

**Record of Proceedings:
West Chester Township Board of Trustees
Work Session - 2017 Operational Budget**

January 17, 2017

Convene: President Welch convened the meeting at 5:00 p.m.

Roll Call: Mr. Welch and Mr. Lang responded. Mr. Welch said Mr. Wong was running a few minutes late.

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 2017 Operational Budget Work Session. A PowerPoint slide program supplemented the narrative and is frequently referenced herein, copies attached.

Mr. Welch turned the work session over to Mrs. Boyko.

Township Administrator Judi Boyko:

Mrs. Boyko said the budget reflects the Township's commitment to fiscal responsibility. She recounted previous budget themes since she was appointed Administrator in 2005, and declared the budget theme for 2017 reflects West Chester's position as a leading edge community and one of America's Best Places to Live.

A brief video was then shown entitled "America's Best Places to Live".

Mrs. Boyko said West Chester has been declared a Best Places to Live community five times since 2006, including four consecutive times, 2016 being the fourth consecutive time for this biannual recognition. She said this budget focuses on keeping West Chester's economy strong by investing in infrastructure, promoting development and retainable marketable workforce, preserving property values by encouraging property maintenance and livability, and in 2017 staff believes it's essential to consider quality of life infrastructure investments. These values help make West Chester a Best Place to Live. Mrs. Boyko said current trends favor a more energized urban environment in which to live, work, and innovate while maintaining suburban amenities. She then identified changing demographics and its effect on our community. Mrs. Boyko said 68.8% of the Township's 2017 operational budget entail police and fire services, and nearly \$22 million are proposed for infrastructure improvements, \$12 million of which is budgeted for improvement to the Union Centre Boulevard interchange. She further identified criteria used by Money Magazine when determining Best Places to Live and the need to leverage our assets. She said the budget does not represent an expenditure of any proposed budget, but reflects staff's priorities for the Board's consideration. Property taxes continues to be the most significant source of our revenues, noting the Butler County Auditor's property valuations reflect a 1.2% increase in West Chester property values. Mrs. Boyko observed that the Governor believes Ohio may realize a continued recession over the next several years, of which staff is mindful. She also noted that full time equivalent position have been reduced by 18, reducing costs by \$1.2 million each year, and \$5.5 million over six years. Mrs. Boyko said the Board initiated in 2016 and into 2017 an employee merit compensation study in order to maintain and attract a quality workforce.

In 2017 the Board will implement an open data platform to provide information to the public as well as insuring operational efficiency and productivity. Going forward, she said “we must create opportunity, we must capitalize and leverage our asset, we must expend budget in a manner that strives to enhance West Chester’s competitiveness, marketability, and sustainability”. She concluded these comments by saying she hoped the departmental presentations demonstrated that, then introduced Ken Keim to review the revenues and expenditures for the General Fund.

Finance and IT Director Ken Keim:

The operational budget presented this evening accounts for 10 funds – General Fund, four separate Roads Funds, Cemetery Fund, West Chester Community Television Fund, Police Fund, and Fire and EMS Funds. While TIF Funds are not identified as part of the Operational Budget, Mrs. Boyko will later share some planned projects for 2017 funded from TIF. The proposed expenditures for 2017 for the 10 funds total \$44.8 million, an increase from 2016 budgeted expenses of \$43.0 million. Actual expenditures in 2016 were 13.4% less than originally budgeted. We’ll begin with the General Fund which includes activities from Administration, Community Development, Community Services, Finance and Information Technology, Parks and Senior Van.

The General Fund ended 2016 with a carryover (slide # 1) of just more than \$10 million. The carryover has remained resilient despite transfers to the Roads fund to keep up with infrastructure demands, due to a conscientious approach to manage resources and heighten the efficiency of operations.

Actual 2016 revenues (slide #2) demonstrated here are significantly greater than 2015 revenues due to the refunding of Various Purpose Bonds. Although the refunding was not originally planned, we were able to take advantage of favorable interest rates to achieve a Net Present Value savings of nearly \$2.2M. As a result both Revenues and Expenses increased in 2016 by more than \$1.1M. This is an anomaly and is also reflected in 2016 expenses. The nearly \$5,923,000 in revenues, represents traditional revenues that would have been received had the refunding not occurred. Revenues of \$4,433,652 are projected for receipt in 2017, much less – again due to the refunding and also to the conservative approach to projecting revenues mindful of the macro-economy.

Actual expenditures in 2016 are actually slightly greater than budgeted, again due to the refunding of the Various Purpose Bonds. 2017 budgeted expenses in the General Fund are \$7.2 million. Available resources reflect the carryover plus projected revenue. Expenditures are well within available resources. Once again General Fund budgeted expenses are greater than projected revenues, due to transfers to Roads Funds to continue addressing public infrastructure maintenance and other obligations.

Township Administrator Judi Boyko:

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. There are also budgeted expenses that reflect opportunities to enhance community aesthetics and vibrancy including entry signage on key corridors, enhancements to Township facilities and entrance ways, and improvements to community parks. Township facilities serve as entrances to the community and therefore attention given to their appearance is

an investment toward creating a positive aesthetic experience. In 2017, improvements are slated for the campus entrance to the Safety Services Center and technology and aesthetic improvements are slated for Township Hall (slide #3).

Some notable 2017 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;
- \$183,500 for improvements at Keehner Park, including updates to the amphitheater, shelters, and playgrounds – other park improvements are planned as eligible TIF funds’;
- \$60,000 sprinkler pipe replacement in the Administration Office; and,
- \$1.5 million transfer to Roads and \$250,000 transfer to Cemetery.

Mrs. Boyko noted that this is the eighth year in a five to seven year plan, which the Board initiated in 2009 to invest in our infrastructure by supplementing the Roads Fund by transferring \$1.5 million from the General Fund. She said they’ve been successful in maintaining a carryover in the General Fund while continuing to supplement the Road Fund with a \$1.5 million transfer. Mr. Welch, referencing the General Fund Charts & Graphs, noted \$6 million was identified as the “Carryover goal”. He asked if that was the “ultimate goal” for the General Fund going forward. Mrs. Boyko said the budget approximates \$40-\$43 million and 15% carryover is the best practice goal as a minimum, though they strive for more. Mr. Welch asked if this carryover practice will continue. She said they hope to have another such carryover for 2017. Mr. Welch questioned why there were lower projected revenues from certain sources. Mrs. Boyko attributed the lower projections to the volatility of the economy and their practice of projecting conservatively. Mr. Lang observed Mrs. Boyko’s practice of projecting conservatively. Mrs. Boyko also responded to Mr. Wong’s question how hotel tax revenue is projected, noting history and projections, terming it more of an art than a science.

