



# Financial Operations Update

## 2026 Budget to Date

Presented to the Board of Trustees  
April 28, 2026



# Introduction

## Bruce Jones, Fiscal Officer

### **Purpose of Today's Presentation**

- Provide a snapshot of budget to date and how spending has moved the needle on strategic goals and priorities
- Ensure accountability and transparency in our financial operations
- Maintain a disciplined approach to spending and long-term financial planning
- Monitoring revenue and expenditure trends, as well as changing legal/regulatory landscape, and implement proactive course corrections where necessary



## Overview

# Bruce Jones, Fiscal Officer

- Financial Department Updates
- Year-to-Date Financial Overview
- Update on Strategic Priorities



# Financial Department Updates

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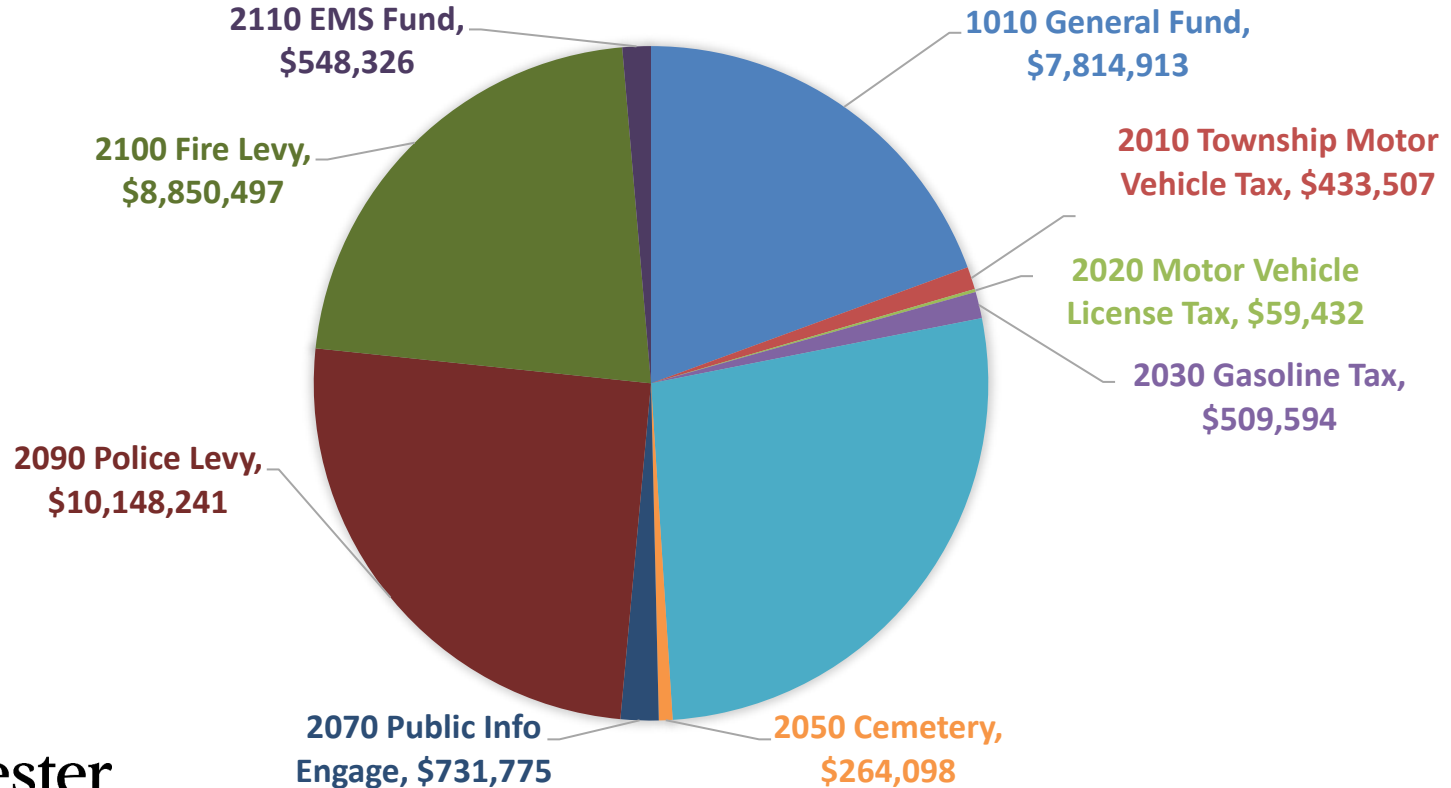
- Partnership with Clark Schaefer Hackett
- Hiring new Director of Finance



