

Borough of West Chester 2023 Final Budget



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SUMMARY BY FUND

<u>FUND</u>	<u>DEPARTMENT</u>	<u>REVENUES</u>	<u>EXPENSES</u>	<u>VARIANCE</u>
General	Recreation	93,500	498,192	(404,692)
	Police	2,108,598	10,980,468	(8,871,870)
	Housing	795,000	694,203	100,797
	IT	-	548,858	(548,858)
	PW	176,500	5,139,516	(4,963,016)
	Admin	18,552,537	3,864,898	14,687,639
		<hr/>	<hr/>	<hr/>
		21,726,134	21,726,135	(1)
		<hr/>	<hr/>	<hr/>
FIRE		1,301,977	1,301,977	-
		<hr/>	<hr/>	<hr/>
WW		5,526,500	5,526,500	0
		<hr/>	<hr/>	<hr/>
PARK		4,982,373	4,982,373	0
		<hr/>	<hr/>	<hr/>
HIGH		610,305	610,305	-
		<hr/>	<hr/>	<hr/>
SPF		1,416,195	1,416,195	-
		<hr/>	<hr/>	<hr/>
TOTAL		35,563,484	35,563,484	(0)
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Admin/Finance Department:

The Administration department provides organization of the Borough’s government, the assignment of duties and responsibilities to employees, and procedural requirements set forth in the Home Rule Charter.

The Finance Department has fiscal responsibility of maintaining all borough receipts and expenditures. This includes financial reporting, budgeting, payroll, accounts receivable, and accounts payable.

Staff:

Title	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Borough Manager	1	1	1	1	1
HR Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Manager of Enterprise Data and Applications	0	0	0	1	1
Sustainability Director	1	1	1	1	1
Finance Director	1	1	1	1	1
Staff Accountant	1	1	1	1	1
Staff Accountant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
TOTAL	8	8	8	9	9

Functions:

The Borough Manager supervises, either directly or through subordinate employees, the administration of all departments or other administrative units, except as otherwise provided by Charter 502. The Borough Manager executes and enforces all resolutions, ordinances, and orders of the Council.

The Human Resources Director is responsible for overseeing the Borough’s human resources operation, assisting in personnel policy development and interpretation and resolving daily human resources issues for employees and departments.

The executive assistant helps the Borough Manager with scheduling; reviewing, prioritizing, and responding to issues; answering and returning phone calls; organizing documents; maintaining records; and taking minutes at public meetings.

Manager of Enterprise Data manages and maintains numerous data systems and networks.

Sustainability Director manages the stream protection program as well as developing, implementing, and monitoring environmental strategies for the Borough.

The Finance Director supervises all financial aspects and operations of the Borough.

Accounting staff (2 staff accountants and 1 bookkeeper) is responsible for customer inquiries, recording revenues and expenditures, preparing journal entries, payroll, account reconciliations, and month end financial closing.

Operational Goals for 2023:

- Financial transparency in reporting
- Reduce payment processing fees
- Online payment platform
- Commence annual audit in early April

ADMIN DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	30115	90	Real Estate Tax Revenue	5,728,444	5,567,732	160,712	3%
01	30125	90	Liened Real Estate Tax Revenue	120,000	125,000	(5,000)	-4%
01	31090	90	Earned Income Tax	5,800,000	5,400,000	400,000	7%
01	31091	90	Deed Transfer Tax	670,000	850,000	(180,000)	-21%
01	31093	90	Local Services Tax	685,000	700,000	(15,000)	-2%
01	31095	90	Business Privilege Tax	140,000	150,000	(10,000)	-7%
01	34100	90	Interest Income	2,500	500	2,000	400%
01	34302	90	Library/BID Medical Ins. Reimbursement	58,577	60,000	(1,423)	-2%
01	34304	90	PA. Municipal Health Med. Ins. Refund	400,000	250,000	150,000	60%
01	35500	90	Grant Revenue	-	607,888	(607,888)	-100%
01	35501	90	State Pension Aid	760,000	762,083	(2,083)	0%
01	35506	90	ARPA	841,057	-	841,057	#DIV/0!
01	35508	90	PA Liqour Control Board	2,500	2,600	(100)	-4%
01	35410	90	Trf from Sewer Fund	750,000	1,000,000	(250,000)	-25%
01	35412	90	Trf from Parking Fund	2,000,000	1,764,689	235,311	13%
01	35414	90	Trf from Capital Operating Res-Interest	47,601	-	47,601	#DIV/0!
01	35428	90	Trf from Stream Protection Fund	214,358	-	214,358	#DIV/0!
01	36736	90	Solar /EV Charging Credit Revenue	4,000	212,601	(208,601)	-98%
01	38000	90	Vehicle Sales	-	2,000	(2,000)	-100%
01	38001	90	Payment in Lieu of Taxes	15,000	48,000	(33,000)	-69%
01	38009	90	SPF Certification Fees	6,000	15,000	(9,000)	-60%
01	38014	90	Cell Tower/Cable Franchise Revenue	275,000	-	275,000	#DIV/0!
01	38019	90	W/C Reimbursement	30,000	300,000	(270,000)	-90%
01	38030	90	Ucomp Reimbursement	2,500	28,901	(26,401)	-91%
TOTAL REVENUE				18,552,537	17,846,994	705,543	4%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40110	90	Salary Expense- Mayor/Council	32,000	32,000	-	0%

