

# West OHIO Chester

GENERAL FUND

ROADS AND MAINTENANCE FUNDS

POLICE FUND

FIRE & EMS FUNDS

2018 OPERATIONAL BUDGET  
WORK SESSION

January 16, 2018

# 2018 Operational Budget

## Summary

The 2018 Operational Budget reflects West Chester's ongoing commitment to fiscal responsibility and sets as a priority West Chester's position as a leading edge community and one of "America's Best Places to Live."

The 2018 Operational Budget proposal also reflects a year of transformation, remaining true to the successful practices of the past while affording opportunity to pursue projects and initiatives to build upon the community's sustainability, marketability and competitiveness.

For more than a decade, West Chester piloted a course for economic stability and prosperity. Having navigated the effects of the recession and prepared the community to address the impacts of a maturing suburban community, West Chester remained competitive and relevant at a time when trends and consumer preferences tend toward a more urban living environment.

As West Chester matures, it is critical every effort be made to protect property values and sustain development. Key to the community's future success are: remaining focused on keeping West Chester's economy strong by investing in infrastructure and community amenities; promoting development and retaining a marketable workforce; and preserving property values by encouraging property maintenance and livability.

In 2018 and beyond, it is essential and vital that West Chester views quality-of-life infrastructure and amenities in a transformative way to refresh its value and attract engaged citizens and corporate stakeholders. The 2018 Operational Budget acknowledges this need and reflects these efforts.

The proposed operational budget accounts for 10 funds – General Fund, four separate Roads Funds, Cemetery Fund, West Chester Community Television Fund, Police Fund, and Fire and EMS Funds. The General Fund includes activities from Administration, Community Development, Community Services, Finance and Information Technology, Parks, and Senior Van.

The proposed expenditures for 2018 for these 10 funds total \$45.3 million, an increase from 2017 budgeted expenses of \$44.8 million. Actual expenditures in 2017 were \$37,160,649, 17.0% less than originally budgeted.

It is the budgetary practice of West Chester to underestimate revenue and account for potential or unanticipated expenditures in order to fund potential liabilities and be prepared for unforeseen circumstances or situations. This practice has allowed the Township to remain within self-imposed budgetary constraints and build a carryover that demonstrates fiscal solvency.

Accounting for the potentiality of emergencies and unpredictable occurrences ensures expenditures fall within available resources. Additionally, budgeting for potential compensation liabilities – retirement, separation, etc. – within each of the Township departments identifies funding for eventual liabilities and ensures accountability to the Township’s largest expenditure – personnel. Although the actual expenditures may be less than budgeted if unrealized, these potential and eventual inevitable costs are considered to ensure fiscal responsibility.

The proposed budget also gives continued significance to carryovers in the primary funds to mitigate risk associated with potential for future economic downturns and to support investment in the most critical needs of the community.

## Best Places to Live

West Chester has now been recognized six times as one of “America’s Best Places to Live” by Money Magazine.

To repeatedly earn this ranking, West Chester had to excel in a series of demographic and data-driven measures, encompassing community attributes from projected economic growth and employment opportunity to diversity, green space, and consumer options for health care.

It’s not coincidental West Chester achieved this success; it’s the result of a deliberate long-term strategy that has allowed the community to navigate the effects of the recession and the impacts of a maturing suburban community while remaining competitive and relevant as a location for investment.

As demographics change, local communities must adapt. As the predominant Baby Boomer and Millennial generations evolve, public services, community amenities, and preferences for communication will significantly alter. Millennials number more than 90 million in the U.S. and are the first digitally native, socially connected cohort. Millennials will reshape the economy with demands for unique experiences, diversity and optimism rooted in realism.

And yet, West Chester’s population remains evenly distributed by age, income, and other demographic categories. This demands leaders consider cautiously and broadly when determining future direction and those decisions that create a sense of place and identity for the community.

Money Magazine’s criteria in ranking “America’s Best Places to Live” serves as a manual for what makes a community great for all generations – a dynamic economy, varied housing options, quality education, employment opportunities, diversity, wellness options, low crime and exceptional safety services, quality of life and recreational amenities, and ease of living. These attributes, when collectively achieved, provide the environment for a community where people aspire to live, work and play as companies invest and innovate.

The exceptional services upon which West Chester stakeholder’s expect and rely are accounted for in the proposed 2018 Operational Budget, but attention is also given to the aesthetic and experiential details that will appeal to the next generation of engaged residents and employers.

In 2018, more than \$31.5 million will be invested in police and fire services. This accounts for 69.6% of the overall Township budget for all operational funds. Taxpayers' money invested in police and fire services helps to prevent and reduce crime, prevent and fight fires, and extend lifesaving medical care. These exceptional services, in turn, help to protect property values, reduce the burden on taxpayers through reduced insurance rates, and make West Chester an attractive place to invest as a business.

More than \$23.7 million in infrastructure improvements are proposed in 2018 from the Roads Funds and TIF districts. Infrastructure investment is critical to residents who rely on the local roadway system and for corporate stakeholders who demand ease of access and location to increase profitability. Included in this \$23.7 million project list is \$12.0 million budgeted in TIF Funds for improvements to and beautification of the Union Centre Boulevard interchange. As the most significant profile entrance to West Chester's corporate community, it is critical to continually invest to maintain its functionality as traffic demands increase and to aesthetically transform it to remain relevant in a dynamic economic climate.

While public safety and infrastructure remain critical to West Chester's future as a leading edge community, it is also important West Chester be innovative in attracting the next generation of residents and entrepreneurs who are driven by the vibrancy, the experiences, and the aesthetics of a community.

Money Magazine also measures the experiential factor when determining its ranking of "America's Best Places to Live," assessing community aesthetics, amenities, and interactions with and among residents. Therefore, the deployment of resources to attributes more challenging to calculate must also be considered.

Unlike most communities on the Money Magazine list, West Chester doesn't offer mountain vistas, water views, centralized downtowns with historic roots, or moderate temperatures. West Chester's aesthetic and experiential appeal are driven by private investment, the interactions of our residents, and the responsible investment of public resources.

Investing in West Chester's public spaces and corridors and discovering opportunities to create energy and positive experiences will help propel the community to an even bolder combination of suburban livability and urban vitality and energy. In 2018, \$571,500 is proposed for projects and improvements related to enhancing the aesthetic and experience of those who live, work, and play in West Chester.

The majority of funding for these projects come from TIF and are, therefore, not a direct burden to residential taxpayers. These projects include improvements to parks, beautification of Township gateways, development of a pocket park for the Olde West Chester corridor, and enhancements to public buildings. The Township will also continue to partner with civic organizations to fund maintenance of these amenities where appropriate and to support and fund events and programming that inspire a sense of community and encourage tourism.

The 2018 Operational Budget offers, for Board of Trustees consideration, additions to West Chester's Connections, a system of pathways that link neighborhoods to business districts. Recent studies by the Pew Research Center report that 60.0% of Millennials want to live in

areas where they can be less dependent on a car, and a study by Goldman Sachs reveals Millennials are the most fitness focused generation in history.

To create a community of the future, responsive to the desires of the next generation, the significance of creating an aesthetically pleasing, active and passive space cannot be dismissed.

Moving forward, West Chester’s call to action must create opportunities; must capitalize and leverage assets; and must expend budget in a manner that strives to enhance West Chester’s competitiveness, marketability and sustainability, and that will differentiate us from other communities.

## Revenues

- The proposed 2018 Operational Budget continues to be responsive to the macro-economy and assumes indirect affects to revenue sources such as hotel tax, fuel tax, interest earned, property tax delinquencies, etc. as a result of economic conditions on the national level.

Revenue Source	2017 Actual	2018 Budget	% Difference
Fuel Tax	389,310	343,429	-11.8%
Motor Vehicle/License Tax	617,698	550,711	-10.8%
Hotel	1,140,121	900,000	-21.1%
Interest	1,416,949	329,610	-76.7%

- A recently updated value abstract issued by the Butler County Auditor’s Office demonstrates a 7.5% increase in property values in West Chester. An increase or decrease in property valuation does not necessarily translate into an increase or decrease in overall tax collections. However, remaining steadfast to West Chester’s budgetary practices of conservatively projecting revenues to account for a variety of possible outcomes, the 2018 Operational Budget projects a 0.0% increase from 2017 receipts in overall property tax collections.

The Butler County Auditor’s abstract demonstrates the greatest increase in property values in several years, and nearly returns West Chester to its peak valuations in 2009 (tax year 2008).

- The Local Government Fund (LGF) was a source of uncertainty during the Great Recession when the State was adjusting its support to Local Governments. The macro-economy has generally stabilized which influences and is the source of most revenues supporting the LGF. The Township projects 2018 receipts for the LGF at \$652,106, 28.1% less than received in 2017 \$907,100
- Although both GE Aviation buildings at Northpointe have been fully occupied and GE Aviation has been awarded several substantial contracts, West Chester will again project modest revenues from the JEDD for 2018, \$1,316,706 in all funds, which is 15.1% less than the \$1,550,050 received in 2017. In addition to the General Fund, JEDD revenue is

distributed to Police and Fire funds, accounting for property tax revenue not received due to the abatement of taxes on the property.

## Expenditures

Budget proposals for 2018 in all primary funds reflect growing demands for infrastructure improvements, replacement of aging equipment, investment in technology, thoughtful consideration of personnel needs and commitment to sustain the community's property valuation with added emphasis on quality of life amenities and aesthetics.

The budget proposal also takes into consideration some potential for transformation and flexibility with direction and influence from a newly elected Trustee and a newly named Administrator.

It is important to note, the 2018 Operational Budget does not represent individual expenditures or encumbrances, but rather is a detailed illustration of expected expenditures by account code assigned to specific budget priorities which are set by the Board of Trustees. Controls are in place to prevent funds from exceeding budgetary expenses and any individual purchase of more than \$2,500 is brought before the Board of Trustees for approval.

Through the 2018 budget process, West Chester continues to formulate more precisely and bring consistency and accountability to the largest Township expenditure – personnel. In order to meet the demands for exceptional service, personnel will always be the Township's largest expenditure, specifically in the areas of public safety and road maintenance. However, West Chester strives to operate as efficiently and as leanly as possible without compromising quality and delivery of services.

In 2017, the Board of Trustees adopted some outcomes of a months-long study of the Township's compensation treatments and other benefits provided to ensure West Chester maintains a quality workforce and attracts the most creative and qualified personnel to serve the community. These changes to wage treatments in all affected departments is reflected in the 2018 proposed budget.

