



**West Chester**  
— OHIO —

# **2020 Operational Budget Work Session**

**General Fund**

**Police Fund**

**Fire & EMS Funds**

**Roads and Maintenance Funds**

**January 21, 2020**

**[westchesteroh.org](http://westchesteroh.org)**



## 2020 Operational Budget

The 2020 Operational Budget reflects West Chester's ongoing commitment to fiscal responsibility, speaks to priorities expressed by our residents in the 2019 National Citizen Survey and continues to set as a priority West Chester's position as a leading edge community and one of "America's Best Places to Live."

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, Human Resources, Community Development, Community Services, Finance, Parks, Information Technology, Senior Van and General Street Lighting.

Proposed expenditures for 2020 for these 10 funds total \$50.7 million, an increase from 2019 budgeted expenses of 3.2%. Actual expenditures in 2019 were \$40.7 million, 17.1% less than originally budgeted.

Key to the community's future success are: 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 2020 and moving forward, it is essential to view West Chester's quality-of-life infrastructure and amenities in a transformative way to refresh its value, encourage an engaged citizenry and attract engaged corporate stakeholders. The 2020 Operational Budget proposal acknowledges this mission and reflects these efforts.

### BUDGETING FOR COMMUNITY INTERESTS

West Chester's recognition seven times as one of "America's Best Places to Live" by Money Magazine is matched in significance by residents' positive view of our community.

In 2019, West Chester collaborated with the National Research Center, Inc. and the Duke Energy Foundation to conduct its first statistically valid citizen survey. The higher-level view of survey respondents shows 95% of respondents find the overall quality of life in West Chester to be either good or excellent. Ninety-six percent of respondents rate West Chester

as a good or excellent place to live; 83% call the overall quality of township services good or excellent; and 71% rate the sense of community as good or excellent.

Survey respondents ranked safety, economy and mobility as the most important focus areas for the community; and expressed greatest support for more investment in public infrastructure (roads, curbs and gutters, storm drainage, etc.).

Areas ranked better than national benchmarks include overall image, places to raise children, overall appearance, overall direction, treating all residents fairly and those recommending West Chester Township to others.

It is not coincidental that West Chester has achieved this success in the view of the national magazine and in the eyes of residents. West Chester's success is the result of a deliberate long-term strategy that has allowed the community to navigate effects of the economy and the impacts of a maturing suburban community while remaining competitive and relevant as a location for investment.

West Chester's focus remains on attributes that, when collectively achieved, provide the environment for a community where people aspire to live, work and play as companies invest and innovate. These attributes include building a dynamic local economy, varied housing options, employment opportunities, diversity, wellness options, low crime and exceptional safety services, quality of life and recreational amenities, and ease of living.

The 2019 National Citizen Survey is just a first step in the Township doing more to gather input from stakeholders. Online surveys, pop-up town halls and other digital town halls will all be a part of launching a new Vision Committee in 2020 with the goal of gaining insight into the community our residents want for the future.

In 2020, more than \$35 million is budgeted for police and fire services. This accounts for 69% 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 and as a resident.

West Chester Township remains respectful and diligent in managing expenditures even in the most critical areas of public safety; and continues to operate on levies approved by voters in 2010 (Police) and 2006 (Fire). Changes in revenue from these levies and costs of maintaining exceptional services in the public safety area will be an ongoing discussion in the coming years.

Our residents say public safety and infrastructure are critical investments and, therefore, staff proposes more than \$8.85 million in infrastructure improvements in 2020 Roads funds and TIF Funds. 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 project list is \$3 million budgeted for landscape and hardscape design at the new Union Centre DDI (TIF) and \$950,000 for beautification and design of the Tylersville Road overpass. While these projects might not directly affect the conditions for travelers, these features identify us as a community of distinction and set West Chester apart.

While public safety and infrastructure are 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 motivated by the vibrancy, the experiences, and the aesthetics of a community.

To create a community of the future responsive to the desires of the next generation, the feedback of our residents will be critical. By asking constituents, in a variety of platforms, to share their desires for the community and incorporating those priorities into a Vision Plan, West Chester can strategically pilot a responsive course for our community's future.

## REVENUES

Revenue projections for all primary funds are approximately \$40.7 million. West Chester remains conservative in revenue projections with actual revenue received greater than projected in each of the past 10 years. In addition, with carryover balances in all funds expenditures will be within available resources.

The Butler County Auditor's value abstract demonstrates a 2.8% increase in West Chester property values. This does not necessarily calculate to a 2.8% increase in property tax collections because effective rates adjust downward as appropriate. Property taxes collected in 2020 are projected to be nearly \$28 million (all funds).

