



Presented by: Pete E. Landrum, City Manager  
December 11, 2017

# State of the City - 2017

# *State of the City*



The State of the City address is provided annually to update citizens on:

- 1) Current fiscal accountability and operational capital accomplishments of the city;
- 2) Present the upcoming Municipal Budget; and,
- 3) Near future plans for city improvements to maintain or enhance facilities and service delivery.

# *2017 Year in Review*



- New City Manager hired.
  - Thank you to City Council, city staff and the Beavercreek community for welcoming me and my family to the area.
- 2017 has been a year of learning.
- Looking forward to continuing the quality of service that the community is familiar with and keeping the momentum going.

## 2017 Year in Review - Finance



- Received “Certificate of Achievement for Excellence in Financial Reporting” for 2016 Comprehensive Annual Financial Report – 26<sup>th</sup> consecutive year.
- Awarded Ohio Auditor of State Audit Award with Distinction.
  - Sixth consecutive year to receive the award with Distinction.
  - *Only 5% of 6,000 statewide entities received the Distinction Award.*
- Awarded for exceptional financial reporting, a clean audit report with no significant findings, no material citations or weaknesses, and no questionable costs.

# *2017 Year in Review - Finance*



- Developed long term financial strategy for levy timelines.
  - Changing from term levies to continuous to preserve existing funding while maintaining the rollback subsidy from the state.
- Developed new policies and procedures for the issuance, post issuance reporting and record retention of all bond transactions to be compliant with SEC and IRS regulations.
- Initiated and executed second seasonal job fair. Coordinated hiring of 10 full time and 71 seasonal employees during the year.

## *2017 Year in Review - Finance*



- Human Resources saw an increase in the city's wellness program, BeavWELL PUSH, to 43% of the employees and 16% of spouses.
  - The program is designed to provide wellness evaluations and incentives for making meaningful improvements to their health with the long term goal of minimizing health insurance costs.
- Implementation of athletic employee training program with Dayton Sports Medicine Institute to decrease lost time for employees who sustain an injury, prevent small injuries from becoming large disabilities, and help reduce workers' compensation costs.

## *2017 Year in Review - Finance*



- Reduced workers compensation premiums – discounts total approximately \$48k or 24% of the premium.
- Eliminated outsourcing of the In-Touch newsletter with in-house personnel, thus reducing the overall cost.
- Completed a comprehensive review of the In-Touch mailing to save money while increasing the number of residents receiving the publication.

## *2017 Year in Review - Police*



- Police successfully completed annual CALEA audit of proofs of compliance.
- Reorganized the department to improve efficiency across all three divisions.
- Celebrated the 30<sup>th</sup> Anniversary of the Citizens on Preventive Patrol (COPP) program.
- Graduated (16) participants of the 15<sup>th</sup> Citizens Police Academy.





# 2017 Year in Review - Police



- Participated in (59) community related events to promote safety and further enhance community engagement.
- *Implemented Text to 9-1-1 and Tip 411.*
- *Implemented Unmanned Aerial Vehicle (DRONE) Program.*
- All sworn personnel completed (20) hours of required CPT Training.
- Implemented body cams and upgraded in-car video systems.



# 2017 Year in Review - Parks



- *Continued upgrading equipment in city parks.*
  - New playground at Spicer Heights.
  - Shade structures at Royal Pointe Park.
  - Concrete paths at Wartinger Park.
- Increased attendance at Party in Your Park from 78 in 2016 to 273 in 2017.
- *Through the camper scholarships program sent 9 different children to camp for a total of 51 weeks.*
- Added a variety of partners and volunteers to 4<sup>th</sup> of July program to provide greater opportunities for guests.



# 2017 Year in Review - Parks



- *Completed renovation at the Lofino Center Plaza.*
  - Expanded the existing Senior Center.
  - Multi-purpose rooms for various functions.
  - New fitness room with new equipment.
- *Received grant funding from Greene County Council on Aging (\$4,000) to purchase treadmill.*



Student council fixed breakfast and played games with seniors.