The future will require continued discussion and creativity with regard to the Township's changing workforce dynamic. The Township's workforce continues to mature with longtime employees nearing retirement. This loss of institutional knowledge coupled with declining interest in public sector careers intensifies the competition for the best and brightest candidates. This phenomenon will require thoughtful and deliberate planning township wide to address.

### **The General Fund**

Proposed expenditures for the General Fund total approximately \$7.8 million. The General Fund includes activities from Administration, Community Development, Community Services, Finance, Information Technology, Parks and Senior Van.

In 2018, the General Fund continues to account for contributions to partnering organizations such as REDI Cincinnati, The Chamber Alliance of West Chester/Liberty, the National Voice of America Museum of Broadcasting, and possibly other civic organizations at the discretion of the Board of Trustees. These organizations contribute to the cultural fabric and economic vitality of the community which are essential attributes considered in “America’s Best Places to Live.”

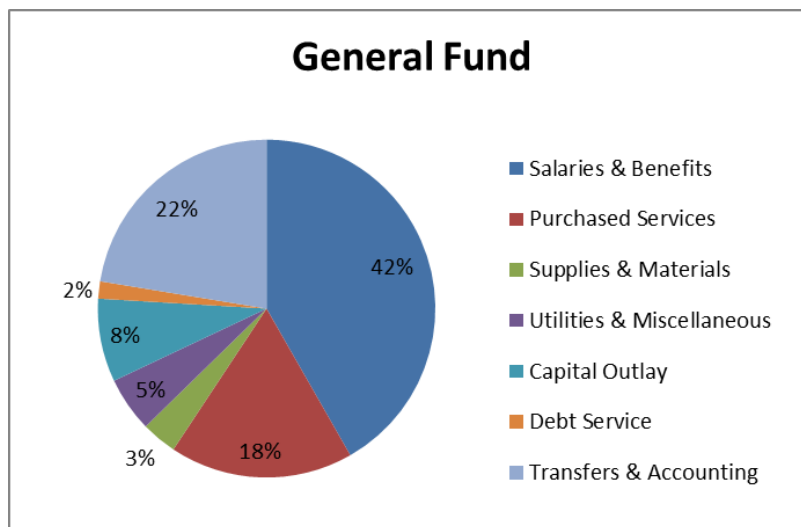
Budgeted expenses also reflect opportunities to enhance community aesthetics and vibrancy including entry signage on key corridors, enhancements to Township facilities, and improvements to community parks.

Once again, General Fund budgeted expenses are greater than projected revenues in order to continue addressing public infrastructure maintenance and other obligations. Projected expenses are within available resources.

Since 2009, the General Fund has supplemented the Roads Fund in order to effectuate greater infrastructure improvements. A direct transfer to roads has been demonstrated as an expense to the General Fund in each of these years and the \$1.5 million transfer is proposed in 2018 as well. In addition, a portion of interest earned on investments will continue to be received to the Sustainable Infrastructure Fund.

In 2018, West Chester will further invest in critical infrastructure, compounding on its already significant investment from the last several years. Quality infrastructure is imperative to the community’s success, and managing improvements and replacements before system failures has always been the goal in budgetary proposals and assigning General Fund supplements.

Personnel costs in the General Fund are impacted in 2018 as budget has been assigned for an Assistant Township Administrator position and a complete staff of three full-time positions in Human Resources.



**Some notable 2018 expenditures proposed for the General Fund include:**

- \$1.5 million transfer to Roads for infrastructure improvements;



- \$250,000 for a planned improvement to Fields Ertel Road in proximity to and benefitting the U.S. Route 42 corridor;
- \$190,000 to replace sprinkler piping and HVAC in the Administration Building;
- \$70,000 to refurbish existing basketball/tennis court area at Keehner Park.

## **The Roads and Maintenance Funds**

West Chester’s infrastructure and accessibility have positioned the community as the economic engine of the region and as one of “America’s Best Places to Live.”

Residents expect streets and infrastructure associated with streets to be in exceptional condition. Protecting residential property values through the resurfacing of residential streets and replacement of culverts and other features have been the result of the funding mechanisms put in place in 2009 to divert funds from the General Fund for this purpose.

West Chester’s successful local economy can be attributed mostly to its geographic location and to the investment of nearly \$320 million over the past two decades in public infrastructure making access to ideal corporate locations possible.

Successful TIF areas allow West Chester to invest in new projects such as the 2017 extension of Civic Centre Boulevard, and to reinvest in infrastructure such as Union Centre Boulevard and the interchange to ensure a competitive edge in economic development arenas.

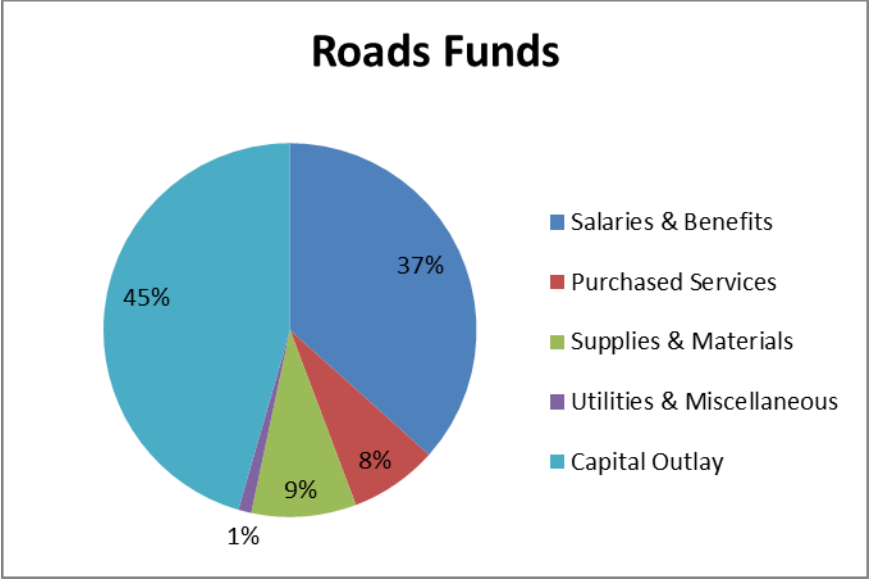
The Roads Funds 2018 proposed budgeted expenses of nearly \$4.9 million are 15.2% less than the \$5.8 million budgeted in 2017.

In 2018, the Roads Funds budget includes approximately \$1.9 million in infrastructure improvement, including culvert pipe repair/replacement, curb replacement and the application of slurry and new pavement. An additional \$750,000 from TIF will be allocated to repaving roads in the applicable TIF Districts in 2018.

As the community matures, it is critical to budget aggressively in order to improve each year as many road miles as possible. The majority of West Chester’s neighborhoods were developed generally at the same time, resulting in a critical mass of subdivision streets reaching life expectancy and requiring resurfacing concurrently. By using slurry to extend pavement life, West Chester has been able to prolong the useful life of the road system, minimizing the detrimental effect of extensive road failures in a single year. Inevitably, the more costly asphalt resurfacing will have to be achieved.

- It has been possible to effectuate more infrastructure improvements due to successful TIF districts; the General Fund’s commitment to supplement Roads’ funds beginning in 2009; and an expanded partnership with the Butler County Engineer’s Office.
  - The partnership with the BCEO has resulted in a savings to West Chester taxpayers of approximately \$2.8 million over the past six years; and the proposed 2018 partnership with the BCEO could save an estimated \$400,000 while addressing critical infrastructure improvements through shared services.





**Some notable expenditures proposed for the Roads’ Funds include:**

- \$2.7 million for the 2018 Infrastructure Program;
  - Paving approximately 9 miles of Township roads (\$900,000 from Roads Funds and \$750,000 from TIF)
  - \$150,000 for slurry seal of 2.5 miles of roadway

	Paving	Slurry	Total
2017	14.4 miles	5.2 miles	19.6 miles
2016	9.6 miles	7.5 miles	17.1 miles
2015	10.3 miles	9.6 miles	19.9 miles
2014	10.3 miles	7.0 miles	17.3 miles
2013	8.2 miles	7.0 miles	15.2 miles

- \$300,000 for repair/replacement of culverts and pipes
- \$550,000 for curb replacement
- \$140,000 for replacement of 1997 salt truck;
- \$60,000 for replacement of 2007 Cimline Machine used for applying crack seal to roads; and
- \$45,000 for replacement of a dump truck equipped for snow removal.

**The Police Fund**

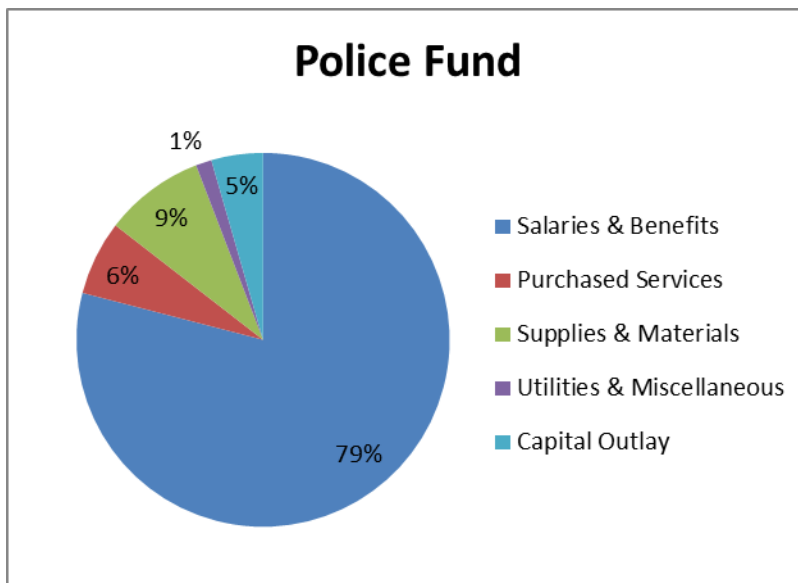
The Police Fund proposed budgeted expenses for 2018 are \$16.2 million, 6.5% more than 2017 budget.

Over the last several years, the police department has been consistently and actively working to maintain costs by altering operations, deploying technology, and addressing personnel costs to ensure longevity of the voter approved 2010 police levy.

Personnel costs make up the largest expenditure category in the police department, approximately 79.0% including the Police Fund's share of emergency communications dispatch costs. The 2018 proposed budget takes into consideration the addition of a Police Tech to manage Officer-Worn Cameras and related technology; a Police Department Records Division staff of two fulltime clerks and two part-time clerks; and salary increases for contract employees.

The police department is also anticipating increased legal fees in 2018 due to contract negotiations and the implementation of officer-worn cameras into operations.

