



# West Chester

— OHIO —

## 2021 Operational Budget Work Session

*General Fund*

*Police Fund*

*Roads and Maintenance Funds*

*Fire & EMS Funds*

January 19, 2021

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

# MISSION, VISION AND STRATEGIC GOALS

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## Our Vision

Where families grow and businesses prosper

## Our Mission

To provide superb customer service with emphasis on integrity, fiscal responsibility and open communication

## Our Strategic Goals

- Enhance Quality of Life of West Chester Residents & Businesses
- Continue to be a Leading, High Performing Team
- Provide & Maintain High Quality Physical Infrastructure
- Invest in a Strong Development Strategy



To the Board of Trustees and the citizens of West Chester;

I am pleased to present the 2021 Operational Budget for West Chester Township. This budget focuses on the Township's core mission and services; and reflects West Chester's ongoing commitment to fiscal responsibility.

A long history of exceptional budgeting strategies and strong property values has piloted a course of financial security for West Chester Township. The challenges of the COVID-19 pandemic and the generosity of our taxpayers in approving police and fire levies in 2020 remind us of our responsibility to continue mindful and conservative spending practices, striving to exceed the expectations of our taxpayers.

The 2021 Operational Budget speaks to the priorities expressed by our residents in the 2019 National Citizen Survey and the goals outlined in the 2021-2022 Strategic Plan fueled by the ideas and experience of our Township leadership team. It continues to be a priority that we conduct outreach to ensure our work is in line with the desires of our community as we move toward an updated vision plan for the community.

Proposed operational budget expenditures for 2021 are \$48.1 million, a 5% decrease from 2020. This accounts for 10 primary funds and accounts for strategic infrastructure improvements/replacements, public safety, operational expenses and personnel costs.

The Township remains committed to preserving responsible cash carryover in order to weather challenges and extend levy life in the interest of the taxpayer.

I would like to express my sincere appreciation to the Board of Trustees and the citizens of West Chester for supporting extraordinary service to the community and the guidance that has led to this 2021 Operational Budget. I would also like to thank Township staff for their dedication and commitment to excellent delivery of service and sound budgeting strategy. We are all committed to serving the West Chester community and are confident that this operational budget sets the right course for a bright future.

A handwritten signature in black ink, appearing to read "Larry D. Burks", is written over a light gray rectangular background.

Larry D. Burks, MPA, CED, ICMA-CM  
Township Administrator

# BUDGET HIGHLIGHTS

The Township’s 2021 Operational Budget reflects a commitment to fiscal responsibility and provides the framework for how the Township plans to use its resources to serve the community.

The operational budget 2021 expenditures of \$48.1 million are within available resources maintaining carryover in each of the 10 primary funds.

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, innovate and succeed. 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.

As part of the 2021-2022 Strategic Plan, staff will reach out to the community in a variety of ways to understand how our stakeholders view quality of life and offer framework to the Township’s future investment in amenities and infrastructure based on community interests.

The plan also places emphasis on developing a strong development strategy for the future. As the economic engine of the region, West Chester’s development success has defined its position during the past two-plus decades. A clear strategy for the future will consider redevelopment opportunities and a remaining competitive.

While public safety and infrastructure (roads) are critical to West Chester’s future, it is equally important that 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 to share their desires for the community and incorporating those priorities into a Vision Plan, West Chester can strategically pilot a course for our community’s future.

## OPERATIONAL BUDGET PLANNING

The Township’s operational budget is a detailed illustration of projected revenues and expected expenditures by account code based on the Board of Trustees budget priorities. It does not represent individual expenditures or encumbrances.

The Board of Trustees does not formally approve the operational budget as presented. Individual expenditures greater than \$7,500 come before the Board for approval throughout the year; and there is accountability for remaining within the constraints established by the operational budget.

The Permanent Appropriations Resolution brought before the Board in February is the “official” budget document required of Townships by Ohio Revised Code. Appropriations resolutions, however, are less specific and only reflect resources available by fund.

The more stringent guidelines of the operational budget has helped map a conservative and successful financial course for the organization, maintaining cash carryover in all critical funds.

The 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.

Tax Increment Finance Districts, not represented as part of the operational budget, play a critical role in large Township projects. TIF revenue is generated from commercial development in specific districts and accounts for \$8,395,000 of the Township’s Capital Improvement Projects in 2021.

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. The Board of Trustees’ investment in 2021 in addressing wage range for non-contract line employees also demonstrates the critical role of these employees in our success and enables retention and attraction of the best candidates in these positions. Investing in the Township’s workforce and enhancing communication in this group is part of the 2021-2022 Strategic Plan in order to lead as a high-performing organization.

## REVENUES

Revenue projections for all primary funds are approximately \$46.8 million. West Chester remains conservative in revenue projections with actual revenue received greater than projected in each of the past 11 years. In addition, with carryover balances in all funds, expenditures will be within available resources.

The Township benefits from a variety of revenue sources with property taxes being the primary revenue source. Property tax revenue is specifically identified for Police and Fire and EMS through voter-approved levies. Additional property tax revenue funds other work of the Township including roads and general services.

Other sources of revenue benefitting the Township include JEDD, investment interest, EMS fees, and Local Government Fund.

## PROPERTY TAXES

Property tax projections for 2021 represent \$37.4 million or 59.0% of the Township's revenue across all funds. Property tax collections are limited by state law, property values and by the amount approved by voters.

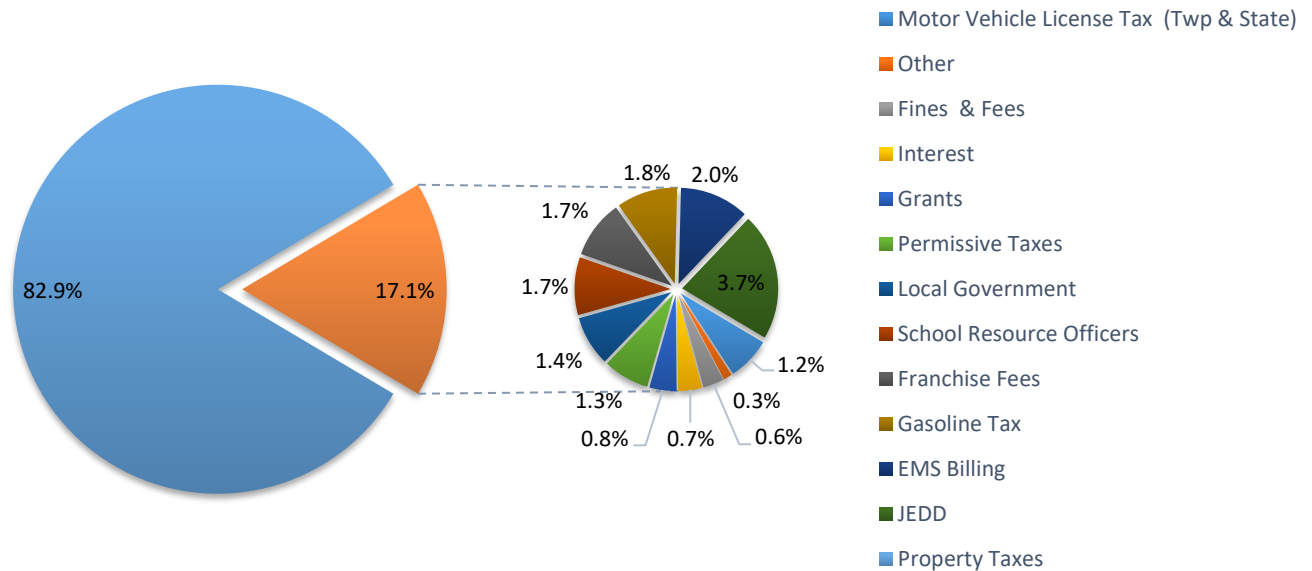
The approval of new levies for police and fire in 2020 allows for the continuation of existing public safety services.

The Butler County Auditor abstract, while under dispute, demonstrates a 14.5% increase in West Chester property values, based on a required re-valuation of property that occurs every six years. Last year, West Chester narrowly exceeded its 2009 previous peak assessed valuation, with \$2.4 billion now being assessed value.

## OTHER REVENUE SOURCES

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 (SIF) effectively and responsibly. The 2021-2022 Strategic Plan specifically addresses setting criteria for use of the SIF, started in 2009 to supplement the Roads and Bridge funds for investment in maturing critical infrastructure.

## Township Revenue Sources



## EXPENSES

### GENERAL FUND

Proposed expenditures for the General Fund total \$8.07 million, 1.6% more than 2020 budget. The General Fund includes activities from Administration, Human Resources, Community Development, Community Services, Finance, Information Technology, Parks and Senior Van.

### INFRASTRUCTURE

Since 2009, the General Fund has supplemented the Roads Fund in order to make critical 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 \$1.5 million transfer. In addition, a portion of interest earned on investments received to the Sustainable Infrastructure Fund (SIF).

