatry visits – 12,743, and inpatient admits – 2,605.

CareSource employed 3,210 people through its managed care options, including public and marketplace policies ([Ohio Department of Development, 2022](#)). Across all the states served, CareSource enrolled 2.3 million members, and the revenue generated from the multi-state health insurance network reached more than \$13 billion ([CareSource, 2023](#)). As CareSource has grown as a health insurance organization, Dayton benefitted from an expansion of offices and buildings in the downtown area.

Education Systems

The University of Dayton employed 3,174 faculty, staff, and administrators ([Ohio Department of Development, 2022](#)). The University of Dayton has 11,378 students as of Fall 2023. In 2022-23, the University of Dayton awarded 1,959 undergraduate degrees, 1,176 graduate degrees, and another 256 doctorates across a wide array of fields and disciplines

(2024). The University of Dayton operates a Law School, conferring an accelerated two-year Juris Doctorate and a traditional three year degree.

Wright State University employed 1,970 faculty, staff, and administrators for the 2022-23 year, serving 8,490 full-time and 2,546 part-time students ([Wright State University, 2024](#)). Wright State University operates on two campuses and offers hundreds of undergraduate and graduate degrees. Wright State University offers doctorate programs, including the Boonshoft School of Medical School.

Sinclair Community College employed more than 2,500 faculty, administrators, and staff at its main campus in downtown Dayton and four satellite locations in 2022-23 ([Sinclair Community College, 2023](#)). In the last ten years, Sinclair reported investing more than \$200 million at the Dayton campus. More than 30,000 students attended Sinclair during the year 2022-23, and during this time, students earned 9,500 degrees and certificates.

Miami University is a nationally recognized public university known for its strong emphasis on undergraduate education and liberal arts, located in Oxford, Ohio. It offers a wide range of academic programs and is renowned for its research opportunities, and vibrant campus life. Founded in 1809, Miami University reported in 2022, more than 16,500 undergraduate students in the campus, 3,500 on regional campuses, and 2,200 graduate students ([Miami University, n.d.](#)).

Central State University, located in Wilberforce, Ohio, is a Historically Black College or University that emphasizes leadership, service, and academic excellence. It offers a diverse array of undergraduate programs, with 41-degree programs and shows a strong focus on science, technology, engineering, and mathematics (STEM) disciplines. The university is a 1890 land grant institution ([Central State University, n.d.](#))

Dayton Public Schools employed 2,367 teachers, administrators, and staff members in the 2022-23 academic year ([Dayton Public Schools, 2023](#)). The school system has 27 buildings, including 17 elementary schools, five middle schools, and eight high schools. The district served 6,530 elementary students, 1,630 middle school students, and 4,169 high school students.

Business Services

Reynolds and Reynolds is a Dayton area business with 4,300 individuals internationally and is still headquartered in Dayton, Ohio, after 150 years ([Reynolds and Reynolds, 2024](#)). The company has software for automotive retailers and produces a variety of business forms and promotional materials.

LexisNexis still employs extensive staff in the Dayton region office, although the global data analytics firm is now an international company with more than 10,000 employees worldwide ([LexisNexis, 2024](#)).

Education Investments in Neighborhoods

Promise Neighborhoods is the title of the funding opportunity through the US Department of Education, which created a five-year investment in Northwest Dayton of \$28.8 million received by Omega CDC, starting 2023. Promise Neighborhood focuses on improving child outcomes tied to education, health, and wellness indicators from birth to career. The project also emphasizes two-generational services that address the whole child and the family. The federal dollars leverage more than \$80 million in existing local investments to improve outcomes for children and families. These existing local investments include Help Me Grow Brighter Futures, which provides home visiting programs for children and support from pregnant women, Preschool Promise for three and four-year-olds, and enhancements in Dayton Public Schools. Omega CDC also developed the Hope Center for Families that provides a range of two-generation services to help

parents and children succeed, including a five-star childcare center, Mini University, pediatric care through Dayton Children's Hospital, classrooms for health science education via Sinclair University, and family coaching, employment, and other services through Omega CDC. The Hope Center was a \$13 million construction project that opened in 2021. Earlier, Omega CDC developed the Omega Senior Lofts, a \$11 million project that created 81 units of housing. On the prior campus of the United Theological Seminary, Omega CDC is creating a welcoming green space with children play areas and beautiful trees.

New Construction and Neighborhood School Centers: Dayton Public Schools, through a local levy and state capital funds from the Ohio School Facilities Commission, constructed or renovated buildings at a total cost of \$667 million (Dayton Public Schools, 2022). The construction occurred over a multi-year period with most buildings opening between 2008 and 2012. Through a program of the Fitz Center for Leadership in Community at the University of Dayton in partnership with Dayton Public Schools, The Dayton Foundation, other funders, and community organizations became partners with the schools referred to as Neighborhood School Centers. The new or renovated buildings in the city are attractive, state-of-the-art anchors for the local community. The schools feature the latest in instructional technology and increase energy efficiency. Dayton is just beginning to tap into the synergistic energy from the connection of these new neighborhood schools with community partnerships. The following is the investment made in the neighborhoods by constructing or renovating schools using projected construction costs at the time of building. Dayton Public Schools completed the Welcome Dayton \$33 million renovation in 2023 and started the upgrades to the Transportation Center in 2024. The construction costs are from the Ohio School Facilities Commission.

Early Learning Center

1. **Rosa Parks Early Learning Center:** \$14.3 million

Elementary Schools

2. **Belle Haven Elementary School:** \$14.3
3. **Charity Adams Earley Elementary School:** \$11.7 million
4. **Cleveland Elementary School:** \$12.9 million
5. **Eastmont Elementary School:** \$13.2 million
6. **Edison Elementary School:** \$14.4 million
7. **Fairview Elementary School:** \$13.7 million
8. **Horace Mann Elementary School:** \$12.5 million
9. **Kemp Elementary School:** \$12.8 million
10. **Kiser Elementary School:** \$16 million
11. **Louise Troy Elementary School:** \$14 million
12. **International School:** \$14.3 million
13. **River's Edge Montessori School:** \$16 million
14. **Roosevelt Elementary School:** \$13 million
15. **Ruskin Elementary School:** \$12.6 million
16. **Valerie Elementary School:** \$14 million
17. **Westwood Elementary School:** \$12.4 million

Middle and High Schools

18. **Edwin Joel Brown Middle School:** \$12.6 million
19. **Wogamon Middle School:** \$14.2 million
20. **Wright Brothers Middle School:** \$15.4 million
21. **Belmont High School:** \$29.8 million
22. **Dunbar High School:** \$22.2 million
23. **Meadowdale High School:** \$26.3 million

24. **David Ponitz Career Technology Center:** \$38.9 million
25. **Stivers School for the Arts** \$40.4 million
26. **Thurgood Marshall High School:** \$24.9 million

Additional Investments

1. **Welcome Stadium:** \$33 million renovation and enhancement.
2. **Transportation Center:** \$7.5 million renovation.

Other School Investments

Greater Dayton Schools: Larry Connor, The Conner Group, created Kids and Community Partnerships, and deepened their philanthropic philosophy, which ultimately led to the building of the Greater Dayton School for \$45 million on Deeds Point, completed in 2023. The school uses a whole-student educational framework for education, which focuses on the health, wellness, and academic success of each “under-resourced” student. Already Connor’s Group and Kids and Community Partnerships investment in the Greater Dayton School (GDS) has produced positive returns. The Greater Dayton School students are three times more likely to be ready for school by kindergarten than comparable disadvantaged peers. The students are twice as likely to be physically fit, and 60% more likely to score as “proficient to advanced” on Ohio’s state assessments. Students are also twice as likely to complete annual medical and dental checkups, and nearly four times as likely to be up to date on immunizations. Kids and Community Partnerships of the Connor Group have also funded other projects that mentor children, create greater access to behavioral health services, support youth entering high-tech careers, and many other successful programs.

Dayton Regional STEM School: A significant investment in education and the lives of children in the City of Dayton comes from investments made by private, charter, or alternatively funded schools. The Dayton Regional STEM School on Woodman Dr. is one of eight such schools funded separately by the Ohio Department of Education. The cost of the Dayton Regional STEM School facility renovation was \$6 million.

Chaminade Julianne High School: Chaminade-Julienne High School has been educating students in Dayton for more than 150 years and a recent change to better meet the athletic needs of children is the Roger Glass Stadium constructed at a cost of approximately \$6 million. Of the 2023 graduates, 98.8% enrolled in a four-year university, two-year college, or vocational program following graduation.

Afterschool and Summer Programs: Learn to Earn Dayton started working in Montgomery County in 2011 to improve educational outcomes and has dramatically increased the number of afterschool and summer programs operating in conjunction with Dayton Public Schools, bringing in millions in new revenue from federal dollars awarded by the Ohio Department of Education. The last two mayors in Dayton emphasized youth and education in the community, which has led to positive expansions in programming offered to children. These afterschool and summer programs report data on changes to math and reading scores on standardized tests, youth development outcomes, and success in collaborating with family members on student outcomes. 21st Century awards include the following projects and the award amount over five years starting with the initial fiscal year (FY).

- More than \$840,000 for Louise Troy Elementary School FY 2024
- More than \$840,000 for Roosevelt Elementary School in FY 2024
- \$850,000 for Kiser Elementary School in FY 2022
- \$850,000 for Edwin Joel Brown Middle School in FY 2022
- \$850,000 for Westwood Elementary School in FY 2021
- \$850,000 for Cleveland Elementary School in FY 2021
- \$850,000 for Dayton Early College Academy Prep in FY 2021

- \$850,000 for Wright Brothers Middle School in FY 2020
- \$850,000 for Ruskin Elementary School in FY 2018
- \$850,000 for Fairview Elementary School in FY 2018
- \$600,000 for Dayton Leadership Academies in FY 2017

Childcare and Preschool

Dayton has invested millions in childcare and preschool to expand children's opportunities and give our youth the best chance to succeed in life. These options also include millions in Early Head Start, Help Me Grow, Nurse-Family Partnership, and other home-based programs that assist pregnant women and parents with needed support or intervention. Dayton works with Preschool Promise to help childcare centers and family childcare providers meet Ohio's Step Up to Quality standards through outreach, training, and assistance. As a result, Dayton has 57 licensed afterschool programs, preschools, and childcare programs (family or center) that meet Ohio's gold standards. Another 20 programs meet silver standards, using the Step Up to Quality system. Dayton provides tuition assistance that makes preschool more affordable for eligible children through city levy funds.

Dayton Metro Library

The Dayton Metro Library completed construction on new buildings that modernized facilities throughout neighborhoods and the downtown, providing increased access to book collections, computer devices, state-of-the-art educational technology, meeting rooms and multipurpose space, and local and state artwork in beautiful, welcoming buildings. The entire construction cost \$187 million, and the Dayton Metro Library provides thousands of programs free of charge to Dayton residents annually. The following is an overview of the construction costs within the City of Dayton.