This represents the seventh consecutive year with an increase in property values. In addition, West Chester has now exceeded its 2009 peak assessed valuation with \$2.1 billion in assessed value.

The increased fuel tax proposed revenue is due to state legislation increasing the tax on fuel with proceeds benefitting infrastructure projects. West Chester projects approximately \$308,000 in added fuel tax receipts in 2020 relative to 2019 budget.

| <b>Revenue Source</b>     | <b>2019 Actual</b> | <b>2020 Budget</b> | <b>% Difference</b> |
|---------------------------|--------------------|--------------------|---------------------|
| Fuel Tax*                 | \$564,441          | \$675,163          | +19.6%              |
| Motor Vehicle/License Tax | \$631,202          | \$593,582          | -6.0%               |
| Hotel                     | \$1,283,313        | \$1,100,000        | -14.3%              |
| Interest                  | \$2,671,436        | \$812,043          | -69.6%              |

*\*Increased gasoline tax effective September 2019*

Part of West Chester's fiscal success is tied to its ability to utilize revenue-producing economic development and fund management tools such as JEDD, TIF and the Sustainable Infrastructure Fund effectively and responsibly. With significant reductions in receipts from the Local Government Fund, greater reliance on corporate investment and growing demands of maturing infrastructure, deliberate and innovative next steps for funding will be critical to sustainability.

## EXPENDITURES

Budget proposals for 2020 in all primary funds continue to reflect growing demands for infrastructure improvements & modernization, replacement of aging equipment, investment in technology, thoughtful consideration of personnel needs and commitment to sustain the

community's property valuations with added emphasis on long-term planning, quality-of-life amenities and aesthetics, and responsiveness to the interests of the community.

It is an important reminder that the 2020 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 Board of Trustees priorities.

The Permanent Appropriations Resolution brought before the Board in January/February is the "official" budget document required by Ohio Revised Code. Appropriations resolutions, however, are less specific and reflect resources available by fund.

Across **all Funds**, 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. West Chester strives to operate as efficiently and as leanly as possible without compromising quality and delivery of service.

West Chester's future will require serious discussion and creativity with regard to the changing workforce dynamic and attraction of new quality employees. Fewer professionals are choosing to enter the public sector and West Chester's workforce continues to mature with longtime employees nearing retirement. This loss of institutional knowledge intensifies the need for West Chester to make critical decisions about the value placed on attracting and retaining the best and most innovative employees to serve the community.

In 2020, the General Fund will consider \$30,000 for a compensation study, \$15,000 in employee wellness initiatives (funded by the Township's insurance provider), and investment in making West Chester an exceptional workplace of the future.

## THE GENERAL FUND

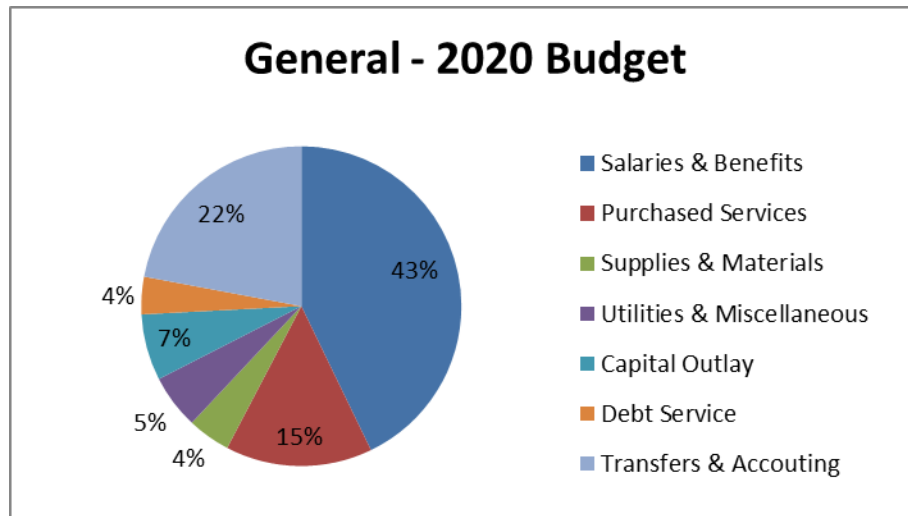
Proposed expenditures for the General Fund total approximately \$7.9 million, 2.5% less than 2019 budget. The General Fund includes activities from Administration, Human Resources, Community Development, Community Services, Finance, Information Technology, Parks and Senior Van.

In 2020, the General Fund continues to account for contributions to partnering organizations such as REDI Cincinnati and other smaller regional economic development agencies, The Chamber Alliance of West Chester/Liberty, the National Voice of America Museum of Broadcasting, and possibly others at the discretion of the Board of Trustees. These organizations contribute to the cultural fabric and economic vitality of the community and are essential to West Chester's sustainability.