Finance and IT Director Ken Keim:

The roads funds reached a \$3.1 million carryover in 2014 (slide #4). Since that time the carryover has been reduced in order to address more infrastructure improvements and maintenance each year. The 2016 year ended with a carryover of \$2.5 million. Budgeted revenues have been consistent in recent years and slightly less than actual received revenues. The Road Funds 2017 proposed budgeted expenses of \$5.8 million are 14.9% greater than the \$5 million budgeted in 2016 (slide #5). The increased budget is directed toward infrastructure improvements and increased road miles for resurfacing.

Services Director Tim Franck:

Streets and infrastructure associated with streets are expected to be in exceptional condition and have been deemed a priority. Therefore, funding mechanisms were put in place in 2009, diverting funds from the General Fund to Roads. This has allowed the Township to help protect residential property values through the resurfacing of residential streets and replacement of storm drainage and other related infrastructure. Exceptional infrastructure is something residents and corporate stakeholders have come to expect. Maintaining West Chester’s position as one of “America’s Best Places to Live” will require diligence in maintaining this infrastructure as it matures. The age of West Chester’s infrastructure can be tied to the age of its housing stock. Roads, culverts and curbs were all built in conjunction with the development of neighborhoods. Of West Chester’s nearly 23,000 homes, 27% were developed prior to 1970. Subdivisions built

prior to 1970 are predominantly without curb and have ditch drainage instead. There is repair and replacement required to these features, but at a more manageable cost. 11% of our housing stock has been built since 2000. For the purposes of our presentation tonight, we can be less concerned with infrastructure developed more recently that utilized newer designs and, in many cases, better materials. So let's focus on the remaining 62% of the houses in the Township built between 1970 and 2000. 16% were constructed between 1971 and 1980, so they're 35-45 years old. 25% between 1981 and 1990, or 25-35 years old. And 21% between 1991 and 2000, so they're 15-25 years of age. Approximately 62% of the roads and infrastructure in the Township were constructed between 1970 and 2000. Most subdivisions built after 1970 used concrete curb and corrugated steel storm drainage pipe. It is easy to focus on the asphalt pavement condition throughout the Township, this is the infrastructure that drivers use and experience daily. However, the more costly infrastructure is the curb and storm drainage associated with these roadways.

There's a harsh picture of forecasted infrastructure replacements – paving and storm pipe - based solely on (slide #6) the age of the infrastructure. This relates directly to the statistics previously given regarding the age of our housing stock. In other words, based on industry standards, if all the pavement, curb and storm pipe installed since 1970 were to fail over the next 7-8 years based simply on age, the costs would be sobering. 62% of development of neighborhoods in West Chester occurred between 1970 and 2000. Therefore, if age were the only determining factor, a significant amount of infrastructure replacement would be due to occur between 2018 and 2025. During this time period, the Township could expect to spend between \$7 million and \$9.5 million per year to replace infrastructure that has reached maturity. Comparing this with the proposed 2017 infrastructure improvements of \$3.8 million demonstrates just how aggressive the Township would need to be in order to manage the potential costs of maturing infrastructure. This chart also demonstrates that, based on age alone, industry standards dictate that road paving will level off, and the greatest demand will be in storm pipe replacements. The 2017 budget proposes \$300,000 to replace 25 sections of culvert. While this chart demonstrates that if age alone were considered, in 2020 nearly \$8 million would be necessary to replace storm pipe. Again, this chart is a “worst-case scenario”, painting a dire picture of West Chester's future demands for infrastructure replacement. It does not take into consideration the actual condition of these elements. However, significant resources will be needed to maintain our infrastructure in the coming years.

Mrs. Boyko interjected that this information represents “doomsday”; if every roadway, storm pipe needs to be replaced based upon industry standards for their projected life. They'll be bringing a more robust paving and storm pipe replacement program in coming years, but funding must be available.

Mr. Franck resumed by commenting on what steps West Chester is taking to mitigate this heightened demand for investment in the coming years. He said regular inspection and maintenance is necessary to manage annual costs and protect our infrastructure assets in the Township. Each year, we inspect 400-500 of the nearly 7,000 storm pipes the Township is responsible for maintaining. The pavement on all streets in the Township, 222 miles of roadway is also inspected and rated each year.

The ratings applied to each of these infrastructure features is how we determine the priority work assigned each year. We repair or replace curb and storm pipe in conjunction with our pavement

resurfacing schedule to minimize the chances that a newly paved street would later be impacted by underground infrastructure repairs. We use concrete or plastic corrugated pipe for storm pipe repairs or replacement to extend the life of these assets. We have also used plastic sleeves or applied gunite or concrete to the interior of a storm pipe when appropriate, to extend the useful life of the pipe. We also coordinate our pavement schedule with the Butler County Water and Sewer Department in an effort to minimize those areas where scheduled sewer and water replacements will impact our repaired or replaced infrastructure. And we work with the BCEO through their paving contract to take advantage of economy of scale for street resurfacing. Under normal conditions, residential asphalt streets lose approximately 40% of their useful life in the first 15 years, and another 40% of their useful life from year 15 to year 20. But there are also other factors to consider – the amount of traffic on the street, groundwater, and the weather conditions the asphalt has been exposed to for example. These statistics are based on industry data and our inspection data confirms these findings. Slurry is another resource West Chester has deployed to manage the condition of pavement over an extended period of time. Slurry has proven to slow the deterioration rate of pavement. On residential streets, we find applying slurry within 7 to 10 years of the street last receiving new pavement, can push that 40% deterioration from year 15 to between years 20 and 25. The following slide demonstrates this point (slide #7): The life of pavement (purple) can be extended by applying slurry (gray). Mr. Franck explained that slurry can also be applied to older pavement that exhibits minimal deterioration. Slurry works best when applied to streets with a pavement rating of 75-85. We find slurry is effective 7-10 years in West Chester. Slurry is extending the life of the pavement on residential streets from 20 years to potentially 25-30 years. In some instances, slurry has been reapplied where streets continue to meet the best conditions after the initial slurry application has been worn. Slurry protects our roadway surfaces, and minimizes roadway base failures. 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. Regular inspection will continue to manage the costs associated with replacement of infrastructure in the Township, and the timeframe in which replacement occurs. Ultimately, however, asphalt replacement and storm pipe replacement must be achieved and significant resources will be needed to maintain our infrastructure and keep West Chester marketable and competitive; and one of America's Best Places to Live.