Electra C. Doren (4,800 square feet) - \$1.9 million

Operations Center (39,372 square feet) - \$9.4 million

Northwest - (30,077 square feet) - \$12 million

Main Library - (150,000 square feet plus 75,000-square-foot parking garage) \$63 million

Southeast - (23,434 square feet) - \$9 million

West - (24,003 square feet) - \$11.96 million

Burkhardt - (18,137 square feet) - \$9.58 million

Health and Wellness Investments in Neighborhoods

To increase healthcare resources to the community, Dayton and Montgomery County have a system of federally qualified health centers serving children, adults, and seniors. **Five Rivers Health Centers** is the second largest federally qualified health center system in the state of Ohio. At each site, Five Rivers developed a system of centers providing physical, dental, and behavioral health services. On Philadelphia Drive, Five Rivers Health Center has a location that serves as one of several community anchors serving Northwest Dayton. Other locals are the Samaritan Health Center and St. Vincent DePaul Center.

Five Rivers Health Center's new location in Edgemont is also a significant investment of \$31 million to construct an 84,000-square-foot facility housing a wide array of outpatient medical services. The building is the largest federally qualified health center site in Ohio and provides women's health, pediatric, dental, psychiatric, nutritional services, and other treatments in the three-story building. Five Rivers Health Centers also provides a health clinic associated with Dayton Public Schools.

Kettering Health's Vic Cassano Health Center recently completed a \$4 million renovation to increase access for patients and clinical services in the 20,000-square-foot building, including \$2 million from the Grandview Hospital Foundation. The Cassano Health Center opened in 2003 and provides family practice, internal medicine, specialty medical care and procedures, labs, imaging, pharmacy, and social work on Edwin C Moses Blvd.

Northwest Dayton is the location of the \$18 million construction of the **new Premier Health YMCA**, which is a 52,000-square-foot facility, including space for Wright State, CareSource Life Services, Goodwill Easter Seals, and County Corp. The new building is part of the redevelopment of the former Good Samaritan Hospital campus and the creation of resources that result in access to educational services, wellness, homeownership counseling, and employment and disability programs for residents.

The Community Health Centers of Greater Dayton (CHCGD) is a nonprofit organization dedicated to providing quality primary and preventive health care services, regardless of the ability to pay. CHCGD operates six locations: Alex Central, Chambersburg, Charles Drew, Corwin Nixon, East Dayton, and Patterson Park Health Centers. Services offered include primary care, dental care, and behavioral health services. Additionally, CHCGD partners with Dayton Public Schools for mobile health services and Miami Valley Child Development Centers for dental services at specific facilities.

Other social service and community organizations provide critical services to Dayton residents.

Art and Cultural Investments

Dayton is well-known nationally for its commitment to performing, visual, and literary arts. Locally, in the Dayton region, the arts and cultural sector generated \$239.4 million in economic activity during 2022, according to a report completed by Americans for the Arts in 2023 and released to Dayton residents in 2024 by CultureWorks. This financial impact includes \$96.9 million in spending by arts and culture organizations. The report noted an additional \$142.5 million in event-related expenditures by their audiences, which supported 4,490 jobs and resulted in \$153.6 million in personal income to residents in the region. This impact generated \$42.8 million in tax revenue for local, state, and federal governments. Arts and cultural events also attract people from outside the immediate region of Dayton and Montgomery, Clark, Greene, and Miami Counties. The report found that 17.4% of attendees are from outside this multi-county area.

Dayton Contemporary Dance: For the arts enthusiast living in Dayton, residents can attend performances of the Dayton Contemporary Dance Company, an African American dance company that originated in 1968. DCDC is ranked among the top 20 African American arts and cultural organizations in the United States, winning top honors like the Bessie Award for Outstanding Revival. The dancers perform internationally in Canada, Germany, France, China, and many other countries. The organization also provides an array of educational programs to the community and K-12 students.

Dayton Performing Arts Alliance: For music and dance lovers, the Dayton Performing Arts Alliance includes the Dayton Ballet Company, Dayton Opera, and the Dayton Philharmonic. By merging administrative, management, and marketing functions, the Dayton Performing Arts Alliance provides world-class artistic productions to the region.

Dayton Ballet: Recognized nationally for choreographed premieres, Dayton Ballet is the second-oldest ballet company in the nation. Dayton Ballet School provides dance instruction for children and apprenticeship opportunities for older students interested in pre-professional experience. Many dancers have graduated from the Dayton Ballet School and succeeded in professional careers with major companies.

Dayton Philharmonic: The Dayton Philharmonic Orchestra (DPO) offers more than 45 vibrant musical events during a season. Conductor Neal Gittleman leads the orchestra in performances throughout the year and brings in nationally and

internationally recognized guest artists. In 2025, Conductor Harada will take over the baton as the next music and artistic director. DPO also operates a Youth Orchestra and teaches underserved youth how to become musicians through a dynamic local program called Q the Music.

Dayton Opera: For 60 years, Dayton Opera has brought productions to the Dayton region for lovers of gorgeous arias and classic and contemporary drama or comedy. Dayton Opera also has an apprentice program that allows students to participate in master classes with premier performers, and individuals are involved in rehearsals and performances.

Benjamin and Mary Schuster Center and Performance Tower: As part of efforts to create an expanded performing arts venue Downtown, the stunning Schuster Center is an \$88.15 million building hosting local, national, and international companies. The Schuster's Performance Place tower cost \$33.75 million for a total of \$121.9 million. The Schuster Center opened in 2003 to excited audiences. In 2024, the Schuster Center received a grant of \$1 million to provide upgrades to the beautiful venue.

Victoria Theatre: The Victoria Theatre Association, in a historic, renovated building downtown, offers musicals and plays to the community along with an array of programming. **Dayton Live** is the nonprofit organization that administers venues like the Schuster Center, Victoria Theatre Association, Arts Garage, PNC Arts Annex, and Dayton Loft theatre and arts areas. In 2023-2025, Dayton Lives anticipates \$25 million investment in these structures.

Levitt Pavilion: The pavilion is a \$5 million project that created an 8,000-seat entertainment venue. The pavilion's construction finished in 2018, and it contributes more than \$1.1 million in economic impact annually in terms of restaurants and businesses within a one-mile radius of the site. Levitt Pavilion reports that it is seeking a 2024 enhancement to create permanent concessions and upgrade the video wall technology.

Other performing arts organizations include the **Dayton Bach Society, Muse Machine, Human Race Theatre, Dayton Theatre Guild** and others bringing exciting productions to the stage.

Dayton Art Institute: Visitors to the Dayton Art Institute enjoy spacious galleries, a gorgeous great hall, an entrance rotunda, open-air cloisters, and the James F Dicke Gallery of Contemporary Art. The iconic museum maintains more than 27,000 pieces in its collection, and more than 50,000 guests attend each year, including many students and families who are low-income, through a variety of outreach and education efforts.

K12/TEJAS Gallery has active programs focusing on engaging children in the arts and inspiring people of all ages. The gallery in downtown Dayton offers studio art classes, community outreach projects, workshops, and regular exhibitions.

The Dayton region includes many galleries, including the new **Roger Glass Center for the Arts Gallery at the University of Dayton**, the **Art Galleries at Sinclair Community College**, and the **Robert and Elaine Stein Galleries at Wright State University**. In the downtown area, **The Contemporary Dayton** features modern and contemporary art. The **African American Artist Guild** in Dayton celebrates arts expressing their cultural experiences and styles using diverse media and approaches. Other dynamic galleries are located in **Wright Dunbar Business District** art galleries include **the EbonNia Gallery, the Bing Davis Art Studio, and the Black Palette Art Gallery**, which spotlight dynamic artists creating works that speak to culture and history. **The Front Street Warehouse** area has grown into an artist, artisan, and small business community—the largest in Dayton. The area includes studios, galleries, gift shops, and boutiques with events throughout the year. Galleries in the downtown and surrounding area also include **Dutoit Gallery, Gallery at the Dayton Convention Center, Edwin A Dixon Gallery, Dayton Society of Artists, Gallery at the Fifth Third Center, Vessels, and others**.

Dayton has an extensive history of supporting literary endeavors through writing clubs, workshops, and local journals. **The Dayton Literary Prize** is an annual award that honors authors whose works promote peace, social justice, and global

understanding. It is an outgrowth of Dayton hosting the peace talks that ended the war in Bosnia and Serbia. Established in 2006, it recognizes both fiction and non-fiction books that foster a greater sense of human connectedness and empathy. The organization behind the prize also promotes literary events and discussions to inspire dialogue on peace and cultural awareness.

Parks, History Museums, and Recreation

The Boonshoft Museum of Discovery offers natural history and science exhibits on river systems, ecology, the solar system, and countless other scientific exhibits that engage youth. The museum also includes an extensive exhibit of local wildlife and a planetarium. **The Dayton Society of Natural History** not only oversees the Boonshoft Museum but also operates **SunWatch Indian Village and Archaeological Park**. First discovered in the 1960s, amateur archeologists uncovered an 800-year-old Native American community, and the site opened in 1989 as a reconstructed village and the SunWatch Interpretative Center.

Carillon Historic Park and Dayton History is a 65-acre open-air museum that includes a massive bell tower, a railroad, the **Heritage Center of Dayton Manufacturing, an Early Settlement Area, the Wright Brothers Museum, the James Dicke Transportation Center**, and many other historical exhibits for children, adults, and seniors.

The Wright Dunbar area and Wolf Creek are also historic locations that celebrate the Wright Brothers and Paul Lawrence Dunbar. Attractions include **Wright Cycle Company, Dayton Region Walk of Fame Mural, Wright-Dunbar Interpretative Center, Paul Lawrence Dunbar House, and the Dayton Aviation Heritage National Park**.

Other historic museums include the **International Peace Museum, the Packard Museum, and the British Transportation Museum**.

The City of Dayton manages numerous parks that offer diverse recreational opportunities. These welcoming green spaces feature amenities such as playgrounds, picnic areas, sports fields, and walking trails, providing spaces for relaxation and community activities within neighborhoods.

Recreational facilities include the following facilities located throughout the Dayton area.

Dayton operates the **Lohrey Recreation Center**, which offers a variety of fitness and recreational programs, including a gym, swimming pool, and exercise classes. It serves as a community hub for health and wellness activities. The **Northwest Recreation Center** features a gymnasium, fitness room, and various sports programs. It provides a space for community engagement through recreational and educational activities. The newest facility is the **Greater Dayton Recreation Center**, which is equipped with a gym, fitness center, and multipurpose rooms. It hosts a range of programs aimed at promoting physical fitness and community involvement.

Five Rivers MetroParks is a regional park district serving the Dayton area, known for its expansive network of parks and natural areas. It encompasses over 16,000 acres of diverse landscapes, including forests, rivers, and meadows. Popular parks within this system include **Riverscape, Eastwood Lake, Sunrise, Possum Creek, Wesleyan, Deeds Point, Island Park, Wegerzyn Gardens**, and many others in the surrounding communities. These parks offer a wide range of activities such as hiking, biking, fishing, and educational programs, promoting conservation and outdoor recreation. More than 350 miles of recreational trails interconnect neighborhoods, parks, rivers, and surrounding communities.

Economic Overview

Dayton Regional Economic Development Strategy: According to the Dayton Region Economic Development Strategy—a planning process across a 13-county area, the primary industries in the area include the federal government, business services, insurance services, aerospace vehicles, and automobile manufacturing ([Miami Valley Regional Planning Commission, 2022](#)). The strategy reports that emerging fields include 1) biosciences and biotechnology, 2) advanced air mobility, 3) digital engineering and cyber technology, 4) logistics and distribution, and 5) energy technology and alternative energy.