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 make greater infrastructure improvements. A direct transfer to roads demonstrated as an expense to the General Fund in each of the years since, is again proposed as a \$1.5 million transfer from the General Fund in 2020. In addition, a portion of interest earned on investments will be receipted to the Sustainable Infrastructure Fund (SIF).

In 2019, the SIF received \$1.8 million in interest receipts and finished the year with a balance of \$10 million. For the first time since SIF was established, the 2020 budget proposal includes a one-time \$1 million transfer from the SIF to Road and Bridge to support funding of the Tylersville Road overpass project.



Some notable 2020 expenditures proposed for the General Fund include:

- \$1.5 million transfer to Roads for infrastructure improvements;
- \$250,000 for potential U.S. Route 42 corridor redevelopment improvement project;
- \$170,000 estimated payment to Fairfield per JEDD agreement marking the 10<sup>th</sup> year of the agreement; and
- \$126,500 for assorted improvements to Keehner Park.

## THE ROADS AND MAINTENANCE FUNDS

The Roads proposed 2020 budget is \$6.6 million, 29% more than budgeted in 2019.

Property tax receipts to the Roads funds are expected to be \$1.6 million in 2020. An additional \$675,000 will come from the gasoline tax and \$593,000 from motor vehicle license fees. The Roads Funds also benefit from the \$1.5 million transfer from the General Fund and \$1 million transfer from SIF.

Expenses in the Roads funds will be within available resources.

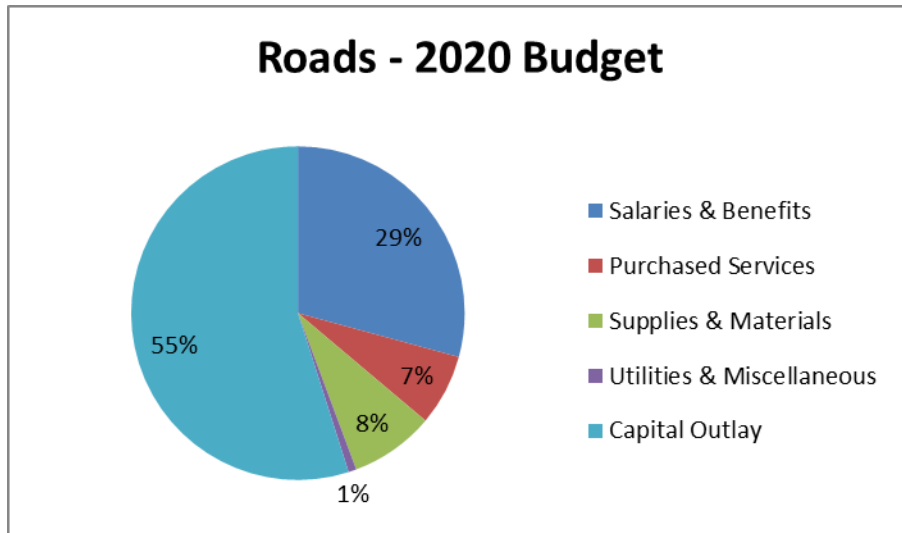
West Chester’s infrastructure and accessibility have positioned the community as the economic engine of the region and residents have expressed these attributes as a critical area for investment.

In 2020, the roads budget includes approximately \$2.25 million in infrastructure improvement, including culvert pipe repair/replacement; curb replacement; and the application of new pavement and slurry.

An additional \$1.2 million will be budgeted from Tax Increment Financing (TIF - not part of the operational budget) funds to repave roads within the TIF Districts.

In addition to successful TIF Districts and the transfer from the General Fund, an expanded partnership with the Butler County Engineer's Office has supported the Township's ongoing commitment to infrastructure improvement.

- The partnership with the BCEO has resulted in a savings to West Chester taxpayers of an estimated \$3.6 million in the past eight years; and an additional savings of \$400,000 anticipated in 2020.



Some notable expenditures proposed for the Roads' funds, include:

- \$3.45 million for the 2020 Infrastructure Program (not including work by BCEO)
  - \$500,000 to repair/replace an estimated 35 sections of culvert pipe,
  - \$600,000 to replace approximately 18,000 lineal feet of curb,
  - \$1 million in Roads funds and \$1.2 million in TIF to repave an estimated eight miles of road, and
  - \$150,000 to slurry seal approximately 2.3 miles of road;
- \$950,000 for Tylersville Bridge safety fencing; and
- \$370,000 to replace four vehicles including one new pickup truck, two new 2.5-ton salt trucks and a street sweeper. Purchase of the street sweeper and salt trucks will be financed over the next 3-4 years.

