

**Record of Proceedings:  
West Chester Township Board of Trustees  
Work Session - 2018 Operational Budget**

**January 16, 2018**

Convene: President Wong convened the meeting at 5:04 p.m.

Roll Call: Mr. Wong, Mrs. Becker, and Mr. Welch responded.

Pledge of Allegiance: repeated by those present.

**FISCAL OFFICER'S NOTE: Much of the following minutes have been excerpted from a prepared outline compiled for the 2018 Operational Budget Work Session. A PowerPoint slide program supplemented the narrative and is available upon request.)**

Mr. Wong turned the work session over to Mr. Fronk.

**Township Administrator Larry Fronk:**

Mr. Fronk said 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". He highlighted ...

- 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.
- Staff has worked diligently over the past several months to assemble an operational budget proposal that is focused on keeping the West Chester economy strong by investing in infrastructure; promoting development and retaining a marketable workforce; and preserving property values by encouraging property maintenance and livability.
- The 2018 proposed expenditures for the 10 operational budget funds total \$45.3 million, an increase from 2017 budgeted expenses of \$44.8 million. This represents a 1.2% increase from 2017.
- 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.
- 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 over \$2,500 must be brought before the Board of Trustees for approval.
- Permanent appropriations is the Township's official budget reflecting each of the Township's funds and its capacity to spend.
- Lastly, the operational budget as presented is fiscally responsible and expenditures remain well within the Township's financial capacity, maintaining carryover to meet future needs.

Regarding revenues, Mr. Fronk noted:



Senior Van. The General Fund ended 2017 with a carryover of \$10 million. The carryover has remained resilient despite transfers from the General Fund to the Roads fund beginning in 2009 to keep up with infrastructure demands. The carryover remains well above the \$6 million minimum and the General Fund should be able to continue its support of the Roads fund for several more years.

Revenues in the General Fund have remained between \$5.3 million and about \$6.0 million in recent years.

- 2016 being an anomaly; refunding of Various Purpose Bonds made revenues for that year appear significantly greater than other years. Without the refunding of these bonds and the Capstone Project, revenues to the General Fund would have been just more than \$5.9 million. Mr. Keim termed this is an anomaly and is also reflected in 2016 expenses.
- Revenues of \$4.7 million are projected for receipt in 2018. This is \$1 million less than receipted in 2017 – again not due to an anticipated specific change to our revenue stream, but as a result of West Chester’s conservative approach to projecting revenues mindful of the larger economy.

Actual General Fund expenditures in 2017 were significantly less than budgeted due to some unrealized projects that will again be considered in 2018. 2018 budgeted expenses in the General Fund are \$7.8 million. Available resources reflect the carryover plus projected 2018 revenue. Consequently, expenditures are well within available resources.

General Fund budgeted expenses are greater than projected revenues and include:

- transfer to Roads Funds to continue addressing public infrastructure maintenance;
- Accommodating salary for a potential assistant Township Administrator, and a fully staffed HR department.

Mr. Keim then referred to Mr. Fronk to present more detail about the General Fund expenses for 2018.

**Township Administrator Larry Fronk:**

Mr. Fronk presented some highlights of the 2018 General Fund Expenses:

- The General Fund accounts 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.”

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

- \$250,000 for improvements to Fields Ertel Road in proximity to and benefitting the U.S. Route 42 corridor. This project is a partnership with the City of Sharonville and the Butler County Engineer’s Office. The project will be bid in 2018. (Total project cost \$2.4 million)
- \$190,000 for HVAC and sprinkler pipe improvements in the Administration Building
- \$70,000 to refurbish the basketball/tennis courts at Keehner Park



- Slurry has proven to work well on older streets which have little traffic and exhibit minimal deterioration
- Slurry works best when applied to streets with an OCI (Overall Condition Index) rating of 75-85
- Slurry is lasting 7-10 years and is extending the life of the pavement on residential streets from 20 years to potentially 25 or even 30 years
- In some instances, slurry has been reapplied where streets continue to meet the best conditions after the initial slurry application has become worn.

We monitor and evaluate our slurry program annually and continue to see value in using the product as one part of the overall infrastructure program..

Mr. Franck then referred to the infrastructure improvements budgeted for 2018. \$2.7 million has been budgeted for investment in Township infrastructure, including those attributed to the BCEO partnership. This accounts for infrastructure improvements in the Roads Funds and qualifying improvements in the TIF areas. Using estimates from the Engineer's Office we have budgeted for storm pipe replacement, curb replacement, slurry and paving.