Geography and Logistics: The strategy also observes that the Dayton region is located within a 600-mile radius, including 27 major metropolitan areas and a total urban, suburban, and rural population of 164 million. Dayton International Airport serves 14 national, regional, and affiliate airlines. DAY also hosts FedEx® and Aviation Sales, a full-service Fixed Base Operator (FBO). The airport provides easy, direct access to markets across North America and is part of a 90-minute market of airports moving 15% of the freight in North America ([Miami Valley Regional Planning Commission, 2022](#)). Also, two Class I railroads operate in the area—CSX and Norfolk Southern along with two regional carriers. The area also possesses 150 truck freight terminals, and numerous corporations created significant enhancements in logistics and distribution in recent years, including Abbott Labs, Amazon, Carter Logistics, Caterpillar Logistics, Chewy, Crocs, Energizer, FedEx, Gabe’s, and White Castle.

Participation and Economic Priorities: The Miami Valley Regional Planning Commission, Dayton Development Coalition, government officials, business leaders, and a wide array of stakeholders collaborated with the Economic Development Agency on this Comprehensive Economic Development Strategy (CEDS). The process included public participation recruited through posters, flyers, social media, press releases, and other outreach. The participants identified critical priorities, strategies, and a plan for evaluation, as noted below.

- **Priority 1 Talent and Workforce:** The region develops, attracts, and retains talent that promotes diversity and encourages both readiness and resilience. This priority is connected to strategies that a) support a system of workforce preparation across K 12 grades, postsecondary education, and the life spectrum; b) connect and align workforce programs to identified employer needs; c) address systemic barriers to participation in the workforce; and d) markets the career opportunities that exist. Each of these priorities and strategies connects to critical measures, including population vs job growth, employment, labor market participation, and educational attainment. Employment and labor market data will be disaggregated by race.
- **Priority 2 Infrastructure:** The Dayton Region features connected, adequately funded, reliable, and well-maintained 21st Century infrastructure. The strategies associated with this priority include a) expanding and modernizing transportation, water, gas, and sewage infrastructure; b) increasing equitable broadband access; c) developing resources to revitalize previously used parcels; and d) increasing environmentally sustainable infrastructure like alternative energy production, e-mobility, and alternative fuel infrastructure. The Dayton region will measure progress by state and federal investment in local transportation, waterways, etc. The evaluation will track the completion of brownfield redevelopment, the increase in access to broadband, and investments in Opportunity Zones.
- **Priority 3 Vibrant Communities:** The Dayton area will benefit from diverse communities with a vibrant quality of life that connects with new investments. Consistent with this outcome, the region is focused on a) bolstering placemaking; b) addressing housing needs to build economic growth; and c) enhancing the livability of the area. The evaluation framework includes measures such as scores on the AARP Livability Index, property values, crime rates, poverty rates with disaggregation by race, and reductions in income inequality, using a gin coefficient—the gap between high and low-income levels.

- **Priority 4 Small Business & Entrepreneurship:** The Dayton region grows and nurtures businesses and a favorable entrepreneurial ecosystem. The connected strategies for this goal include a) advocating for federal and state investments that support business generation, b) increasing funding streams for entrepreneurial growth and business creation, c) expanding the region's success in technology, research, and development, and d) ensuring that entrepreneurs have needed resources. The success measures are patent growth rates, increase in business establishments, minority business certified companies, net job creation through Entrepreneurial Center, and third-party investment at Entrepreneurial Center.
- **Priority 5 Resilient Economy:** The Dayton area will support a resilient, expanding, and resilient economy. To ensure a resilient economy, strategies include a) unifying the Dayton region through steps like an Economic Development Administration designation and aligning economic development efforts, b) building on existing regional assets so the area is a destination of choice for emerging industries, and c) leveraging regional leadership, assets, and resources. The region will evaluate change by per capita gross regional product, median household income, industry cluster data, and job trends growth.

Overview of Industries in Dayton

In 2018-2022, the civilian employed population 16 years and older in the city worked in the following industries:

Industry Type	Percent
Agriculture, forestry, fishing and hunting, and mining	0.4
Construction	3.4
Manufacturing	13.8
Wholesale trade	2
Retail trade	10.4
Transportation and warehousing, and utilities	7
Information	1.6
Finance and insurance, and real estate and rental and leasing	5.8
Professional, scientific, and management, and administrative and waste management services	10.3
Educational services, and health care and social assistance	25.4
Arts, entertainment, and recreation, and accommodation, and food services	11.7
Other Services, except public administration	4.2
Public administration	3.9

Departments and Divisions within the City of Dayton

The City of Dayton performs annual planning for each department, division, or office. This strategic plan delineates goals, objectives, and performance metrics. The narratives below provide the overview of accomplishments on the prior year metrics and 2024 goals, objectives, and targets.

Aviation

The City of Dayton's Aviation Department operates as an enterprise organization based on passenger and cargo fees and other revenues. In 2023, the Dayton International Airport, also known as the James M Cox International Airport, experienced a 6% increase in enplanements with 621,455 passengers from domestic and international flights. During 2023, DAY acts as the hub for a variety of airline systems that fly both main and affiliate airlines, including American Airlines, United, Delta, Allegiant, Aveiro, and charters. Currently, 16 nonstop flights are available from DAY. The airport is North and is at the I-75 and I-70 crossroads.

FedEx Freight, other freight carriers, and the US Mail accounted for 7,320.90 tons of cargo, which is also a small increase over 2022. Commercial and cargo landings reached 10,380 during the year, which is also an increase from 2022.

DAY is open 24/7 and is an extremely convenient arrival and departure gateway for the area. The airport has completed extensive renovations over the years to improve access, attractiveness, and parking and new renovations to Concourse A and B elevators are planned.

2024 targets for Aviation as part of growing an innovative, just, and welcoming economy include reducing the cost per enplanement to less than \$14. 2023 third-quarter results were \$14.01 in costs per enplanement. The goal is to increase airline seat capacity to offer lower-cost options for the community. These steps will increase accessibility for travelers, and address equity by improving affordability. By the third quarter of 2023, the seating capacity had increased by 4%, and the 2024 target was to reach 850,000. Working with the Airport Corporate Advisory Group will assist DAY in pursuing new routes and services, and United Airlines is planning a new non-stop trip to Denver. Aviation will develop and execute an aggressive marketing strategy to increase passengers and use of the airport. The 2024 target is 682,000 enplanements, and 451,701 enplanements occurred by the third quarter of 2023. Aviation has also set a goal of increasing parking revenue annually by 10% and reached the goal of 10.6% by the third quarter of 2023. Seat capacity and passenger travel data, including demographics and travel destinations, will verify the progress in 2024. The Airport will also install charging stations in the garage for visitors. Aviation will effectively administer DAY's budget, write grant applications for improvements, and increase revenue as part of improving satisfaction with Dayton as a place to live and to enhance the value of city services.

Equity for Youth: Aviation also collaborates with partners to promote the aerospace industry to young people, particularly youth, young adults, and families who are underrepresented and low-income. Through the Dayton Air Show, attended annually by thousands, Dayton Air Camp with 133 students, including 44 from Dayton Public Schools, and partnerships with Sinclair Community College, Aviation promotes science, technology, engineering, and math (STEM) knowledge and information about aerospace careers. Participation data shows outcomes for camp attendees and the number of disadvantaged persons served.

2024 infrastructure targets include keeping soft costs as a percentage of capital improvements at a low level—below 15% of total costs. By the third quarter in 2023, these soft costs had been kept to 10.8%. Aviation is also actively pursuing

federal, state, and other funds to support capital improvements. In 2023, Aviation conducted two presentations for Airport Concessions Disadvantaged Business Enterprises (ACDBE) and Disadvantaged Business Enterprises (DBE) interested in the rental car business. As part of the focus on increasing equity, Aviation is actively increasing construction payroll and supplier opportunities for economically and socially disadvantaged businesses. In 2024, Aviation is also seeking to increase DBE opportunities and will monitor the use of disadvantaged businesses and marketing analytics and performance. The 2024 Capital Improvement plans call for \$12,154,300 resource allocation consistent with improving positive community outcomes.

The Aviation Department also operates a smaller airport south of Dayton near Exit 41 off of I-75. The Wright Brothers Airport is open 24/7 and provides hangars and runways for personal and corporate aircraft. The 500-plus acres offer a location for further economic development. The area also contains the Wright B Flyer Museum, which has replicas of the Wright Brothers' airplanes in a large hangar. Visitors can arrange to fly in the Wright B Flyer, an amazing, authentic reproduction of the original plane.

The 2024 changes called for 5% annual growth for flight activity at the Dayton Wright Brothers Airport by improving the general aviation experience through continued development of property and services. Future goals call for developing surplus land through sales or lease opportunities to increase operating revenue. The goal is also to make aesthetic improvements to the terminal.

Program: Airport Facilities & Operations – Terminal

Strategic Objective: Ensure the overall quality of the airport terminal spaces positively contributes to the customer experience and remains affordable for airport customers and airlines.

Clerk of Courts and Municipal Court

Clerk of Courts: Marty Gehres serves as the Clerk of Court and focuses on 1) increasing accessibility of the court to the community, 2) providing services to individuals in need, 3) high-quality service delivery, 4) enhancing navigation of the legal system, and 5) increasing the courts' digital capacity. The Clerk of Courts' 2024 budget calls for 45 FTEs.

By the third quarter in 2023, the Clerk of Courts reported an increase in criminal cases (3%) and 12% increase in civil cases, although traffic cases decreased by 30% and parking tickets by 32%. As part of the 2023 achievements, the Clerk of Courts purchased an electronic case management system to improve data collection and services. The Clerk of Courts held 18 community clinics and a variety of events around licensure, including at Goodwill, Grace United Church, and completed four events about sealing records at Dayton Metro Library (Trotwood, Main, Vandalia, and Southeast branches). Other events included information about the new Kushinda Court that serves African Americans between 18 and 29 through the Montgomery County Common Pleas event, the Federal Probation Resource Fair, Know Your Rights, and a Teen Program. Dr. Townsend trained staff regarding Diversity, Equity, and Inclusion (DEI). The Clerk of Courts has 2024 goals that include creating an e-filing system, eviction expungement program, homeless court, and to continue building community partnerships. Current partnerships include the Honorable Judge Walter Rice, Montgomery County Judge Parker, Dayton Metropolitan Library, Volunteer Lawyer's Project, and Clerk of Courts from Montgomery County, Kettering, Miamisburg, and Vandalia. Other partners include Advocates for Basic Legal Equality, Sinclair Community College, Montgomery County Department of Reentry, Learn to Earn Dayton, and Goodwill Easter Seals. The Clerk of Courts is also working on updating forms and publications in easy-to-understand text for residents and creating self-help options online for residents.

The Clerk of Courts is actively working on expungement. The City processed 900 expungements by the third quarter of 2023. As part of the focus on equity and inclusion, the Clerk of Courts expunged evictions, and currently, there are 1,229 pending evictions in the third quarter of 2023. Dayton is continuing to promote eviction expungements and tracks data, including those from House Bill, Census data, and the social determinants of health. In response to the 2022 Senate Bill that increased the eligibility for expungement, the Clerk of Courts is expanding access to and awareness of eligibility for expungement and is tracking outreach via events, social media, and overall changes in status via Census data.