Mrs. Boyko interjected by noting that they measure the performance and effectiveness of previously implemented programs. She said the use of slurry was implemented in 2008 and they measured its effectiveness, determining it extends the life of the pavement seven to ten years. She commented that slurry only works when it's applied to a good base. In response to Mr. Wong's question regarding the cost of slurry, Mr. Franck said asphalt is approximately \$9 a square yard and slurry is less than \$2 a square yard.

Mr. Franck resumed, saying it's been possible to effectuate more infrastructure improvements in recent years due to:

- Successful TIF areas providing revenue to help with the cost of infrastructure improvements;
- The General Fund's commitment to supplement the Roads Funds; and
- The expanded partnership with the Butler County Engineer's Office (BCEO).

While county roads within TIF areas are improved using TIF resources, the BCEO funds pavement of some Township roads and contributes equipment, personnel, and other resources to improve Township infrastructure. The partnership with the BCEO has resulted in a savings to West Chester taxpayers of nearly \$2.4 million over the past five years; and an additional \$400,000 in savings is anticipated in 2017.

Most notable in the 2017 budget proposal for Roads (slide #8) is the \$3.8 million investment in 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 culvert repairs, curb replacement, slurry and paving. The quantity of work achieved and cost associated can vary slightly when contracts are finalized.

Improvements in 2017 include:

- Approximately 14.4 miles of road are scheduled to be repaved at a budgeted cost of \$2.65 million = \$1.4 million in Roads Funds and \$1.25 million in TIF funds.
- An additional 5.9 miles of road are budgeted for slurry, at an estimated cost of \$300,000
- 25 sections of culvert pipe will be replaced or repaired at a budgeted expense of \$300,000
- \$550,000 has been budgeted for approximately 15,000 lineal feet of concrete curb replacement

Some budgeted highlights for 2017 include:

- \$200,000 for purchase of road salt for the 2017-18 snow season, this is in addition to the money already budgeted and encumbered in 2016 for the current snow season. (about \$300,000),
- \$160,000 for the purchase of a new 2 ½ ton salt truck.

Mr. Franck said, as part of their inspection process, they evaluate the pavement for potential base failure, they make base repairs, then they mill off the top layer of asphalt and apply the new layer of asphalt. This is the 14.4 miles previously referenced. He said they also evaluate the need for curb or storm pipe replacement and coordinate repairs prior to repaving. In response to Mr. Welch's question, Mr. Franck said it's difficult to extend the life of pavement where there's significant commercial traffic, such as semi-trucks.

Finance and IT Director Ken Keim:

The Police Department is funded, in part, with a levy approved by voters in 2010. The Fund's carryover (slide #9) grew from \$8.2 million 2010 to \$9.4 million in 2011, the first collection year for the newly approved levy. It is the experience that greater carryover is achieved in the early years of a levy, in order to secure levy longevity for the taxpayer. Projected revenues for the Police Fund have been especially conservative in recent years because annual collections from the 2010 police levy were less than originally estimated from the certified levy amount. While not fully realizing the revenue collection outlook, revenues are being projected greater than budgeted in 2016, but still less than were actually received in last year.

The Police Fund proposed budgeted expenses for 2017 are \$15.2 million, 1.1% less than 2016 budget (slide #10). Actual police expenses have been approximately \$2 million less than budgeted in recent years in order to accommodate for unforeseen circumstances and to account for potential compensation liabilities; retirement, separation, etc. Although the actual

expenditures may be less than budgeted if unrealized, these potential and eventual inevitable costs are considered to ensure fiscal responsibility.

Mrs. Boyko interjected that the slides reflect that levy funded department, jurisdictions ultimately see that revenues are less than expenses. Due to low property valuation projections from the Auditors office, they have been operating with lower than projected revenues. Because Police and Fire are both labor intensive, accounting for 87% of their costs, they need to address personnel when addressing a reduction in costs.

Police Chief Joel Herzog:

2017 marks the 50th anniversary of the creation of the West Chester Police Department. Our truly dedicated command staff, along with the support of Mrs. Boyko, stands ready to lead a police department that is concentrated on the vision of developing a premier law enforcement agency that is highly trained and competent. We are committed to being responsive to the demands of our community. Our residents not only ask for officers to keep their community safe, but also to be receptive to their changing needs. The West Chester Police Department is committed to providing superb customer service to our internal and external customers. This will be accomplished through the further awareness and education of the Township's Vision, Mission, and Core Values until they become synonymous with the type of service we provide. Only safe communities with low crime may qualify as one of the best places to live in America. The 2017 police budget maintains a proven approach of intelligence-led policing utilizing technology as a crime prevention tool, a way to deploy resources, and as a method of maintaining public trust. With this we will remain a safe community. We are exploring the implementation of body-worn cameras to meet community expectations for transparency and to serve as a critical training tool. I appreciate the patience the Board has shown during this process. The acquisition and implementation of body-worn cameras has continually been studied, while we have waited for the courts to consider their application from a public records and enforcement standpoint. As the community demands a more empathetic, community invested police force; training and engagement will be critical to competent and responsive law enforcement for the community. The cameras and the resulting video will allow our department to review human interactions and seek opportunities to improve training and enhance the interpersonal skills of our officers. The West Chester Police Department strives to fulfill the mission of serving the community, and this technology presents the opportunity for continuous improvement in the delivery of service. This review has taken longer than anticipated due to the complexities of the new technology as it relates to its use, its interpretation as to rights of privacy laws, the education of the limitations and pitfalls associated with relying on video as a true representation of an incident. The significant cost of this project, with storage of the video captured being the greatest portion, requires additional vetting to ensure taxpayer funds are utilized for the maximum potential. While a valuable tool, there continues to be unanswered questions related to these issues. We will strive to address legal issues, as well as the added complexities of managing the body-worn camera system as it is implemented into the department's operations. West Chester's daily population surges with an additional 50,000 people employed here and even more who visit. This requires another focus as it relates to our citizens and visitors is to improve traffic safety. With crash reconstruction equipment on the Police Department's budget proposal, we hope to improve the safety of our roadways. West Chester police officers respond to more than 1,500 automobile accidents each year, an inevitability based on traffic demands. In 2017, West Chester

police proposes purchase of equipment and technology that will aid in traffic safety enforcement and in investigation and reconstruction of automobile accidents. Information learned from this technology will not only identify cause and fault in a specific crash, but will better enable police to identify potential root causes and repeatable factors for accidents, which will help to determine potential modifications or alterations to road configurations or safety features.