## PARKS

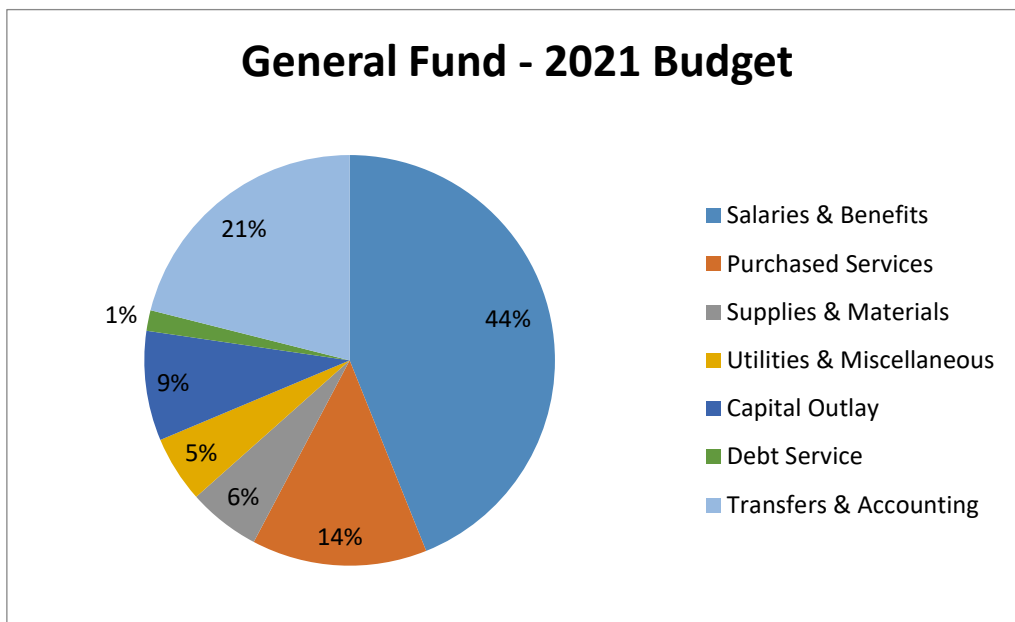
Approximately \$226,500 is budgeted for improvements to Keehner Park over the next two years.

## TECHNOLOGY

Planned investments in technology include \$250,000 for document archiving and \$145,000 for updates to finance software.

## PERSONNEL

In each of the categories of General Fund, the budget reflects anticipate pay increases for non-contract personnel reflective of recent compensation study, plus anticipated increases to benefit costs.



## ROADS AND MAINTENANCE FUNDS

The Roads proposed budget is \$5.6 million, 14.3% less than 2020 budget. The reduced expenses are due to the one-time 2020 expense of the Tylersville Road bridge fencing.

West Chester's infrastructure and accessibility have positioned the community as the economic epicenter of the region and residents expressed these same attributes as a critical area for investment in the 2019 National Citizen Survey.



## INFRASTRUCTURE

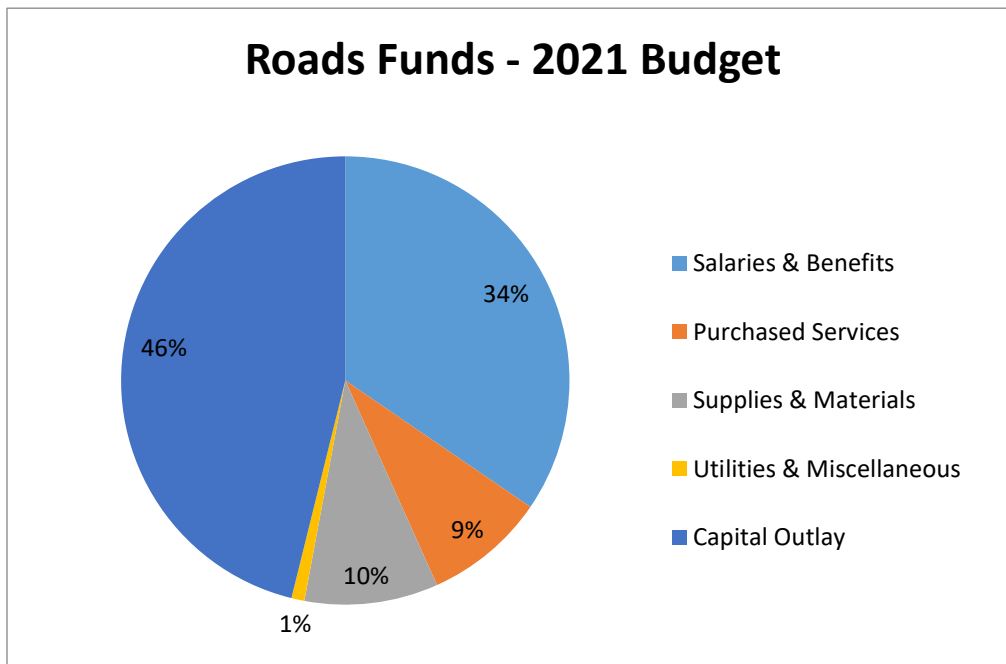
A combined allocation of \$3.3 million from Roads Funds and TIF will allow for five and a half miles of new pavement, 14,000 lineal feet of concrete curb and repair/replacement of 70 sections of storm pipe.

## ROAD MAINTENANCE

The 2021 budget includes \$200,000 for the purchase of road salt.

## VEHICLE REPLACEMENT

Two new salt trucks and a dump truck are budgeted for 2021 at a cost of \$380,000.



## POLICE FUND

The Police Fund proposed expenditures for 2021 are \$17.148 million, a 6.2% decrease from 2020.

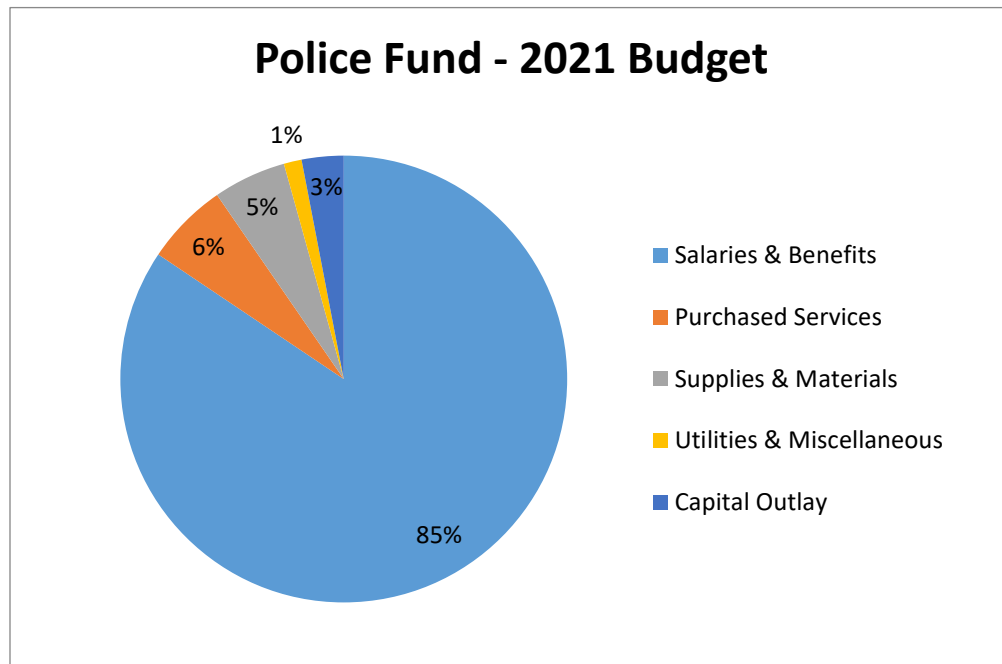
The levy approved by voters in 2020 generates an additional \$4.6 million in revenue for the department for a total of \$17.9 million in projected revenue.

## PERSONNEL

Personnel costs make up the largest expenditure category in the police department, approximately 78%. The police department plans to fill seven officer vacancies and one police technician in 2021. There is also the possibility of five retire/rehire considerations 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.

## VEHICLES & EQUIPMENT

The Police Department budget includes replacement of critical equipment including high mileage vehicles, ballistic glass in Ballistic Engineered Armored Response (BEAR) vehicle, forensic lighting and a tactical camera system.



## FIRE AND EMS FUNDS

The West Chester Fire Department proposes expenditures totaling \$16.12 million, 3.9% less than budgeted in 2020.

The levy approved by voters in 2020 generates an additional \$4.6 million in revenue for the department for a total of \$17.3 million in total revenue for Fire and EMS funds.