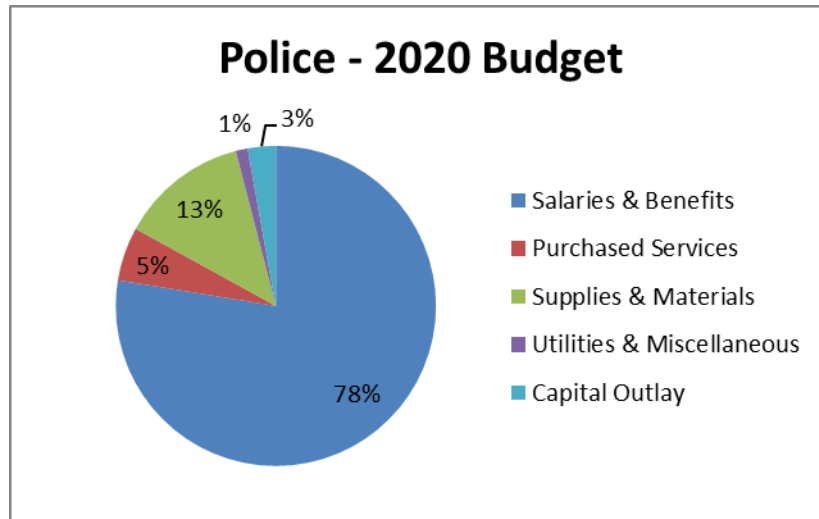
## THE POLICE FUND

The Police Fund proposed budgeted expenses for 2020 are \$18.29 million, 1.9% more than 2019 budgeted expenses.

The Police Levy, approved by voters in 2010, expected to generate about \$13.3 million in 2020 with another \$103,775 expected revenue from the JEDD. Although expenses outweigh revenue and the Police Fund carryover diminishes, police expenditures are within available resources.

The police department consistently works to maintain costs to ensure longevity of the 2010 levy. The increased costs of providing exceptional service to the community and diminishing carryover will require consideration in the coming year.

Personnel costs make up the largest expenditure category in the police department, approximately 78%. The police department may bring forward consideration of three personnel for retire/rehire in 2020 which typically results in cost savings. The retire/rehire practice allows the Township to benefit from institutional knowledge of long-time employees, while realizing cost savings of hiring experienced officers at a reduced cost. In 2019, the police department saved \$140,000 by accepting retire/rehire of three longtime officers.



Some notable 2020 expenditures proposed for the Police Fund include:

- \$1.5 million technology upgrade to public safety software system (the total cost will be shared by Police and Fire and EMS);
- \$450,000 for vehicle replacements; and
- \$27,600 for replacement of carpet in police department common areas

## THE FIRE AND EMS FUNDS

The West Chester Fire Department proposed 2020 budget is \$16.8 million, 0.6% less than 2019 budgeted expenses.

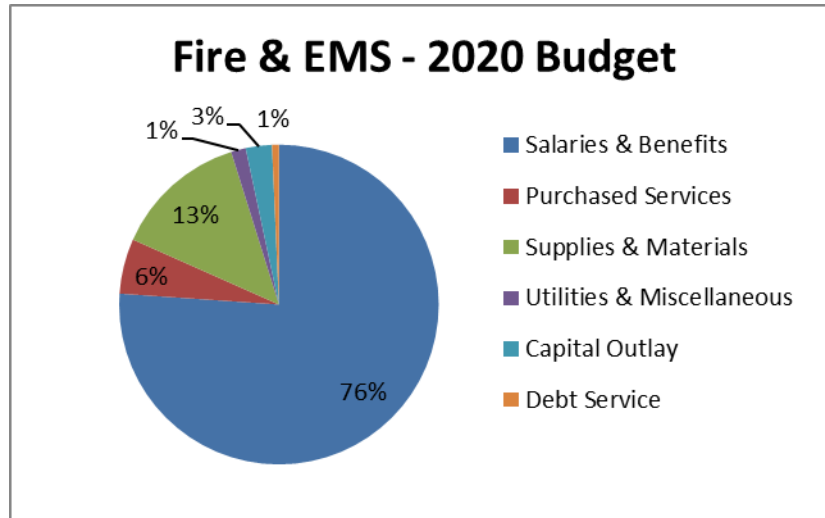
The Fire and EMS Funds expect to receipt \$11.39 million in property taxes, plus about \$88,950 from the JEDD. Expenses remain within available resources, but the carryover for Fire and EMS Funds depleted each year since 2013 due to costs exceeding revenue generated.

Fire and EMS currently operate on the proceeds from a levy approved by voters in 2006, 13 years ago. With increasing costs of doing business, demands of keeping the community safe and a shrinking carryover, consideration of revenue sources and services will be a discussion in the new year.