2016 Accident Data:

1,521 Auto Accidents

375 Injury Accidents

4 Fatal Accidents

The focus of police work will continue to be serving the community to the best of our ability. In 2016, there were 1,425 Part 1 crimes (Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny) and 2,312 Part 2 crimes (lower offenses including drugs). Calls for service increased to 43,244 in 2016 from 40,026 in 2015. Preventative patrol efforts have also increased, as we strive to saturate neighborhoods and business districts that are experiencing targeted crime concerns. The West Chester Police Department's active participation in the community includes providing programs designed to educate and engage the public, making them the integral partner in crime prevention efforts. In 2016 West Chester hosted two Citizen Police Academy classes. There were over 20,000 people reached in the course of 270 public appearances in the form of school education forums, ALICE training, Self Defense classes, K9 demos, Child ID outreach – just to name a few. Engagement, interaction, and accessibility are key elements to providing a “Best Place to Live” community.

In public safety, where 24/7 operations are critical, the presence of officers will impact public safety. Well-trained personnel are the department's greatest asset and also make up the largest expenditure category, approximately 87%, including the police share of emergency communications dispatch costs. The 2017 proposed budget takes into consideration filling vacant positions as a result of retirements and promotions to meet the currently approved complement. Some other notable expenditures for the Police Fund include (slide #11):

- \$450,000 for vehicle replacements – This includes 10 vehicles.
This amount included the cost of outfitting the vehicle with the state of art technology safety equipment.
- As mentioned previously, we have budgeted \$125,000 for officer body-worn cameras;
- With regard to enhancing auto crash investigations and traffic safety, \$75,000 in equipment to aid traffic safety, through enforcement and crash reconstruction technology; this includes a Crash Data Retrieval Tool (Black Box), Speed Sentry Alert signs (data capturing), LIDAR (Lasers). This equipment will assist in the identification of potential root causes and repeatable factors for accidents to determine potential modifications or alterations to road configurations or safety features to make our roads in West Chester safer.
- \$54,000 to replace 12 out of 32 mobile data terminals which assist in keeping patrol officers in their vehicles and on patrol while completing reports ; and
- \$67,500 to enhance officer safety (fitness equipment, radios, control devices, crowd control protective equipment)
- \$40,000 for West Chester's share of repairs to the joint firing range- This project is a prime example of saving taxpayer funds as the West Chester Police Department works collaboratively with the Butler County Sheriff's Department to train and increase the

proficiency of the officers and deputies in the county. This is the type of partnership that makes our community and county a better place due to the interagency cooperation.

- \$50,000 allotted to continue officer and staff training.

The Board had no questions.

MOTION made by Mr. Lang at 6:00, seconded by Mr. Welch, to have a five minute recess. Discussion: none. Motion approved unanimously.

MOTION made by Mr. Lang at 6:05, seconded by Mr. Wong, to reconvene the Operational Budget Work Session. Discussion: none. Motion approved unanimously.

Finance and IT Director Ken Keim:

He directed the presentation to the Fire and EMS Funds.

The current fire levy was approved by voters in 2006 and continues to sustain Fire Department operations with a carryover (slide #12) at the end of 2016 of \$15.2 million. The longevity of the levy has been dependent upon an unrealized expense for a 6th fire station which Chief Prinz will elaborate further on.

Revenues have remained consistent in recent years. We are projecting revenues to be approximately \$11.3 million in 2017.

The Fire and EMS Funds' proposed budgeted expenses for 2017 are \$15.6 million (slide #13).

This represents an 8.4% increase from the \$14.4 million 2016 budget, primarily due to replacement of fire apparatus and purchase of EMS equipment for service to the community.

Proposed expenses remain within available resources in the funds. Chief Prinz will now provide more information about the 2017 budget for Fire & EMS.

Fire Chief Rick Prinz:

As a department, Fire/EMS is committed to providing exceptional All hazards emergency response service to the community through fire suppression, fire prevention and superb emergency medical services. The everyday actions taken by the Fire Department impact the cost of living and quality of life experienced by Township residents. 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 unrealized expense of an additional fire station in the community without compromising delivery of service; and the judicious use of levy funds to extend levy life have made this possible for our community. West Chester continues to monitor the call volume, residential and commercial growth of the northwest service area and has determined the demand for a sixth fire station does not yet exist.

The greatest benefit to the community, of course, is safety and peace of mind. In 2016, the Fire Department responded to and protected \$3.2 billion of property value in our community, a nearly 99.99% loss to save ratio was achieved through fire department interventions. The quick response of a well-trained professional fire department attributes to lower insurance rates for those who live and operate businesses here in West Chester. In 2016, the Fire Department responded to 6,231 total calls for service. Fire calls were down in 2016 by 2.64%, accounting for 1,843 of the total calls for service. This is the first decrease in fire calls since 2013. This decrease demonstrates a reduction in overall grass fire, carbon monoxide and open burning responses from the previous year. Prevention efforts and safe buildings can have the greatest impact on fire calls. Safe buildings are achieved through proper design and construction practices

and Fire Department personnel work closely with the Butler County Building Department, West Chester Community Development and the property owners to ensure their investments are safe. The Fire Department conducted 3,160 inspections in 2016, and 727 follow up inspections were conducted to ensure code compliance. All business properties are inspected at least annually to ensure proper fire safety codes are met. A value cannot be attributed to human life and West Chester fire personnel responded to 4,388 calls for emergency medical services in 2016. This is a 3.66% increase from 2015. Every minute counts when responding to a medical emergency and West Chester's EMTs/Paramedics are highly trained to provide life-saving treatment. The Department has been recently recognized by the American Heart Association for our recognition and treatment of S.T. Elevation Myocardial Infarction (STEMI) patients. The professionalism of our personnel and their superb prompt emergency response and treatment offer assurances that our residents' safety is of prime concern and distinguishes us as one of America's best places to live. Fire prevention and education remains a priority for the department. Station tours, fire-safety talks and other interactions with children provide opportunities to prepare children for emergency situations. We find the children often take the information home to parents to reinforce the family's role in prevention. Through a variety of programs, the fire department reached approximately 10,500 children and 8,000 adults in fire prevention programming in 2016. Achievements in fire suppression, prevention education and emergency medical services are made possible through the expertise and professionalism of the men and women who serve on the West Chester Fire Department, and through sound management and responsible budgeting which all contribute to making our community a great place to live.