Only safe communities with low crime can qualify as one of "America's Best Places to Live." The 2018 police budget maintains a proven approach of intelligence-led policing, using technology to deploy resources and as a tool for crime prevention.



**Some notable expenditures for the Police Fund include:**

- \$550,000 technology upgrade to public safety system including a consultant (the total cost of \$1.1 million is being shared by Police and Fire and EMS);
- \$450,000 for vehicle replacements;
- \$96,500 for purchases related to community education, officer safety and crime prevention;
- \$61,500 for purchases related to traffic safety and auto crash investigations;
- \$60,000 for radio replacements; and
- \$12,000 for replacement of a police canine.

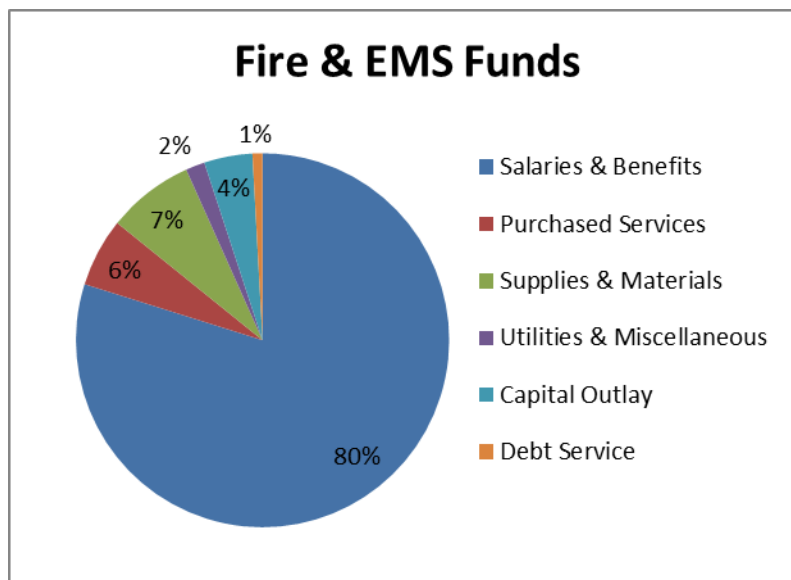
## The Fire and EMS Funds

The West Chester Fire Department equally plays a key role in the level of public safety services enjoyed by the residents and businesses of West Chester, and in the community's standing as one of "America's Best Places to Live." The quick response of a well-trained professional fire department attributes to lower insurance rates for those who live and operate businesses in West Chester and, more importantly, provides the critical, first-line emergency medical response that saves lives.

The fire department also impacts the cost of living for Township residents by continuing to operate effectively under a levy last approved by voters in 2006. The unrealized expense of an additional fire station in the community and the judicious use of levy funds to extend levy life have limited burden to taxpayers. West Chester continues to monitor the demand for a sixth, or a repurposed, fire station.

The Fire and EMS Funds' proposed budgeted expenses for 2018 are \$15.3 million. This represents a 1.8% decrease from the \$15.5 million 2017 budget.

Similar to police, the Fire and EMS Funds are primarily impacted by personnel costs, accounting for 79.8% of the budget and including the Fire Fund's share of emergency communications dispatch costs. In 2018, consideration is given to reducing the complement of part-time personnel in lieu of increasing the full-time career complement. This staffing adjustment is expected to reduce staffing turnover and allow the department to better maintain services to the public with only minor impact to salaries and benefits.



### Some notable 2018 expenditures proposed for the Fire and EMS Funds include:

- \$550,000 technology upgrade to public safety system including a consultant (the total cost of \$1.1 million is being shared by Police and Fire and EMS);
- \$250,000 to replace a 2007 Paramedic Unit;
- \$80,000 to purchase replacement turnout gear for firefighters;

- \$72,000 for replacement of 10 existing portable radios, if necessary; and
- \$45,000 to purchase fire station security system to provide electronic entry and monitoring

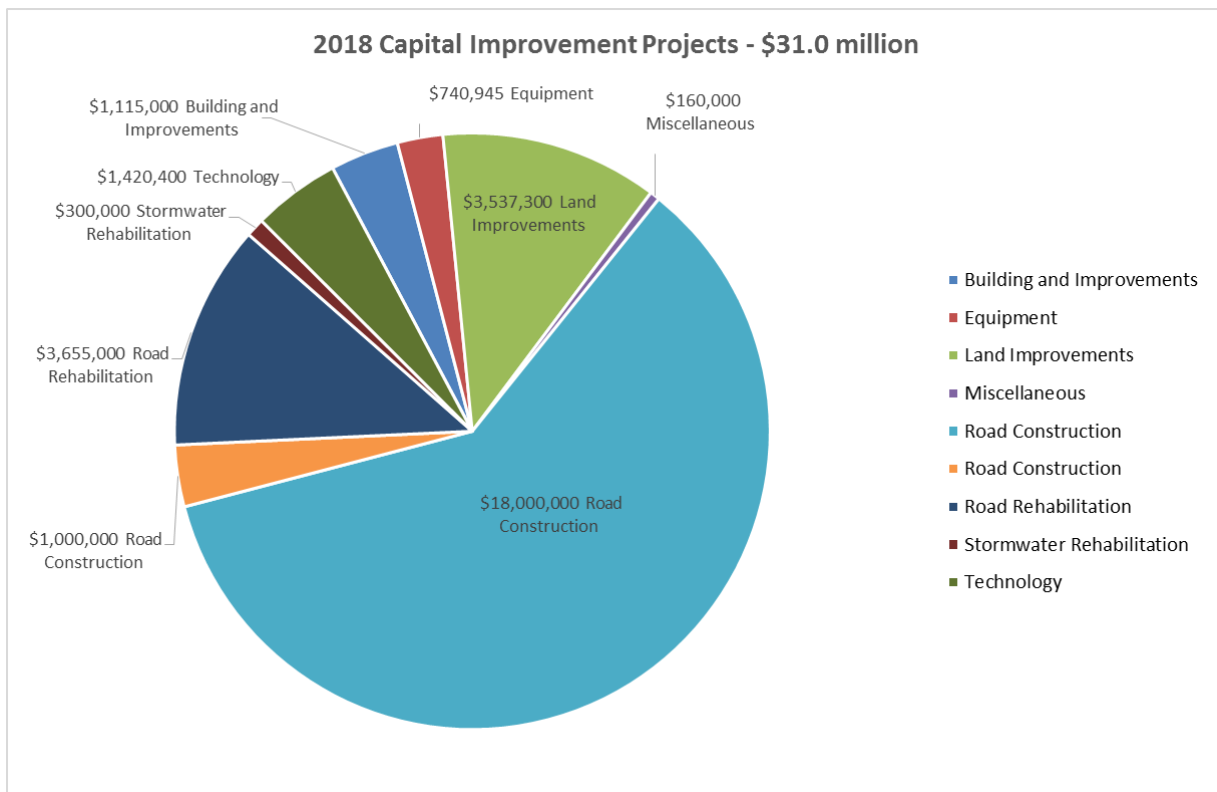
In 2018, the proposed budget for Emergency Communications (dispatch) is \$1.7 million, a 6.7% increase from 2017 budget. The cost of operations for Emergency Communications is shared by police and fire levy funds.

## Capital Improvement Plan

The Capital Improvement Plan (CIP), presented as part of the operational budget, demonstrates annual capital projects and expenditures, and more importantly is a budgetary mechanism to plan and save for large capital expenses anticipated during the next five years.

The CIP outlines the Township’s needs in the areas of infrastructure, property and facilities, equipment, vehicles, technology, and purchases greater than \$3,500 with a useful life exceeding one year.

While the operational budget does not include consideration of expenses or revenues associated with TIF Funds, expenses attributed to this revenue source are included in the CIP. For 2018, nearly \$25.1 million or 81.0% of the \$30.9 million budgeted for the 2018 CIP projects are funded from tax increment financing. TIF money can only be used for eligible infrastructure projects within defined areas. These projects bring value to the residents and businesses of the community without burdening the residential taxpayer. TIF funds are generated by the increased value of corporate investment in the community within defined areas.



### Some notable 2018 expenditures proposed for TIF Funds include:

- \$12.0 million for improvements to the Union Centre Boulevard and I-75 interchange, including constructing additional southbound storage lane, reconfiguring lanes on the overpass and entrance and exit ramps, and enhancing aesthetic improvements as an entryway for the community;
- \$3.0 million to widen Allen Road from Union Centre Boulevard to Muhlhauser adding sidewalks on both sides;
- \$3.0 million for Windisch Road widening to improve traffic capacity from Allen to Crescentville;
- \$1.0 million for two street lighting projects along Union Centre Boulevard: one from I-75 to Cincinnati-Dayton Road and the other from Beckett Road to State Route 747;
- \$1.0 million for possible road improvements at State Route SR747 near Brate Farm related to development opportunities
- \$1.0 million for construction of the Becket Road and Smith Road Roundabout which is expected to begin in the first quarter of 2018
- \$500,000 is budgeted to redevelop the southeast corner of Cincinnati-Dayton and Station Roads to integrate a community amenity in Olde West Chester;
- \$500,000 to install irrigation and landscaping medians on Union Centre Boulevard east of I-75, beautifying the east entry to the community;
- \$300,000 for replacement of the Muhlhauser Barn deck;
- \$250,000 to upgrade and improve entrance and security features at the entrance to the Safety Services Center; and
- \$250,000 for irrigation at the Union Centre Boulevard I-75 west ramp as part of the improvements to the Union Centre Boulevard and I-75 interchange.

From eligible TIF funds, the Board of Trustees may also consider \$1.8 million for the development of Connections Pathways. The proposed Connections expansion includes two projects: \$800,000 to construct a path along the north side of Smith Road from just east of State Route 747 to Beckett Ridge Boulevard, and extension of that path north along the west side of Beckett Road from Smith Road to south of Tylersville Road.

Although some of the CIP projects proposed to be funded by TIF are not for core or essential services, the 2018 Operational Budget overall emphasizes and requests the consideration for aesthetic and quality of life amenities without sacrificing the exceptional services the community demands.

The critical services and the discernable amenities together solidify West Chester as one of “America’s Best Places to Live” and position West Chester as a leading edge community for the next generation.