Municipal Court: The Dayton Municipal Court, established in 1913, serves the City of Dayton, Ohio, handling various legal matters such as ordinance violations, statutory misdemeanors, traffic violations, preliminary felony hearings, civil cases under \$15,000, and small claims under \$6,000. The court comprises five elected judges serving six-year terms: Carl S. Henderson (Presiding Judge), Deirdre E. Logan (Administrative Judge). Other judges include Franklin W. Gehres, Christopher D. Roberts, and Mia Wortham Spells. Additionally, two magistrates handle specific civil cases, small claims, and minor criminal matters. The Municipal Court is budgeted for 65 FTEs in 2024.

The Municipal Court is benefiting from the joint use of the electronic case management system with the Clerk of Courts during 2023. The Court also completed a classification and compensation study and worked to transition Court detail operations to the Montgomery County Sheriff's Department. The Court also implemented an electronic process to review and approve search warrants. The Court also obtained recertification of its Mental Health Court by the Ohio Supreme Court. Prior to his retirement, Judge Gehres also presented a mock trial for second graders.

In 2024, the Municipal Court will implement the new JWorks case management system, which is an enterprise system built for modern courts that adapts to local processes and rules. The workflow allows the automation of both Clerk of Court and Court functions without additional hardcoding. The software allows a community portal and is designed to be configurable, mobile, and responsive. Dashboards allow immediate visual assessment of needs and trends, and case metrics allow the Dayton Municipal Court to track progress against immediate objectives. The system also allows case tracking, "check-in" capacity, document management, standards-based schema for information sharing, the ability to customize reports, and present calendars. The JWorks system is a high-performing, scalable, and cost-effective solution for local courts like Dayton.

2024 goals also include continuing to pursue grant opportunities and funding. In 2023, the Municipal Court received more than \$500,000 in new awards, including \$300,000 for the Electronic Home Detention Program, \$94,905 from the Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board for Montgomery County, \$55,000 from the Ohio Mental Health and Addiction Services (OMHAS) department and \$103,328 from the Ohio Department of Rehabilitation and Corrections.

As part of its commitment to equitable and inclusive services, the Municipal Court engages with university students and the broader legal community. In 2023, two Municipal Court judges served on the Greater Dayton Area Diversity and Inclusion Roundtable and assisted underrepresented students, including an intern at the court, in obtaining summer internships and employment after graduation. One Judge also serves on the Ohio Supreme Court's Judicial, Ethics, Professionalism, and Diversity Committee. In 2024, the Municipal Court will continue this participation and focus on equity.

In 2024, the system will also pursue new equipment for video interpreting for persons with limited English proficiency and who use American Sign Language. The Municipal Court is also focused on working with social service agencies and the Montgomery County Public Defender to address legal barriers for people who are transitioning from homelessness and shelters into stable, affordable housing.

The Municipal Court is also collaborating with the Montgomery County Probate training and assistance efforts on handling competency issues for defendants charged with misdemeanors. The Dayton Municipal Court is also providing the countywide Dayton Regional Mental Health Court, which is a specialized docket, certified by the Ohio Supreme Court, for defendants with mental illnesses and addresses treatment and services to address the symptoms that may be associated with criminal behaviors. The Municipal Court is also involved in diversion classes, including Stop the Violence and John School, and the Department of Supervision has interpreters for LEP persons. The Court also addresses the needs of same-sex couples experiencing domestic violence. These programs continue in 2024.

Courts and Technology: Increasingly, courts are moving to case management systems and e-filing to increase efficiency and accessibility. As more data is available digitally, courts must also make substantial investments to secure data. In response to this changing environment, the National Center for State Courts and the State Justice Institute developed and disseminated a national survey for local and county courts on cybersecurity issues in 2017 and 2021 funded by the State Justice Institute (Okazaki, Holmes & Crider, 2022). The cybersecurity assessment examined infrastructure, application, and administrative capacities and challenges for courts. In addition to the surveys, NCSC has collected onsite data and gathered input from talking with courts and noted that the percentage of courts reporting one or more disruptive cyber incidents grew from 18% in 2017 to 33% in 2021. The assessment also noted telework policies were reported by 59% of respondents. From 2017 to 2021, the number of courts reporting cybersecurity people in their organization reduced. Only 41% of respondents reported that they had data assets cataloged and classified. The three main concerns related by the respondents were ransomware, phishing, and data leaks/exfiltration, and a limited number of courts test data recovery and backup systems annually. The published assessment indicated shared challenges faced by courts including:

- The lack of memorandums of understanding or procedures around handling data in a crisis.
- The skillsets of technology employees may not match the needs and risks facing courts, especially when other government entities provide these services.
- Court staff need training on cybersecurity issues.
- Courts may have nonexistent or out-of-date acceptable use policies.
- Court staff may not be invited to emergency or project planning around technology being held by the government agency responsible for the infrastructure.
- Issues may exist in the separation of court data from other information held by government entities.
- Local courts have access to fewer resources than state courts.
- Courts benefit from sharing infrastructure and networks through a greater economy of scale if proper planning occurs and policies are developed.

NCSC has also examined issues faced by courts responding to domestic violence cases, including examining issues across the life cycle of a case. The [National Open Court Data Standards \(NODS\)](#) is a project that aims to establish uniform data standards for courts, including logical business standards and technical standards related to data structure, variable formats, and values (Robinson et al., 2023). As courts increasingly implement electronic record systems, the demand for court data is growing. NODS provides a framework to ensure consistent and reliable data collection. The open data standards delineate case types and legal issues with definitions, case flags (confidentiality, minors, contested, etc.), linked cases, law enforcement data elements, and protection orders. The open court data standards also include data and definitions collected on parties, attorneys and advocates, case status, pleadings, hearings and events, orders, charges, pretrial/intake information, civil judgments, sanctions, post-trial, and alternative dispute resolution.

Experts are also weighing in regarding the use of artificial intelligence (AI) technology in courts. The State of Courts 2024 Report explores how court professionals and judges perceive the use of generative artificial intelligence (Gen AI) in courtrooms (Thomson Reuters Institute, 2024). While there is uncertainty about Gen AI usage, it is clear that courts are actively considering its impact. The report notes U.S. Supreme Court Chief Justice Roberts acknowledges AI's significant impact on the legal community and noted that AI could help persons find answers to basic questions or access court

forms from their homes. Despite the potential, many court staff (65%) noted the risks of generative AI. The report also highlights concerns related to technology, staffing shortages, and the pace of digitalization within courts, although improvements were noted.

Human Relations Council and Civil Rights Compliance

The Human Relations Council (HRC) of the City of Dayton, Ohio, is dedicated to fostering a more inclusive, equitable, and just community, promoting fair treatment and equal opportunity for all residents, and is budgeted for five positions for civil rights compliance, and three positions in business and technical assistance in 2024. The Human Rights Council addresses civil rights compliance, including housing complaints, and processes Affirmative Action Assurance (AAA) applications for vendors wanting to do business with the City of Dayton. HRC offers technical assistance to minority-owned, women-owned, and disadvantaged businesses to increase their ability to compete successfully. The Human Relations Council also offers training on diversity, equity, and inclusion and engages and educates the community as part of efforts to support a more equitable and just city.

Business and Technical Assistance programs of HRC have as a strategic objective to promote a culture of fair treatment, equity, and inclusion for all businesses. In this role, HRC oversees business inclusion programs to ensure access and equal opportunity. The Procurement Enhancement Plan (PEP) certifies DBEs, WBEs, MBEs, SBEs, and Dayton Local Small Businesses (DLSBs) as part of efforts to assist these businesses in competing for government contracts, e.g., city, county, state, or federal. The PEP also focuses on identifying opportunities and establishing procurement goals. Performance metrics call for HRC to increase the number of companies certified year-over-year. In 2022, Dayton increased SBE certification by 4% (135), and by the third quarter of 2023, HRC achieved an 11% growth with 151 SBEs certified. The goal for 2024 is 15% growth. MBE growth was 5% in 2022 (78), 28.2% in the third quarter of 2023 (100), and the 2024 growth is 10%. By the end of 2022, WBE growth was 15% (60), and by the third quarter of 2023, the growth was 5% (63). The 2024 goal is 5% for WBE growth.

Future economic goals include an outreach strategy to engage companies that applied for Affirmative Action Assurance recognition in seeking PEP certification and access to enhanced business opportunities. HRC will also work with existing state-certified MBEs to encourage them to consider becoming city MBEs, emphasizing engagement with professional service companies. HRC will also work with the Women Business Enterprise National Council to recruit more women-owned businesses. Also, HRC will work with other City of Dayton departments to identify specific areas that would benefit from increased PEP participation and then work to recruit those businesses on a statewide level. With other City of Dayton departments, HRC will work to increase the number of publicly bid construction, goods, and service contracts that have a specific goal.

As part of measuring progress, HRC defined new measures, including the percentage of PEP-certified companies doing business with the City of Dayton. The first metric in the third quarter of 2023 indicated 9.1% was the percentage of PEP-certified enterprises doing business with the city. Dayton will continue to collect data and will then set a 2024 target. Another metric is the percentage of PEP-certified enterprises doing business with the City of Dayton, where a goal was set. The 2023 third-quarter results indicated that 14.15% of PEP-certified entities were working with Dayton related to a goal for procurement. Another new performance metric is the value of total spending for PEP contracts. In the third quarter of 2023, the expenditures were \$9,552,415 and the city will continue to track data before setting 2024 goals. HRC is also tracking the percentage of PEP vendors receiving goods and services contracts. In 2022, WBEs (4%), MBEs (2.7%), and SBEs (5.3%). In the third quarter of 2023, the results were WBE (6.3%), MBE (8%), and SBE (9.7%). The 2024 goal is greater than or equal to 1.5% in each category.

The future goals for business and technical assistance programs at HRC include addressing barriers that keep existing PEP-certified companies from bidding on projects. HRC is also incorporating a retention program to ensure existing

PEP-certified companies continue with the program and do not leave. Also, HRC will partner with the Small Business Administration to hold outreach activities and to increase access to capital and bonding for small MBEs. HRC is also hosting workshops that encourage joint ventures between MBEs as well as holding events that introduce prime and subcontractors to each other to promote business opportunities and collaborations. HRC will also work with City departments to streamline processes related to Requests for Proposals and to ensure that entities have the assistance needed during the submission and scoring processes, thereby increasing MBE, WBE, and SBE participation. This focus is consistent with the equity and inclusion lens of the city and supports the growth of small, minority-owned, and disadvantaged businesses. In 2023, HRC was able to increase certifications, expand expenditures tied to projects with PEP goals, expand entities that attended PEP outreach activities, and collaborate with Dayton Public Schools on compliance and oversight of their construction projects. In 2024, this work will continue with a greater emphasis (deeper dive) on addressing barriers to entry for small and minority businesses.

The 2024 Equity and Inclusion strategies also call for HRC to work with state Minority Business Assistance Centers and the Small Business Development Centers to help PEP-certified businesses access technical assistance, business counseling, strategic planning, market feasibility and research, business assessment and evaluation, and other critical services that are foundational for sustainable growth. HRC will continue to work with other City Departments to identify more opportunities for inclusion in construction, goods, and services contracts. To measure progress, HRC will collect data on marketing and outreach data, e.g., attendance at events and businesses reached through the PEP Passport to Success efforts. The City will also continue to note the data gathered regarding collaborations with entities like working with Dayton Public Schools on oversight and compliance.