Some notable 2017 expenditures proposed (slide #14) for the Fire and EMS Funds include:

- \$800,000 to replace a 1997 Ladder Truck, our existing truck is 20 years old and has over 230,000 road miles and over 9,000 engine hours equating to an additional 200,000 engine miles. The West Chester Fire Department Administration continues to evaluate how we deploy resources and consider other viable solutions for an efficient and economical approach to apparatus replacement and responding to calls for service.
- \$300,000 to purchase power cots to reduce potential injury to personnel. These power cots will reduce the constant bending, stooping, squatting and lifting efforts putting strain, wear and tear on our member's backs. These power cots offer a mechanical means to lift patients. To help offset the cost of these cots we will pursue a grant from the Bureau of Workers Compensation.
- \$74,000 in station building maintenance projects. It is important to protect the investment made in our fire stations. A few projects budgeted for this year include, updating the HVAC system and resurfacing the apparatus floor for station 74, and repairing or replacing windows at fire station 72.
- \$26,000 to add pre-emption traffic signals at SR 747 and Duff Drive and SR 747 and Muhlhauser to enhance response and traffic safety. Traffic signal preemption systems have been found to reduce congestion at intersections allowing emergency apparatus the right of way to increase response times and reduce risk of accidents to the motoring public and emergency responders.
- \$20,000 to replace worn fire hose.

Chief Prinz then responded to several questions from the Board.

Finance and IT Director Ken Keim:

While the operational budget does not include consideration of expenses or revenues associated with TIF Funds, expenses attribute to this revenue source are included in the CIP. For 2017, more than \$27.2 million of the \$33.6 million budgeted for the 2017 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.

Township Administrator Judi Boyko:

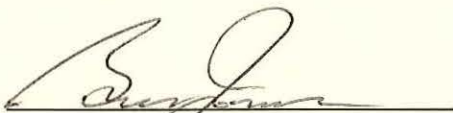
Over \$33 million in Capital improvement projects are budgeted for 2017, over 90% of which are proposed to be budgeted from TIF. She noted the proposed budget is a \$44.8 million budget which encompasses all ten of the Township funds, beyond the four funds presented this evening. Mrs. Boyko said no specific expenditure or project was being approved this evening, rather they would be presented independently for public discussion and the Board's approval. She expressed her pride in the performance of the department heads and their presentation, adding that the staff work always works hard at evaluating expenditures.

Mr. Wong expressed how impressed he was with the staff's quality work and the budget they put together. Mr. Lang observed how much work staff performs. He also praised the Lakota School Board for its use of the old Union school house. He asked the Board to support allocating \$5,000 annually to the Boys & Girls Club when the matter come up. Mr. Welch praised staff as well.

MOTION made by Mr. Wong, seconded by Mr. Lang, to adjourn the January 17, 2017 Operational Budget Work Session. Discussion: none. **Motion carried unanimously.**

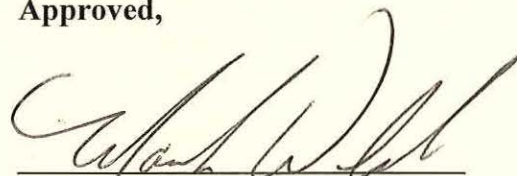
(Fiscal Officer Note: The preceding 11 pages are narrative minutes. The signatures of the Fiscal Officer and Board President appear immediately below, constituting the entirety of page 11. Following this page are seven (7) pages referenced herein as "slides". There are a total of 18 pages in this document.)

Respectfully Submitted,



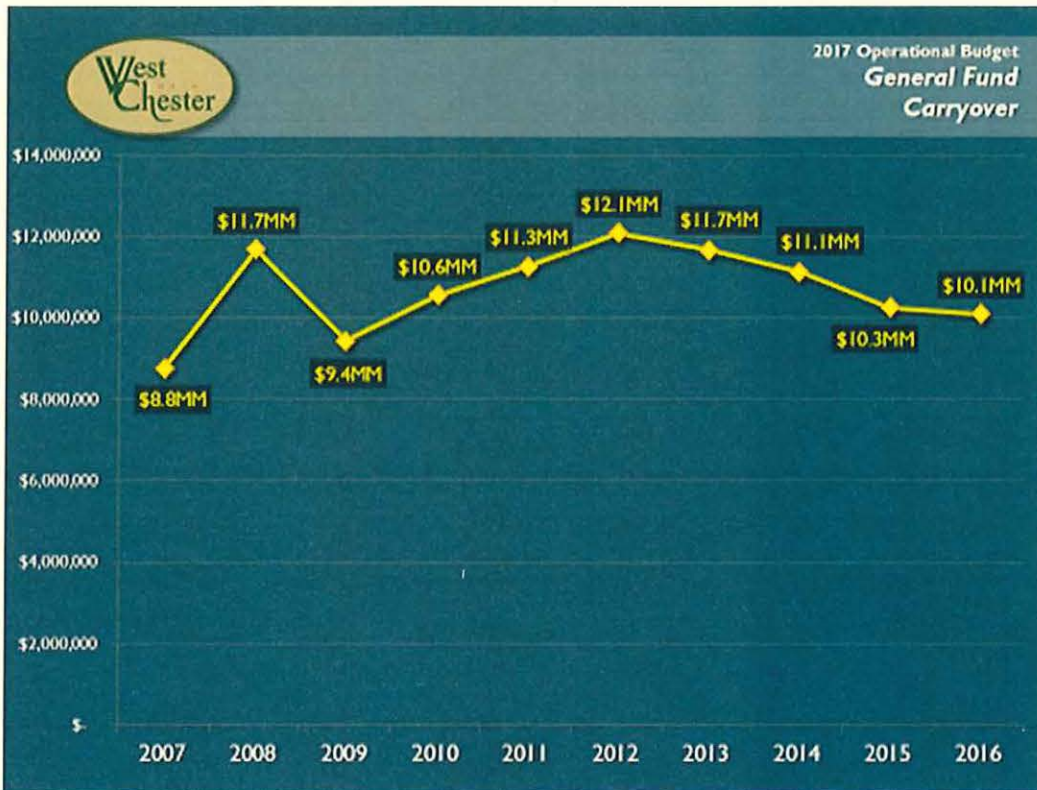
Bruce Jones, Fiscal Officer

Approved,



Mark Welch, President

Slide 1.