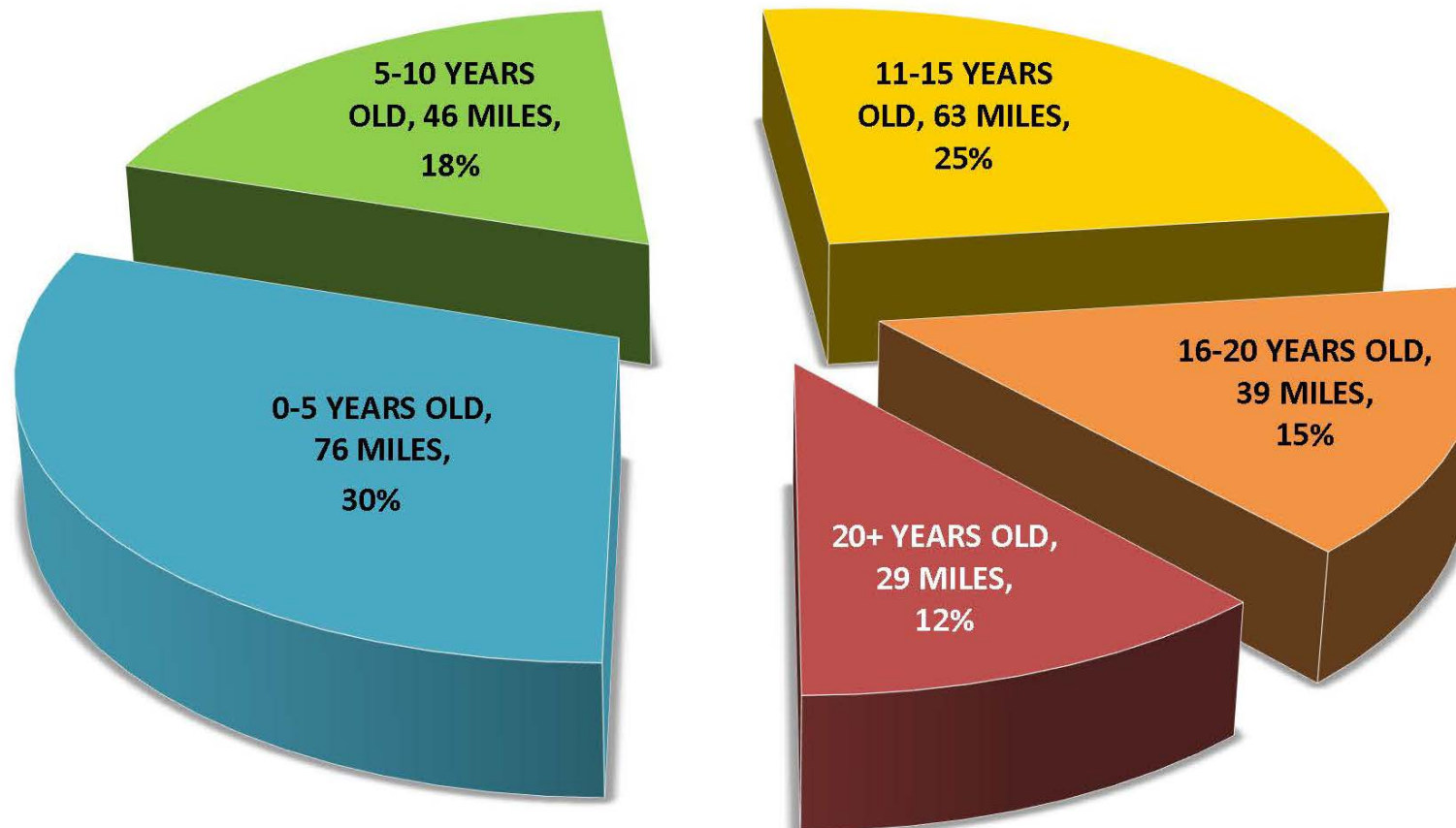


Having fun during annual game day.



# *2017 Year in Review – Public Service*

## 2017 PAVEMENT CONDITION SUMMARY - AGE



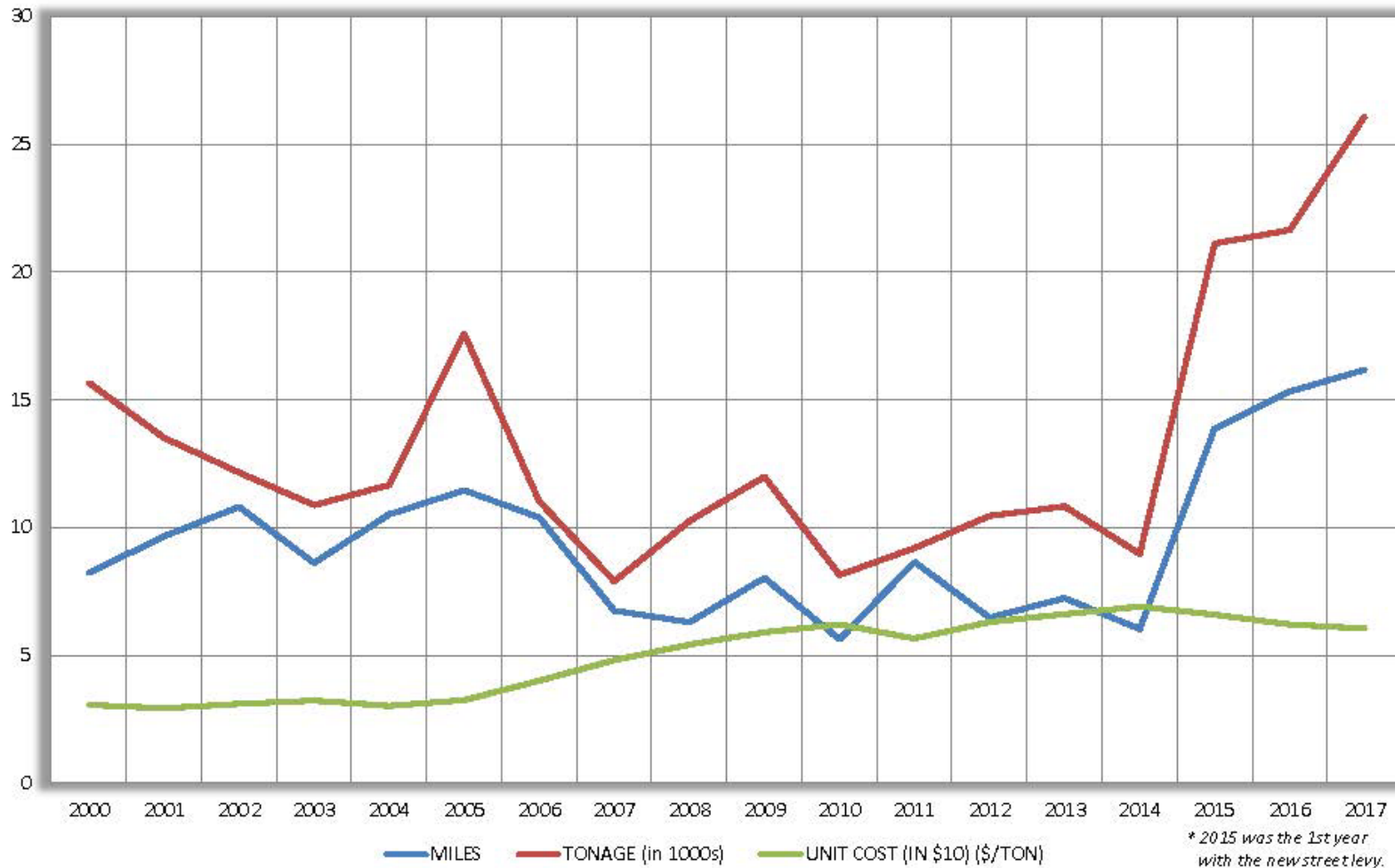
## *2017 Year in Review – Public Service*

- *Generated eight grant applications from State and Federal agencies with funding request totaling over \$7.5 million dollars.*
- Completed right-of-way acquisition necessary for the National Road at Col. Glenn Highway Widening, Indian Ripple Road Widening, and the Shakertown Road Widening Projects.
- Completed surveying work for the Knoll Drive Storm Sewer Improvements project.
- Completed the following projects:
  - Lofino Center Renovation.
  - Col. Glenn Highway Resurfacing Project.
  - Shakertown Road Widening Project.
  - Dayton-Xenia Road Streetscape II Improvements.
  - Grange Hall Road at SR 835.

## *2017 Year in Review – Public Service*

- Various construction contracts awarded for 2017 projects around the city. *These projects represent an investment of approximately \$10.5 million in the city's infrastructure.*
- Over 7,300 linear feet of old curbing was replaced as well as repairs to concrete traffic islands through the Curb Replacement program.
- Completed in-house design work for 2017 Storm Sewer Improvements Project, and Wartinger Park Sidewalks.
- Initiated update of impact fee ordinance.

## Annual Resurfacing Program – Historical Data 2000 - Present



Accomplished the repair and resurfacing of over 16 centerline miles of roadway as part of the city's 2017 annual resurfacing program.

*The centerline miles of streets paved in 2017 was the most in the history of the program.*

# *2017 Year in Review – Golf Club*



The course was host to the OHSAA Boy's Division II and Girl's Division I District Golf Championships.

- Event offers a unique opportunity for the city to showcase the facility and serves as an additional revenue stream not only in golf but also food and beverage.

Installation of two new pumps. The old pump station was from 1995 and had pumped 467 million gallons. The renovation of the pump station also included a new roof, gutters, LED lighting and interior/exterior paint.