The Fire and EMS Funds personnel costs account for 76.1% of the overall proposed budget. The 2020 budget proposal for Fire and EMS considers impacts of contract talks beginning early this year.

The Fire Department's construction of a new Station 73 on Duff Road in 2020 with the estimated \$3.7 million construction cost is funded by TIF, rather than levy funds.



Some notable 2020 budget proposals for the Fire Department include:

- \$1.5 million technology upgrade to public safety software system (total cost will be share by Police and Fire and EMS);
- \$122,000 for replacement of cardiac monitors;
- \$105,000 to replace two vehicles; and
- \$26,000 to replace ventilation fans carried on each fire apparatus.



|                        |                                  |                        | Total        |              |
|------------------------|----------------------------------|------------------------|--------------|--------------|
| General Fund           | Administration                   | Personnel Services     | \$ 1,723,633 |              |
|                        |                                  | General Operations     | \$ 1,359,718 |              |
|                        |                                  | Capital Improvement    | \$ 300,000   |              |
|                        |                                  | Debt Service           | \$ 301,050   |              |
|                        |                                  | Transfers & Accounting | \$ 1,750,000 |              |
|                        | Administration Total             |                        |              | \$ 5,434,401 |
|                        | Parks                            | Personnel Services     | \$ 348,305   |              |
|                        |                                  | General Operations     | \$ 290,093   |              |
|                        |                                  | Capital Improvement    | \$ 173,000   |              |
|                        |                                  | Transfers & Accounting | \$ 1,500     |              |
| Parks Total            |                                  |                        | \$ 812,898   |              |
| Other                  | General Operations               | \$ 30,800              |              |              |
|                        | Capital Improvement              |                        |              |              |
| Other Total            |                                  |                        | \$ 30,800    |              |
| Departments            | Personnel Services               | \$ 1,332,847           |              |              |
|                        | General Operations               | \$ 277,913             |              |              |
|                        | Capital Improvement              | \$ 60,000              |              |              |
|                        | Transfers & Accounting           |                        |              |              |
| Departments Total      |                                  |                        | \$ 1,670,760 |              |
| General Fund Total     |                                  |                        | \$ 7,948,860 |              |
| Roads                  | Township Motor Vehicle Tax       | General Operations     | \$ 524,354   |              |
|                        |                                  | Capital Improvement    | \$ 500,000   |              |
|                        |                                  | Transfers & Accounting |              |              |
|                        | Township Motor Vehicle Tax Total |                        |              | \$ 1,024,354 |
|                        | State Motor Vehicle Tax          | General Operations     | \$ 78,000    |              |
|                        |                                  | Capital Improvement    |              |              |
|                        |                                  | Transfers & Accounting |              |              |
|                        | State Motor Vehicle Tax Total    |                        |              | \$ 78,000    |
|                        | Gasoline Tax                     | General Operations     | \$ 406,275   |              |
|                        |                                  | Capital Improvement    | \$ 387,000   |              |
| Transfers & Accounting |                                  |                        |              |              |
| Gasoline Tax Total     |                                  |                        | \$ 793,275   |              |
| Road and Bridge        | Personnel Services               | \$ 1,920,115           |              |              |
|                        | General Operations               | \$ 33,000              |              |              |
|                        | Capital Improvement              | \$ 2,720,000           |              |              |
|                        | Transfers & Accounting           |                        |              |              |
| Road and Bridge Total  |                                  |                        | \$ 4,673,115 |              |
| Roads Total            |                                  |                        | \$ 6,568,744 |              |