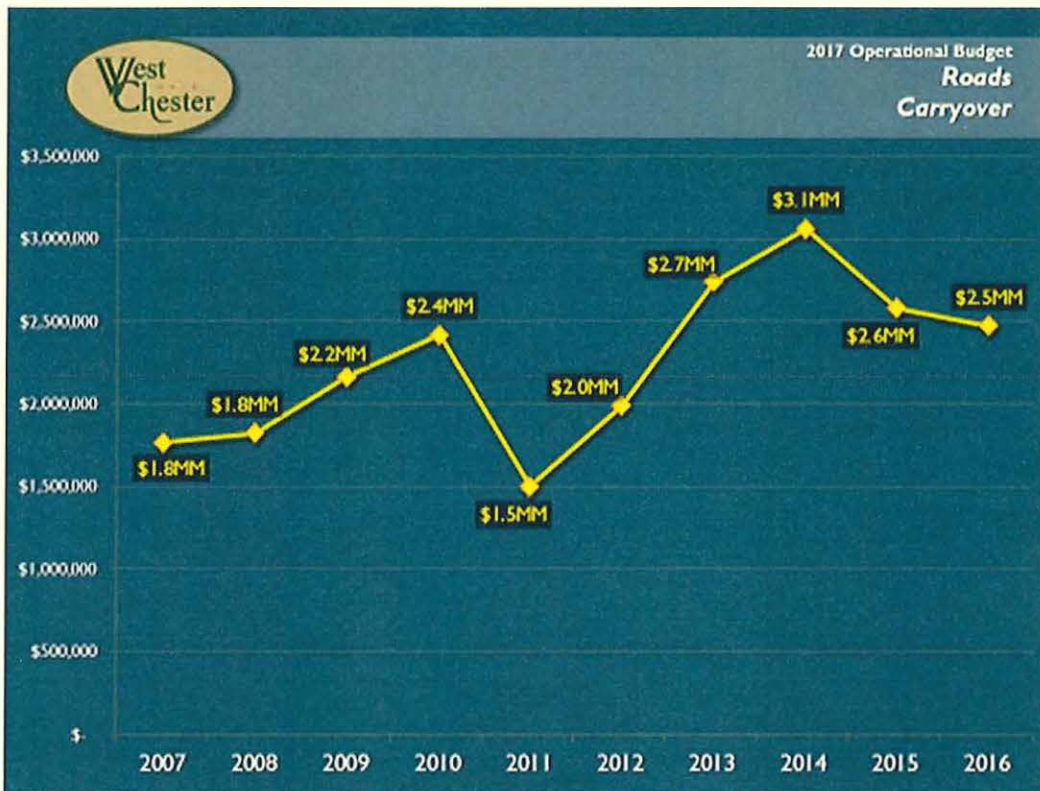



Slide 2.



West Chester **General Fund**
Budget Highlights

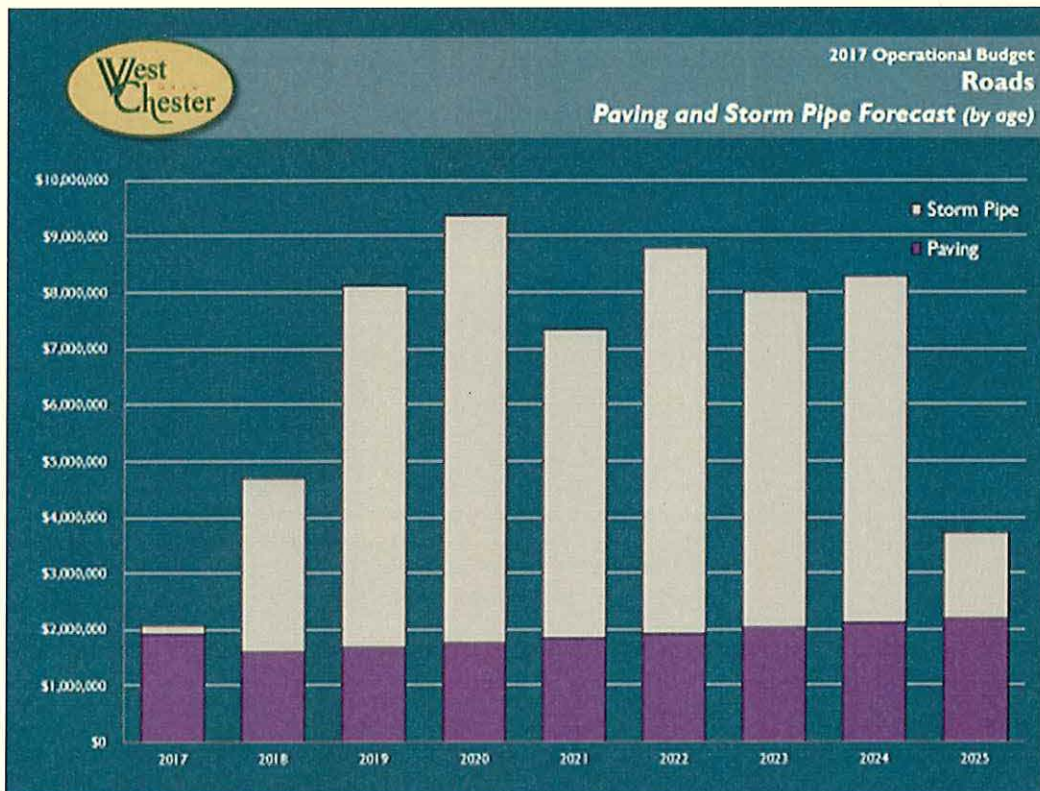
- \$250,000 for improvements to Fields Ertel Road, benefitting U.S. Route 42 corridor
- \$183,500 in Keehner Park improvements to:
 - amphitheater,
 - shelters,
 - and playgrounds
- \$60,000 sprinkler pipe replacement in the Administration Building
- \$1.5 million transfer to Roads Fund and \$250,000 to Cemetery