## *STEM Learning Field Trip (Beavercreek Golf Club)*



Beavercreek Golf Club along with other golf course superintendents from the Miami Valley hosted 125 5<sup>th</sup> graders in October 2017 from Trebein Elementary for a STEM learning field trip.

- Students had hands-on learning opportunity covering topics of soil science, area and volume measurement, environmental stewardship, technology and tools used on the golf course, golf course etiquette, and chipping and putting lessons.



# 2017 Year in Review – Golf Club

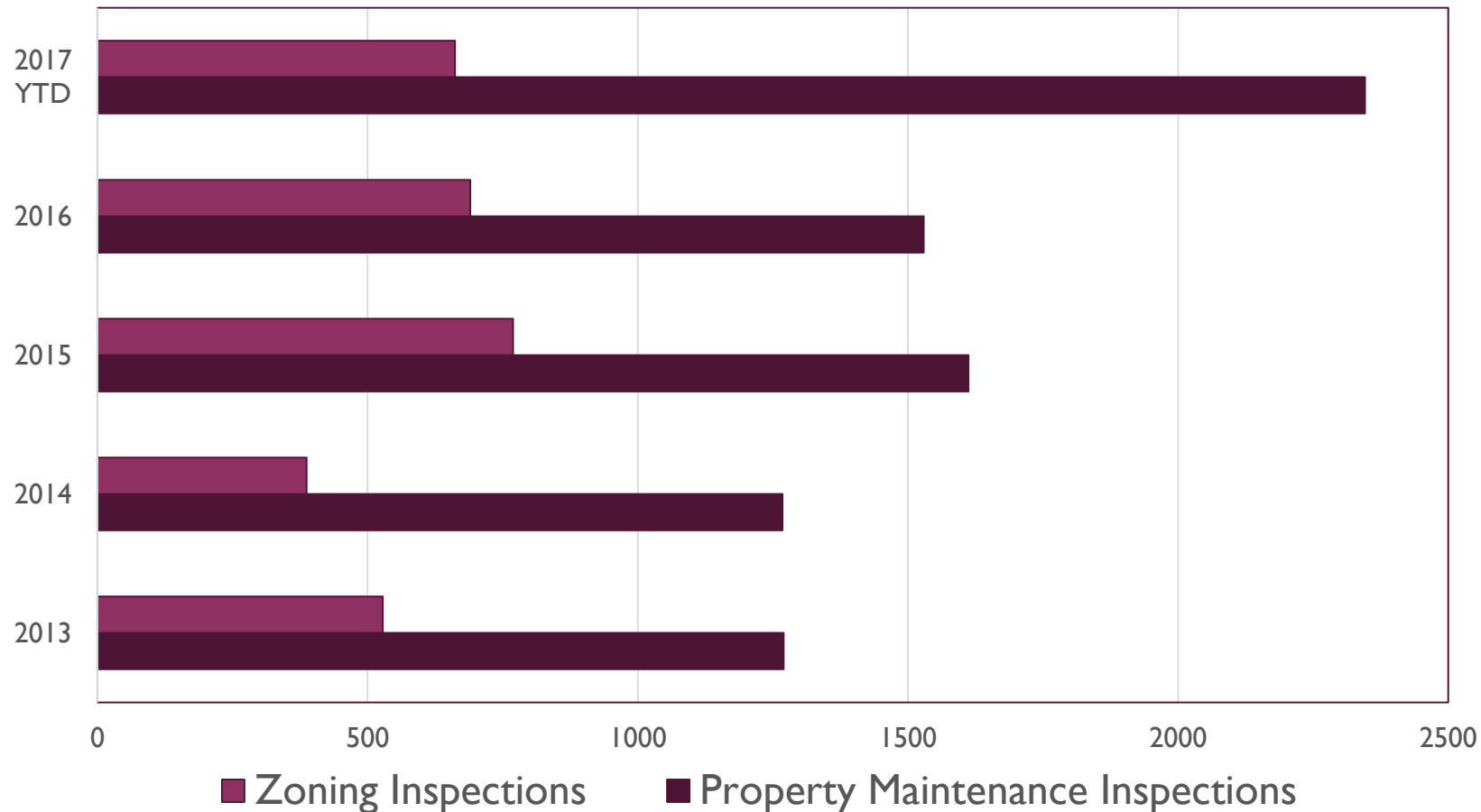


The course went through its first Audubon International recertification process in 2017 and maintains status as a Certified Audubon Cooperative Sanctuary.

Beavercreek Golf Club has been certified since 2014 and is one of 16 courses to attain this status out of over 700 golf courses in <sup>18</sup> Ohio.

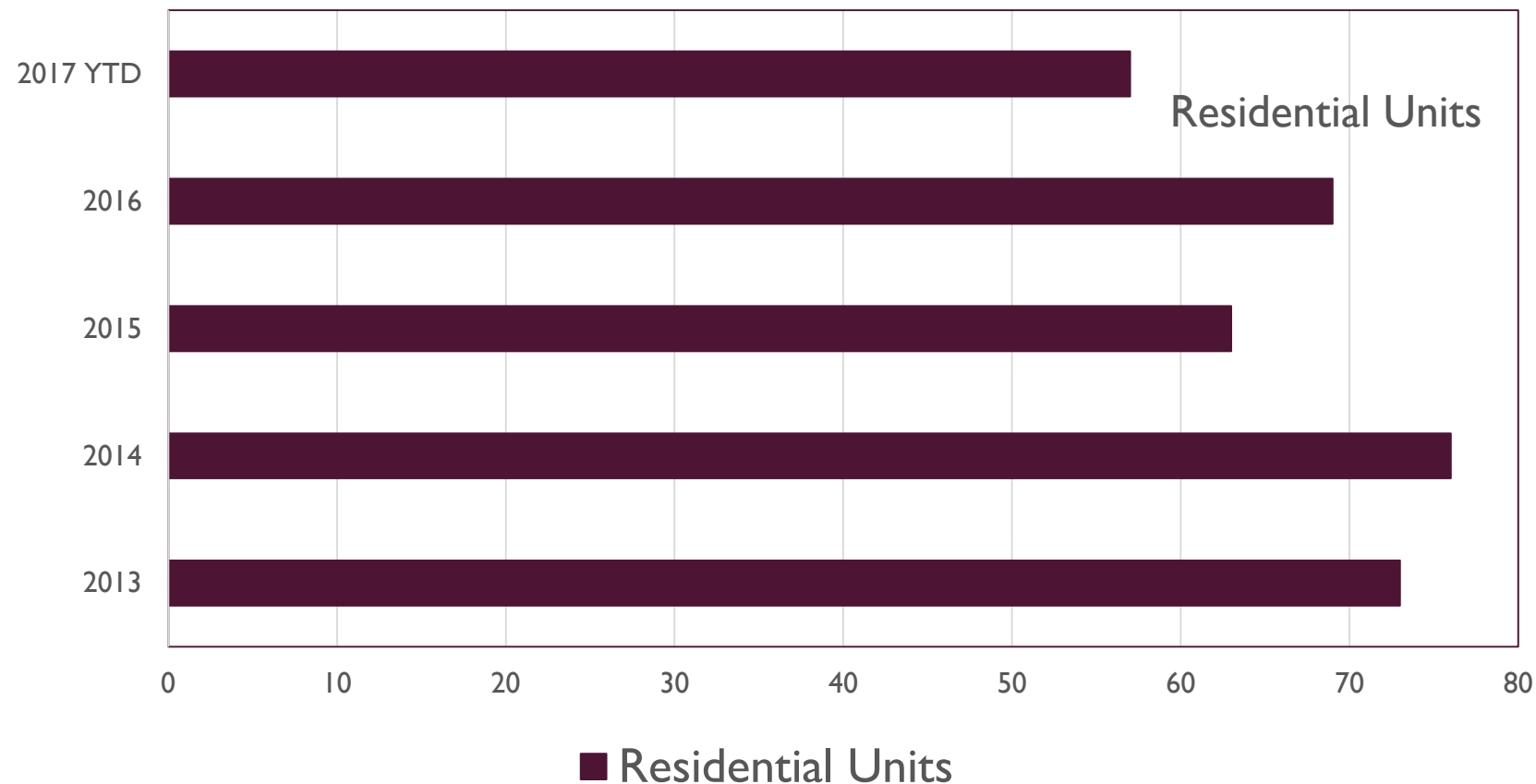
# *2017 Year in Review - Planning and Development*