|   |                                 |                        |               |
|---|---------------------------------|------------------------|---------------|
| Cemetery                                | Cemetery                        | Personnel Services     | \$ 269,532    |
|   |                                 | General Operations     | \$ 51,782     |
|   |                                 | Capital Improvement    |               |
|   |                                 | Transfers & Accounting | \$ 5,000      |
|   | Cemetery Total                  |                        | \$ 326,314    |
| Cemetery Total                          |                                 |                        | \$ 326,314    |
| IMM&M (Public Information & Engagement) | Public Information & Engagement | Personnel Services     | \$ 423,470    |
|   |                                 | General Operations     | \$ 235,159    |
|   |                                 | Capital Improvement    | \$ 22,000     |
|   |                                 | Debt Service           | \$ 79,227     |
|   |                                 | Transfers & Accounting |               |
|   | IMM&M Total                     |                        | \$ 759,856    |
| IMM&M Total                             |                                 |                        | \$ 759,856    |
| Police                                  | Police                          | Personnel Services     | \$ 14,186,760 |
|   |                                 | General Operations     | \$ 3,585,440  |
|   |                                 | Capital Improvement    | \$ 517,385    |
|   |                                 | Transfers & Accounting |               |
|   | Police Total                    |                        | \$ 18,289,585 |
| Police Total                            |                                 |                        | \$ 18,289,585 |
| Fire                                    | Fire                            | Personnel Services     | \$ 12,395,170 |
|   |                                 | General Operations     | \$ 2,011,217  |
|   |                                 | Capital Improvement    | \$ 264,000    |
|   |                                 | Debt Service           | \$ 116,331    |
|   |                                 | Transfers & Accounting | \$ -          |
|   | Fire Total                      |                        | \$ 14,786,718 |
|   | EMS                             | Personnel Services     | \$ 367,206    |
|   |                                 | General Operations     | \$ 1,439,841  |
|   |                                 | Capital Improvement    | \$ 180,000    |
|   |                                 | Transfers & Accounting |               |
|   | EMS Total                       |                        | \$ 1,987,047  |
| Fire Total                              |                                 |                        | \$ 16,773,765 |
| Grand Total                             |                                 |                        | \$ 50,667,123 |



**West Chester**  
— OHIO —

# Budget Work Session

## 2020 Operational Budget

General Fund

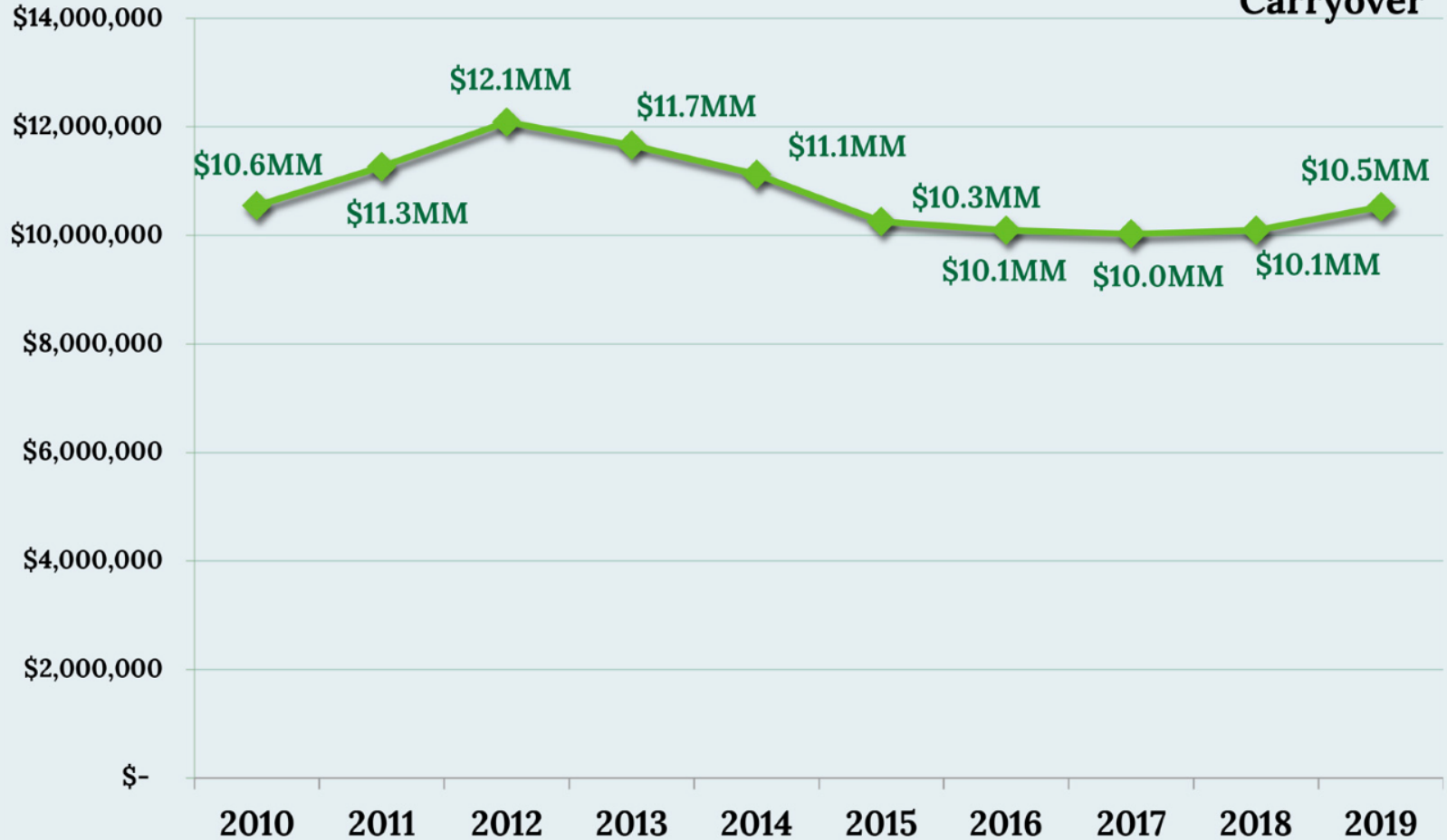
Police Fund

Fire and EMS Funds

Roads & Maintenance Funds



# **2020 Operational Budget General Fund**



# West Chester

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## 2020 Operational Budget General Fund Revenues