ADMIN DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40112	90	Salary Expense- Administration	299,856	273,030	26,826	10%
01	40510	90	Salary Expense- Finance	191,950	211,505	(19,555)	-9%
01	43812	90	Salary Expense- Sust. Director	87,756	76,311	11,445	15%
01	43815	90	Salary Expense- Borough Manager	150,000	150,000	-	0%
01	43816	90	Salary Expense- Fin. Director	107,798	99,960	7,838	8%
01	48600	90	Insurance Expense- W/C	78,180	60,000	18,180	30%
01	48715	90	Pension Expense- Defined Contrb	31,627	31,653	(26)	0%
01	48700	90	Insurance Expense- Medical	272,324	244,348	27,976	11%
01	48720	90	FICA Expense	66,506	71,530	(5,024)	-7%
TOTAL SALARY EXPENSE				1,317,996	1,250,337	67,659	5%

OPERATING EXPENSES

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40121	90	Office Supplies	2,000	2,000	-	0%
01	40122	90	Postage	18,000	20,000	(2,000)	-10%
01	40123	90	Human Resources Expense	22,850	1,500	21,350	1423%
01	40124	90	Lease Payments- Copier	5,000	4,740	260	5%
01	40131	90	Fidelity Bond for Mgr/Treas	3,000	7,000	(4,000)	-57%
01	40133	90	Other Misc Expene	2,500	-	2,500	#DIV/0!
01	40140	90	Bank Fees	25,000	30,000	(5,000)	-17%
01	40310	90	Berkheimer Collection Fees	3,000	20,000	(17,000)	-85%
01	40410	90	Legal Fees	140,000	140,000	-	0%
01	40430	90	Legal Fees- Employment	40,000	20,000	20,000	100%
01	40931	90	Utilities	70,000	60,000	10,000	17%
01	41337	90	Stenographer Expense	1,000	1,000	-	0%
01	42000	90	Legal Advertising	18,000	15,000	3,000	20%
01	43031	90	Fuel Expense	600	300	300	100%
01	43822	90	Software Maintenance Fees	34,000	10,000	24,000	240%
01	43823	90	ADP Processing Fees	50,000	60,000	(10,000)	-17%