## CODE ENFORCEMENT ACTIVITY 5-YEAR COMPARISON



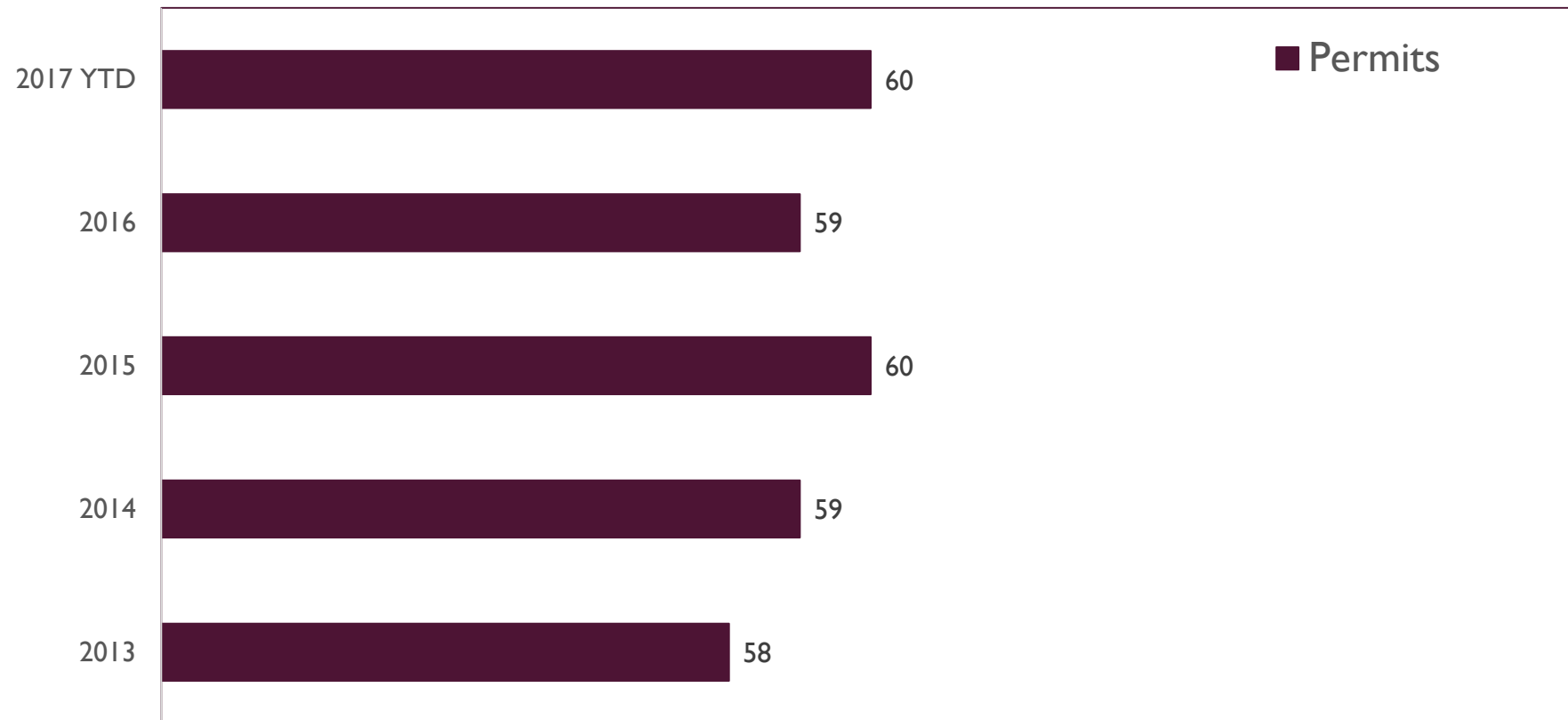
# *2017 Year in Review – Planning and Development*