Civil Rights Compliance by the Human Relations Council has the strategic objective of promoting a culture of fair treatment, justice, and inclusion for all residents. The 2022 results indicate the percentage of cases closed with resolution. In 2022, 100% of cases were closed with the resolution, and the closed formal complaints numbered 15 per the Department of Housing and Urban Development mandate. In 2023, by the end of the third quarter, 15 cases were closed with 100% resolved. The 2024 target is 90% resolved and 13 complaints.

Future goals for HRC include increasing housing and employment discrimination caseloads. Staff will also proactively pursue enforcement actions and offer training along with outreach to the community regarding civil rights. The Office of Justice and Inclusion will continue to provide Dayton Police and Fire trainees with community orientation and cultural competency training. HRC will also propose city ordinance changes that will strengthen Dayton's position as a champion of Civil Rights in the state of Ohio.

HRC also oversees the implementation of the Community Appeals Board (CAB), which investigates appeals arising out of the Professional Standards Bureau that investigates complaints regarding the Dayton Police Department. In 2023, the Community Appeals Board held six public hearings. In 2024, the CAB will extend outreach and improve the implementation of the hearing process. The Community-Driven Reform Initiative Report data elements developed in 2021 include the parameters collected.

HRC also enforces anti-discrimination ordinances for the City of Dayton, and HRC earned \$74,000 in federal dollars for investigations that are compliant with federal regulations and outreach. HRC obtained \$98,000 for victims of discrimination and also obtained injunctive relief and organizational training. HRC handled 63 complaints by the third quarter in 2023 and assisted 200 residents with navigating city service requests and also non-jurisdictional housing and employment issues. During this same time, staff held 28 events, including Fair Housing Movie Night and Dayton Police Department Community Orientation Day. In 2024, HRC will continue to offer educational and outreach events that promote an understanding of civil rights and the services offered. To verify progress and outcomes, HRC collects data elements identified in the 2019 Third Generation Dayton Disparity Study. The housing information is consistent with the HUD Fair Housing Assistance Program Guidance Memorandum.

Law Department

The City of Dayton Law Department plays a crucial role in providing legal guidance and support to the city's administration, officials, and departments, including offering advice and counsel to the City Manager, Commissioners, and Department Directors. Attorneys act on behalf of the City Attorney, handling various legal matters, including representing the city in litigation, both when the city is a plaintiff and when it is a defendant. The attorneys provide legal opinions on matters related to city operations, contracts, resolutions, and ordinances. The department assists in acquiring real property for city purposes.

Criminal Division: The Law Department oversees the prosecution of misdemeanor criminal cases within the city. This includes offenses such as minor theft, disorderly conduct, and traffic violations. The criminal division ensures that justice is served while upholding the City's legal standards and is budgeted for 12 FTEs in 2024.

The strategic objective is to promote public safety and pursue the interest of justice. In 2022, the Criminal Division prosecuted 2,984 criminal cases, and 4,307 traffic cases. The conviction rate for gun charges was 85.3%, and for drug abuse instrument cases was 90.9%. By the third quarter of 2023, the Criminal Division prosecuted 3,126 cases. During the same period, the Division prosecuted 3,539 traffic cases and reviewed 518 search warrants.

The future goals include aggressively prosecuting criminal and pedestrian safety cases, as well as continuing to prosecute gun offenders and drug abuse instrument cases.

The 2023 outcomes by the third quarter include a 100% conviction rate for addressing gun activity and a 92% conviction rate for drug-related offenses, which includes a focus on rehabilitation and a return to the community. The equity and inclusion strategies for 2024 involve adapting to changes in gun possession laws and advocating for treatment instead of jail for drug addiction. Data collected includes census data, social determinants of health, and the court database.

Planning, Neighborhood, and Development

Through key divisions, the Department of Planning, Neighborhoods & Development (PND) under the Director, Steven Gondol, plays a crucial role in shaping public policy and enhancing the quality of life for Dayton residents. PND actively contributes to the development of the City of Dayton's Comprehensive Plan. The Department spearheads neighborhood and downtown initiatives, fostering growth and revitalization. By implementing adopted plans, policies, and land use codes, the department enhances the overall quality of life for Dayton residents.

Building Services in the City of Dayton is responsible for ensuring compliance with commercial and residential building construction codes. To achieve this goal, they ensure safe and efficient construction practices. Building Services also support economic development by facilitating construction projects and working with corporations and developers.

Housing and Code Enforcement employees play a critical role in maintaining the city's standards for property maintenance, zoning, and other regulations to improve the attractiveness and safety of neighborhoods. Employees work to abate property nuisances and strive to improve housing quality and neighborhood conditions.

Community Engagement staff members connect with residents, neighborhood and business associations, and community stakeholders to encourage projects that contribute to the quality of life of residents and the vitality of the city. The staff assists neighborhood leaders with resident-driven projects that might include murals, community gardens, cultural and community events, planning for housing development, business growth, or other initiatives. The efforts of

the Community Engagement team facilitate meaningful conversations to address concerns and to support a sense of community belonging for all residents.

Community Engagement's objective is to positively impact and facilitate engagement within communities through strategic investments, quality of life improvements, and thoughtful partnerships with residents. Community engagement collects data on the percentage of external requests that were resolved. In 2022, 90.1% of requests were resolved, 89.5% were resolved in the third quarter of 2023, and the 2024 annual target for the percentage resolved is greater than 90%. The percentage of completed neighborhood mini-grant projects is another progress measure. In 2022, 25% of the projects were successfully completed, in the third quarter of 2023, 40.7% of the mini grant projects were completed, and for 2024, the goal is greater than 80%. For community engagement grants,

The Development Division includes economic development, which fosters business growth and creates and retains job opportunities, and community development. The Community Development staff manages housing creation and strategic resources to strengthen the community.

Community Development's strategic objective is to improve the City's neighborhoods and promote equity among its most vulnerable populations. The measures of progress include the number of individuals receiving prevention and diversion services. In 2022, 117 received prevention and diversion services, and in the third quarter of 2023, this number was 179. The 2024 target is 120 for prevention and diversion. The City also measures the persons served through public service activity, including job training and afterschool activities, and in 2022, 252 persons were served. In 2023, the third quarter results reported 154 individuals served. In 2024, the goal is 250 persons. The number of homeowners served with rehab, including 62 individuals in 2022, 48 in the third quarter of 2023, and 100 is the goal for 2024. As a new measure, Community Development is calculating the percentage of applications funded out of the total applications submitted with a 2024 goal of 50% funded.

Future goals for community development include exploring and applying for lead hazard grant funding opportunities, developing potential programming for increased supportive services and permanent housing solutions for the homeless, and developing an application pipeline for HOME projects seeking monies toward Low Income Tax Credit or Ohio Housing Finance Agency funding opportunities.

As part of the City's focus on equity and inclusion, Development works to ensure poor, vulnerable, and at-risk Daytonians have access to social and economic services. In 2023, Development supported the creation of entrepreneurial activities for women-owned businesses and minority-owned businesses. Community and Economic Development staff also contributed to the approximately 15 jobs in the Northwest Dayton area. As part of the 2023 Community Development Block Grant (CDBG) process, \$1 million was allocated for community projects requested by 15-20 agencies, and throughout the year, Development provided technical assistance sessions to organizations. In 2024, Development will continue to be effective stewards of funding resources in order to support both internal and external projects that benefit Dayton residents. Data collected that shows change includes the HUD Data Tool Kit, funded agency (contractor) outcomes, metrics on job creation, national datasets like the census, Bureau of Labor data, etc., and the annual homeless survey.

Economic Development's strategic objective is to encourage and support Dayton's investment through business development, retention efforts, and reinvestment activities. The City will support the growth of Dayton's tax base through business development and service delivery.

The 2024 targets include 20 projects with City funding commitments with a value of \$2,500,000. As of the third quarter of 2023, 13 projects included City funding of \$5,856,742. A second new target is that 50% of active agreements for economic development meet job creation and retention goals. Since this is a new goal, prior numbers do not exist.

Consistent with the community outcome of overall satisfaction with neighborhoods and Dayton as a place to live, Development coordinates with partners to promote economic development, including using available development sites for manufacturing, commercial, housing, and mixed-use projects. The City is working to streamline and standardize application processes and criteria for financial incentive programs. Development staff will conduct business expansion and retention visits with local businesses and continue working with regional partners to attract large manufacturing and technology companies.

The Planning and Land Use employees maintain the official zoning code and facilitate land use requests and area plans, ensuring thoughtful development aligned with the city's vision. The planners collaborate with other departments and developers to design parks, streetscapes, and landscapes.

The City's strategic objectives are to manage land use and development and improve neighborhoods and the quality of life.

The 2024 targets include 40% of cases guided to an improved outcome every quarter or twice a year, which is similar to the third quarter 2023 results of 41.7%. The City is also setting goals for the number of landmark cases, Board of Zoning Appeals, and Planning Board cases. By the third quarter of 2023, Dayton had 271 landmark cases and 81 BZA and PB cases.

The future goals are to positively impact plans and projects that go to the Plan Board, the Board of Zoning Appeals, and the Landmark Commission. The City is also facilitating positive quality outcomes through neighborhood projects, exceptional customer service, and working with both external and internal partners. PND is also creating a work plan for the Housing Steering Committee to execute the Dayton Housing Policy.

The Mediation Center ensures conflict resolution and facilitates constructive dispute resolutions and is budgeted for 12 FTEs in 2024. Mediation promotes understanding and collaboration among residents. The strategic objective is to provide a productive and constructive process for people in conflict, including the Mediation Response Unit (MRU) that responds to low-emergent 911 calls. The MRU team of responders possesses experience and certification in crisis services, de-escalation, conflict resolution, community development, and relationship building, allowing the police to respond to other emergencies.

2024 targets include 3,000 911 low-emergent calls dispatched to the Dayton Mediation Center, and the third quarter of 2023 achievement was 2,205 calls. The goal for 2024 is 60% of referrals to the Mediation Center, resulting in intervention per quarter, and the third quarter results for 2023 showed achievement of 70% intervention rate. The future goals are to recruit and train new community volunteers and provide outreach opportunities that connect with 5,000 community members. The Mediation Center provides continued education for responders as well as outreach via the Police Complaint Program, including offering materials in multiple languages. As part of equity and inclusion efforts, the Mediation Center improves access to social and economic services to poor, vulnerable, and at-risk communities. As part of meeting this goal, the Mediation Response Unit and Mediation Center met with 2,300 community members and presented at 120 events. The 2024 Equity and Inclusion Strategy focuses on the creation of positive and effective relationships with the customers through the MRU and the Mediation Center, community engagement, and service providers. Data will verify progress and will include case information, engagement outcomes, and service provider data, including information from the ombudsman and other internal departments.

The Support Young People of PND is an integral part of the Your Dollars, Your Neighborhood program and focuses on supporting preschool education as a strategy for preparing children for elementary school success. As part of the Issue 9 levy passed in 2016, Preschool Promise provided tuition assistance to families of four-year-old and later three-year-old

children to increase school readiness. Through this annual commitment, in 2022-23, 1,301 four-year-olds and 795 three-year-olds attend preschool programs in Dayton ([Preschool Promise, 2024](#)). Across childcare and preschool programs, training and support assisted operators in improving the capacity to meet Step Up to Quality standards.