## 2018 Operational Budget

General Fund	Admin	Personnel Services	\$ 1,668,678
		General Operations	\$ 1,462,982
		Capital Improvement	\$ 512,300
		Debt Service	\$ 128,500
		Transfers & Accounting	\$ 1,750,000
	<b>Admin Total</b>		<b>\$ 5,522,460</b>
	Parks	Personnel Services	\$ 340,916
		General Operations	\$ 290,434
		Capital Improvement	\$ 105,000
	<b>Parks Total</b>		<b>\$ 736,350</b>
Other	General Operations	\$ 32,850	
	Capital Improvement	\$ 5,000	
<b>Other Total</b>		<b>\$ 37,850</b>	
Departments	Personnel Services	\$ 1,248,635	
	General Operations	\$ 262,705	
	Capital Improvement	\$ -	
	Transfers & Accounting	\$ -	
<b>Departments Total</b>		<b>\$ 1,511,340</b>	
<b>General Fund Total</b>			<b>\$ 7,808,000</b>
Roads	Township Motor Vehicle Tax	General Operations	\$ 484,251
		Capital Improvement	\$ 80,000
		Transfers & Accounting	\$ -
	<b>Township Motor Vehicle Tax Total</b>		<b>\$ 564,251</b>
	State Motor Vehicle Tax	General Operations	\$ 56,040
		Capital Improvement	\$ -
		Transfers & Accounting	\$ -
	<b>State Motor Vehicle Tax Total</b>		<b>\$ 56,040</b>
	Gasoline Tax	General Operations	\$ 296,161
		Capital Improvement	\$ 535,000
Transfers & Accounting		\$ -	
<b>Gasoline Tax Total</b>		<b>\$ 831,161</b>	
Road and Bridge	Personnel Services	\$ 1,781,472	
	General Operations	\$ 31,500	
	Capital Improvement	\$ 1,600,000	
	Transfers & Accounting	\$ -	
<b>Road and Bridge Total</b>		<b>\$ 3,412,972</b>	
<b>Roads Total</b>			<b>\$ 4,864,424</b>

Cemetery	Cemetery	Personnel Services	\$ 269,665
		General Operations	\$ 50,606
		Capital Improvement	
		Transfers & Accounting	\$ 5,000
Cemetery Total			\$ 325,271
Cemetery Total			\$ 325,271
IMM&M	IMM&M	Personnel Services	\$ 341,593
		General Operations	\$ 155,555
		Capital Improvement	\$ 200,000
		Debt Service	\$ 86,888
		Transfers & Accounting	
IMM&M Total			\$ 784,036
IMM&M Total			\$ 784,036
Police	Police	Personnel Services	\$ 12,813,553
		General Operations	\$ 2,672,618
		Capital Improvement	\$ 725,500
		Transfers & Accounting	
Police Total			\$ 16,211,671
Police Total			\$ 16,211,671
Fire	Fire	Personnel Services	\$ 11,856,955
		General Operations	\$ 1,455,402
		Capital Improvement	\$ 382,445
		Debt Service	\$ 132,787
		Transfers & Accounting	\$ -
Fire Total			\$ 13,827,589
	EMS	Personnel Services	\$ 363,407
		General Operations	\$ 855,575
		Capital Improvement	\$ 258,000
		Transfers & Accounting	
EMS Total			\$ 1,476,982
Fire Total			\$ 15,304,571
Grand Total			\$ 45,297,973