## PERSONNEL

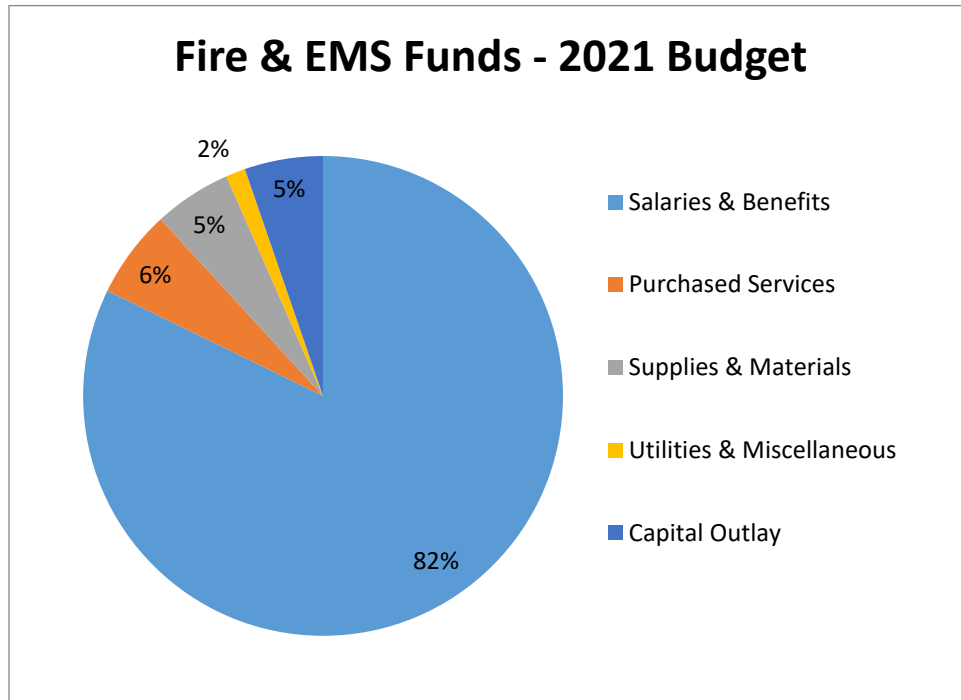
The Fire and EMS Funds personnel costs account for 82.2% of the overall proposed budget. Staffing is expected to remain consistent in 2021, but increases to payroll are planned based on contracts.

## OPERATING SUPPLIES

Increases are budgeted for operating supplies in 2021 to cover anticipated equipment and supplies related to COVID response, approximately \$70,000.

## TECHNOLOGY

The Fire Department is budgeting \$153,000 to replace MDTs on fire and EMS apparatus, \$40,000 for traffic signal pre-emption and \$16,000 for an upgrade to fire station alerting systems.



## EMERGENCY COMMUNICATIONS

The 911 Emergency Communications Center budget for 2021 is \$1.81M, 7.4% more than 2020 budget. The expenses of this service are divided between the Police and Fire and EMS Funds.

## CARRYOVER

Carryover has always played an important role in West Chester Township's financial success. Budgeting to need, rather than available resources, kept West Chester financially sound throughout bleak economic times and has played a vital role in extending expected lifespans of public safety levies and West Chester's enviable AAA bond rating.

Carryovers in the Township's most critical funds give confidence in times like 2020 when hotel tax collections and other revenue sources may experience decreases.

West Chester will enter 2021 with carryovers in each of its primary funds: General Fund - \$9.928 million; Roads Funds - \$2.878 million; Police Fund - \$12.890 million; Fire & EMS Funds - \$13.386 million.



# 2021 Operational Budget

General Fund	Administration	Personnel Services	\$ 1,804,105
		General Operations	\$ 1,434,192
		Capital Improvement	\$ 580,000
		Debt Service	\$ 131,050
		Transfers & Accounting	\$ 1,700,000
	Administration Total		\$ 5,649,347
	Parks	Personnel Services	\$ 351,137
		General Operations	\$ 290,839
		Capital Improvement	\$ 117,500
		Transfers & Accounting	\$ 1,500
Parks Total		\$ 760,976	
Other	General Operations	\$ 30,850	
	Capital Improvement		
Other Total		\$ 30,850	
Departments	Personnel Services	\$ 1,391,389	
	General Operations	\$ 242,655	
	Capital Improvement		
	Transfers & Accounting		
Departments Total		\$ 1,634,044	
General Fund Total		\$ 8,075,217	
Roads	Township Motor Vehicle Tax	General Operations	\$ 554,787
		Capital Improvement	
		Transfers & Accounting	
	Township Motor Vehicle Tax Total		\$ 554,787
	State Motor Vehicle Tax	General Operations	\$ 91,000
Capital Improvement		\$ 16,667	
Transfers & Accounting			
State Motor Vehicle Tax Total		\$ 107,667	
Gasoline Tax	General Operations	\$ 409,130	

		Capital Improvement Transfers & Accounting	\$ 1,132,000
	Gasoline Tax Total		\$ 1,541,130
	Road and Bridge	Personnel Services	\$ 1,945,244
		General Operations	\$ 33,800
		Capital Improvement	\$ 1,450,000
		Transfers & Accounting	
	Road and Bridge Total		\$ 3,429,044
Roads Total			\$ 5,632,628
Cemetery	Cemetery	Personnel Services	\$ 299,073
		General Operations	\$ 52,961
		Capital Improvement	\$ 12,000
		Transfers & Accounting	\$ 5,000
	Cemetery Total		\$ 369,034
Cemetery Total			\$ 369,034
IMM&M (Public Information & Engagement)	IMM&M	Personnel Services	\$ 437,299
		General Operations	\$ 243,363
		Capital Improvement	\$ 70,000
		Debt Service	
		Transfers & Accounting	
	IMM&M Total		\$ 750,662
IMM&M Total			\$ 750,662
Police	Police	Personnel Services	\$ 14,475,433
		General Operations	\$ 2,153,715
		Capital Improvement	\$ 519,125
		Transfers & Accounting	
	Police Total		\$ 17,148,273
Police Total			\$ 17,148,273
Fire	Fire	Personnel Services	\$ 12,839,873
		General Operations	\$ 1,288,798
		Capital Improvement	\$ 498,217
		Debt Service	
		Transfers & Accounting	\$ -
	Fire Total		\$ 14,626,888
	EMS	Personnel Services	\$ 378,668
		General Operations	\$ 720,073
		Capital Improvement	\$ 350,667
		Transfers & Accounting	
	EMS Total		\$ 1,449,408
Fire Total			\$ 16,076,295
Grand Total			\$ 48,052,109