The 2022-23 Annual Report for Preschool Promise shows that students in Dayton scored 6 points higher on the Kindergarten Readiness Assessment if they attended a Preschool Promise site than if they did not ([Preschool Promise, 2024](#)). To increase preschool attendance, 1,175 in Dayton received incentives for attendance, and 43% achieved 90% or above attendance. The report also indicates that a sample of 676 Preschool Promise students (across Montgomery County) received extensive testing using the Woodcock-Johnson IV Early Cognitive and Academic Development (ECAD) assessments and the Minnesota Executive Function Test. Executive function measures the ability of individuals to self-regulate, plan, remember items, and focus attention. Results showed that Preschool Promise students improved from Spring to Fall in executive function, language, pre-literacy, and math. Black males benefitted the most from growing executive function through involvement in preschool. Preschool Promise provided 381 preschool teachers with training through professional learning communities that addressed conscious discipline, equity, developmentally appropriate practices, and Early Literacy.

Police Department

The Dayton Police Department is budgeted for 201 FTEs for patrol operations and 238 FTEs for investigations and administration in 2024. In addition to parole and investigative operations, Dayton Police Department has a strong focus on community outreach through initiatives like Coffee with a Cop, National Night Out, and Park & Walks/Bike Patrol to foster positive relationships and increase crime prevention awareness. Dayton Police Department also offers specialized training, such as Bank Teller Training, Bar Safe Training, and Safe Delivery Training, to equip citizens and professionals with the skills to manage establishments effectively and avert crimes. Active recruitment efforts are made in schools and various events around the Miami Valley to encourage community involvement and interest in law enforcement careers.

Dayton Police Department's (DPD) Patrol and Operations Support set as strategic objectives implementing evidence-based practices supporting a community policing model that includes intensive community participation. Dayton intends to serve as a regional model for developing a safe environment on public streets for pedestrian and vehicular traffic.

2024 Targets: As part of increasing police responsiveness and resident satisfaction with services, DPD set a 2024 target for a priority 1 response time under 7 minutes. In 2022, the priority 1 response was 4.6 minutes, and in the third quarter of 2023, the time was 4.4 minutes. The priority 2 response time target is to be under 9 minutes, and the current result is 8 minutes. For Priority 2 calls, the response time for 2022 and the third quarter of 2023 was 8 minutes, and DPD set the goal for under 9 minutes. In 2024, the time spent on dispatched and administrative calls is set as 50%. In 2022, 58% of the time was spent on dispatched and administrative calls, and as of the third quarter of 2023, 60% of the time was spent on these calls.

As part of future goals, DPD will continue to partner with the Ohio State Highway Patrol on gun reduction initiatives. The 2023 goal is to increase the percentage of firearms recovered by 5% compared to 2022 when 931 firearms were recovered. By the third quarter of 2023, 796 firearms were recovered, which was 5% higher. The 2024 target is to continue firearm recovery efforts.

To improve safety, the City will continue to use photo enforcement in high-crash and complaint areas and Know-Your-Speed signs in school zones, etc., with the objective of reducing traffic fatalities. In 2022, 31 fatalities occurred. In the third quarter of 2023, only 17 fatalities occurred, which is a decrease. The 2024 goal is a 5% reduction compared to the last 5 years. Dayton Police's goal is also to reduce traffic-related injuries by 5% compared to the last 5

years in 2024. In 2022, 1,202 injuries occurred, and in the third quarter of 2023, 840 injuries occurred, which was lower than the third-quarter rate in 2022.

Investigation, Support, and Community Services

The Strategic Objectives of the Dayton Police Department's Investigation, Support, and Community Services will ensure that victims of crime receive quality and compassionate investigative services. Dayton will also lead the region in utilizing technology as a force multiplier and will support local projects and events by providing public safety services to Dayton residents and businesses. The Department's objective is to increase trust and transparency between the community and police by having a highly skilled safety force that is trained in best practices for developing community engagement.

The Dayton Police Department is creating neighborhood safety plans with local leaders to identify new strategies to reduce gun violence in the City. The Department is also expanding the use of the National Integrated Ballistics Information Network (NIBIN), which allows for automated ballistic imaging to match evidence with other cases across the nation. Dayton Police are also partnering with the Federal Bureau of Investigation (FBI), Alcohol, Tobacco, and Firearm (ATF), and other law enforcement agencies in solving gun crimes. The 2024 goal is to reduce Part 1 gun crime incidents by 5% compared to the five-year average. In 2022, 341 Part I-gun crimes occurred, and by 2023, in the third quarter, 270 incidents had occurred.

Another goal is to implement solutions to reduce the investigative workload. Consistent with providing responsive, quality services, the Dayton Police Department also aims to contact crime victims within four days 90% of the time. In 2022, Dayton Police met this goal 90.4% of the time. By the third quarter of 2023, 84.1% of victims were contacted within four days.

A critical component of the Dayton Police Department's is to increase recruiting and maintain a full-time recruiting officer. Dayton Police will continue to work with the Civil Service Board to ensure multiple application cycles exist and testing dates to have enough candidates to fill each Academy class. The City will continue to the relationship with Ponitz High School within Dayton Public Schools with DPD teaching criminal justice classes. The Department has set up a new measure to track the number of applicants. The goal for 2024 is 500 applicants, and by the third quarter of 2023, 689 individuals applied.

As part of the equity and inclusion lens for delivering services, the Dayton Police Department will enhance the diversity of staff through efforts that increase applicants among underrepresented groups and segments in the city. The Department noted that of the applicants in 2023, 46% were from underrepresented populations and the police attended 500 events through the third quarter and had 33,000 contacts with adults and 9,000 contacts with youth. The 2024 strategy focuses on Dayton Public Schools outreach, Cadet program, continuous Civil Service testing, lateral transfer opportunities, and ongoing community engagement activities. The Department will gather data regarding applications, the demographics of those applying, and the number of community engagements with attendance.

Dayton Police Department also requires that all personnel attend Diversity, Equity, and Inclusion (DEI) training to promote equitable and inclusive interactions with the community. In 2023, all officers completed training on working with individuals speaking Swahili or Kinyarwanda, which are two languages spoken by recent refugees settling in Dayton. The 112th and 113th classes completed the Human Rights Council's Community Diversity Day training. In 2024, Dayton Police will continue to offer cultural and diversity training and will collect and report information on staff attending the training.

The Dayton Police Department is actively applying for grants, which will help the department fund target enforcement activities. In completing this work, the police will partner with researchers from the University of Dayton researchers and

will have researchers perform specific data analysis. In 2022, the Department received grants worth \$5,558,790, and in 2023, by the third quarter, the Dayton Police received \$718,741. The 2024 goal is to apply for 5 grants.

Recreation, Youth Services, and Administration

The City of Dayton's Recreation and Youth Services Department plays a vital role in promoting health, wellness, and community engagement through its wide array of programs and facilities. From fitness and aquatic programs to youth camps and educational initiatives, the department strives to cater to the diverse needs of Dayton's residents. The administration's dedication to accessibility, safety, and community involvement ensures that these services positively impact the city's overall quality of life. Golf is budgeted at 5.5 positions, sports at 7.5 and 37 in Recreation, Youth Services and Administration.

Recreation Services

The City of Dayton offers a comprehensive range of recreation services designed to enhance the physical and mental well-being of its residents. The Recreation Department provides numerous indoor and outdoor activities, including fitness programs, competitive sports, and leisure activities. Residents can access structured fitness programs or engage in self-directed workouts at various recreation centers equipped with gyms, pools, and other facilities. Popular programs include aquatic activities, golf at three public courses, and tennis at the local tennis center. Seasonal and year-round classes cater to all ages, promoting a healthy and active lifestyle in the community.

Recreational services had a total of 11,750 people (all ages) in attendance at sports programs in 2022, and in the third quarter of 2023, the attendance increased dramatically to 21,860. The 2024 target is 30,000. The number of young people (17 and under) attending general sports programs was 9,204 in 2022, and in the third quarter of 2023, 8254 youth were served. The 2024 goal is 10,000 youth. Future goals include creating and implementing new sports leagues for adults, increasing sports rentals, and increasing youth sports offerings as positions are filled.

Golf targets include the number of rounds played. In 2022, 80,653 rounds were played. In the third quarter of 2023, 76,990 rounds were played, an increase over 2022 third-quarter results. The 2024 target is 81,000 rounds, and the increase will be tied to ongoing greens maintenance and improving golfer amenities. The City also wants to increase the number of youth (17 and under) that participate in golf. In 2022, 2,000 youth participated, in the third quarter of 2023, 3,075 youth attended golf programs, a tremendous increase. The 2024 target is 2,000 with the goal of increasing youth participation via the provision of development opportunities for young people during the off-season.

Youth Services

Dayton's Youth Services provides enriching activities and educational opportunities for children and teenagers. Programs include sports leagues, summer camps, and arts and crafts. The Urban Adventures Summer Camp is particularly noteworthy, offering a mix of gym play, arts and crafts, and outdoor activities, with swimming sessions held twice a week. Additionally, the new Dayton Sprouts program introduces participants to healthy eating, gardening, and sustainability. These initiatives aim to foster personal growth, teamwork, and healthy habits among the city's youth.

Administration

The administration of Dayton's Recreation and Youth Services is committed to ensuring that all programs are accessible, affordable, and beneficial to the community. This includes maintaining facilities, organizing events, and collaborating with local organizations to bring diverse and high-quality programs to residents. The department is proactive in community engagement, offering events such as "Rec Your Hood," which provides free activities, music, games, and food

to foster community spirit and inclusivity. The administration also emphasizes safety and health, implementing COVID-related protocols and adjusting program offerings to maintain safe environments for all participants.

Public Works

The Public Works Department at the City of Dayton is a critical pillar of the city's infrastructure and community well-being. This department is responsible for a broad range of essential services that ensure the smooth and efficient operation of the city's daily activities, contributing significantly to the quality of life for its residents.

The Public Works Department at the City of Dayton is a cornerstone of the city's operations and community life. Through its dedication to maintaining infrastructure, ensuring public safety during winter, and preserving green spaces, the department plays a crucial role in shaping a vibrant, sustainable, and resilient city. Its commitment to community engagement and environmental stewardship ensures that the needs and values of residents are at the forefront of its efforts, making Dayton a better place to live, work, and play.

The City of Dayton's Policy Objective for Infrastructure is to Invest in, maintain, and improve the city's public assets to promote development, public safety, and community value.

Core Responsibilities

Infrastructure Maintenance: One of the primary responsibilities of the Public Works Department is the maintenance and repair of the city's infrastructure. This includes the upkeep of roads, bridges, and public buildings. The department is tasked with ensuring that these structures are safe, functional, and aesthetically pleasing. Regular inspections and timely repairs are conducted to address wear and tear, weather damage, and other issues that may arise.

Vacant Lots for Your Dollars—Your Neighborhood: The strategic objective of Public Works is to maintain city boulevards and minimize the potential for vacant lots to become health or safety hazards and to enhance the appearance of neighborhoods. The 2023 target was that greater than or equal to 95% of the 5,500 lots would be mowed every 5 weeks and for 5 cycles per year. The 2022 and 2024 third quarter was 100% of lots met this criteria. The future goal is to review operational activity for cleaning and mowing vacant or abandoned lots in 2024—since the total of lots has increased to 6,400. The Dayton Recovery Plan will assist with this measure, including removal of brush and debris.

Public Works Administration and Civil Engineering for Your Dollars—Your Neighborhood: City of Dayton oversees street and thoroughfare paving and quality.