# Budget Work Session

## 2018 Operational Budget

General Fund

Roads & Maintenance Funds

Police Fund

Fire and EMS Funds





# Budget Work Session

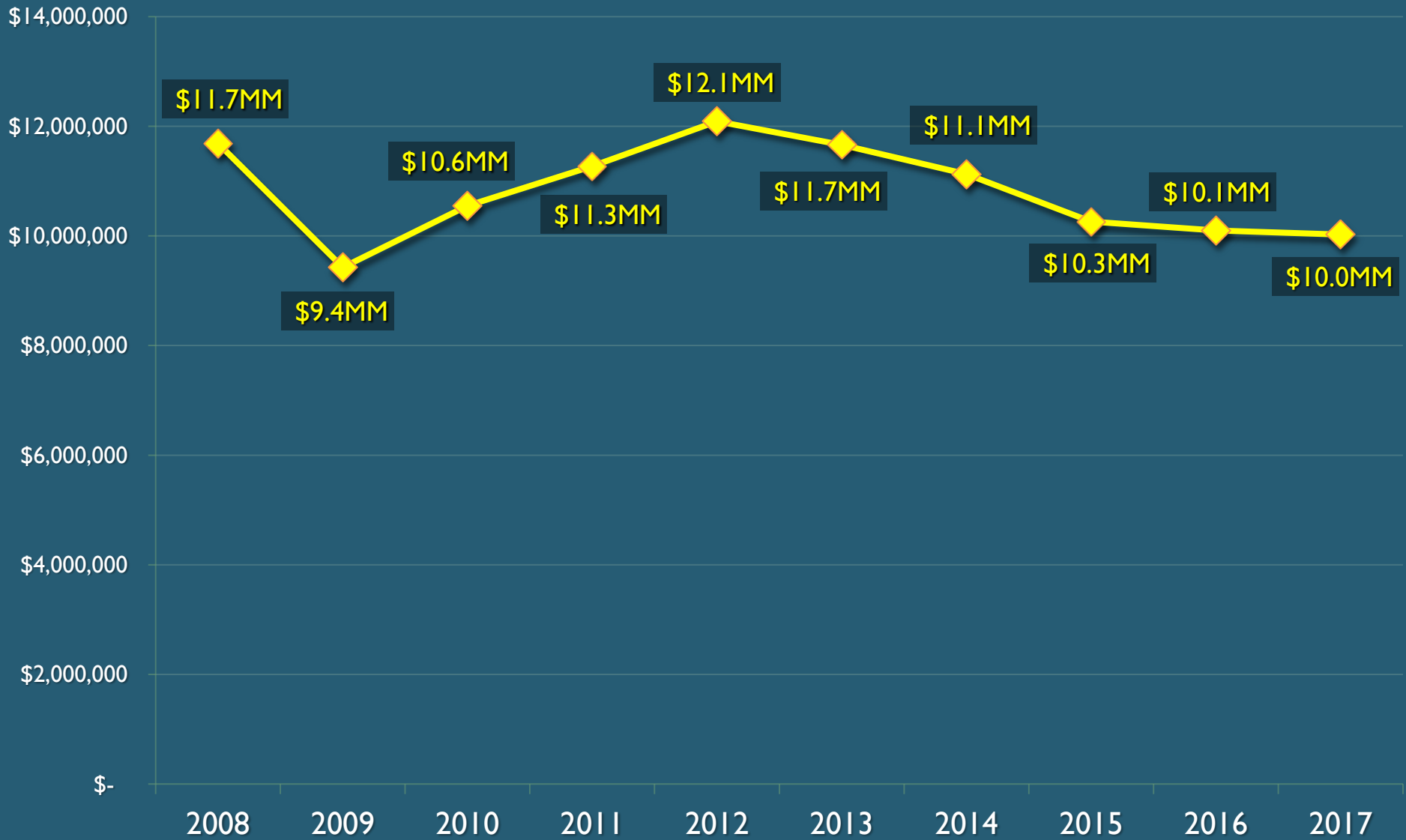
2018 Operational Budget

General Fund



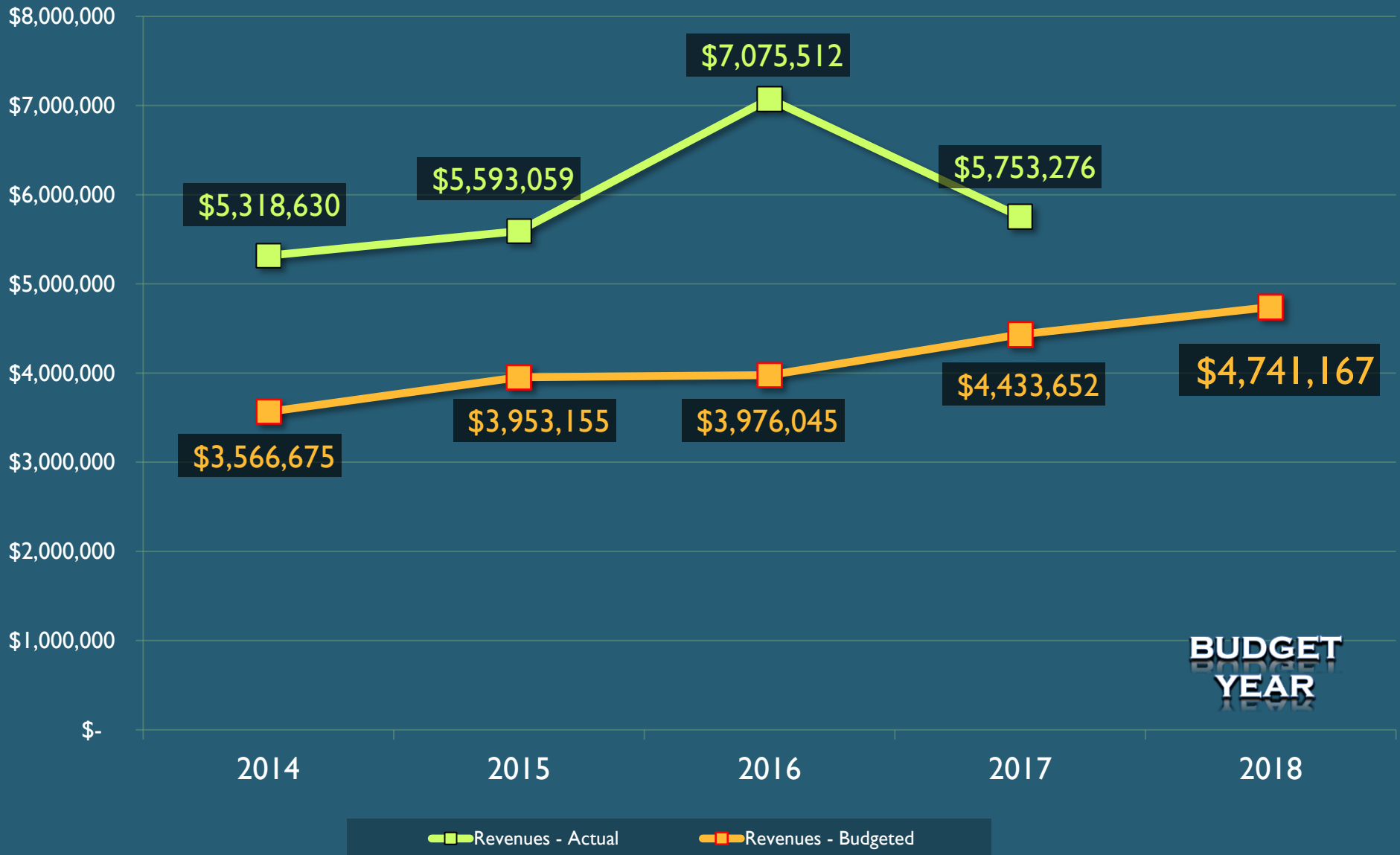


# 2018 Operational Budget General Fund Carryover



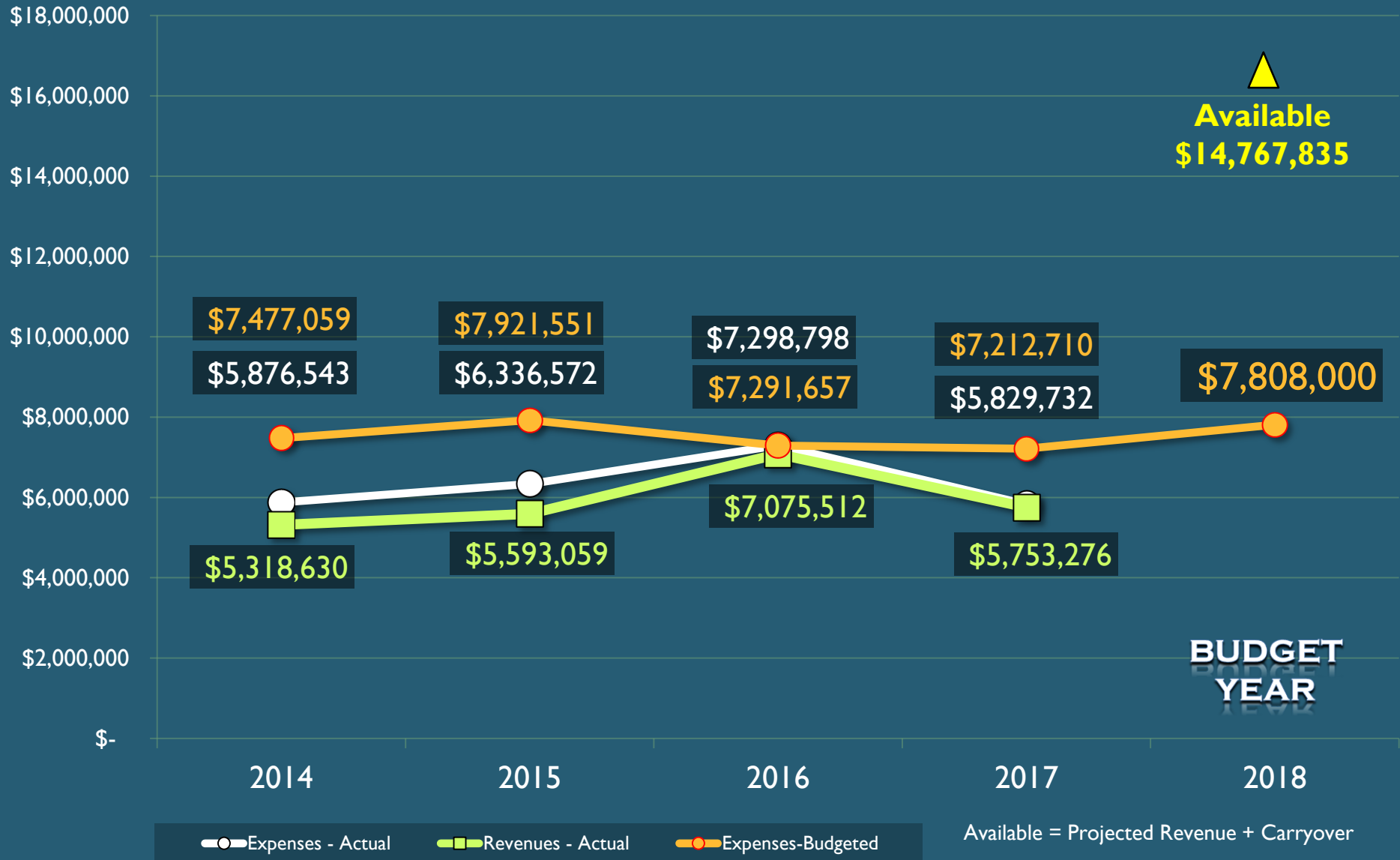


# 2018 Operational Budget General Fund Revenues





# 2018 Operational Budget General Fund Revenues & Expenditures





# General Fund

## 2018 Budget Highlights

- **\$250,000 for improvements to Fields Ertel Road, benefitting U.S. Route 42 corridor**
- **\$190,000 for sprinkler pipe and HVAC improvement at the Administration Building**
- **\$70,000 to refurbish basketball/tennis courts at Keehner Park**
- **\$1.5 million transfer to Roads Fund**