# **2026 Year-to-Date Financial Overview**

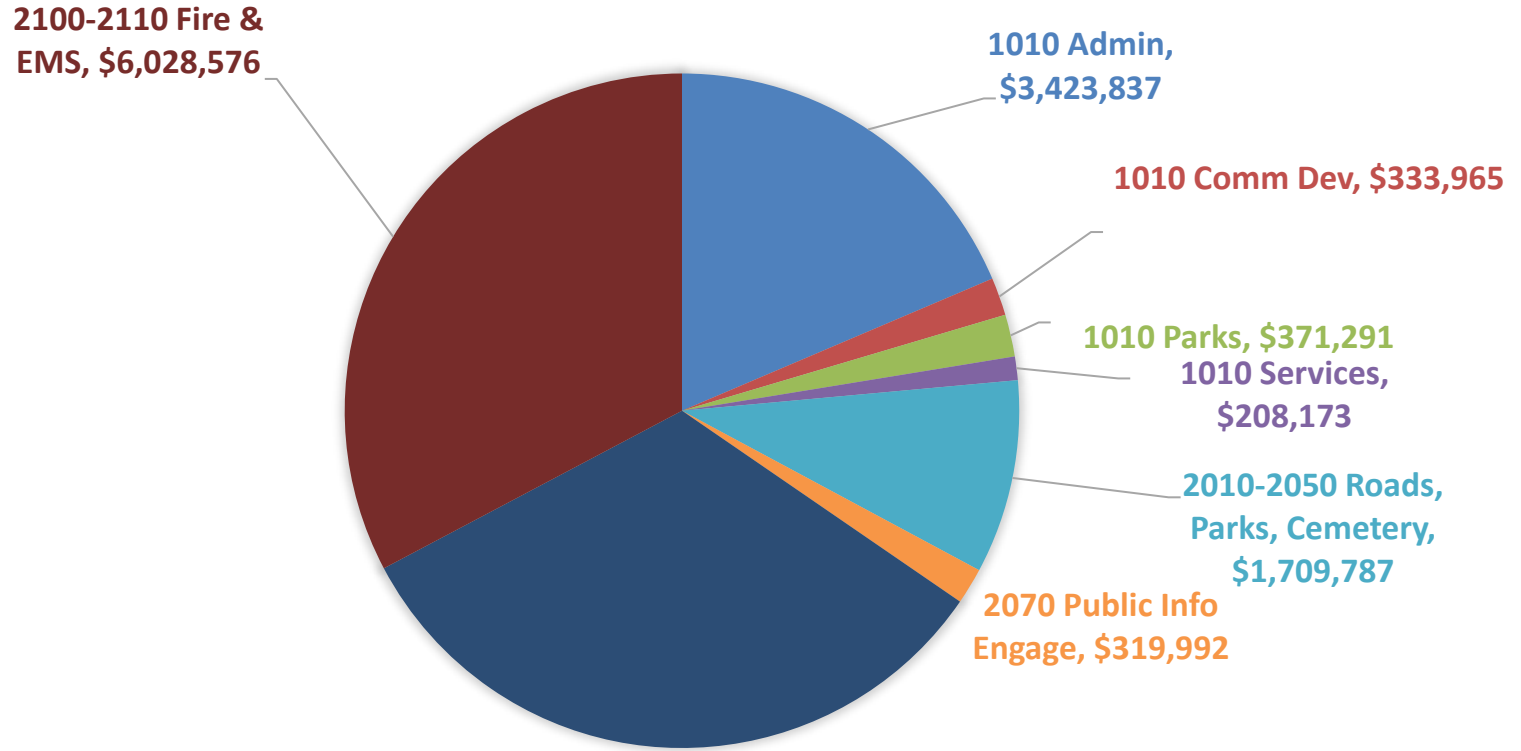
# Year-to-Date Revenue

Total = \$40.26 M | Original Budget = \$68.9 M



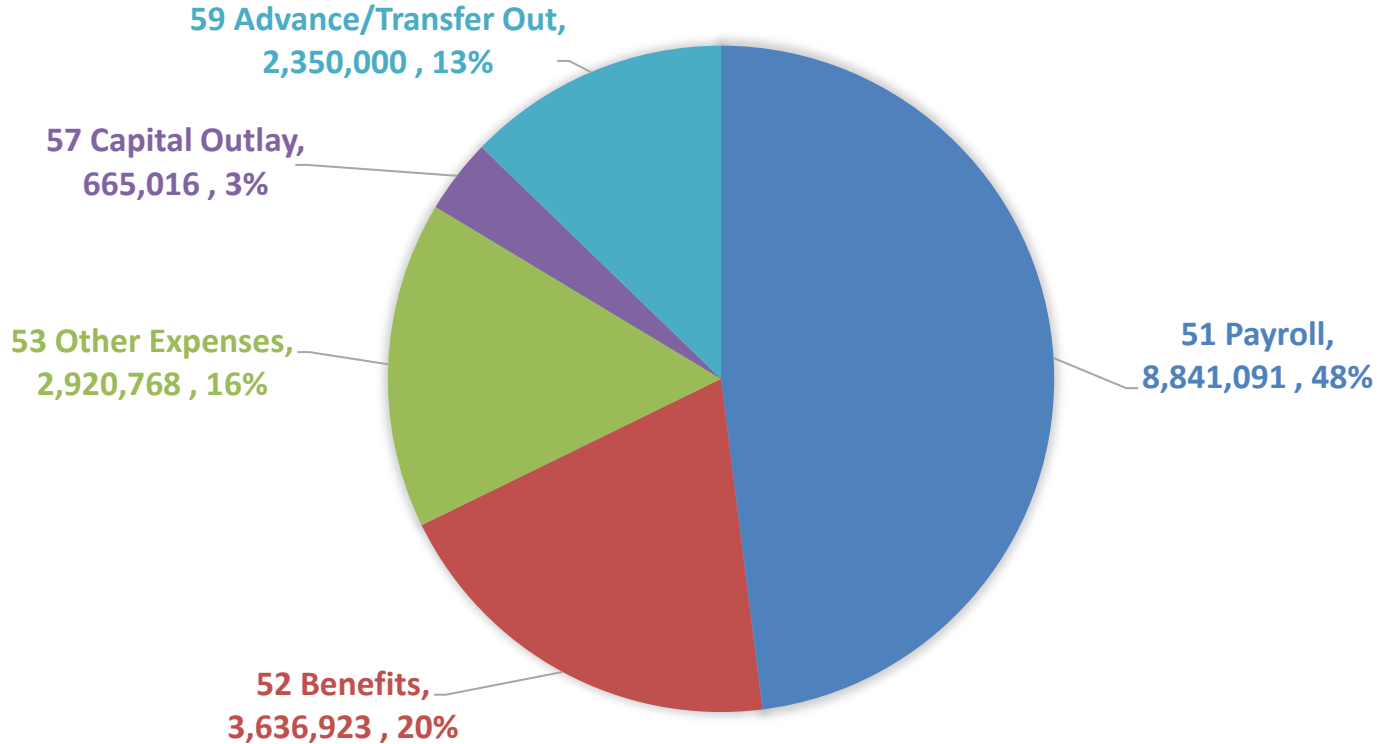
# Year-to-Date Expenditures

Total = \$18.4 M | Original Budget = \$65.5 M



# Year-to-Date Expenditures by Category

Total = \$18.4 M | Original Budget = \$65.5 M



# Update on Strategic Priorities

# General Fund & Public Information & Engagement Fund

## Goal 1: Practice fiscal responsibility.

| Commitment                                                           | Progress                                                                         |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Minimize expenses to critical/necessary expenditures.                | Operational budget overall increase of just 3.56% when accounting for inflation. |
| Create financial projections to plan for changing revenue realities. | Partnership with Clark Schaefer Hackett.<br>Hiring of new financial director.    |
| Review software & technology to streamline and cut costs.            | To commence later this year.                                                     |

# General Fund & Public Information & Engagement Fund

**Goal 2: Provide amenities to benefit the overall community.**

| Commitment                                                                       | Progress                                                                                                                             |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Improve community events.                                                        | Implementation of survey recommendations, reduced number of events and increased budget to improve quality of acts and entertainment |
| Support local business owners and entrepreneurs through the West Chester Market. | New part-time market manager, new market committee, increased investment in promotion/advertising                                    |