## RESIDENTIAL UNITS ADDED: 5-YEAR COMPARISON



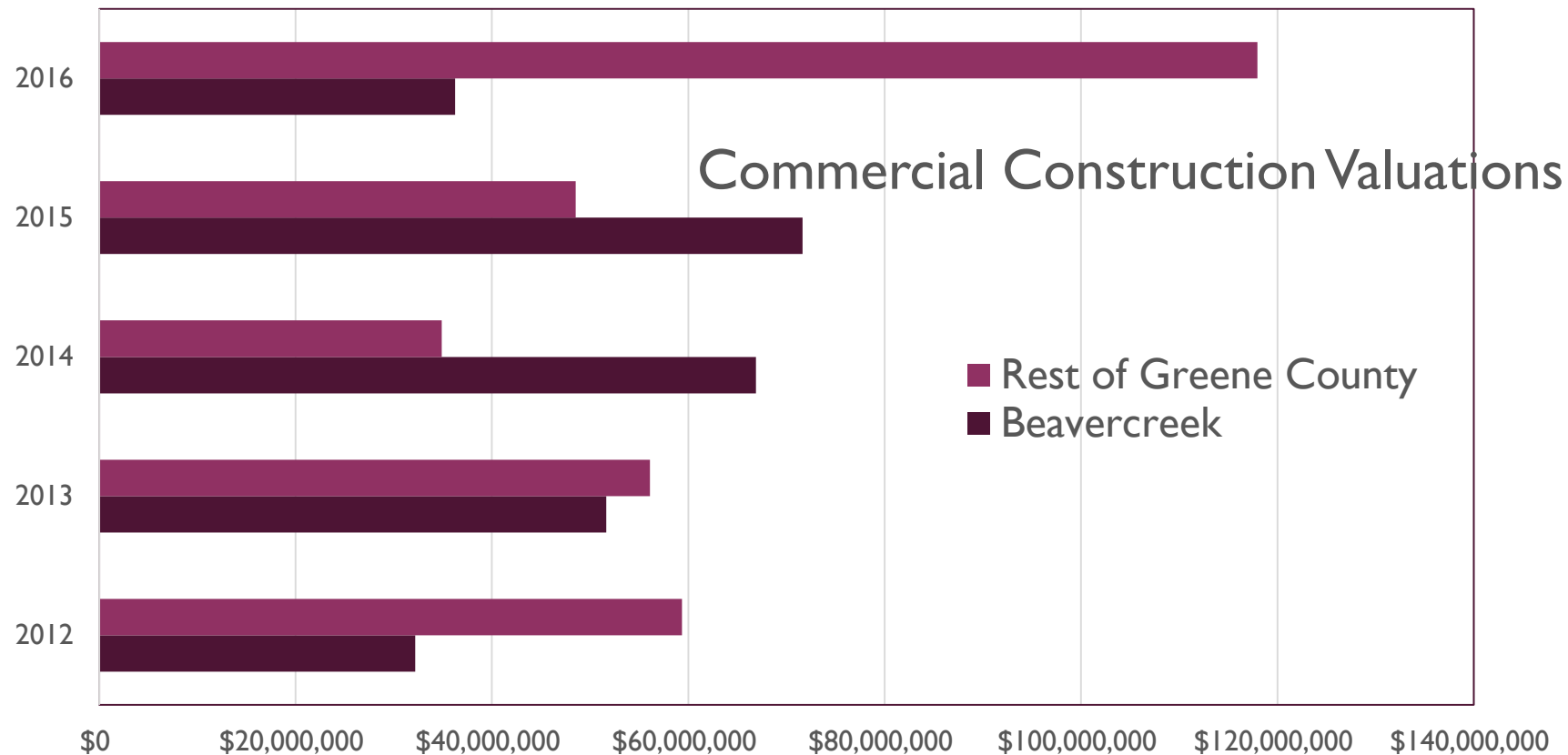
# *2017 Year in Review – Planning & Development*

## NEW BUSINESS PERMITS 5-YEAR COMPARISON



# *2017 Year in Review – Planning and Development*

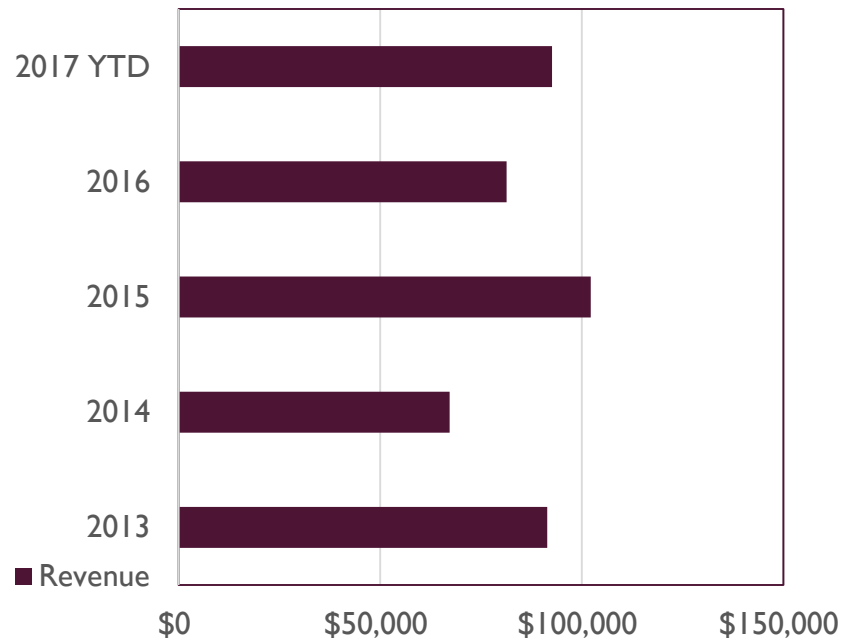
## COMMERCIAL CONSTRUCTION VALUATIONS – CITY OF BEAVERCREEK



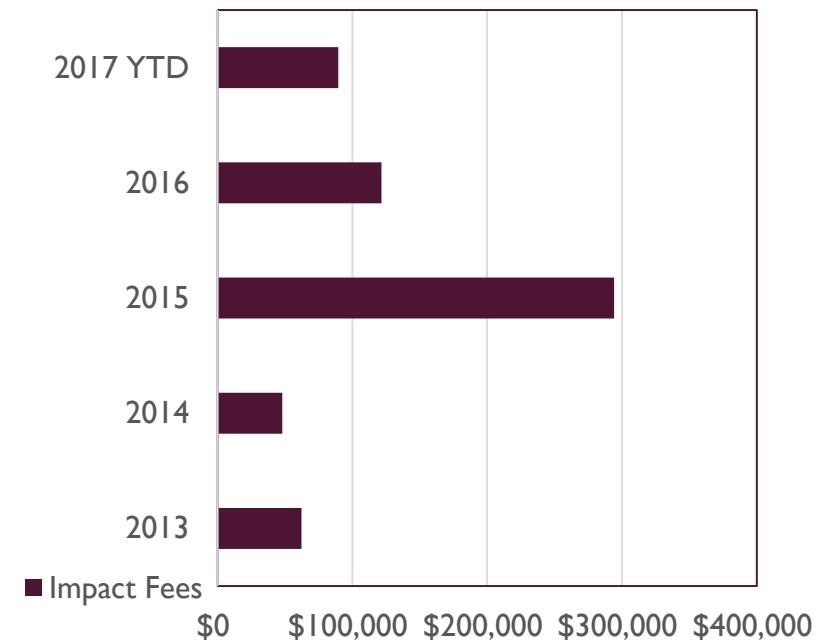
# 2017 Year in Review – Planning & Development

## PLANNING REVENUE GROWTH

Planning Department: Permits and Development Revenue



Impact Fees Collected Resulting from Development



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# City of Beavercreek 2018 Appropriations Budget



## *Executive Summary*

**Fiscal Year January 1, 2018 – December 31, 2018**



# *2018 Budget Introduction*



The 2018 Municipal Budget and corresponding Appropriations Ordinance is being presented for consideration consistent with Section 10.10 of the City of Beavercreek Charter.