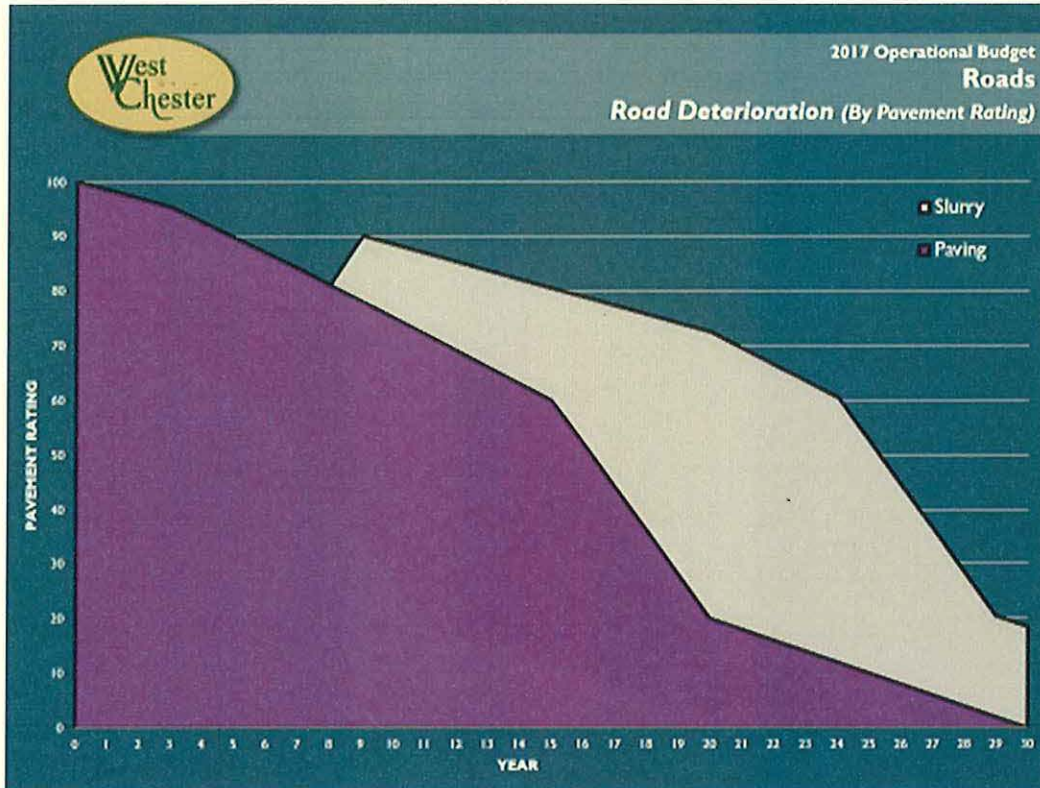
Slide 5.



Slide 6.



Slide 7.



Slide 8.