| Provide professional management of West Chester Baseball Complex.                | Partnership with Sports Facilities Companies.                                                                                        |

# General Fund & Public Information & Engagement Fund

## Goal 3: Invest in our people.

| Commitment                                                | Progress                                                                                            |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Budget for increasing healthcare costs.                   | COMPLETE                                                                                            |
| Provide competitive pay and benefits to attract the best. | Phase 2 implementation of compensation study and merit pool increase will be on BOT agenda for 5/12 |
| Evaluate new online training platform.                    | Governmentjobs.com up for approval tonight (BOT 4/28)                                               |

# General Fund & Public Information & Engagement Fund

## Goal 4: Protect and improve in infrastructure.

| Commitment                                                                  | Progress                                    |
|-----------------------------------------------------------------------------|---------------------------------------------|
| Maintain increased funding for road and curb infrastructure.                | COMPLETE                                    |
| Increase Sustainable Infrastructure Fund (\$1M) for key projects.           | Roundabouts, Pepper Pike Intersection       |
| Capital improvements at the West Chester Baseball Complex and Beckett Park. | Both sets of projects underway              |
| Upgrade Township facilities security systems.                               | Recommendations to Board of Trustees in May |

# General Fund & Public Information & Engagement Fund

## Goal 5: Ensure long-term community sustainability.

| Commitment                                                          | Progress                                                                           |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Plan for thoughtful growth with the SR 747/Cin-Day Corridor Study.  | Phase I underway with MKSK                                                         |
| Realize the vision for the Mill Creek District.                     | Phase II up for approval tonight (BOT 4/28)                                        |
| Sustain high property values with thoughtful zoning and permitting. | Hiring of new Director of Community Development up for approval tonight (BOT 4/28) |

# General Fund & Public Information & Engagement Fund

## Goal 6: Support transparency and tell our story.

| Commitment                                                                                                      | Progress                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Modernize the Township website to improve communication, transparency, and compliance with Federal legislation. | Completed ADA Audit of existing website.<br>Website redesign RFP to be presented to Board of Trustees in May. |
| Evaluate technology systems and data management tools to inform strategic planning.                             | OpenGov up for renewal tonight (BOT 4/28)                                                                     |

# Fire & EMS Funds

## Goal 1: Invest in our people.

| Commitment                                                                      | Progress                                                                                                                       |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Attract and retain the best candidates.                                         | Robust recruitment list of 60-80 qualified candidates. Paying for paramedic training to show investment in people.             |
| Train to support preparedness and professionalism. Evaluate technology systems. | Completion of accreditation process. Continue to evaluate opportunities to build burn tower (e.g., Shared Services discussion) |