**West Chester**  
— OHIO —

# Work Session

## 2021 Operational Budget

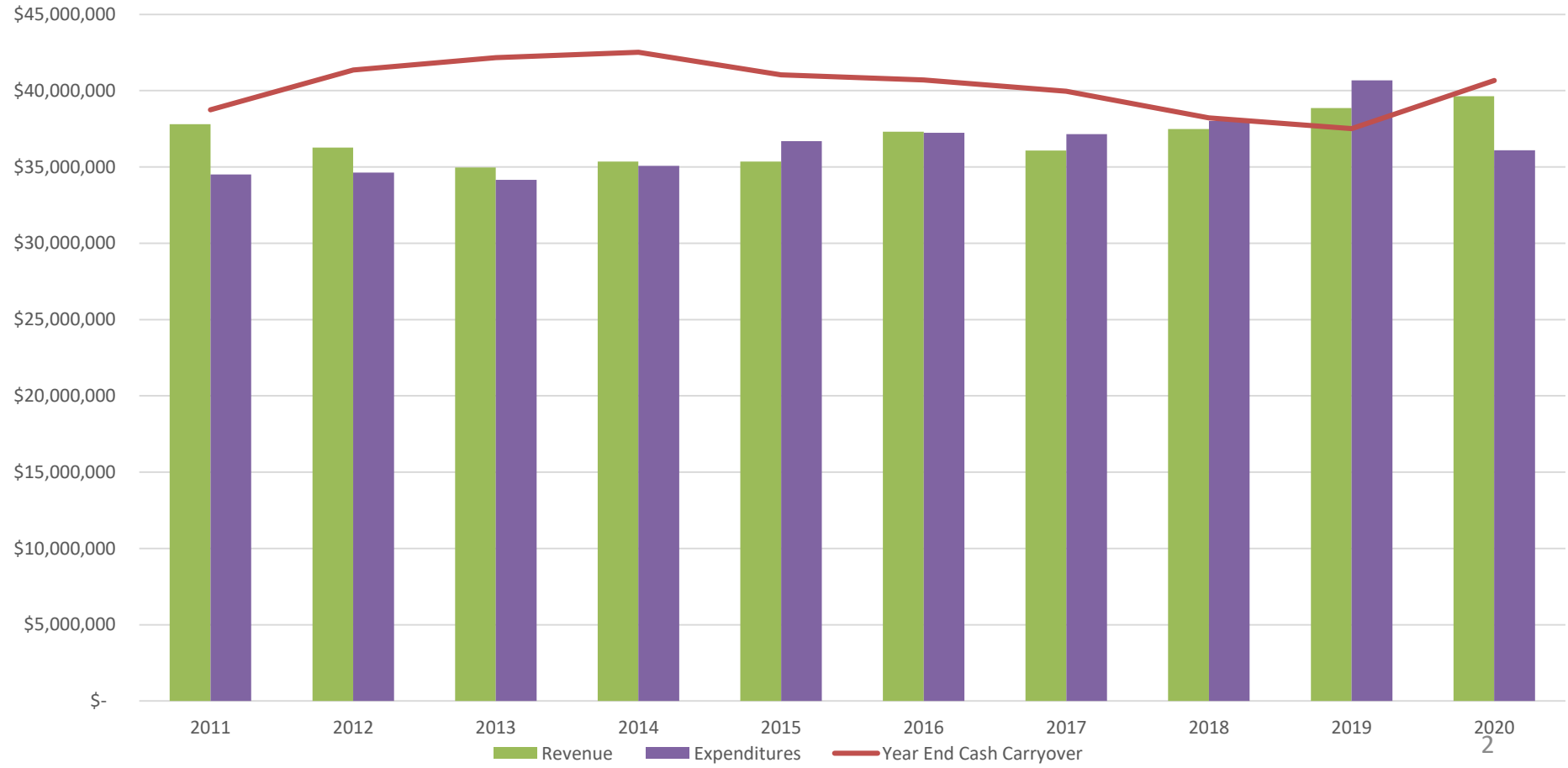
General Fund

Roads & Maintenance Funds

Police Fund

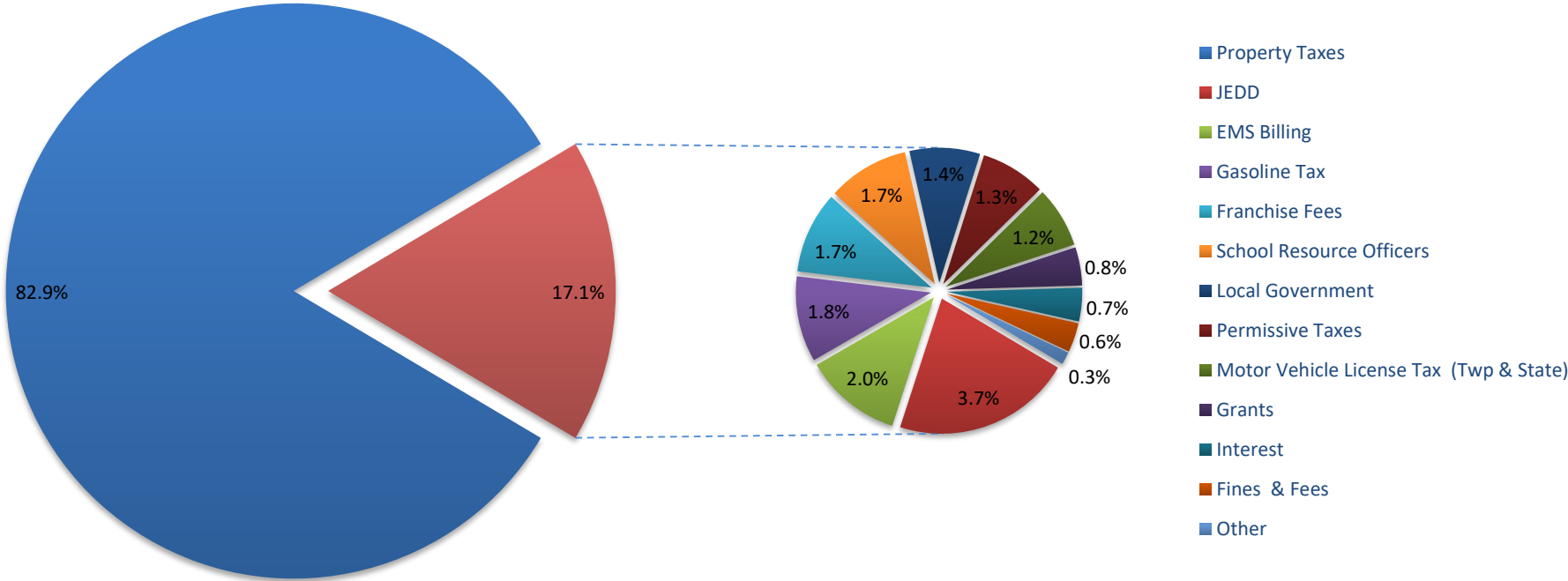
Fire and EMS Funds

## Operating Funds Revenues, Expenditures and Year End Cash Carryover



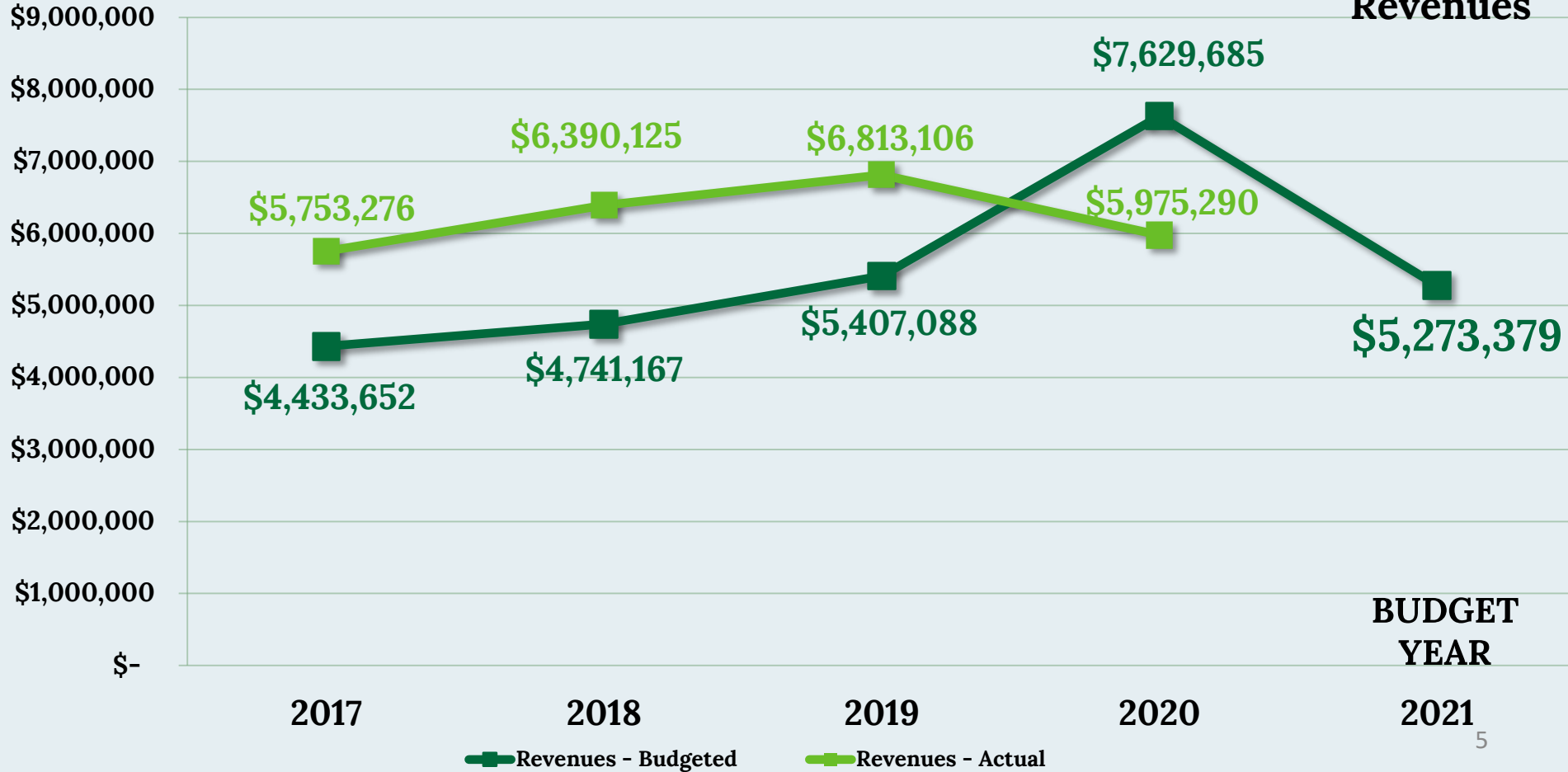


## Township Revenue

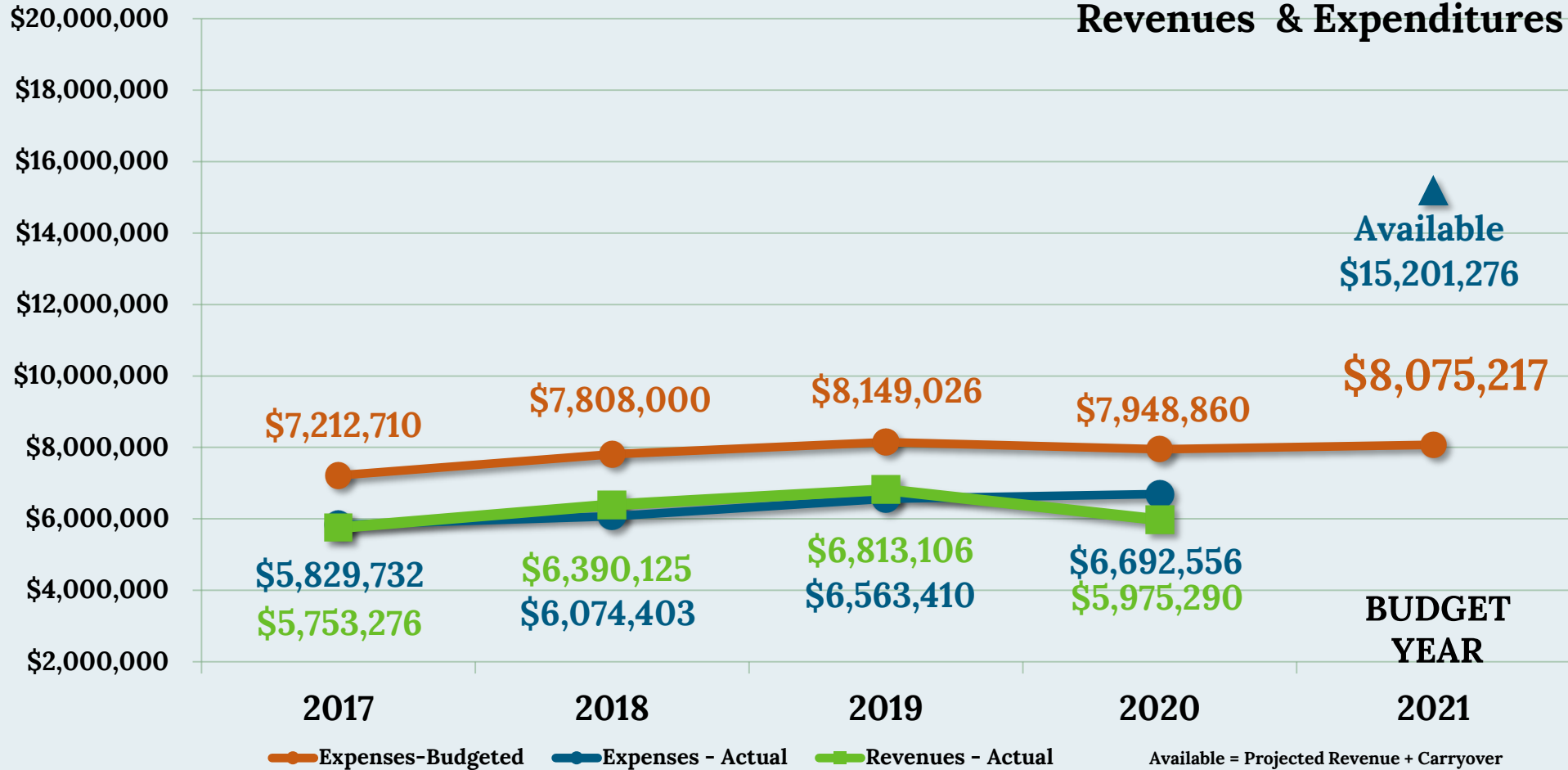