ADMIN DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	43831	90	Solar Credit Expense	-	750	(750)	-100%
01	43832	90	EV Charging Expense	5,000	5,000	-	0%
01	44518	90	West Chester Business Improv. Dist Alloc	85,000	85,000	-	0%
01	44568	90	Trf to Capital Fund	-	679,888	(679,888)	-100%
01	44575	90	Trf to Fire Fund	422,419	422,419	-	0%
01	44880	90	Trf to NonUniform Pension Fund	412,416	364,244	48,172	13%
01	44578	90	Trf to Stream Protection	60,695		60,695	#DIV/0!
01	45311	90	Boards and Commissions Expense	12,000	12,000	-	0%
01	45650	90	Library Allocation	110,000	105,000	5,000	5%
01	45657	90	Audit Expense	40,000	40,000	-	0%
01	45760	90	Off Site Storage	2,000	1,500	500	33%
01	45836	90	Training	16,000	8,047	7,953	99%
01	45837	90	Tuition Reimbursement	2,500	2,400	100	4%
01	47130	90	Principal Payment-2012C Fire Truck	205,000	205,000	-	0%
01	47180	90	Principal Payment-2014 Energy	45,000	44,000	1,000	2%
01	47181	90	Principal Payment-2016 Building	10,000	5,000	5,000	100%
01	47182	90	Principal Payment-2016 Stream Protection	50,000	40,000	10,000	25%
01	47184	90	Principal Payment-2016 Fire Truck	110,000	105,000	5,000	5%
01	47190	90	Principal Payment-2013 Library	50,000	50,000	-	0%
01	47230	90	Interest Expense- 2016 Building	150,536	150,736	(200)	0%
01	47250	90	Interest Expense- 2016 Fire Truck	70,826	75,026	(4,200)	-6%
01	47290	90	Interest Expense- 2013 Library	2,188	3,188	(1,001)	-31%
01	47291	90	Interest Expense- 2012C Fire Truck	4,818	9,635	(4,818)	-50%
01	47294	90	Interest Expense- 2014 Energy	18,246	19,559	(1,313)	-7%
01	47297	90	Interest Expense- 2016 Stream Protection	60,183	61,783	(1,601)	-3%
01	48610	90	Auto/Commercial Insurance Expense	27,126	30,000	(2,874)	-10%
01	48952	90	Good Fellowship Ambulance Co Alloc	140,000	120,000	20,000	17%
TOTAL OPERATING EXPENSES				2,546,902	3,036,715	(489,813)	-16%
TOTAL EXPENSES				3,864,898	4,287,052	(422,154)	-10%

Police Department

The employees of the police department are responsible for the public safety of the Borough and East Bradford Township. The police department promotes peace and safety, enforces laws equitably, and partners with the community in problem solving. Our continued goal is to improve upon and promote an effective, high performing police department that emphasizes accountability, transparency, and partnerships. The outcomes are organizational and operational preparedness, shared and enhanced communication, services that are accountable, effective, and efficient, and improve overall quality of life.

Title	2019	2020	2021	2022	2023
Administration					
Chief of Police	1	1	1	1	1
Lieutenants	3	3	3	3	3
Patrol Division					
Sergeants	5	5	5	5	5
Corporals	5	5	5	5	5
Officers	4	24	24	24	24
Detective Division					
Detective Sergeant	1	1	1	1	1
Detective Corporal	1	1	1	1	1
Detectives	2	1	1	1	1
Narcotics Investigators	1	2	2	2	2
Juvenile Detective	1	1	1	1	1
Support Staff					
Chief Communications Officer	1	1	1	1	1
Civilian Communications Officers - FT	6	6	6	6	6
Civilian Communications Officers - PT	2	0	0	2	2
Civilian Records Clerks	2	2	2	2	2
Administrative Assistants	2	2	2	2	2
TOTAL	55	55	55	55	55

Functions

The Chief and Lieutenants manage and control the police department. The Chief is responsible for the organization, staffing, planning, budgeting, direction, morale, and performance of all police department personnel. The Chief is also responsible for the government, efficiency, and general good conduct of the department, as well as the final authority on all matters of policy, operations, and discipline.

The Operations Lieutenant is responsible for the overall functioning of the uniformed patrol components and all associated operations. Consequently, with oversight of patrol components comes the responsibility for assisting in the implementation of the police mission.

The Administrative Lieutenant is responsible for the overall function of administrative services, associated operations such as records and communications, and the criminal investigative division of the department.

The Professional Standards Lieutenant is responsible for the overall functioning and compliance with professional standards, practices, policies, digital evidence management, Right-to-Know, crime analysis, and all associated operations.

The five Patrol Sergeants and Corporals supervise a patrol squad, patrol the Borough and Township to detect and deter crime, provide security, and enforce laws. They are responsible for reviewing all reports that are prepared and submitted, inspect uniforms and equipment, conduct performance evaluations, and manage personnel problems.

The Detective Sergeant and Detective Corporal supervise the Criminal Investigations Unit and are responsible for preventing and solving crime through coordination and criminal investigations. They are also responsible for the processing, storage, accountability, and laboratory transportation of evidence. Detectives, including criminal investigators, juvenile detective, and narcotics investigators carry out criminal investigations to prevent or solve crimes.