# West Chester

OHIO

## 2020 Operational Budget General Fund Revenues & Expenditures







# **2020 Operational Budget General Fund**

## General Fund 2020 Budget Highlights

- **\$1.5 million transfer to Roads for infrastructure**
- **\$250,000 for potential U.S. Route 42 corridor redevelopment project**
- **\$170,000 payment to Fairfield for JEDD**
- **About \$150,000 for various park improvements**





# **2020 Operational Budget Roads & Maintenance Funds**





**Revenues & Expenditures**





# **2020 Operational Budget Roads & Maintenance Funds**

# Roads and Maintenance

## 2020 Infrastructure Improvement Program

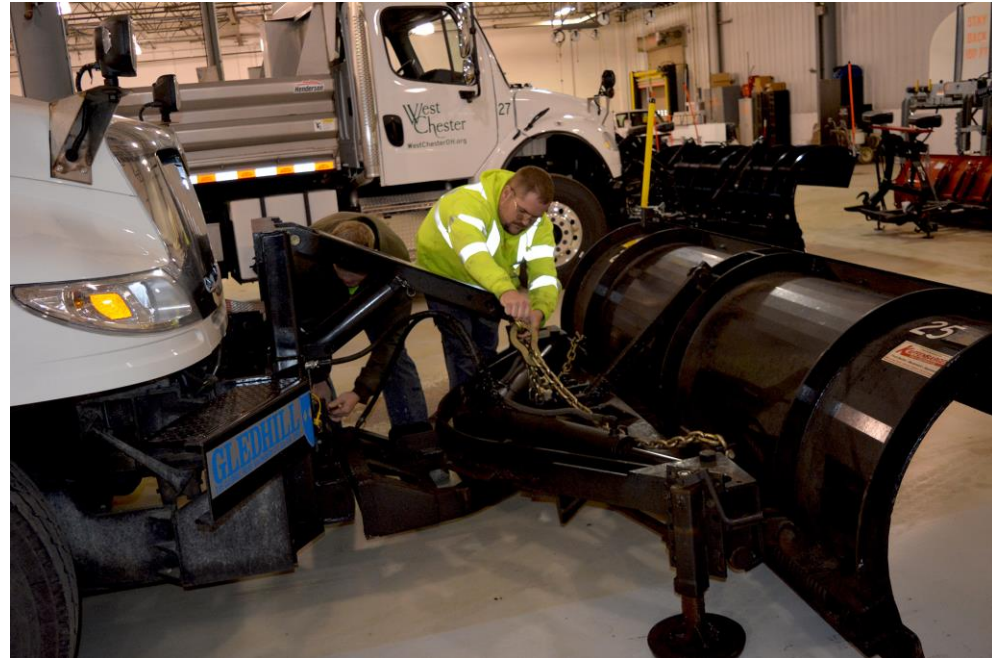
- **\$3.5 million investment**
  - **Concrete Curb: 18,000 feet**
  - **Asphalt Paving: 8 miles of road**
  - **Blackmat (Slurry): 2.3 miles of road**
  - **Culvert Pipe: 35 sections**





## Roads and Maintenance 2020 Budget Highlights

- **\$950,000 for Tylersville bridge safety fencing**
- **\$200,000 for road salt**
- **\$300,000 for two salt trucks**
- **\$275,000 for a street sweeper**





# **2020 Operational Budget Police Fund**









# **2020 Operational Budget Police Fund**

# Police Department 2020 Budget Highlights

- **\$1.5 million technology upgrade to public safety software system**
- **\$450,000 for vehicle replacements**
- **\$27,600 for building maintenance**



# Police Department 2019 Outreach & Data

**Calls for Service: 49,701**

- **Theft from Autos: 266**
- **Part 1 Crimes: 1,314 (3.7% decrease)**
- **Part 2 Crimes: 2,388 (4.3% decrease)**