# Budget Work Session

2018 Operational Budget

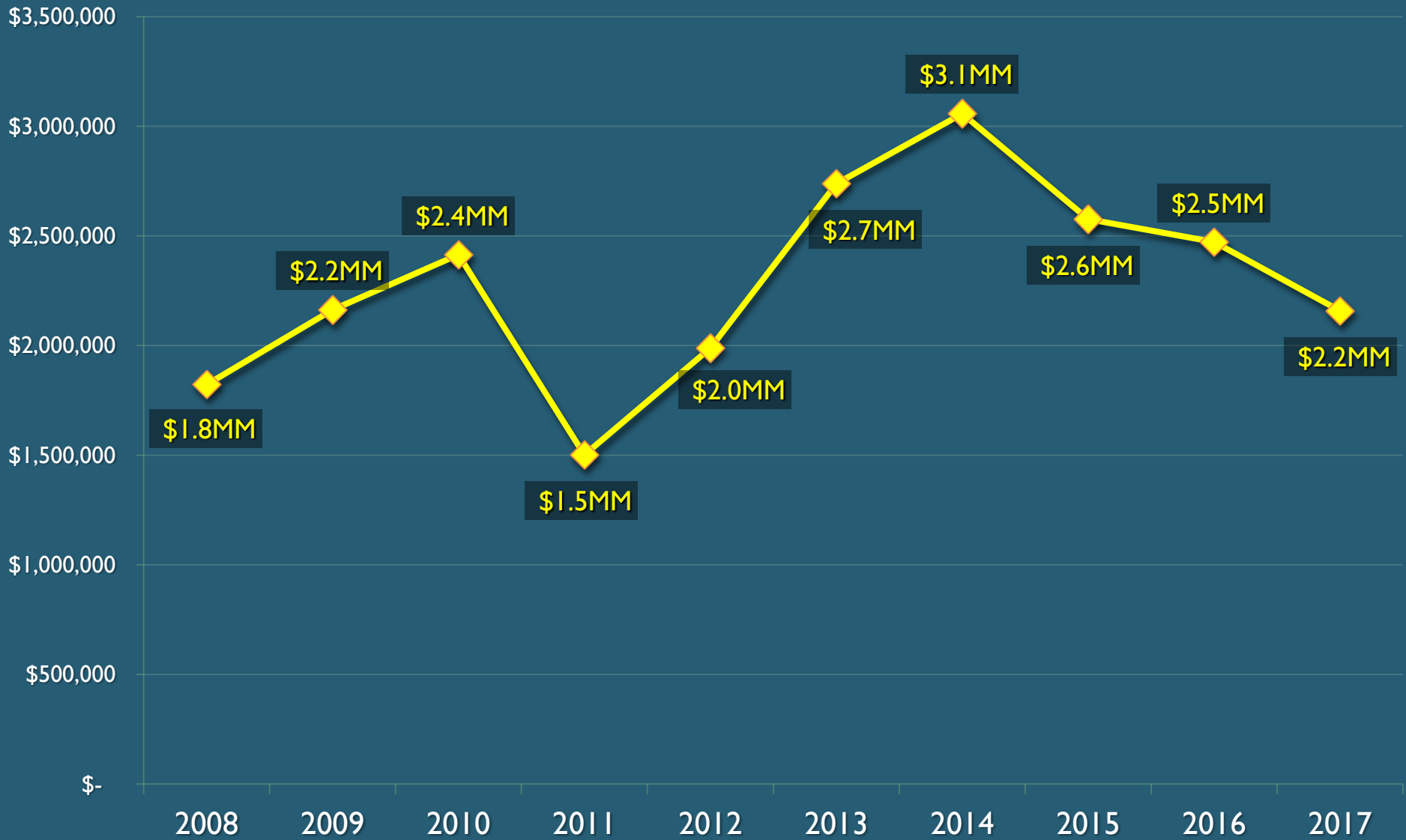
Roads & Maintenance  
Funds





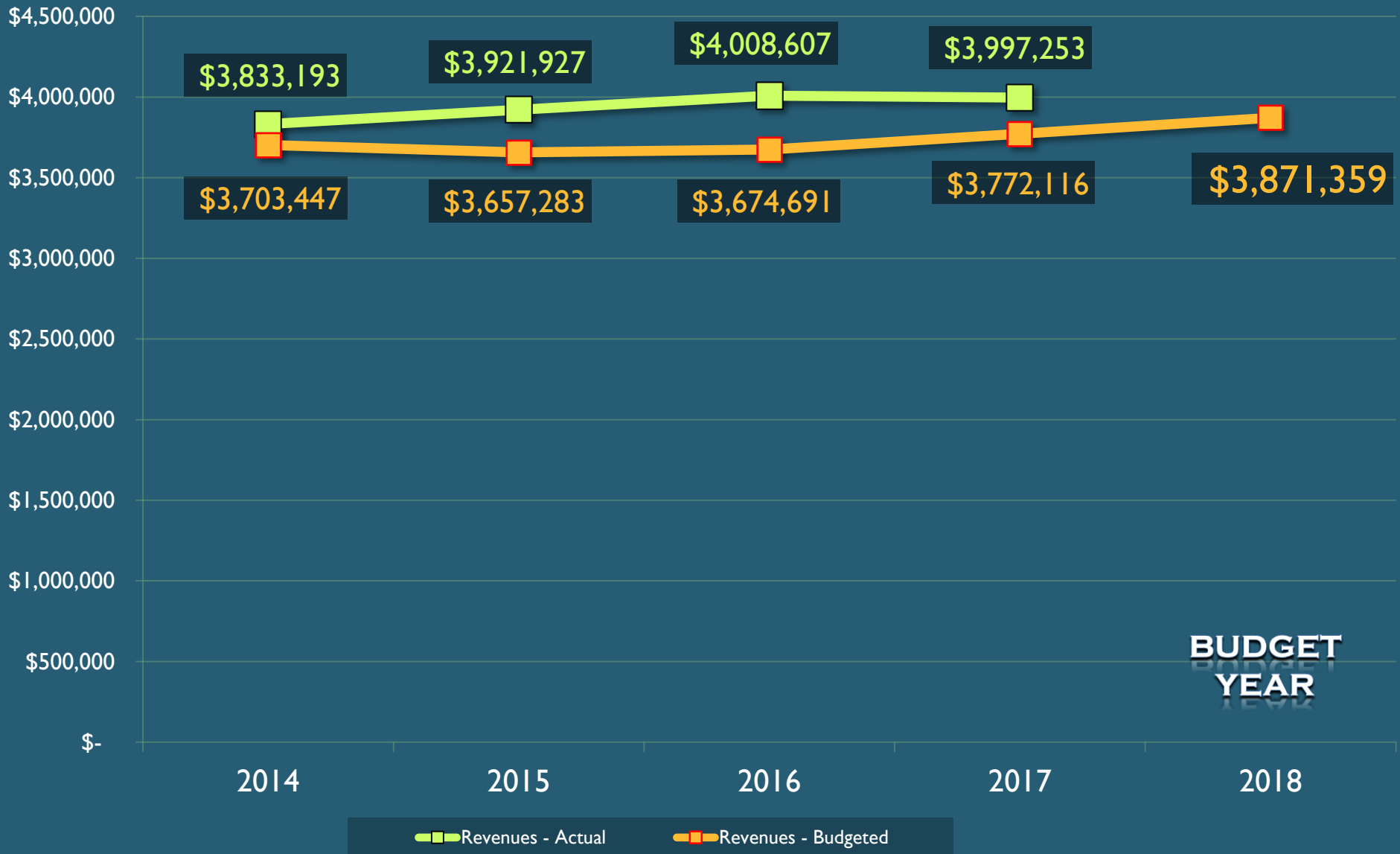


# 2018 Operational Budget Roads Carryover



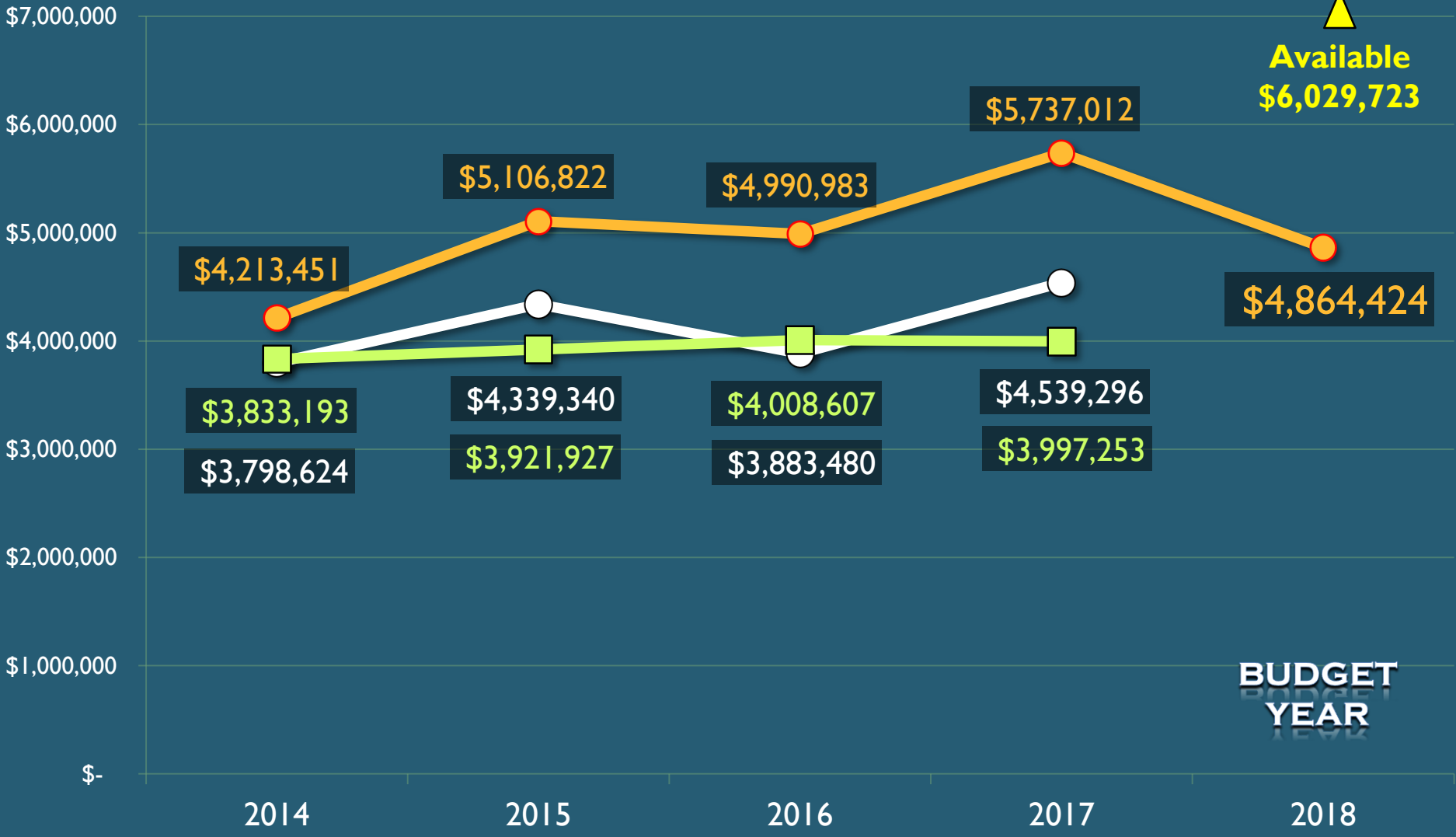


# 2018 Operational Budget Roads Revenues





2018 Operational Budget  
**Roads**  
**Revenues & Expenditures**



**BUDGET  
 YEAR**



# Roads and Maintenance

## 2018 Infrastructure Improvement Program

***\$2.7 million investment***

- **Culvert Pipe:** 12 sections
- **Concrete Curb:** 12,000 lineal ft.
- **Asphalt Paving:** 8.96 miles
- **Blackmat (Slurry) Sealcoat:** 2.5 miles

\* Based upon early cost estimates from BCEO





# Roads and Maintenance

## 2018 Budget Highlights

- **\$150,000 for purchase of road salt**
- **\$140,000 for replacement of a 1997 salt truck**
- **\$60,000 for replacement of a 2007 CimLine machine used for applying crack seal**
- **\$60,000 for service tech van**
- **\$45,000 for replacement of a one-ton dump truck**
- **\$30,000 for replacement of a pickup truck**