Patrol Officers are assigned to squads provide continuous public safety by intelligently and efficiently answering calls for service. The patrol officer is held strictly accountable for his/her beat or post to which assigned. They prevent the commission of crime, breach of the peace, and other offenses within their assigned area. They are responsible, as is everyone in the department, with building trust and collaborating with the community at large.

The Chief Communication Officer supervises all aspects of the communications division. They are responsible for the organization, maintenance, and compliance of all federal and state guidelines (NCIC/CLEAN) and certifications. The Chief Communications Officer also handles the day-to-day public information (PIO) duties and social media for the police department.

Communication Officers answer emergency and non-emergency calls to the police department and relay all information to/from Police Officers. They oversee all SCOPE work, compile the daily blotter, and monitor the multiple surveillance cameras placed in the borough. They monitor Borough building security and are required to maintain watch over lodged prisoners.

The Records Division handles confidential files daily and ensure that they are documented and filed in a timely manner. They prepare case files for District and County Court officials and handle data entry for traffic citations, non-traffic citations, and written warnings, arrest files, and fingerprint cards. The Records Division is responsible for working with insurance companies on accident reports, handling expungement orders and criminal history checks, as well as the maintenance of the use-of-force database, and unusual occurrence reports.

Administrative Assistants are divided into Police Administration and Assistant to the Chief of Police and Mayor. Administrative Assistants are responsible for maintaining all personnel and administrative files, incoming phone calls, ordering of needed supplies for the police department, sworn and civilian payroll submission to finance. They also assist with community related activities, assist with Civil Service, as well as many other duties.

Equipment

The police department has a fleet of twenty-five vehicles. Two of the vehicles are equipped with automatic license plate readers (ALPR). The fourteen vehicles in the patrol fleet are equipped with mobile video recorders (MVR), barcode scanners, and printers for citations/accident reports.

Title	# Vehicles
Administration	4
Patrol	14
Detectives	5
Surveillance	1
Emergency Response Team	1
TOTAL	25

Other major equipment items include but are not limited to:

- Body-Worn-Cameras
- Speed Timing Devices
- Uniforms
- Protective Equipment (flares, gloves, etc.)
- Crime Scene processing and Evidence packaging
- Automated External Defibrillators
- Live-Scan
- Weapons including less-than-lethal
- Patrol Bicycles

Operational Goals for 2023

- Invest in training due to public demand and accreditation standards that need to be met.
- Continue to develop supervisors for succession growth.
- Continue to invest in data-driven approaches to law enforcement.
- Continue our community partnership with residents, organizations, and institutions to help solve community problems, build trust, and increase safety.
- Develop and retain a talented, effective, and responsive workforce.
- Continue to improve department infrastructure including facilities, technology, and equipment.

POLICE DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	33104	40	District Court Violations	305,000	450,000	(145,000)	-32%
01	34317	40	Alarm Revenue	20,000	40,000	(20,000)	-50%
01	36203	40	EBT Police Protection Contract	1,682,098	1,620,116	61,982	4%
01	36235	40	Police Services O/T Reimb	70,000	65,000	5,000	8%
01	35500	40	Grants	-	16,500	(16,500)	-100%
01	38002	40	Restitution Payments	25,000	35,000	(10,000)	-29%
01	38017	40	Police Records	6,500	6,000	500	8%
TOTAL REVENUE				2,108,598	2,232,616	(124,018)	-6%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	41010	40	Salary Expenses- LTS	491,351	433,189	58,162	13%
01	41012	40	Salary Expenses- Police Officers	4,543,971	4,647,030	(103,059)	-2%
01	41014	40	Salary Expense- Dispatch	659,304	649,119	10,185	2%
01	43819	40	Salary Expense- Police Chief	172,369	149,483	22,886	15%
01	43825	40	Salary Expense- OT	360,000	360,000	-	0%
01	48600	40	Insurance Expense- W/C	295,665	135,000	160,665	119%
01	48715	40	Pension Expense- Defined Contrib	10,817	8,285	2,532	31%
01	48700	40	Insurance Expense- Medical	1,457,963	1,523,461	(65,498)	-4%
01	48720	40	FICA Expense	131,168	125,037	6,131	5%
TOTAL SALARY EXPENSE				8,122,608	8,030,604	92,004	1%