# **2021 Operational Budget General Fund**



### Revenues & Expenditures



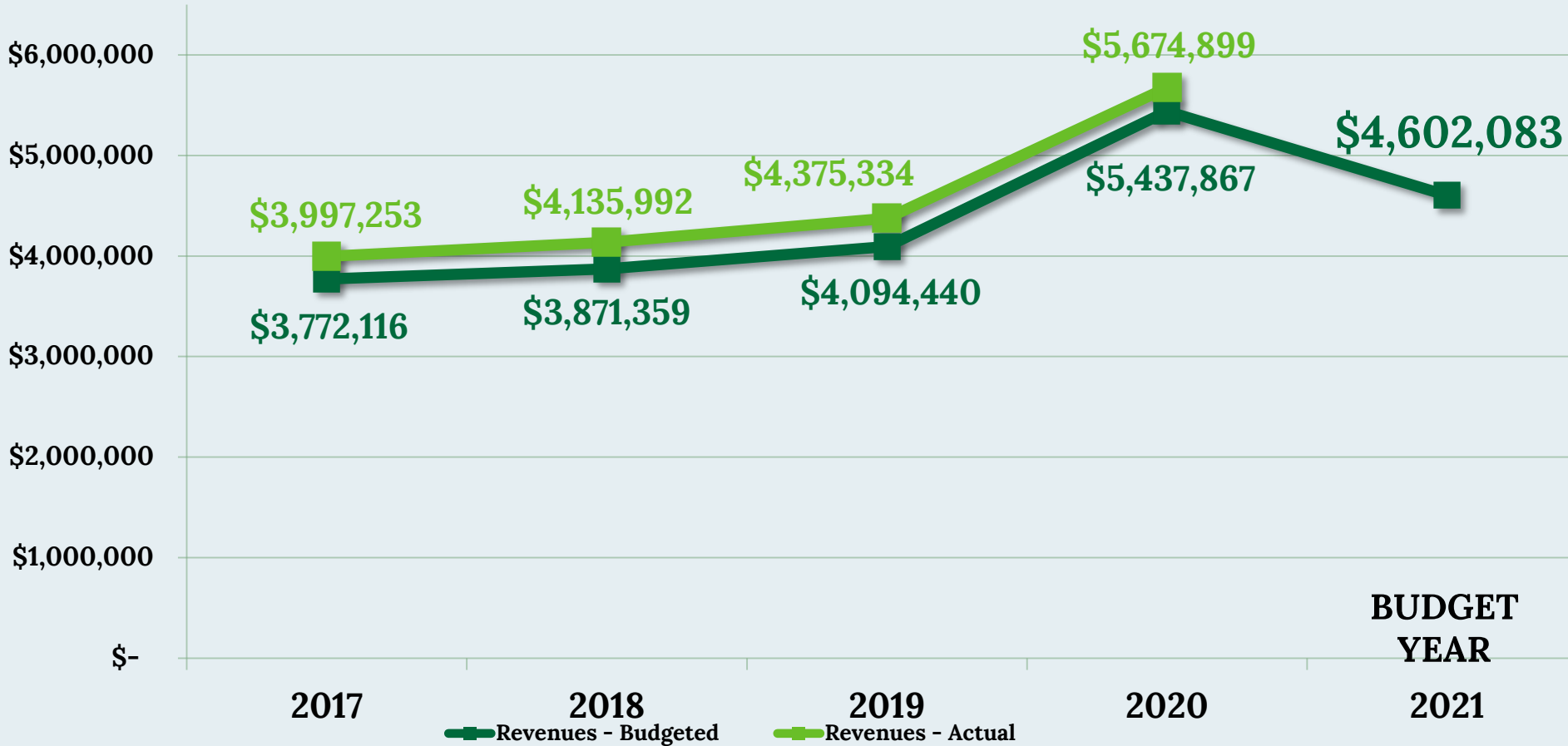
## General Fund 2021 Budget Highlights

- **\$250,000 State Route 42 Corridor Revitalization**
- **\$250,000 – Document Archiving**
- **\$75,000 – Feasibility Study for Library Expansion**
- **\$57,500 – Keehner Park Improvements**