# *2018 Budget Introduction*



- The state has shifted the burden onto local jurisdictions by reducing state funding.
  - Equates to a funding loss for the city amounting to approximately \$1.2 million annually.
    - This represents a 60% decline since the base tax year of 2010 and has a continuing effect on the General, Police and Street Funds.
- City embarked on a strategy to develop specific levies designed to address the city's financial needs now and in the future.
  - With the approval and support of the residents, the city has been able to offset the state reductions and stabilize critical operational and capital improvement programs.

# *Budget Process*



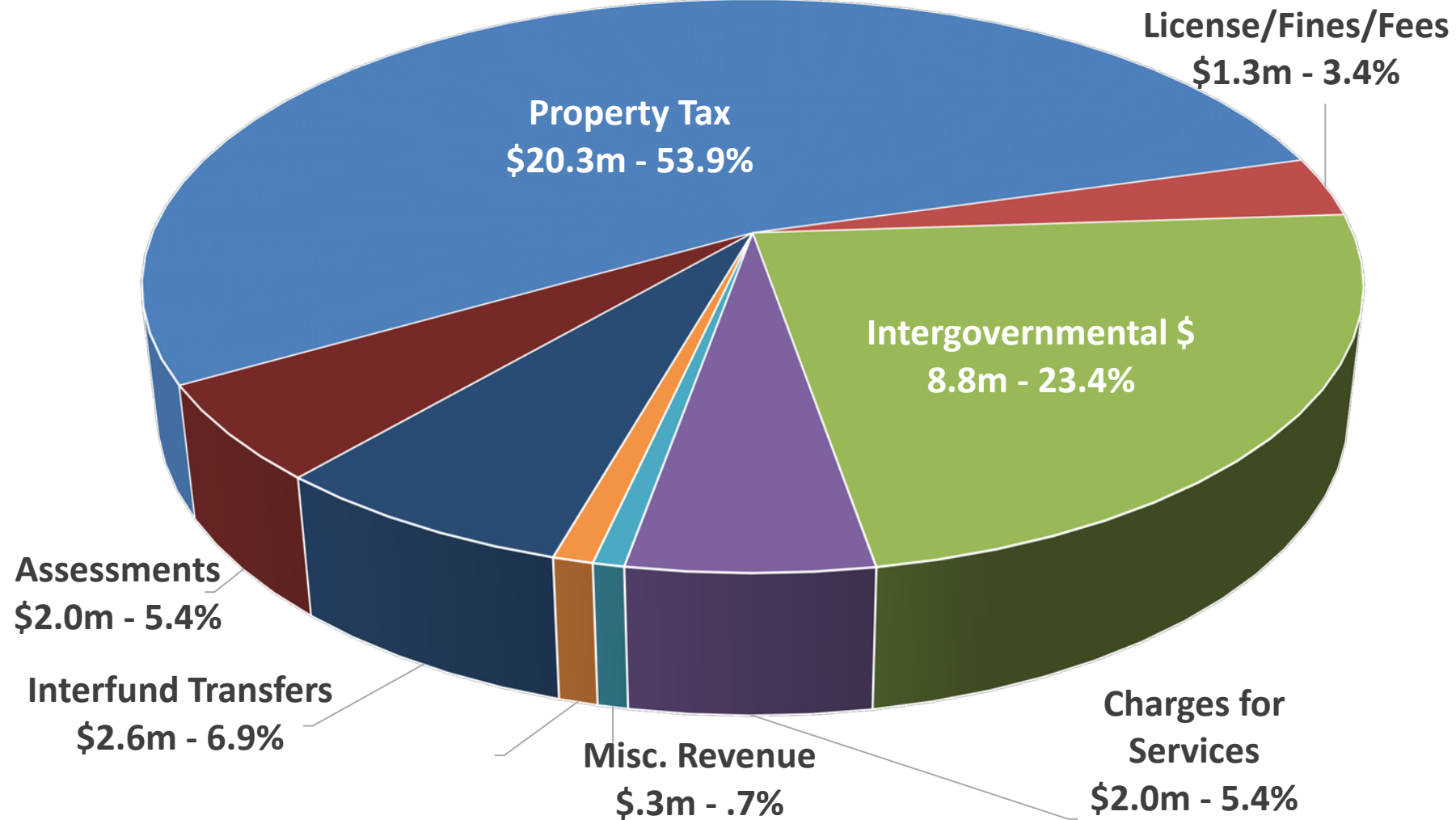
- Department directors were instructed by City Manager to continue to maintain the high level of services our residents have been accustomed to while increasing fund balances.
- Involves developing creative solutions, shared resources, efficiency improvements, department reorganizations, and aggressively pursuing grant opportunities.
- City Council's policy objective of increasing the minimum reserve balance from 15% to 20% for operating funds has been achieved.

# Summary of Revenue & Expenditures – Major Funds (in millions)

Major Funds	Beginning Balance	Projected Revenue	Projected Expenditure	Increase/ Decrease	Projected Balance	% Fund Balance
General	\$ 1.39	\$ 4.13	\$ 4.48	(\$ .35)	\$ 1.04	23.36%
Police	\$ 3.73*	\$ 9.56	\$10.55	(\$ .99)	\$ 2.74	24.69%
Street Levy	\$ 2.26	\$ 7.12	\$ 8.19	(\$ 1.07)	\$ 1.19	21.03%
Street Maint.	\$ .61	\$ 3.29	\$ 3.75	(\$ .46)	\$ .15	24.69%
Street Improvement Levy	\$ 1.16	\$ 4.34	\$ 5.40	(\$ 1.06)	\$ .10	3.81%
Park Levy	\$ .97	\$ 2.11	\$ 2.55	(\$ .44)	\$ .53	20.59%
Golf Course	\$ <u>0</u>	\$ <u>2.90</u>	\$ <u>2.90</u>	(\$ .44)	\$ <u>0</u>	<u>0%</u>
Total	\$10.12	\$33.46	\$37.82	(\$ 4.37)	\$ 5.63	

# Revenue by Category

## 2018 Revenue by Category - \$37.6m



## Revenue Category - Overview

The previous pie chart illustrated the city's reliance on property taxes to generate the revenue necessary to maintain operations and fund the city's capital improvement program.

*Property taxes* account for approximately 53.9% of all revenue.

- Each year the Greene County Auditor estimates the amount to be collected, which is the amount the city budgets.

*Intergovernmental revenue* makes up the second largest revenue source for the city comprising over 23.4%.

- Intergovernmental revenue includes Local Government Funds, Homestead Rollback, grants, Hotel/Motel tax, franchise fees, and various other shared services.