Improvements in 2018 include:

- 12 sections of culvert pipe replaced or repair throughout the Township at a budgeted expense of \$300,000
- \$550,000 for approximately 12,000 lineal feet of concrete curb replacement
- Approximately 9 miles of road are scheduled to be repaved at a budgeted cost of \$1.65 million = \$900,000 in Roads Funds and \$750,000 in TIF.
- An additional 2.5 miles of road are budgeted for slurry, at an estimated cost of \$150,000

Notable expenditures ...

- Another \$150,000 for the purchase of road salt for the 2017-18 snow season, this is in addition to the \$50,000 already encumbered and already spent.
- Other \$140,000 for the purchase of a new 2 ½ ton salt truck
- \$60,000 for service tech van, the majority of cost from TIF funds
- \$60,000 for a CimLine crack seal machine replacement
- \$45,000 for a 1 ton dump truck
- \$30,000 for a pickup truck

In response to Mr. Welch's questions, Mr. Franck indicated he was not sure how many miles of road were serviced by the county, though it approximated 260 miles in the county. Mr. Welch commented how residents attribute county road within the township to the township, though they're county roads. He also noted work exchanged between the township and the Butler County Engineer's Office.

**Finance Director Ken Keim:**

Mr. Keim then addressed the Police Fund.

The Police Department is funded, in part, with a levy approved by voters in 2010. The Fund's carryover cycle is typical of what happens with outside millage, like our Police and Fire levy's: In the early years there is a planned growth of carryover to extend levy life; and an expected decline after a few years. As we have mentioned in the past, the timing of the 2010 Police Levy



Our award winning SWAT team will be receiving 40 hours of additional team training from nationally recognized SWAT instructors. The SWAT team will also be attending the SWAT Round-up International competition and training in Orlando, Florida, in which we last participated in 2015 and took first place.

### **Facility**

Just as our workforce is maturing, so is our facility. The Police Department moved into its current offices 13 years ago and building maintenance has to be addressed. Security cameras, flooring, paint, desks and chairs all have to be addressed to provide a positive environment for a 365/24 operation.

Some other notable expenditures for the Police Fund include:

- \$550,000 for a technology upgrade to the public safety system, including a consultant. This is actually a budgeted \$1.1 million expense shared by police and fire and EMS.
    - This project is to replace existing software currently in use by the Communications Center, Police Department and Fire Department and encompasses several “modules”. These modules are tied together with information and data sharing to create the system as a whole and almost none of these modules would work without the others.
    - The modules include: Computer Aided Dispatch (CAD), Records Management System (RMS), Mobile for Public Safety (MPS), and In-field Reporting (IFR)
      - CAD - This software is the “heart” of most dispatch centers. CAD is the system that allows entry of Calls For Service (CFS) for Police and Fire.
      - Records Management System (RMS) - used for creating and housing Police reports and data associated with said reports. And includes the Jail Management System (JMS) and Property department records.
      - Mobile for Public Safety (MPS) - the software run on the in-vehicle computer system. This provides run data upon dispatch, mapping, location history and more.
      - In-Field Reporting (IFR) - Field reporting software for Police utilized on the in-vehicle computer system. This allows officers to create reports while in the field (offense, crash, citations).
    - The current system is from vendor Hexagon (formerly Intergraph) and while it has expanded and been updated, was deployed in West Chester in 1999.
    - Ongoing cost of annual maintenance and upgrades are the most significant catalyst for replacement, as we believe West Chester can obtain a new system that better suits our needs both now and in the future, for less taxpayer money than maintaining/upgrading current software.
- Other notable expenditures:
- \$450,000 to replace high-mileage vehicles as part of our vehicle replacement program. This amount includes the cost of outfitting the vehicle with the state of art technology safety equipment
  - \$96,500 for expenses related to community outreach, officer safety and crime prevention
  - \$61,500 to aid traffic safety and crash investigations (Robotic Total Station) \$35,000, Bosch Crash Data Retrieval Tool \$20,000, Radar \$6,000.
  - \$60,000 to replace police radios, if needed



**Fire Chief Rick Prinz:**

By continuing to operate efficiently and effectively under a levy last approved by voters in 2006, the Fire Department has limited the burden on residents. The Fire Department continues to monitor staffing levels and aging facilities in order to efficiently and effectively serve the entire community. West Chester has been challenged the past few years in maintaining a full complement of 73 part-time firefighters. This part-time complement is critical in the effective deployment of our resources and coverage of our community for fire and emergency medical services. There are several reasons why filling the part-time complement is such a challenge:

- Fewer people choosing the fire safety services as a part time or career opportunity
- Many neighboring departments and larger cities are hiring fulltime firefighters/EMTs which is depleting our part-time personnel and limiting our pool of part time resources.
- Technical school enrollment for Fire and EMS is down 50%

The Fire Department's 2018 budget proposal represents a decreased complement of part-time suppression personnel from 73 to 47; and the addition of six new career firefighter positions. This can be accomplished with little impact to overall budget for salaries and benefits. While benefit costs will increase almost \$36,000 as a result of adding six career personnel, the Fire Department will experience a \$280,000 decrease in its salary account. This decrease is a result of and in spite of:

- Decreasing the part time complement from 73 to 47.
- Dividing the cost of a mechanic between Fire and Police
- Increasing the budget for overtime by \$60,000

Adding fulltime personnel will hopefully help facilitate longevity and staffing stability, and build leadership in the department, fully utilize equipment and resources, and reduce the re-occurring costs associated with testing and onboarding new part-time personnel.

While call volume and development may not yet justify the addition of a new station in the northwest quadrant of the township, consideration will be given this year to the future of Station 73 on Duff Road. Originally built in 1970 then remodeled in 1992, this station is in need of repair and expansion to provide effective service. From TIF funds, \$500,000 is budgeted in 2018 for an architectural design study to determine options for Station 73.

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

- \$550,000 for the Fire Department share of public safety software shared previously by Chief Herzog
- \$250,000 for replacement of a 2007 Paramedic unit
- \$80,000 to purchase replacement, and additional 2<sup>nd</sup> set of turnout gear
- \$72,000 to replace portable radios, as necessary.
  - These radios have been working fine for us although they are no longer supported by Motorola. We will budget annually for some replacements in the event we experience radio failures and we absolutely must replace, rather than replacing them all at one time.
- \$45,000 to add key card entry to our outlying fire stations to increase security.

Chief Prinz then noted Fire Department data and outreach initiatives:

In 2017, the Fire Department responded to and protected \$2.97 billion of property value in the community, a nearly 99.94% save ratio was achieved through fire department response and



and entrance and exit ramps, and enhancing aesthetic improvements as an entryway for the community;

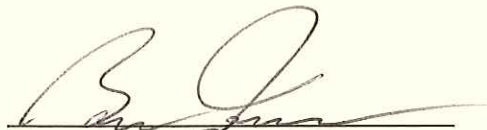
- \$3.0 million to widen Allen Road from Union Centre Boulevard to Muhlhauser adding sidewalks on both sides;
- \$3.0 million for Windisch Road widening to improve traffic capacity from Allen to Crescentville;
- \$1.0 million for two street lighting projects along Union Centre Boulevard: one from I-75 to Cincinnati-Dayton Road and the other from Beckett Road to State Route 747;
- \$1.0 million for possible road improvements at State Route 747 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; and,
- \$250,000 to upgrade and improve entrance and security features at the entrance to the Safety Services Center
- \$250,000 for irrigation at the UCB I-75 west ramp as part of the improvements to the Union Centre Boulevard and I-75 interchange.

In response to Mr. Wong's concern that money was being allocated to replace the deck at the Muhlhauser Barn deck, though he believed it was in good condition, Mr. Franck said the CIP for replacing the deck was more a of a "placeholder" in the event they need to do replacement, noting it's about 12 years old. He just wanted to make sure it was budgeted.

The Board discussed the Muhlhauser Barn and concluded it would not be a four season facility, and would not compete against the private sector. There was subsequent discussion about the roundabout to be built at the intersection of Smith and Beckett Roads and area walkways.

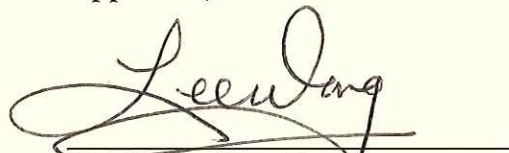
**MOTION** made at 6:20 p.m. by Mr. Welch, seconded by Mrs. Becker, to adjourn the January 16, 2018 Operational Budget Work Session. Discussion: none. **Motion carried unanimously.**

**Respectfully Submitted,**



**Bruce Jones, Fiscal Officer**

**Approved,**



**Lee Wong, President**