Strategic Objective: Ensure integrity of the City's Right of Way and the safe and efficient movement of all users.

One of the measures of progress is the residential Pavement Condition Index (PCI) change. In 2022, the City experienced a 12-point gain and in 2023 third quarter, the data was not available. The goal for 2024 is greater or equal to a 4-point gain over the last review. Seventy is a satisfactory score on the PCI. Neighborhoods that are targeted for paving include Edgemont, Carillon, Wolf Creek, and Twin Towers.

A second measure of progress is the lane miles paved by residential and thoroughfare. In 2022, the third quarter result was 82 lane miles with 97 achieved by year end. The 2023 result was 50 lane miles paved and the goal for 2024 is plus 50 miles with additional miles funded through Your Dollars—Your Neighborhood. 7 to 8 thoroughfare lane miles are planned.

Parks and Forestry—Your Dollars—Your Neighborhood: The Public Works Department also plays a vital role in the maintenance of parks, recreational facilities, and green spaces throughout the city. By ensuring these areas are clean, well-maintained, and accessible, the department supports community well-being and provides residents with opportunities for outdoor activities and leisure.

The Strategic Objective: Maintain and beautify Dayton’s parks, right-of-ways and other public areas. Provide and maintain clean, safe, and enjoyable public spaces for residents and visitors.

A new measure of progress is for 100% of the 19 parks to be mowed and cleaned of debris/litter on a 14-day cycle. Since this is a new measure, 2022 and 2023 goals are not available. However, the City of Dayton exceeded the goal for the parks cleaned and mowed and reached 110.6%. The 2024 goal is 100%.

A measure of progress is for 17 parks to be mowed and cleaned of debris/litter on a 21-day cycle. The 2022 year-end and third quarter result was 74%. The 2023 and 2024 goal is 100%. The actual third quarter result for 2023 was 139%, meaning that the mowing and cleaning exceeded the standard for the 21-day cycle. Dayton is also completing park upgrades with Your Dollars Your Neighborhood and Recovery Plan funds in 2024.

Street Maintenance—Public Works: The City of Dayton maintains the roads and thoroughfares for the cleanliness and safety of residents and visitors.

Strategic Objective: Keep City of Dayton’s roads and streets clean, safe, and accessible to the public. Provide clean roadways by providing street sweeping service to City neighborhoods and highways.

The measure of progress is the percent of loose -leaf collection cycles completed for 65 neighborhoods. The 2023 and 2024 annual targets were 100% of two cycles. The third quarter data was not available.

Another measure of progress is the percent of street sweeping completed. The 2023 and 2024 annual targets are 100% of 5,600 lane miles. Of the 2022 Third Quarter Results 95.9% of the 5,600 lane miles were completed, and in Third Quarter of 2023, 97.9% of the 5,600 lane miles were completed already.

For repair of potholes, the % of potholes repaired in 48 hours or two business days after receiving a complaint. The 2023 and 2024 targets annually are greater than or equal to 95%. The 2023 and 2024 Third Quarter Results are 86.7% and 91.1%, respectively.

Parking Lot Management: The City of Dayton oversees the management of city parking garages for city employees, residents, and visitors.

Strategic Objective: Maintain City-owned parking structures and lots to support Dayton infrastructure and parking needs for residents and visitors.

The City of Dayton measures progress by operating expense ratio (total operating expenses divided the gross revenue). This is a new performance metrics and results and goals have not been set. The City of Dayton did note that the percentage was 7.9% by third quarter of 2023.

The City focuses on completing Public Work projects with a racial and equity lens to Improve a higher quality of life in neighborhoods facing the highest number of barriers or needs.

The 2023 Outcomes included data analysis started with an external consultant to identify Dayton neighborhoods needing infrastructure improvements. The City completed Old North Dayton blight removal and hazardous tree/stump removal and requests for proposals are under review for similar projects in Westwood.

The 2024 Strategy is to continue infrastructure improvements funded by DRP in targeted neighborhoods. The City will continue to leverage funding to address blight and hazardous trees/stumps. Supporting Data includes census tracts and inventory data on blight, overgrown brush, tree stumps, and hazardous trees and information from the Social Determinants of Health Index.

Work Environment Enhancement: The City improved security at City Hall, One Stop, and recreation centers. Regular inspections and timely response to health and safety service requests are part of the outcomes monitored. Supporting Data includes surveys, OSHA Standards, information from the facility management software, and data on contractors.

Community Engagement and Environmental Stewardship: The department actively engages with the community to address concerns, gather feedback, and provide information about ongoing and upcoming projects. Public meetings, workshops, and online platforms are used to foster communication and ensure that residents are informed and involved in the decision-making processes that affect their neighborhoods.

In addition to its operational duties, the Public Works Department is committed to environmental stewardship. Initiatives such as tree planting programs, stormwater management projects, and efforts to reduce the city's carbon footprint are integral parts of the department's mission. By implementing sustainable practices and promoting environmental awareness, the department helps to preserve and enhance the natural beauty and ecological health of Dayton.

Challenges and Innovations: The Public Works Department continually seeks innovative solutions and technologies. This includes the use of data analytics to optimize maintenance schedules, the adoption of green infrastructure techniques, and the implementation of energy-efficient practices in public buildings and facilities.

Sustainability Office

The Office of Sustainability in Dayton, Ohio, operates under the auspices of the City Manager and has a mission to lead the city organization and residents toward greater environmental and financial sustainability. The office oversees a comprehensive sustainability strategy that includes carbon emission reduction, cost savings from sustainable practices, advancing equity and resilience, and support to residents and businesses. The office also guides the community on sustainable practices such as:

- Water and electricity conservation.
- Transitioning to solar energy.
- Recycling.

The staff actively seeks partnerships with external entities to further the city's sustainability goals and secures grants to alleviate taxpayer expenses. The work includes aligning policies to these goals and crafting proposed amendments to the City Code or Operating Policies.

In 2023, the Office of Sustainability achieved a tremendous range of goals during 2023, including \$6,448,288 in cost savings or cost avoidance, \$8,000,000 in grant funds for sustainability projects, \$4,500,000 in cost savings for city residents and businesses due to electricity aggregation, and 2 million tons of CO2 reduced through sustainability purchases. In 2023, the Office purchased 18 electric vehicles, 20,000 persons benefited from presentations and media

interaction on sustainability topics, and Dayton became the first city in the Midwest to achieve LEED platinum certification.

In 2023, the Office of Sustainability is working on a renewable natural gas project that will recapture methane from the Water Reclamation Facility—the first in the nation. This project will increase revenue by \$1,000,000 per year and will reduce emissions by 50%. During 2024, the Office of Sustainability will complete the decarbonization plan, finalize the electric fleet plan, and continue to expand community engagements.

To accomplish these goals, the Office of Sustainability collaborates with partners, including the Ohio Sustainable Public Energy Council, Power a Clean Future Ohio, Go Sustainable Energy LLC, the University of Dayton Sustainability Institute, the Great Plains Institute Electrification Council, AES Clean Energy and AES Ohio, Arcadis, and the Miami Valley Regional Planning Commission.

Program Evaluation

In planning this grant application, the City of Dayton completes logic models and theories of action and change, examining the inputs, outputs, activities, and outcomes needed for the successful implementation of this project. Logic models, along with quantitative and qualitative methods, are essential tools in program evaluation and increase understanding of staff and other stakeholders. These models allow for a comprehensive assessment of program effectiveness, efficiency of operations, and the impact on the constituents served ([Bickman & Rog, 2008](#); [Stufflebeam & Shinkfield, 2007](#)).

As part of performance metrics, the City of Dayton identified specific numerical targets that serve as deliverables or milestones for activities for departments and divisions tied to Community Service Areas and key City outcomes. Quantitative evaluation involves the systematic collection and analysis of numerical data to assess the extent to which program objectives are being met ([Bickman & Rog, 2008](#)). The City sets short-term, intermediate, and long-term outcomes for projects and programs that are logically connected to resources, activities, and strategies.

The evaluation also examines the fidelity of the program implementation to these grant targets and identifies any barriers to reaching goals. Proposals also delineate qualitative strategies for collecting information from staff, targeted populations, and other stakeholders. The City of Dayton proposes to collect qualitative data through surveys, interviews, or focus groups throughout the grant. These qualitative methods explore the experiences, perspectives, and perceptions of these individuals and offer complex and nuanced insights into program processes, challenges, and successes that indicate why a program might work, or outcomes may not occur as intended. By gathering and integrating quantitative and qualitative findings from multiple sources, the City's program evaluation process generates robust, evidence-based recommendations for program improvement and decision-making ([Patton, 2015](#)).

Continuous Quality Improvement

The City of Dayton collects performance metrics on each department and division's initiatives as part of improving performance. Data analysis offers the opportunity to identify obstacles and hurdles that interfere with achieving the desired goals. Beyond collecting summative data, the City uses continuous quality improvement (CQI) practices to enhance outcomes through iterative cycles of planning, implementation, assessment, and adjustment ([Langley et al., 2009](#)). Making continuous mid-course corrections is a crucial aspect of CQI, allowing us to respond to system issues and processes while executing changes that will improve performance throughout the project. CQI will involve staff, community members, and other key informants in brainstorming solutions.

Increasingly, Dayton uses continuous quality improvement (CQI) tactics to achieve positive outcomes in various areas of service delivery, policy implementation, and community development. The City of Dayton uses data to enhance the delivery of public services like waste management, transportation, public safety, water, and aviation. Public City Commission meetings give residents the opportunity to voice concerns directly to the Mayor, Commissioners, and City Manager. Data on the effectiveness of steps taken by the city or to provide input on plans are captured through public meetings, active listening in the community, engagement of neighborhood leadership, and surveys. By continuously monitoring service performance with planning, neighborhood services, law enforcement, courts, and other programs, including gathering feedback from residents, and identifying areas for improvement, Dayton creates mid-course corrections to ensure services are delivered efficiently and effectively, consistent with research ([Folz, Abdelrazek & Chung, 2009](#)).

Dayton also uses program evaluation, continuous improvement, and access to open data for residents to improve the development and implementation of policies and initiatives. Dayton strives to integrate data-driven decision-making, regularly evaluating the impact of policies, programs, and regulations to determine their effectiveness and adjust these strategies and interventions.

The City implements performance management systems grounded in CQI principles to set clear objectives, track progress, and hold departments and employees accountable for achieving results. By establishing performance metrics, conducting regular reviews, and fostering a culture of continuous learning and improvement, the City Manager, City Commissioners, and department leaders optimize resource allocation and enhance organizational effectiveness. Work sessions, YouTube videos of meetings, and published presentations provide the public and media with information. This information encourages transparency and enables residents to track progress toward meeting performance metrics.

Community Engagement and CQI: Consistent with best practices, the city facilitates community engagement and collaboration in municipal decision-making processes. The City of Dayton involves residents, businesses, and other stakeholders in problem-solving efforts and solicit input to inform the development and implementation of policies, programs, and initiatives. A collaborative approach to continuous improvement promotes transparency, trust, and buy-in from the community, which is critical to long-term success and equitable outcomes, particularly when addressing long-term disparities ([Bryson et al., 2014](#)).