## Fire & EMS Funds

### Goal 2: Ensure resources match community need.

| Commitment                                           | Progress                                                                                                                                |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Complete accreditation process.                      | COMPLETE                                                                                                                                |
| Evaluate need for future stations to support growth. | In progress to evaluate relocation of FS 75 (e.g., discussion at Shared Services meeting, outreach to ODNR about location on park land) |
| Ensure response time meets expectations.             | Location software is up and running. Gathering data to understand the impact of the software in reducing call processing times.         |

## Fire & EMS Funds

### Goal 3: Address aging infrastructure, equipment, and fleet.

| Commitment                                                         | Progress                                                                                                                                                                                            |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintain existing apparatus to ensure performance                  | CIP to replace an aging medic unit (BOT 5/12). Two (2) additional mechanics in Community Services will be essential to keep fleet serviced.                                                         |
| Address aging building components (HVAC systems, roofs, asphalt) . | CIP projects already approved to replace flat roof at FS 74 and to repair leaking wall at FS 72.<br>CIP for new HVAC unit for FS 75 and sidewalk repair at FS 72 will be on agenda next (BOT 5/12). |

## Progress Update

# Police Fund

### Goal 1: Invest in our people.

| Commitment                                          | Progress                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Attract and retain the best candidates.             | Recruiting continues to progress with projections placing us at full complement in the third quarter of this year.                                                                                                                                                                                                                                                         |
| Train and develop to support leadership and growth. | <ul style="list-style-type: none"><li>• Two more sergeants completed Police Executive Leadership College with two more enrolled.</li><li>• One lieutenant approved for Northwestern Staff and Command Leadership Course.</li><li>• Michelle Rowe achieved Administrative Professional certification</li><li>• 200+ outside training sessions projected for 2026.</li></ul> |

## Progress Update

# Police Fund

### Goal 2: Modernize through technology.

| Commitment                                                                                          | Progress                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expand automatic license reader camera system with new AI tools (Convoy, NOVA) and two added units. | COMPLETE. New technology led to national crime spree interruptions, including three South American Theft Group arrests and pharmacy burglary arrests. <a href="#">New website portal</a> improves public transparency and accountability. |
| CIP to add helmet and patrol cameras, and expand docking infrastructure.                            | Equipment ordered.                                                                                                                                                                                                                        |
| CIP for computer equipment to support real-time field investigations & info sharing.                | In progress.                                                                                                                                                                                                                              |

## Road & Cemetery Funds

### Goal 1: Improve facilities and fleet maintenance.

| Commitment                                                         | Progress                                       |
|--------------------------------------------------------------------|------------------------------------------------|
| Conduct Township-wide facility condition assessment & master plan. | In progress, with RFP responses due on May 14. |
| Hire mechanic(s) to extend fleet life and reduce outsourcing       | New hires started this month.                  |

## Road & Cemetery Funds

### Goal 2: Enhance road maintenance program.

| Commitment                                                  | Progress                                                                                                                                                          |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase funding for pavement and curb maintenance program. | COMPLETE.                                                                                                                                                         |
| Adopt cost-efficient techniques to extend road life.        | Implementing rejuvenation techniques, crack and seal technology, etc. Focus on early proactive maintenance techniques to extend longevity of road infrastructure. |

## Road & Cemetery Funds

### Goal 3: Invest in Parks and recreational amenities.

| Commitment                                                             | Progress                                                                                                               |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Construct design of new amenities at Beckett Park.                     | In progress, with completion of East side improvements in fall of this year and West side in 2027.                     |
| Plan for further investment at Keehner Park.                           | Issue master planning RFP in fall of this year.                                                                        |
| Transition to professional operation of West Chester Baseball Complex. | In progress in partnership with SFC.                                                                                   |
| Use grants and other funding opportunities to offset costs.            | OPRA Playcore grant for Beckett Park received. Additional funding sources being investigated for facilities and parks. |

# THANK YOU