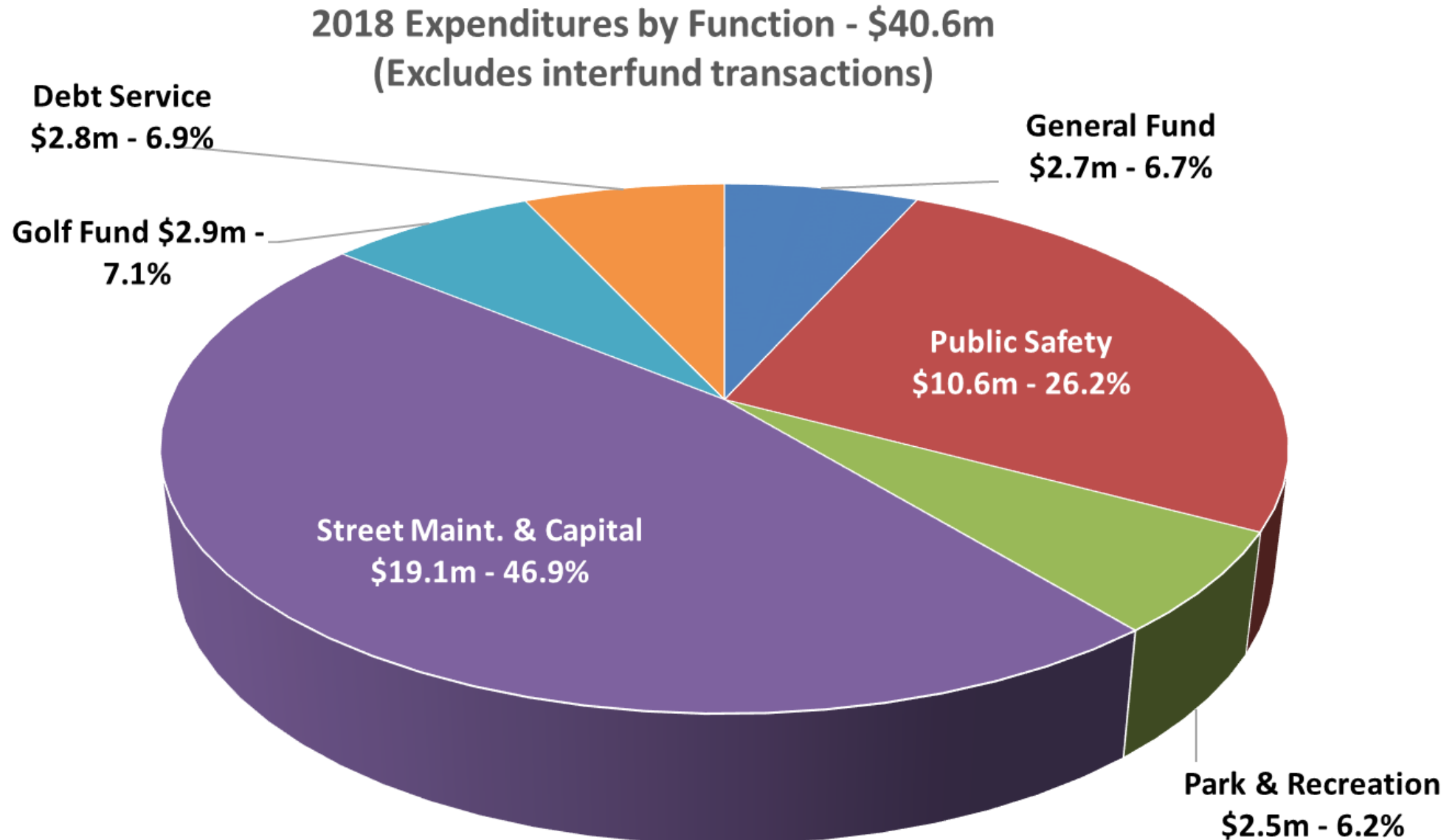
The make-up of remaining revenue includes *Charges for Services, Interfund Transfers, License/Fines/Fees, Sale of Notes/Bonds, Special Assessments, and Miscellaneous Revenue.*

## Revenue Highlights

Contracted shared services are designed to cover the costs of services provided to various entities.

- In 2018 over \$694k is budgeted in shared services revenue from various agencies, including:
  - *Beavercreek Township* – dispatch services for fire, Rotary Park maintenance, In Touch publications, and providing fuel for fire and street operations.
  - *Beavercreek Schools* – School Resource Officers, security details, salt, and fiber optics.
  - *Agreements with other entities* including traffic signal maintenance with Ohio Department of Transportation, Franklin University, construction site traffic controls, and extra duty assignments.

# Budget Expenditures by Function





## Expenditures by Function

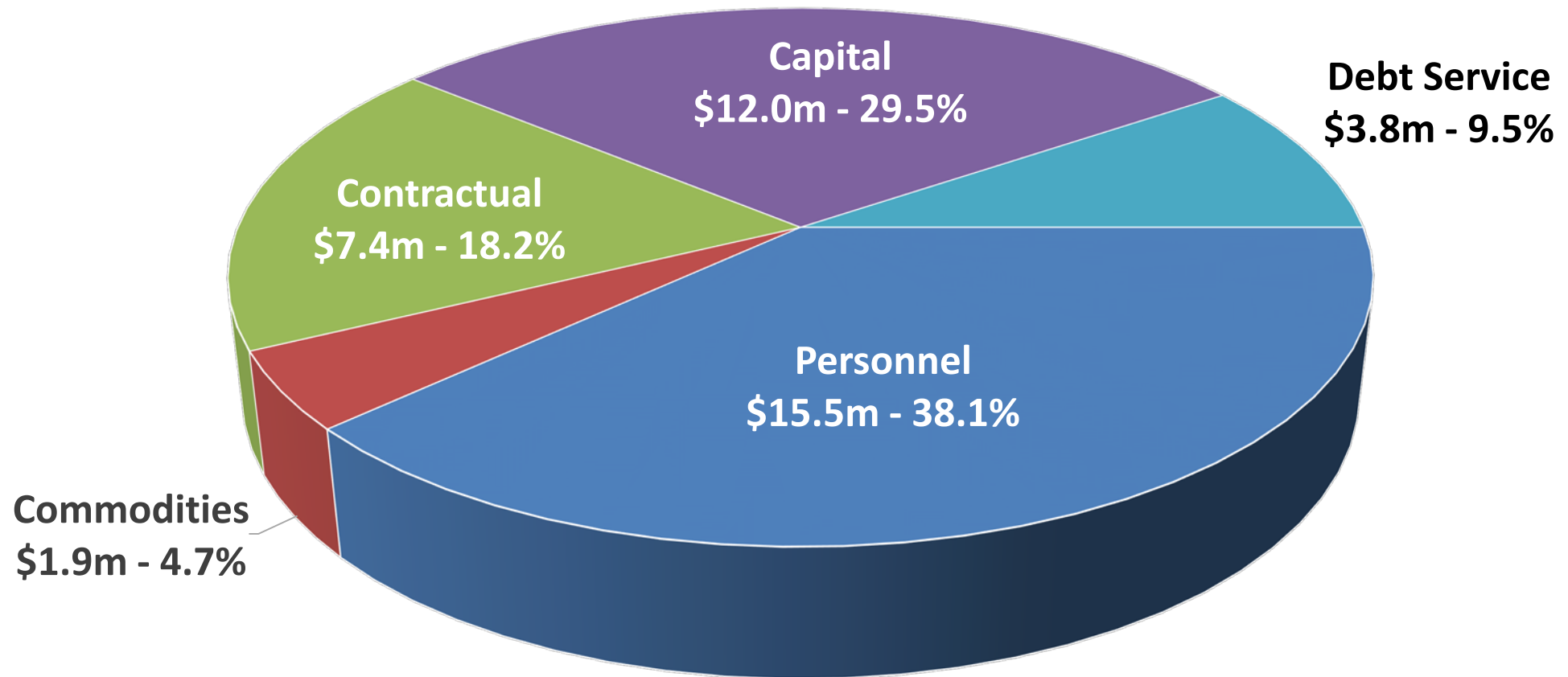
Total budgeted expenditures for 2018 (excluding interfund transfers) is \$40.6 million dollars, or approximately \$1.2 million less than the 2017 adopted budget.