Efficiency and Cost Savings: By continuously examining processes, identifying inefficiencies, and implementing process improvements, Dayton achieves cost savings and resource optimization. CQI practices help municipalities streamline operations, eliminate waste, and enhance productivity, ultimately leading to improved fiscal stewardship and the delivery of significant value to residents. By embracing CQI principles and practices, municipal governments can achieve positive outcomes in service delivery, policy development, performance management, community engagement, and efficiency, enhancing the quality of life for residents and contributing to the overall well-being of communities.

Open and Transparent Data

The City of Dayton's focus on evaluating the effectiveness of this program is consistent with open data, transparency of results, and accountability stemming from our involvement in the What Works Cities project created by Bloomberg Philanthropies. Dayton benefited from technical assistance regarding open data portals, governance frameworks, data standards, and best practices available through Bloomberg Philanthropies and John Hopkins University.

This multiple-year process has helped the city increase its internal capacity for data analysis, the making of evidence-based decisions, and performance management. Through Bloomberg Philanthropies, the city participated in peer learning and training within a community of practice. Numerous departments in the City of Dayton have improved

their use of data and provide a wide range of statistics to community residents and researchers to assist in understanding and decision-making.

Interactive Data and Dashboards: Many departments have created open data user guides or training materials that assist residents and researchers in the understanding and use of the information. Financial information on actual income and expenses compared to the approved budget is available online via Open Government. Your Dollars, Your Neighborhood reports data through an interactive dashboard, allowing persons to examine progress on the mowing of lots, paving of streets, parks, preschool tuition assistance, and police.

The Dayton Police Department created a transparency portal that allows residents to study crimes by age, race, sex, and type. The community also has access to data regarding officers' use of force, arrests, calls for service, officer-involved shootings, and stops. A how-to guide shows individuals how to drill down and review data, download and use statistics, and more. Such transparency creates increased accountability of the department to the community and allows individuals to review progress toward Community Police Council plans or action steps and consistency with policies. Dayton Police also completed an annual survey report on surveillance technology to the community.

Annual Self-Assessment: Each year, Dayton completes a self-assessment progress report to What Works Cities indicating progress on open data initiatives across a wide array of factors in the last year across specific criteria. Bloomberg Philanthropies used self-assessment indicators and submitted examples to rank the city against Silver, Gold, and Platinum categories based on the number of criteria met.

City of Dayton Demographics

The following demographic information is taken from the [US Census American Community Survey \(ACS\) from 2018-2022](#).

Household Composition: According to the US Census–ACS data, Dayton City comprises 57,362 households with an average size of 2.17 people. Married-couple households make up 22.4% of the population while cohabiting couple households account for 9.2%. Female householders with no spouse or partner constitute 39.9% of all households, while male householders in similar situations represent 28.5% of the households.

Household Composition	Percent
Married-couple households	22.4
Cohabiting Couples	9.2
Male Householder without partner or spouse	28.5
Female Householder without partner or spouse	39.9

Family Status: In terms of marital status, about 26.0% of males and 24.4% of females aged 15 and older are currently married, with a significant portion never married or divorced. Grandparents living with grandchildren under 18 years old account for 2,093 individuals, with 41.1% responsible for their grandchildren's basic needs.

Population 15 years and over	Percent Males	Percent Females
Never married	53.8	47.8
Now married, except separated	26	24.4
Separated	2.6	3.2
Widowed	3	7.5
Divorced	14.6	17

Foreign-born status: Regarding nativity and foreign-born population, 95.1% of Dayton City residents are U.S. natives, while 4.9% are foreign-born. For the foreign-born population in Dayton, 38.2% are naturalized U.S. citizens with diverse origins from Latin America, Asia, Europe, Africa, and Northern America outside of the USA.

Origin	Percent
Latin America	34.3
Asia	30.7
Europe	7
Africa	27.3
Northern America	0.7

Language: Language diversity is also evident, and 7.2% of people spoke a language other than English at home. Spanish is the predominant language. Geographic mobility is relatively stable, with 75.8% living in the same house as a year earlier.

Language Spoken at Home	Percent
Spanish	3.6
Other Indo-European languages	1.1
Asian and Pacific Islander languages	1.2
Other languages	1.2

Education: Education plays a crucial role in the vibrancy of cities. In Dayton, 86.4% of individuals aged 25 and over are high school graduates, and 19.6% hold a bachelor's degree or higher. However, 13.6% did not complete high school. The total school enrollment was 38,854 students, according to American Community Survey data. Nursery school enrollment was 1,776, and kindergarten through 12th-grade enrollment was 19,921. College or graduate school enrollment was 17,157 students.

Education Level	Percent
Less than a high school diploma	13.6
High school diploma or equivalency	30.6
Some college, no degree	26.7
Associate's degree	9.4
Bachelor's degree	12.3
Graduate or professional degree	7.4

Employment: Regarding employment, 52.3% of the population aged 16 and over are employed in the city, predominantly in private wage and salary positions. Employment industries vary, with significant representation in the federal government, education, healthcare, business, and social assistance sectors.

Classification of Worker	Number	Percent
Private wage and salary workers	48,703	83.6
Federal, state, or local government workers	7,000	12
Self-employed workers in own. not incorporated business	2,512	4.3

Commuting: Transportation statistics reveal that 70.7% of the population drives to work alone, with an average commute time of 21.1 minutes.

Commute Type	Percent
Car, truck, van -- drove alone	70.7
Car, truck, van – carpooled	9.1
Public transportation (excluding taxicab)	5.0
Walked	6.0
Other means	1.3
Worked from home	7.7

Income: The median household income is \$41,443, with 27.5% of the population living in poverty, including 41.6% of children under 18. Participation in government programs like SNAP is significant, with 25.2% of households receiving assistance. Health insurance coverage is widespread, with 91.0% of the population insured.

Income	Percent
Less than \$10,000	10.1
\$10,000 to \$14,999	8.7
\$15,000 to \$24,999	13.7
\$25,000 to \$34,999	10.8
\$35,000 to \$49,999	14.3
\$50,000 to \$74,999	17.1
\$75,000 to \$99,999	10.2
\$100,000 to \$149,999	9.4
\$150,000 to \$199,999	3.2
\$200,000 or more	2.4

According to the latest ACS data, an estimated 71.7 % of households received earnings, 28.7 % received Social Security, and 21.9 % received retirement income other than Social Security. The average Social Security income was \$16,714. These income sources are not mutually exclusive; that is, some households receive income from more than one source.

Poverty and Participation in Government Programs: In 2018-2022, 27.5 % of people were in poverty. An estimated 41.6 % of children under 18 were below the poverty level, compared with 15.9 % of people 65 years old and over. An estimated 25.1 % of people 18 to 64 years old were below the poverty level.

Poverty Data	Percent
People in poverty	27.5
Children under 18 years are below poverty	41.6
People 65 years old and over below poverty	15.9
People 18 to 64 years below poverty	25.1

In 2018-2022, 25.2 % of households received SNAP (the Supplemental Nutrition Assistance Program). An estimated 43.5 % of households receiving SNAP had children under 18, and 32.1 % of households that received SNAP had one or more people 60 years and over. Also, 38 % of SNAP recipients were female householders with no spouse present. An estimated

19.5 % of households receiving SNAP had two or more workers in the past 12 months. These are not mutually exclusive categories.

Health Insurance: Among the civilian noninstitutionalized population in Dayton, Ohio in 2018-2022, 91% had health insurance coverage, and 9 % were without insurance. Of those with coverage, 50% possessed private insurance, and 49.6% had public. The percentage of children under 19 with no health insurance coverage was 7%.

Race, Ethnic Group, and Age: The population demographics indicate a median age of 34.0, with 20.9% under 18 and 13.4% 65 and older. The racial composition reveals diversity: 51.9% are White, 38% are Black or African American, and 5.2% are Hispanic or Latino.

Age	Male	Female
Under 5	4,439	4,008
5 to 9	4,165	3,361
10 to 14	4,038	4,038
15 to 19	6,321	5,757
20 to 24	7,137	6,166
25 to 29	4,742	6,047
30 to 34	4,974	5,408
35 to 39	3,787	3,952
40 to 44	4,449	3,657
45 to 49	3,451	3,928
50 to 54	3,866	3,714
55 to 59	4,281	4,307
60 to 64	4,782	4,116
65 to 69	3,185	3,237
70 to 74	1,834	3,031
75 to 79	1,445	1,588
80 to 84	837	1,291

Age	Male	Female
85 and over	443	1,523

Hispanic Origin and Race: For people reporting one race alone, 51.9 % were White; 38.0 % were Black or African American; 0.4 % were American Indian and Alaska Native; 1.3 % were Asian; 0.0 % were Native Hawaiian and Other Pacific Islander, and 2.3 % were Some Other Race. An estimated 6% reported Two or More Races. An estimated 5.2 % of the people in Dayton were Hispanic or Latino. An estimated 50.3 % of the people in Dayton were White alone, non-Hispanic. People of Hispanic origin may be of any race.

Housing: The city's housing inventory comprises 69,782 units, 70.5% of which are single-family houses, 28.5% of which are multi-unit structures, and 0.9% of which are mobile homes. Any remaining housing units were classified as "other," which included boats, recreational vehicles, vans, etc.

In Dayton, the median property value for an owner-occupied home is \$86,200, and 54.8% have a mortgage. Also, 37% of the houses were built in 1939 or earlier, resulting in many homes having significant maintenance issues.

For renter-occupied houses, the median gross rent for Dayton, Ohio, was \$830, including monthly contract rent and payments for electricity, gas, water and sewer, and any other fuels to heat the house. The median number of rooms in all housing units in Dayton was 5.3 rooms, and of these housing units, 50.3 % had three or more bedrooms.

In 2018-2022, Dayton had 57,362 housing units that were occupied or had people living in them, while the remaining 12,420 were vacant. Of the occupied housing units, the percentage occupied by owners was 48.4%, while renters occupied 51.6%. The average household size of owner-occupied houses was 2.15, and in renter-occupied houses, household size was 2.18.

Additionally, 5.1 % of householders in these occupied houses had moved into their house since 2021, while 12.2 % moved into their house in 1989 or earlier. Households without a vehicle available for personal use comprised 17.5 percent, and another 12.7 % had three or more vehicles available for use.

Fuel Type	Percent
Gas †	71.2
Electricity	27.4
Fuel oil, kerosene, etc.	0.1
All other fuels	0.4
No fuel used	1.0

Computer Access: Computer and internet use is widespread, with 89.0% of households possessing a computer and 82.3% having broadband internet access.

An estimated 65.4 % of households had a desktop or laptop, 83.2 % had a smartphone, 48.8 % had a tablet or other portable wireless computer, and 1.4 % had some other type of computer.

Type of Device	Percent
Desktop or laptop	65.4
Smartphone	83.2
Tablet or another portable wireless computer	48.8
Other computer	1.4

Among all households, 75.5% had a cellular data plan; 63.7 percent had a broadband subscription such as cable, fiber optic, or DSL; 5.7% had a satellite internet subscription; 0.1 percent had dial-up alone; and 0.0 percent had some other service alone.

Conclusion: The data showcases Dayton as a diverse community challenged by socio-economic issues, including poverty, educational disparities, and housing instability. The city must address these identified problem areas to progress with long-term revitalization and sustainability of outcomes.

This data is summarized in this report:

<https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2022/report.php?geotype=place&state=39&place=21000>

Narrative profiles from US Census—ACS data by Census Tract.

For more information about the demographics, housing, and other neighborhood indicators, please see the narratives for each census tract.

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