## Arrests

- **Drug related: 372**
- **Part 1 Crime: 321**
- **Part 2 Crime: 1,060**

**29,000 reached through programming & education**







# **2020 Operational Budget Fire and EMS Funds**







## Fire Department 2020 Budget Highlights

- **\$1.5 million technology upgrade to public safety software system**
- **\$122,000 for cardiac monitors**
- **\$105,000 for two staff vehicles**
- **\$26,000 for ventilation fans**
- **\$25,000 for pre-emption devices**



# Fire Department 2019 Outreach & Data

**Value of Property Affected: \$608 million**

- **Property Lost: \$1.6 million**

**7,093 calls for service**

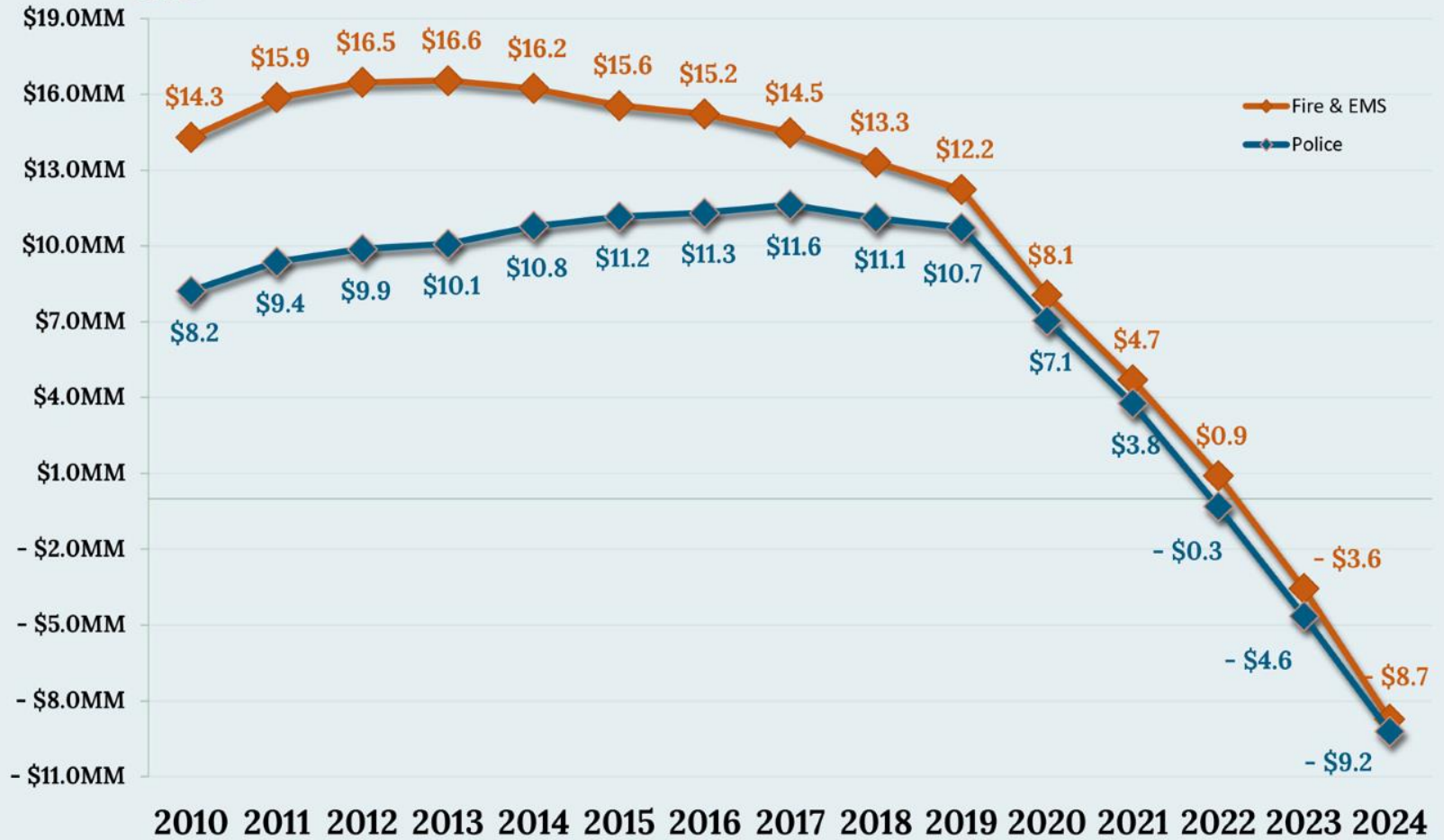
- **4,886 EMS calls**
- **2,207 Fire calls**

**Fire Prevention & Code Enforcement**

- **3,712 fire safety inspections**
- **645 plan reviews for fire safety**
- **3,784 hydrants serviced**

**88,639 people reached through programming & education**





THANK YOU