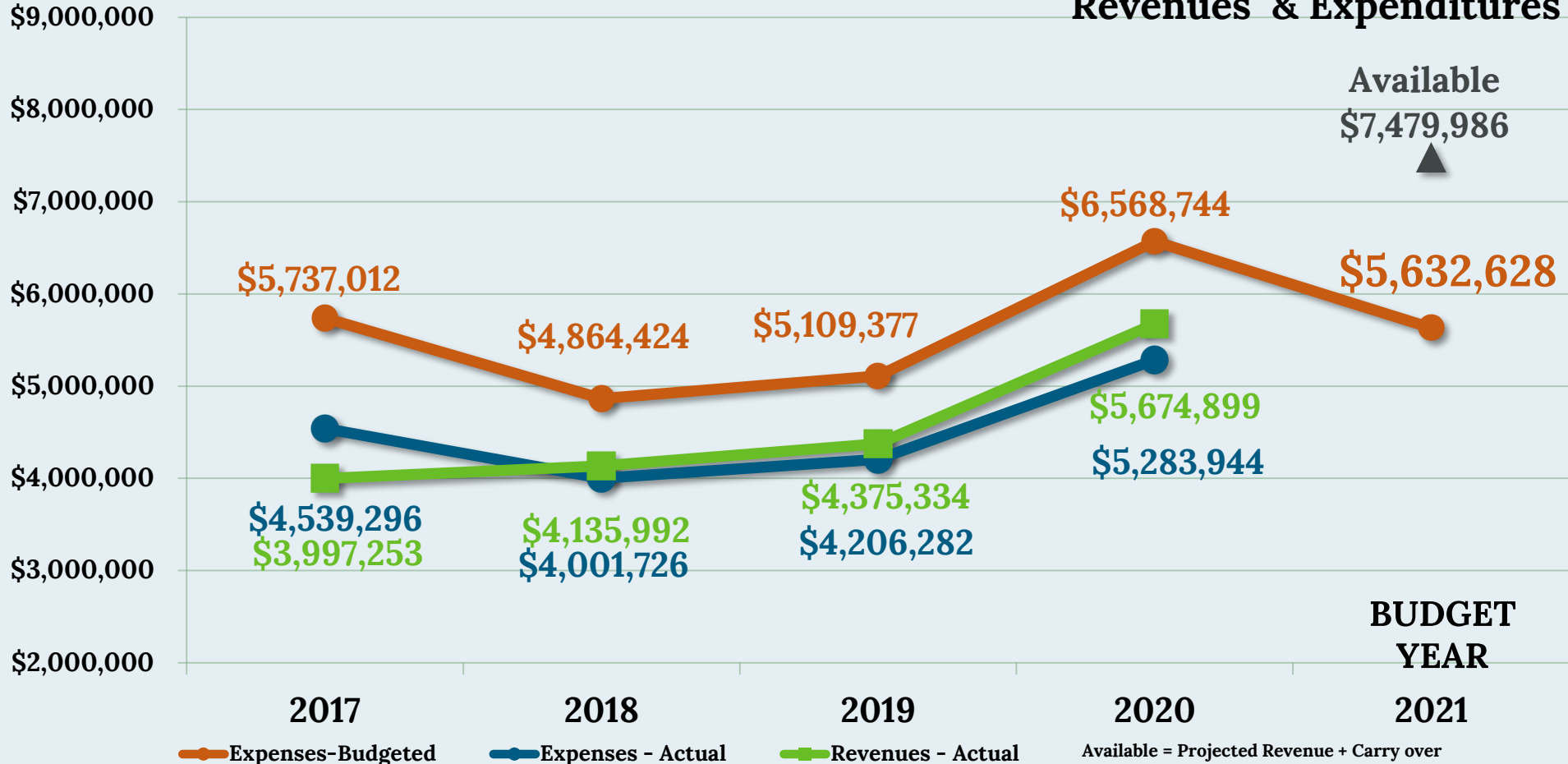




# **2021 Operational Budget Roads & Maintenance Funds**



### Revenues & Expenditures







## A Resident Phone Call

“I live off of Tylersville Road and 75, and I just wanted to tell you **how nice** that strip of **Tylersville** looks with those lights up there. **I really appreciate** it and I hope you do something a little special with that bridge up there. I’m getting tired of looking at that chain link... **just wanted you to know** I appreciated it.”

## Roads and Maintenance 2021 Infrastructure Improvement Program

- **\$3.3 Million (Roads Fund and TIF)**
  - 14,000 lineal feet of concrete curb replacement - \$700,000
  - 5.5 miles of paving - \$700,000 from Roads and \$1.2 million from TIF
  - 70 sections of storm pipe repair - \$700,000



## Roads and Maintenance 2021 Budget Highlights

- **\$380,000 – Replacement of 3 Vehicles**
  - 2 salt trucks = \$320,000
  - 1 one-ton dump truck = \$60,000
- **\$200,000 – Road Salt for 2021-2022 Snow Season**
- **\$80,000 – Replace Road Mower**
- **\$50,000 – Landscape for New Roundabout at Butler-Warren**





# **2021 Operational Budget Police Fund**

## Police Revenues

\$20,000,000  
\$18,000,000  
\$16,000,000  
\$14,000,000  
\$12,000,000  
\$10,000,000  
\$8,000,000  
\$6,000,000



2017

2018

2019

2020

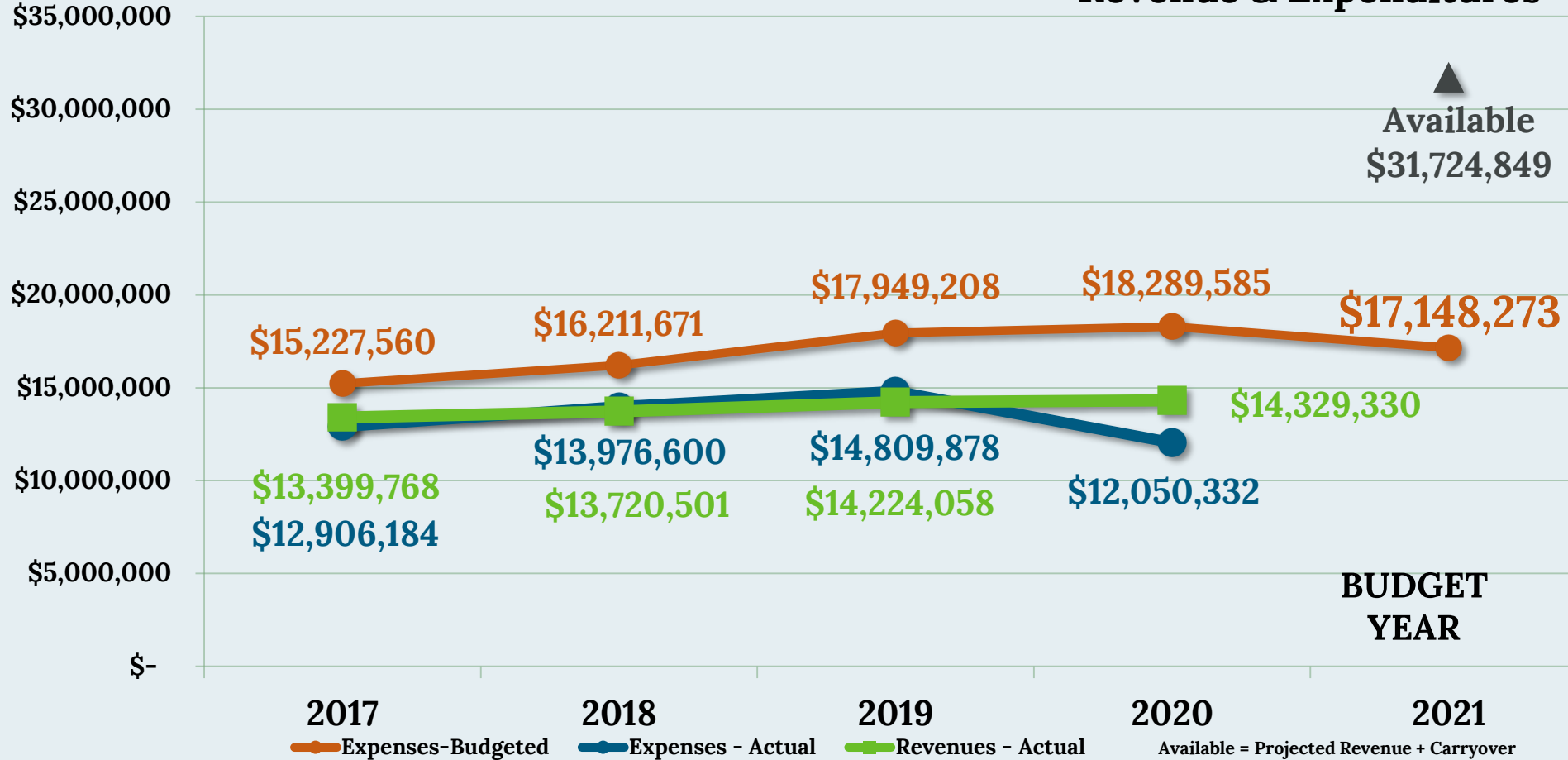
2021

Revenues - Budgeted

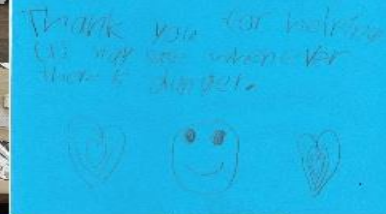
Revenues - Actual

**BUDGET  
YEAR**

**Revenue & Expenditures**



GO POLICE  
MAY!