# Budget Work Session

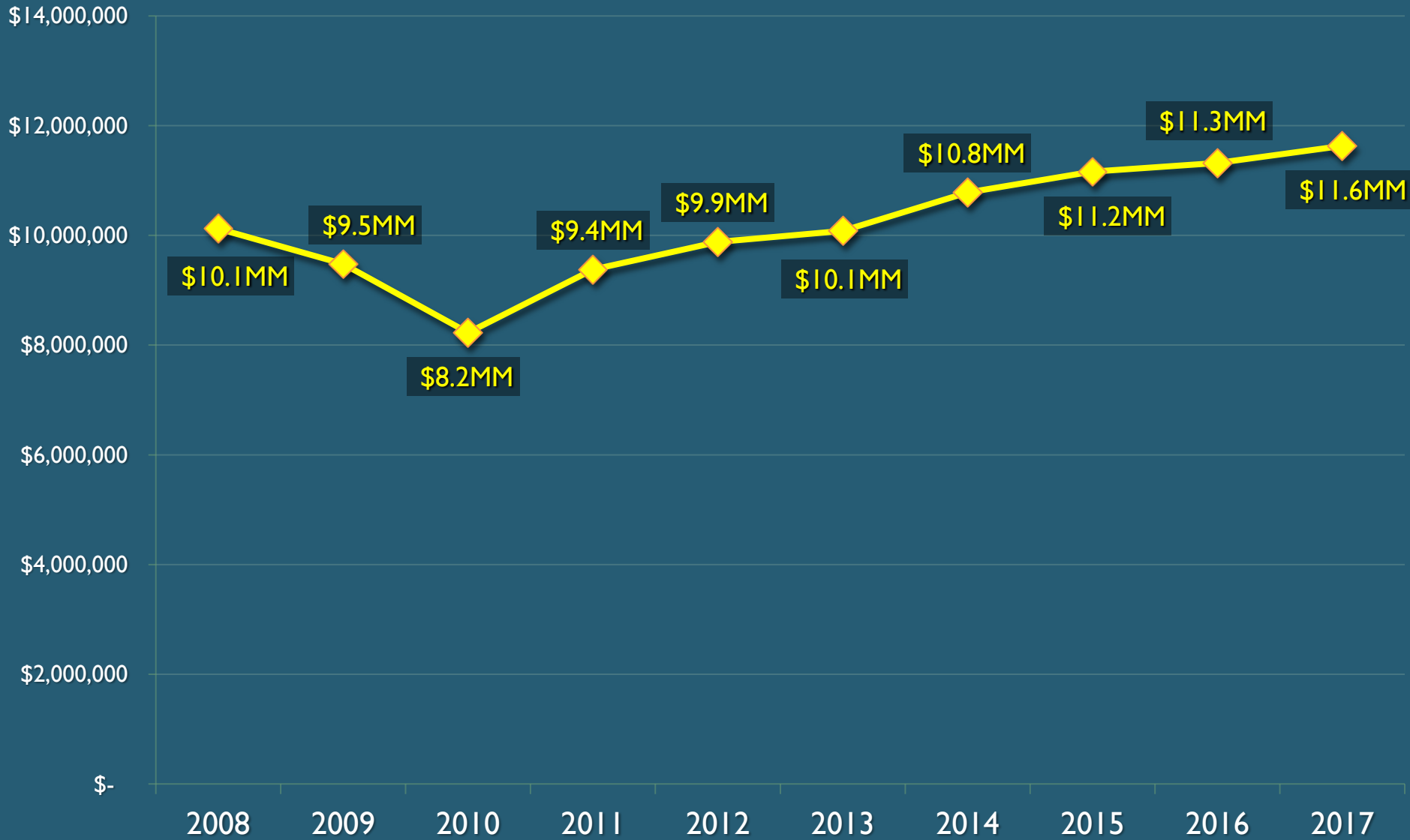
2018 Operational Budget

Police Fund





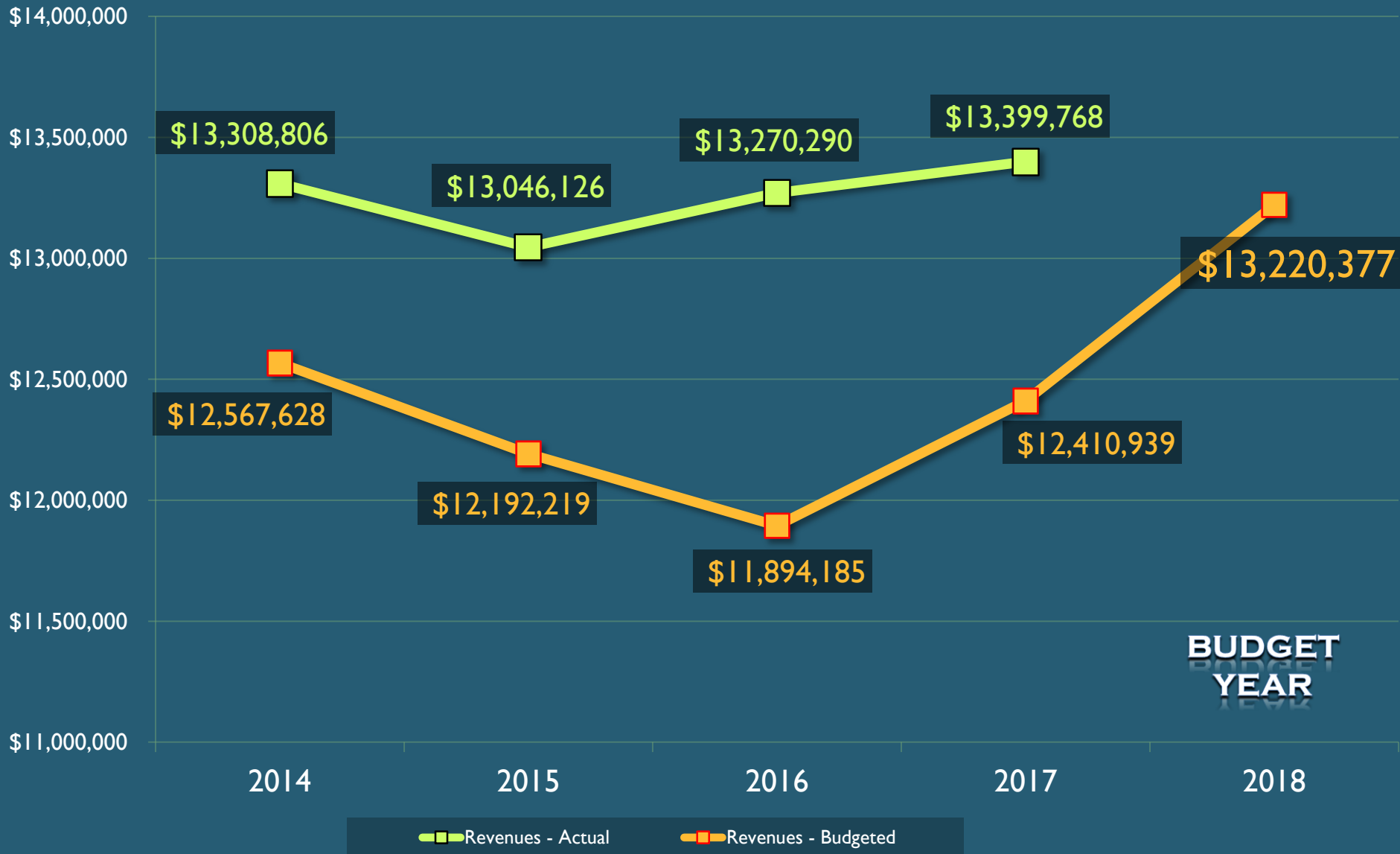
# 2018 Operational Budget Police Carryover





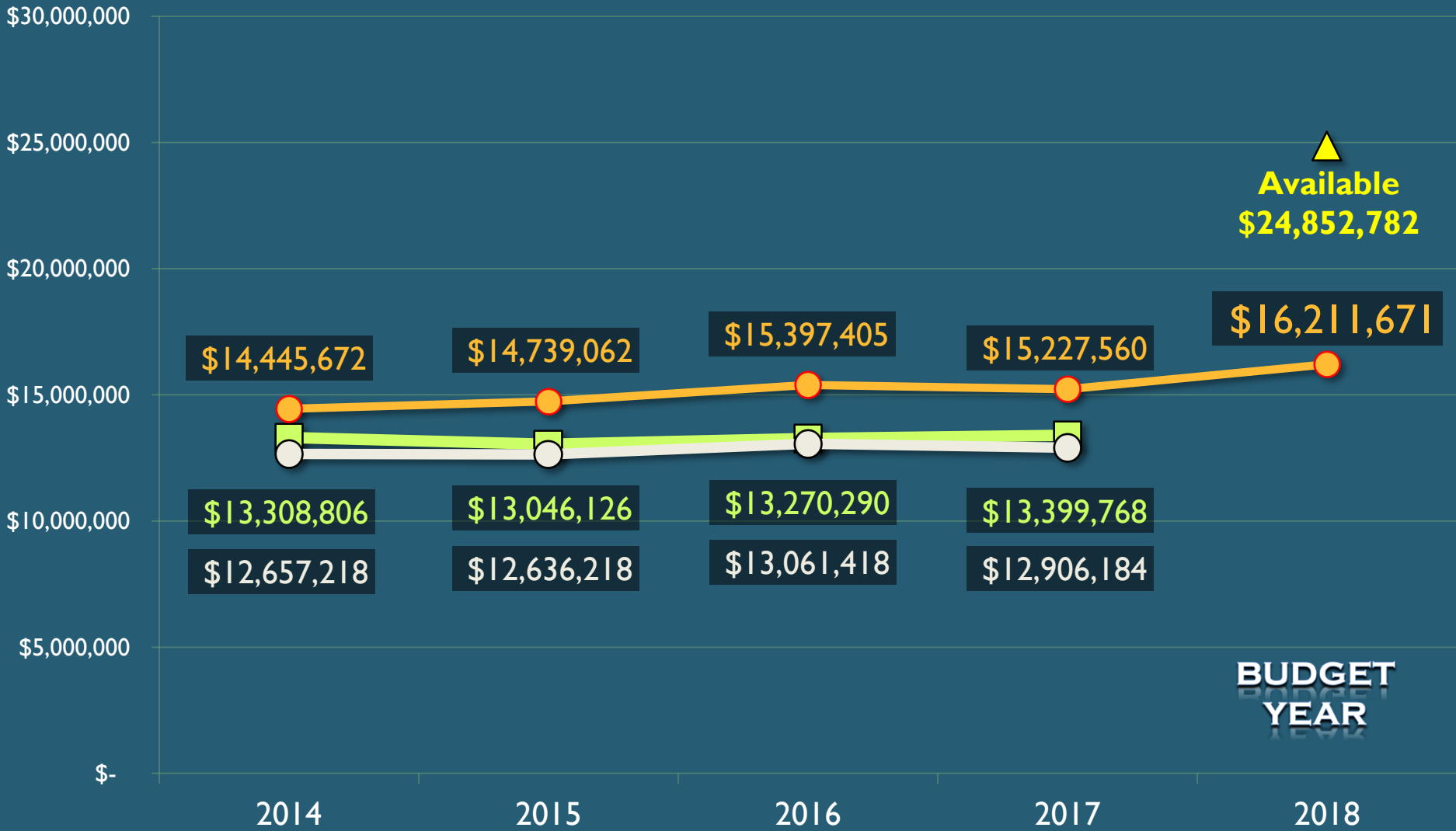


# 2018 Operational Budget Police Revenues





2018 Operational Budget  
**Police**  
**Revenue & Expenditures**



**BUDGET YEAR**

■ Revenues - Actual    
 ● Expenses - Actual    
 ● Expenses - Budgeted

Available = Projected Revenue + Carryover



# Police Department

## 2018 Budget Highlights

- \$550,000 for technology upgrade
- \$450,000 for vehicle replacement
- \$96,500 for community outreach, officer safety & crime prevention
- \$61,500 to aid traffic safety & crash investigations
- \$60,000 for radio replacements if necessary
- \$25,000 for police K-9





# Police Department

## 2017 Outreach & Data

### **Calls for Service: 47,767 (10% increase)**

- **Theft from Autos: 304 (8% decrease)**
- **Part I Crimes: 1,394 (2.5% decrease)**
- **Part II Crimes: 2,468 (6% increase)**



### **22,000 people reached through prevention & education programming**

- **ALICE training**
- **Neighborhood Watch**
- **Child ID programs**
- **School education forums**
- **Self defense classes**
- **2 CPA classes (36 people)**