Roads and Maintenance

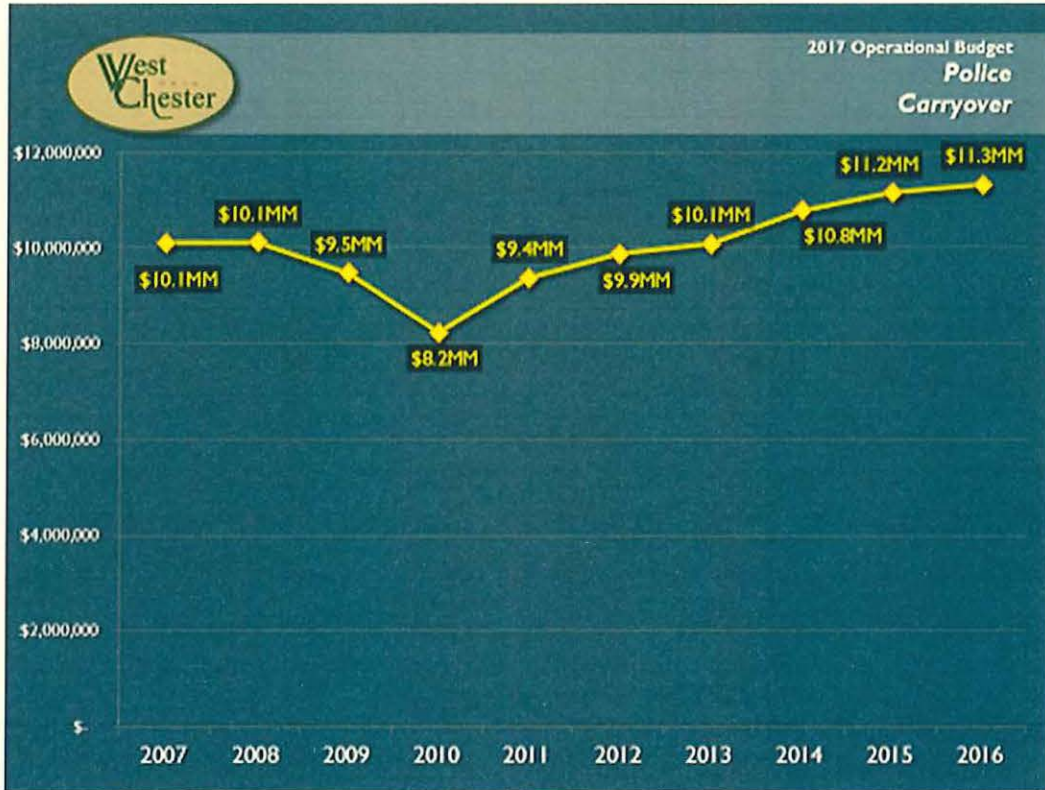
2017 Infrastructure Improvement Program

\$3.8 million investment

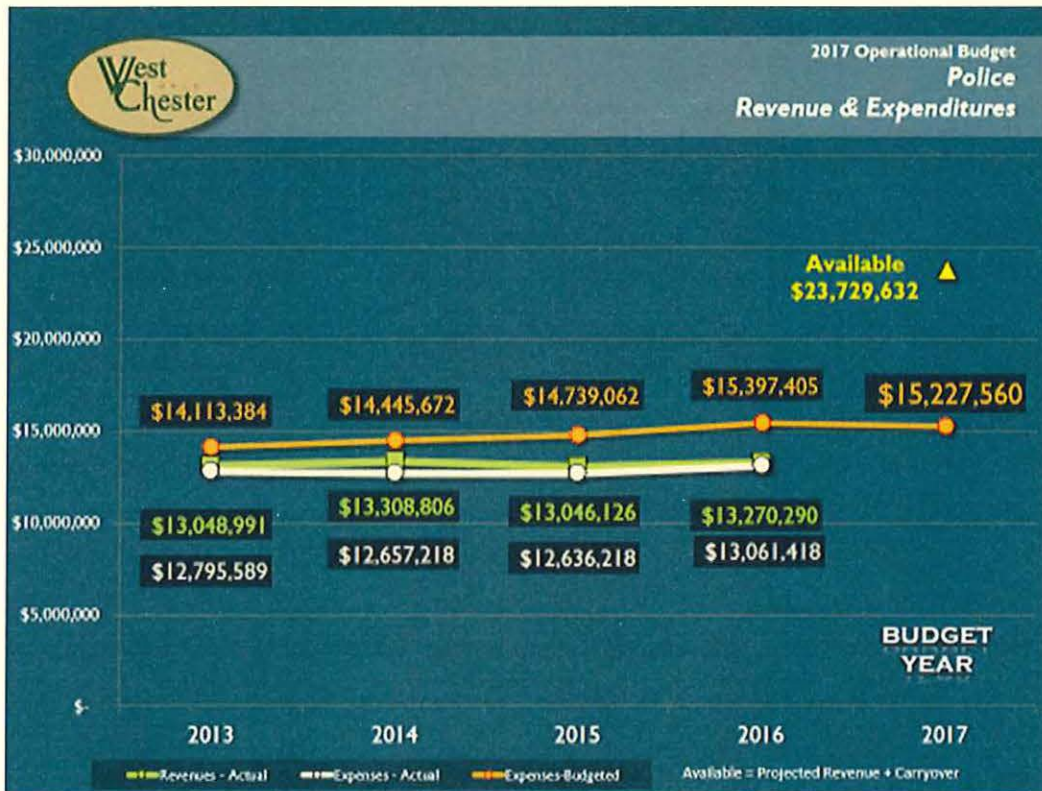
- **Asphalt Paving:** 14.4 miles
- **Blackmat (Slurry) Sealcoat:** 5.9 miles
- **Culvert Pipe:** 25 sections
- **Concrete Curb:** 15,000 lineal feet

* Based upon early cost estimates from BCEO

Slide 9.

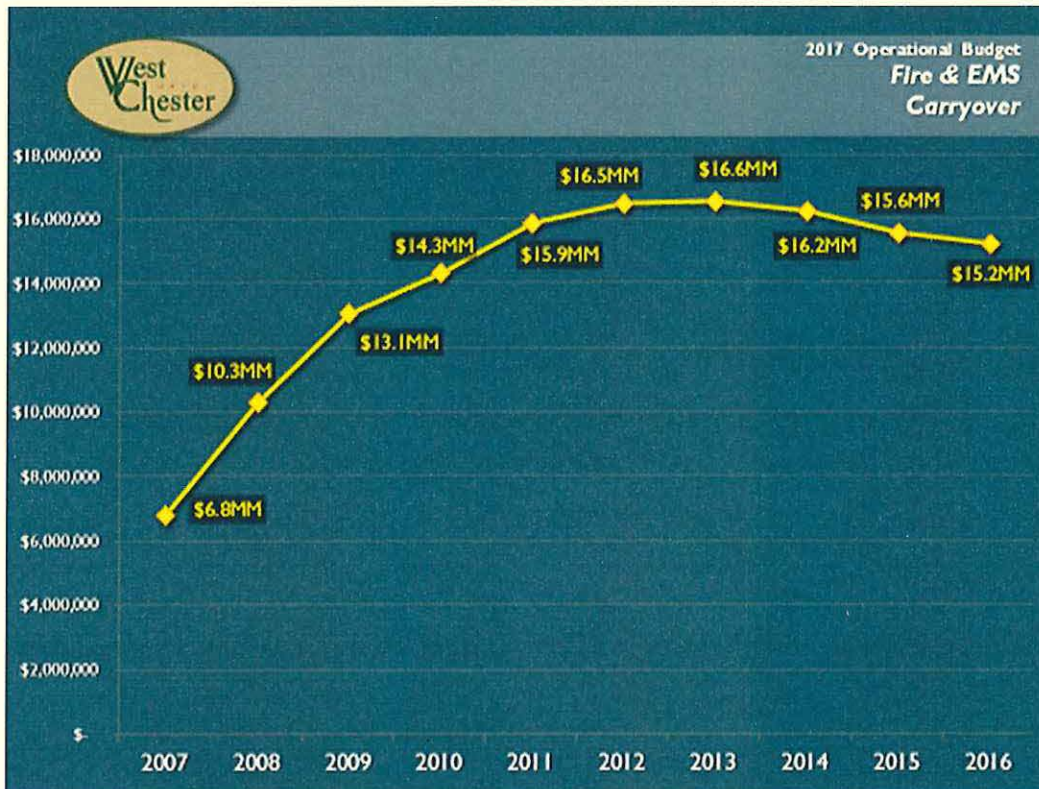




Slide 10.



West Chester Police Department
2017 Budget Highlights

- \$450,000 for vehicle replacement
- \$125,000 for officer-worn cameras
- \$75,000 in equipment to aid traffic safety
- \$54,000 to replace 12 out of 32 mobile data terminals in patrol cars
- \$40,000 for West Chester's share of repairs to the joint firing range



Slide 13.



Slide 14.

**West Chester Fire Department
2017 Budget Highlights**

- \$800,000 to replace a 1997 fire apparatus
- \$300,000 to purchase power cots to reduce risk of personnel injuries
- \$74,000 in station building maintenance projects
- \$26,000 to add pre-emption traffic signals to enhance response times