What you do best, protecting everyone in Westchester, or wherever you go. I would love to do the same, but I am not as brave as a cop.  
Baby Timpe

CHIEF HERZOG,  
SIMPLY WROTE TO THANK YOU & YOUR STAFF. AS YOU ALWAYS DO, IT TAKES A CROSS, YOU ARE THERE TO ANSWER WHEN OUR NATIONS CALLS.  
WE APPRECIATE YOUR COUNTLESS SACRIFICES. YOU HAS SAVED THE EXEMPLES FOR BEING THE HEROES THAT FUTURE



Thank you for all that you do and helping our community stay safe. I know times are tough. I hate to see everyone, but I do want to show my gratitude and appreciation for you all. I have been in a "temporary" position since we moved to the West Chester and as well, I started my BPA class and started on my own little business. I would love to show some of your kindness and protectionism. You give me hope that one day, I may be able to substitute as a "lucky" adult. Please keep up the great work that you do by staying safe and healthy.  
Tina and Michael  
West Chester resident

Thank you for all you do & protecting us at the time my dad was a police officer before & I know you be rough & sometimes the work hours are tough. But anyway, thank you very much & you are greatly appreciated.  
Sincerely,  
Jordan Fisher



Dear police officer,  
Thank you so much for all that you do. Your sacrifices for our community are greatly appreciated.  
Sincerely,  
A Lakota East High School Student

Dear Officer,  
I would like to thank you for all that you do for our community. I know times are tough, but I do want to show my gratitude and appreciation for you all. I have been in a "temporary" position since we moved to the West Chester and as well, I started my BPA class and started on my own little business. I would love to show some of your kindness and protectionism. You give me hope that one day, I may be able to substitute as a "lucky" adult. Please keep up the great work that you do by staying safe and healthy.  
Tina and Michael  
West Chester resident



Thank You



Thank you for all that you do and helping our community stay safe. I know times are tough. I hate to see everyone, but I do want to show my gratitude and appreciation for you all. I have been in a "temporary" position since we moved to the West Chester and as well, I started my BPA class and started on my own little business. I would love to show some of your kindness and protectionism. You give me hope that one day, I may be able to substitute as a "lucky" adult. Please keep up the great work that you do by staying safe and healthy.  
Tina and Michael  
West Chester resident



## Police Department 2021 Budget Highlights

- **\$450,000 – Annual Vehicle Replacement**
- **\$ 25,000 – Replace Police Canine (forfeiture funds)**
- **\$ 25,000 – Replace Fitness Equipment**
- **\$ 20,000 – Repairs to Joint Firing Range**
- **\$ 20,000 – Replace Ballistic Glass in B.E.A.R**





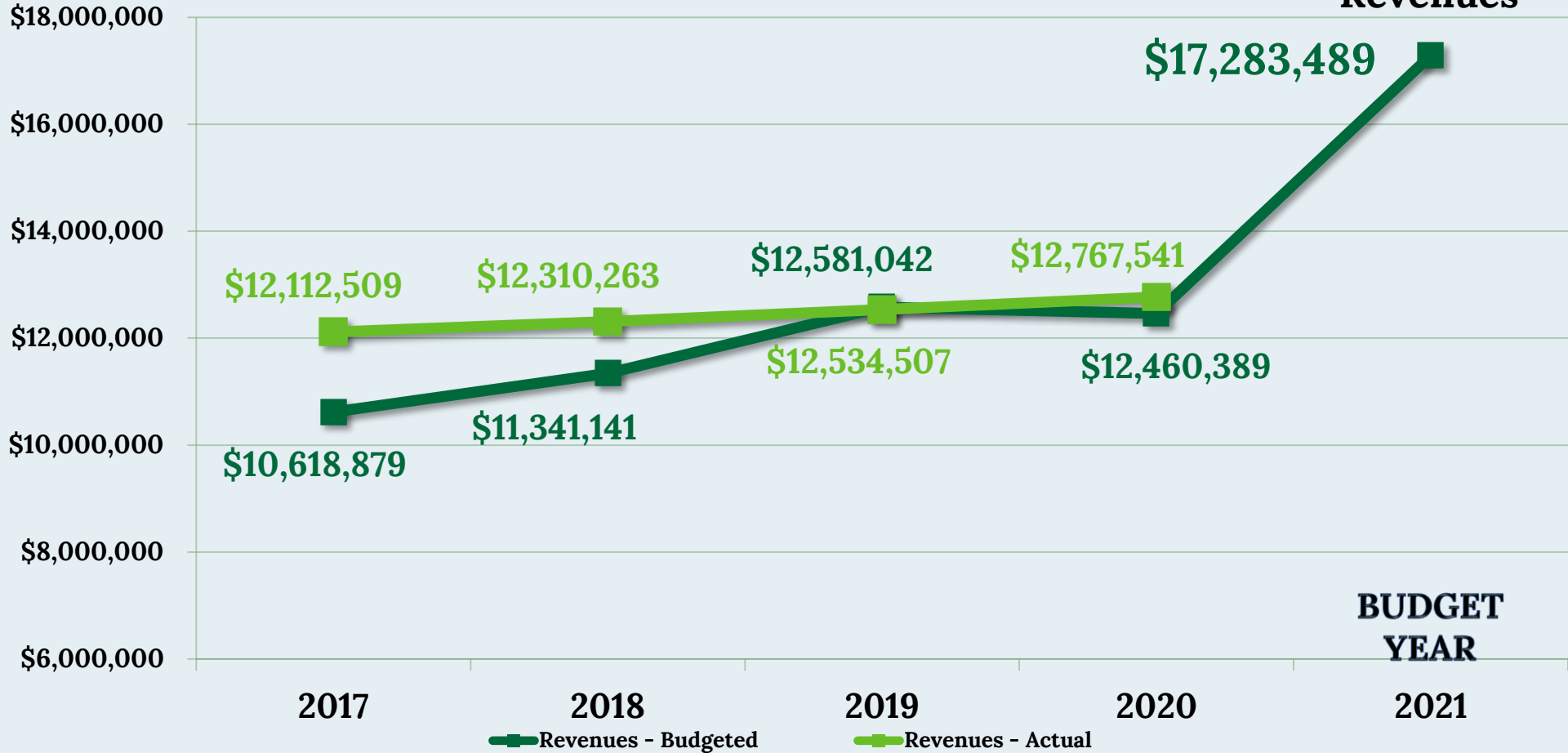
# Police Department 2020 Data Review

- **Calls for Service:  
40,495**
  - **Thefts from Autos: 210**
  - **Part 1 Crimes: 1,069  
(19.2% decrease)**
  - **Part 2 Crimes: 2,270  
(5.34% decrease)**
- **Arrests**
  - **Drug-related arrests: 308**
  - **Part 1 Crimes: 211**
  - **Part 2 Crimes: 864**