# Budget Work Session

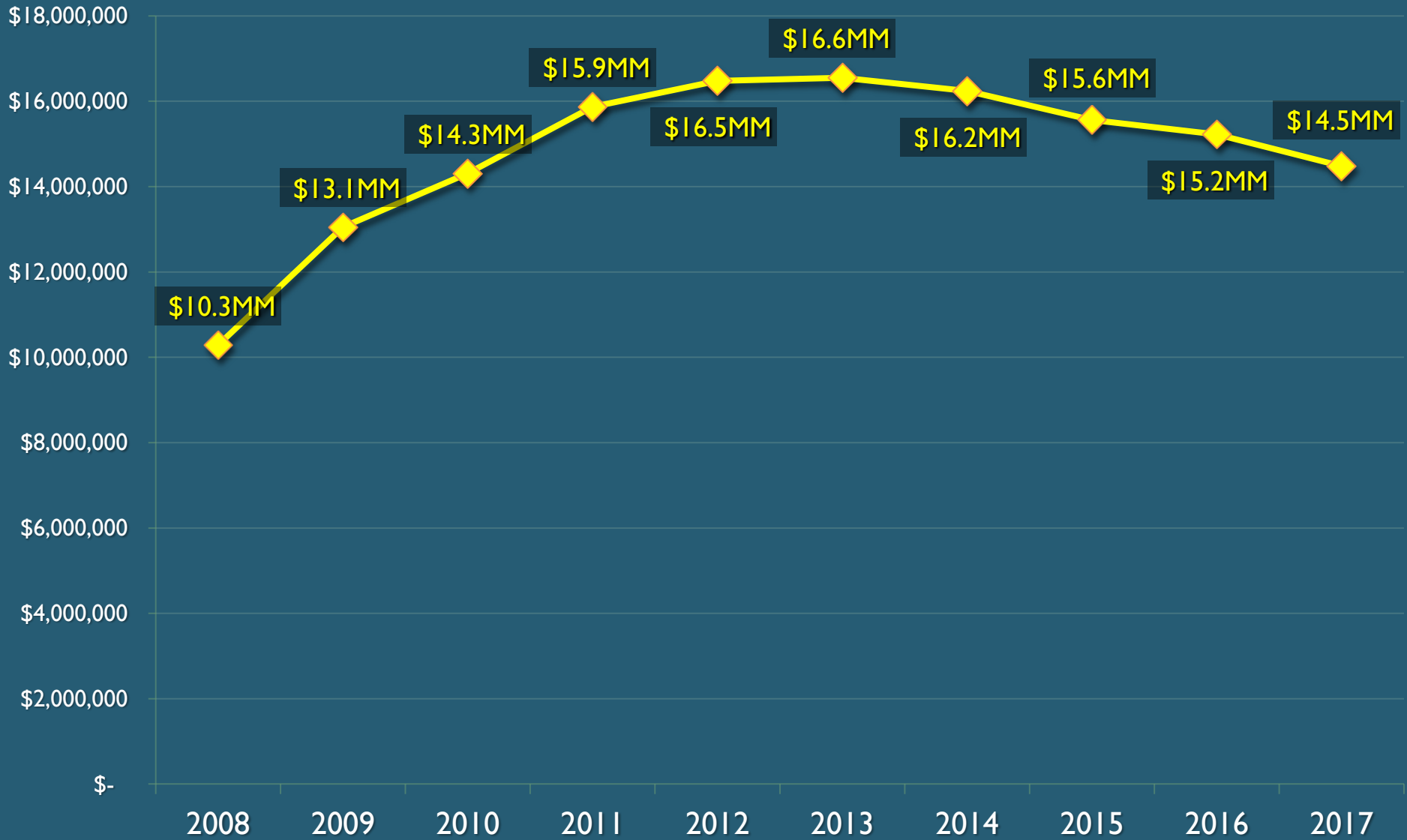
2018 Operational Budget

Fire and EMS Funds



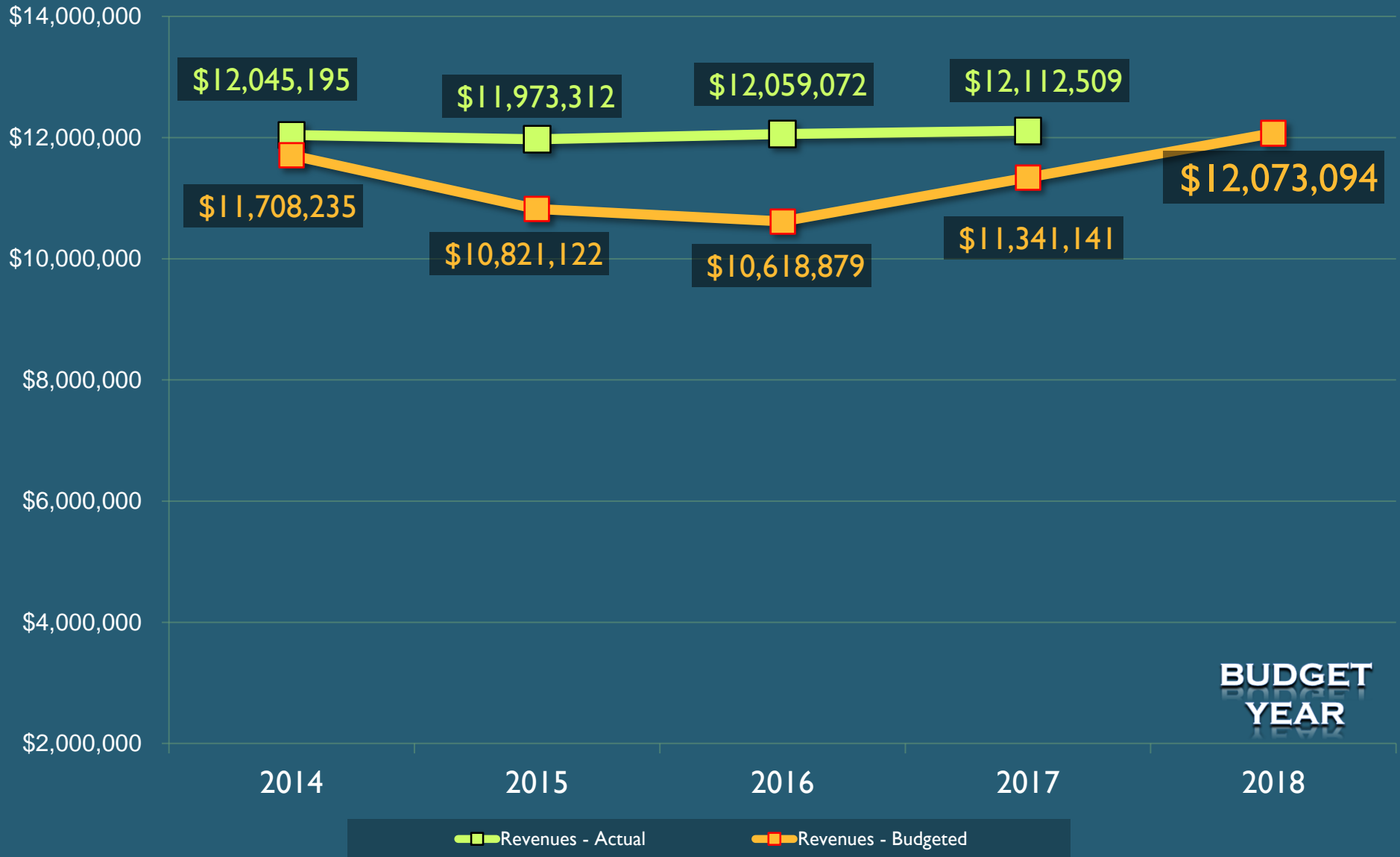


# 2018 Operational Budget Fire & EMS Carryover





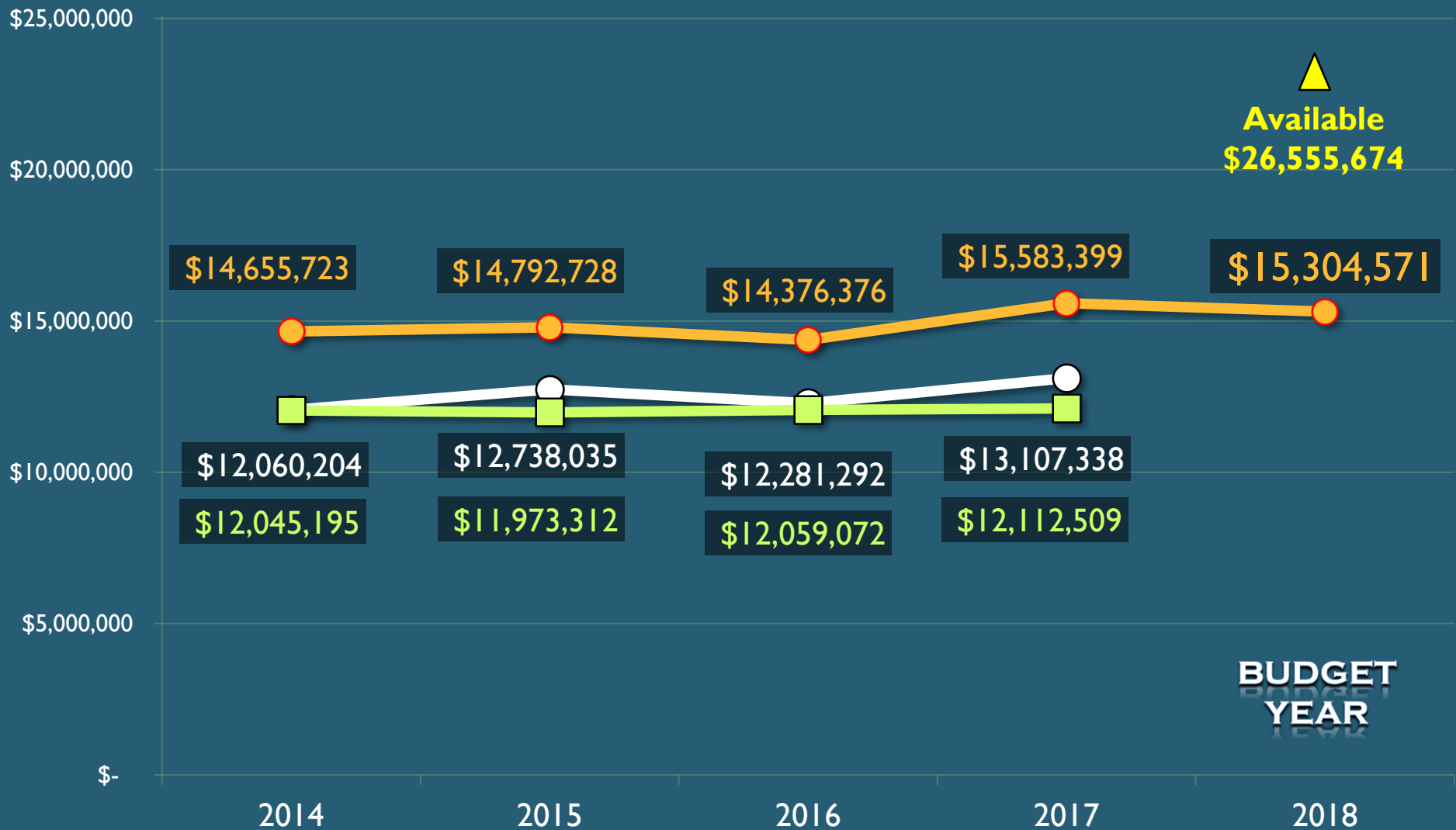
# 2018 Operational Budget Fire & EMS Revenues







2018 Operational Budget  
**Fire & EMS**  
**Revenues & Expenditures**



●—○ Expenses - Actual
■—■ Revenues - Actual
●—○ Expenses - Budgeted

Available = Projected Revenue + Carryover



# Fire Department

## 2018 Budget Highlights

- **\$550,000 for technology upgrade**
- **\$250,000 to replace 2007 Paramedic Unit**
- **\$80,000 to replace turnout gear**
- **\$72,000 to replace radios if necessary**
- **\$45,000 to purchase fire station security system**





# Fire Department

## 2017 Outreach & Data

**Value of Property Affected:  
\$2,972,561,445**

- Property loss: \$1,772,853
- Property protected:  
\$2,970,788,592 (99.9%)

**7.14% increase in calls for service**

- 2,036 fire calls (10.5% increase)
- 4,644 EMS calls (5.8% increase)

**Fire Prevention & Code Enforcement**

- 3,224 fire safety inspections
- 1,000 re-inspections
- 536 plan reviews for fire safety





# Budget Work Session

## 2018 Operational Budget

General Fund

Roads & Maintenance Funds

Police Fund

Fire and EMS Funds