In the 2018 proposed budget:

- Street Funds amount to roughly \$19.1 million (or 46.9%) of the total budget. This includes \$12 million for infrastructure improvements.
- Public Safety represents the second largest portion of the budget at \$10.6 million (or 26.2%) of the total budget.
- The Parks & Recreation departments represent \$2.5 million (or 6.2%) of the 2018 budget.
- The remaining \$8.4 million is comprised of the Golf Course, Debt Service, and General Fund expenditures.

# Budget Expenditures – By Category

2018 Expenditures by Category - \$40.6m  
(Excludes interfund transfers)



## Expenditures by Category

*Wages and benefits are \$15.5 million (or 38.1%) of the City's total budget.*

Per FOP contract, members are budgeted to receive 3% wage increase. CWA and non-union employees are budgeted to receive 2.5% wage increase.

*The 2<sup>nd</sup> largest component of the budget by category is capital expenditures which is \$12.0 million (or 29.5%) of the budget.*

Majority of these expenditures relate to the street funds, which includes dedicated capital improvements as part of the five year capital improvement plan, along with street resurfacing and curb replacement. *The 2018 budget reflects \$4.12 million in grant funded projects.*

## Expenditures by Category

*Contractual is the third largest category representing \$7.4 million (or 18.2%) of the budget.*

Some of the larger items budgeted within contractual include:

- Interfund charges for indirect costs.
- Resurfacing streets, and curb program.
- Other services (GIS mapping project, electricity, misc. and other maintenance.)
- Other Professional Services including legal fees, prosecution services, liability and property insurance, Greene County Combined Health Services, Animal Control, audit costs, recreational programs (instructions, camp counselors, referees, etc.) and the In Touch Newsletter.



## Moving Forward...

- Although the economy is showing continued signs of recovery, these results are more evident in municipalities with an income tax.
  - Beavercreek is driven by property taxes and will continue to experience effects of stabilizing property values.
  - Property tax revenue will not keep pace with continued increasing operating costs.
- The city continues to renew, replace or add additional levies to permit the city to continue to maintain critical infrastructure and service levels.
- The city continues to expand shared services and review consolidation strategies to create efficiencies and reduce costs.

## Moving Forward...

- Continue providing exceptional financial services.
- Select, purchase, and implement time keeping software citywide to automatically download time keeping data directly into the payroll system.
- Develop long-term financial strategies and alternatives to address the funding and timing of the city's levies.
- Complete a compensation wage analysis of all city positions to determine appropriate pay structure.
- Formalize an employee and supervisory training schedule.

## Moving Forward...

- Review and implement a records capture program for all social media accounts throughout the city.
- Update the city's website through an upgrade with our existing vendor or review alternatives.
- Develop strategies and procedures for enhancing city communications to residents and review assessment of all production equipment and technology options.
- Develop a strategic plan and review alternatives to the existing meeting production process for effectiveness and cost efficiency.



## Moving Forward...

- Continue supervisory and leadership development training for command and supervisory personnel.
- Complete documentation of proofs for CALEA standards for 2018.
- Enhance forensic service function by training an additional polygraphist.
- Coordinate the implementation and training of the police motorcycle traffic unit.



## Moving Forward...

- Recruit and train new recruits to supplement COPP program.
- Expand community engagement function by assigning a community engagement officer.
- Continue to provide and coordinate a minimum of (20) hours of Continuing Professional Training.
  - Per recommendations of the Ohio Attorney General's office.

## Moving Forward...

- Public Service department will begin locating city-owned infrastructure as requested by Ohio Utilities Protection Service.
- Traffic and streets divisions will begin a comprehensive GIS data collection project.
- This project will give the divisions an asset inventory that will be utilized to make more informed operational and budgetary decisions in the future.



## Moving Forward...

- Develop strategies to provide long-term operational stability and sustainability.
- Ensure city policy directives are implemented promptly and efficiently.
- Continue to identify and implement long-term infrastructure funding mechanisms to meet future needs.
  - Revise annual capital improvement program and five year capital improvement plan.
  - Prepare applications for new federal aid, OPWC, CleanOhio, Rails to Trails Fund and CDBG projects, and multiple other funding sources.

Shakertown Road



Dayton-Xenia Road



Col. Glenn Highway



## Moving Forward...

- Focus on Economic Development.
- Continue to work with Greene County Department of Development to maximize all financial opportunities that exist related to economic development.
- Strengthen the City's relationship with the Dayton Development Coalition to maximize job growth opportunities, enhance the ability to retain current businesses and attract new companies to our local economy.
- Complete a structural analysis of the piece of the World Trade Center at the 9-1-1 memorial.



# Moving Forward...

- Continue capital repairs at several parks.
  - Replacement of playground equipment.
    - Gerspacher Park
    - Rotary Park
  - Parking lot expansion at Shoup Park.
  - Walking path at Fox Run Park.
  - Replacing swings and recreational amenities at Merrick Park.
- Foster new relationship with Beaver Creek Branch of Greene County Public Library.
  - Family nature programs, monthly adult program; library story time visits during summer camps.



# Moving Forward...

- Begin Phase I – Practice range conversion at the golf course.
- Promote and increase weddings at the club.
- Promote and increase additional golf outings.





A scenic view of a mountain peak, likely El Capitan in Yosemite National Park, with a quote overlay. The image shows a steep, rocky cliff face on the left, with a few trees growing on its side. The background is a vast, hazy valley with more mountains in the distance. The sky is a soft, warm orange, suggesting a sunrise or sunset. The quote is centered in a dark, semi-transparent box.

If you want something you have  
never had, you must be willing to  
do something you have never done.

Thomas Jefferson

quote fancy





Without the communities support, the City would not be able to move forward.

Thank you.

The momentum will  
continue into 2018