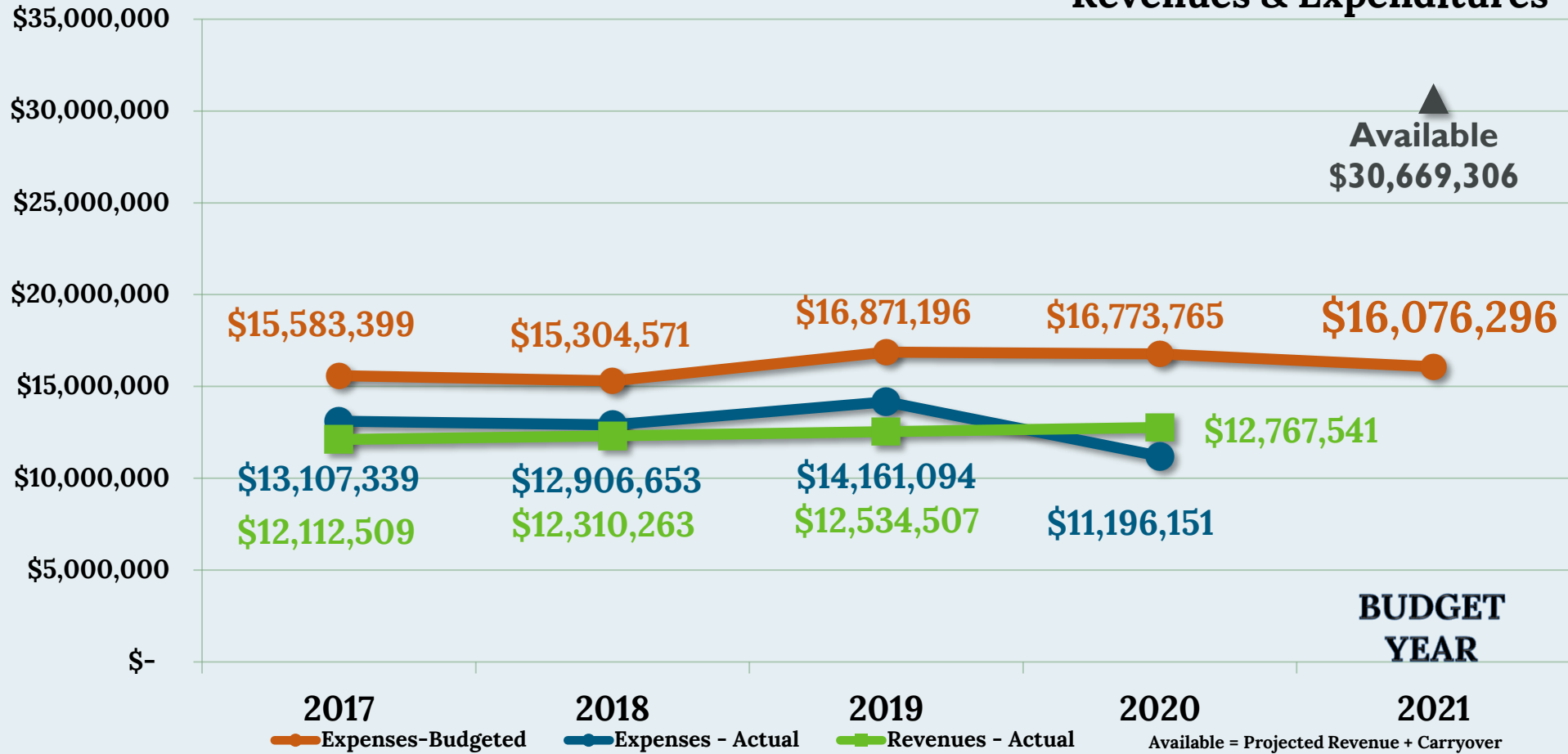




# **2021 Operational Budget Fire and EMS Funds**



**Revenues & Expenditures**



Dear [Name],  
 Thank you for your help and support during this difficult time. Your kindness and generosity have made a big difference. I am so grateful for you and your team. Please let me know if there is anything I can do for you. Love,  
 [Name]

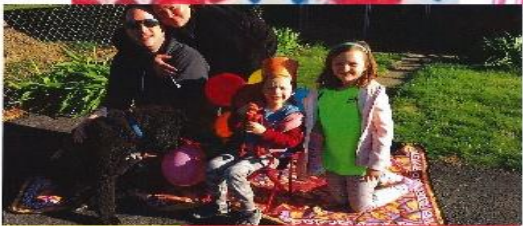


YOU ARE  
 The Best



Ngayabonga  
 Mahalo  
 hee! me! kakahe! MUKHA MUKHA  
 vialo! - Dank  
 - Daniel D. 10/10/20

West Chester  
 Fire Department  
 Thank you for your service and dedication. We are so lucky to have you. Please let us know if we can help in any way. Love,  
 [Name]



Thank you for everything! Keep on truckin'!

Thank you so much for everything! Keep on truckin'!



Thank you for everything! Keep on truckin'!

FOR YOUR STRENGTH, COURAGE & SERVICE WE THANK YOU!!

Thank you for everything! Keep on truckin'!

THANKS for everything! Keep on truckin'!

THANK YOU FOR MY PARADISE LAKE

Thank You

Hi! Thank you so much for fighting fires!

THANK YOU! MUCHAS GRACIAS HEELER BEDAN MERCI BEAUCOUP

West Chester Fire Dept. 909 Civic Center Road West Chester, Ohio 45669

Thank you for everything! Keep on truckin'!

LOVE FIRE SIRENS FIREFIGHTERS

Thank you for everything! Keep on truckin'!

Thank you! Love, Amy

Thank you for everything! Keep on truckin'!

Thank you for everything! Keep on truckin'!

DEAR PARAMEDICS, A FEW DAYS AGO, YOU RESPONDED TO A 911 CALL REGARDING OUR DAUGHTER... WE WANT TO SAY THANK YOU... THANK YOU AGAIN.

## Fire Department 2021 Budget Highlights

- **\$318,000 – Replace Medic Unit**
- **\$100,000 – Replace SIM Mannequin**
- **\$ 70,000 – Replace Pick-up Truck**
- **\$ 60,000 – Replace Thermal Imaging Cameras**
- **\$ 40,000 – Traffic Signal Preemption**



# Fire Department 2020 Data Review

## Calls for Service: 6,825

- 4,718 EMS calls
- 2,107 Fire

## Fire Safety Inspections:

- 916 in person
- 506 self-inspections

## Plan Reviews:

- 101 Residential
- 460 Commercial

## Public Education Efforts:

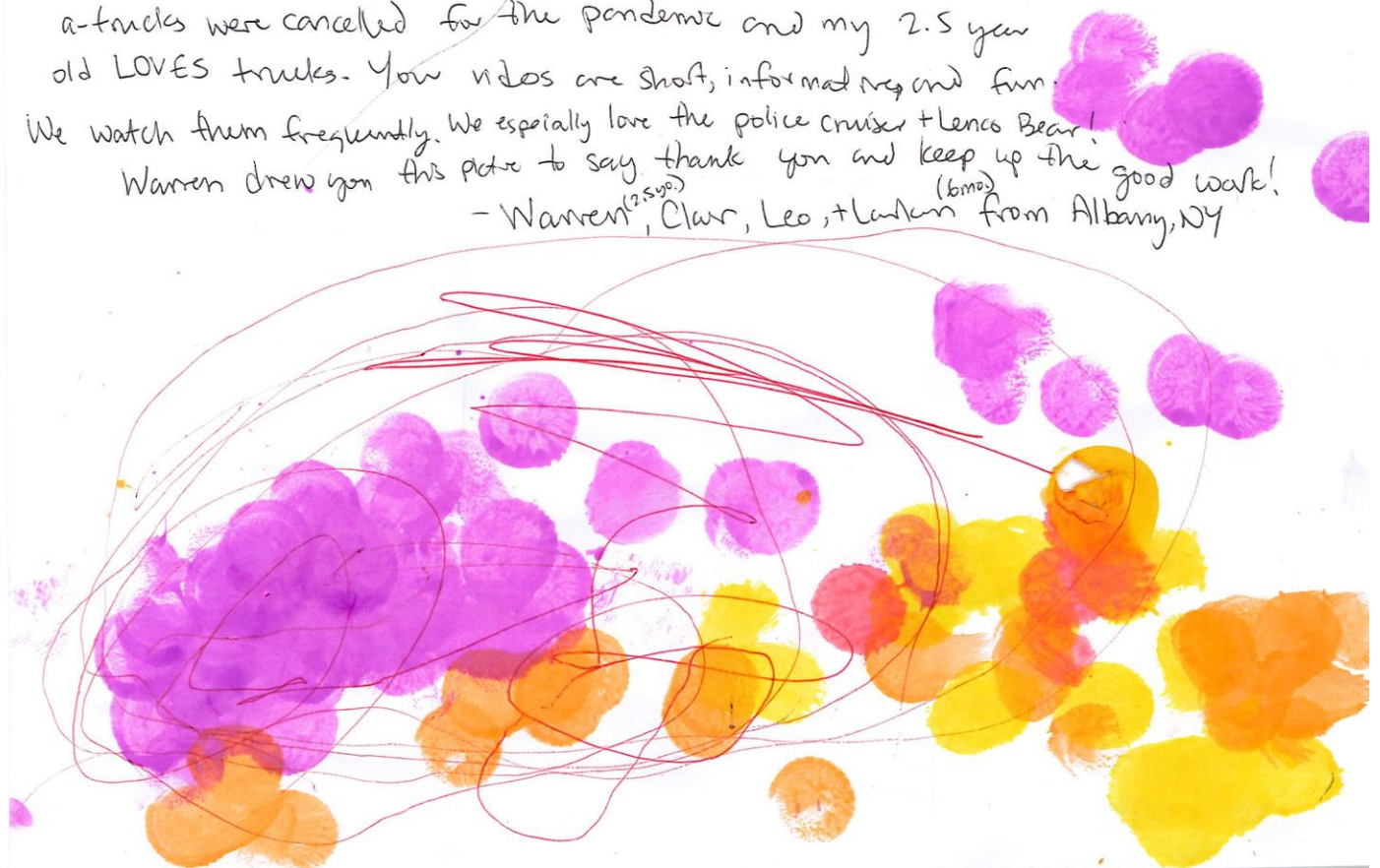
- 2,648 School- age children
- 376 Pre-School Children
- 1098 Adults



03 Jan 2021

Dear Everyone involved in the West Chester Touch-a-Truck Videos,  
 Thank you for making the virtual touch a truck videos. Our local touch-a-trucks were cancelled for the pandemic and my 2.5 year old LOVES trucks. Your videos are short, informative and fun. We watch them frequently. We especially love the police cruiser + Lencos Bear! Warren drew you this note to say thank you and keep up the good work!

- Warren<sup>(2.5yo)</sup>, Clair, Leo, + Larken<sup>(6mo)</sup> from Albany, NY







# 2021 TIF-Funded Projects

## 2021 TIF-Funded Projects

- **\$4 Million – Union Centre DDI Landscape Project**
- **\$1 Million – Street Lighting Districts Phase III & IV**
- **\$500,000 – Olde West Chester Pocket Park**
- **\$300,000 – Muhlhauser Barn Deck Replacement**
- **\$250,000 – Improvements to Safety Services Entrance**
- **\$250,000 – West Chester Road Water Main Extension**



THANK YOU