OPERATING EXPENSES

<u>Fund</u>	<u>G/L Code</u>	<u>Dept</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40121	40	Office Supplies	10,000	10,000	-	0%
01	40122	40	Postage/Printing	6,000	6,000	-	0%
01	40133	40	Other Expense	5,000	5,200	(200)	-4%
01	40280	40	Civil Service	10,000	10,000	-	0%

POLICE DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40931	40	Utilities	67,000	55,000	12,000	22%
01	41023	40	Small Equipment	17,000	17,000	-	0%
01	40124	40	Enterprise Lease Payments	42,166	42,166	-	0%
01	41031	40	Contract Expenses	76,278	76,278	-	0%
01	41032	40	Cell Block	2,000	2,000	-	0%
01	41034	40	False Arrest Insurance	3,000	2,674	326	12%
01	42000	40	Advertising	250	250	-	0%
01	42010	40	Uniforms	70,000	65,000	5,000	8%
01	43031	40	Fuel	60,000	60,000	-	0%
01	43822	40	Software Fees	18,000	17,700	300	2%
01	45300	40	Donations	500	1,300	(800)	-62%
01	45655	40	Armory	30,000	30,000	-	0%
01	45712	40	Informant Fees	3,000	3,000	-	0%
01	45756	40	Medical Services	10,000	10,000	-	0%
01	45760	40	Off Site Storage	1,500	1,500	-	0%
01	45762	40	Mayor	6,500	6,500	-	0%
01	45770	40	Physical Fitness Program	15,000	15,000	-	0%
01	45772	40	Unit	55,000	50,000	5,000	10%
01	45774	40	Training/Dues	50,000	40,000	10,000	25%
01	45800	40	SPCA	7,000	7,000	-	0%
01	45810	40	Translation	3,000	3,000	-	0%
01	44568	40	Trf to Capital	183,732	56,732	127,000	224%
01	44870	40	Trf to Pension- MMO	1,885,305	1,863,069	22,236	1%
01	45850	40	Trf to OPEB	85,000	84,855	145	0%
01	48610	40	Insurance Expense	135,629	100,000	35,629	36%
Total Operating Expenses				2,857,860	2,641,224	216,636	8%
TOTAL EXPENSES				10,980,468	10,671,828	308,640	3%

Department of Building, Housing & Code Enforcement

Mission Statement

Provide fair and consistent enforcement of the Pennsylvania Uniform Construction Code and the Code of the Borough of West Chester through community engagement and the utilization and application of the latest training and education in the profession in order to protect the health, safety and welfare of our community.

Personnel

The Building and Housing Department currently has four full-time employees. In addition, the Department contracts with two third-party inspection agencies. The two third-party agencies conduct mechanical and electrical inspections and plan reviews. The costs incurred by the use of the third-party inspection agencies are offset by the collection of permit fees.

Below is a chart outlining past and current employment levels within the department.

Title	2018	2019	2020	2021	2022	2023
Director	1	1	1	1	1	1
Admin. Assistant	1	1	1	1	1	1
Code Enforcement Officer	2	3	2	2	2	3
Admin. Coordinator	1	1	0	0	0	0
Total	5	6	4	4	4	5

The following is a brief description of each position within the department which highlights its main functions. However, keep in mind, that all personnel are cross trained to perform the duties of their fellow colleagues.

Director of Building, Housing & Code Enforcement

The *Director* oversees all the administrative functions of the department including preparing the annual budget and supervising departmental personnel. The *Director* is responsible for all zoning, sub-division and land development reviews as well as review of building permit applications and permit issuance. The *Director* also conducts building, plumbing, accessibility, fire protection, energy, and zoning inspections on all construction projects. This position also serves as the floodplain administrator, where the purpose is to ensure compliance with the Borough floodplain regulations and the National Flood Insurance Program.

Code Enforcement Officer

The position of the *Code Enforcement Officer* was established to conduct annual inspections of all rental units for compliance with the minimum safety and health standards, established by the

Borough and the International Property Maintenance Code. The *Code Enforcement Officer* is responsible for the issuing of the annual rental licenses to landlords who rent living units and keeping all property files up-to-date and accurate. Additionally, the *Code Enforcement Officer* is responsible for responding to complaints and issuing violation notices for various types of property maintenance violations which may include trash, weeds, snow removal, sidewalk hazards, and other exterior building issues.

Administrative Assistant

The Administrative Assistant of this department is the first contact with the public either by phone or in person. This requires a special personality to deal with the different types of problems and complaints our office receives daily. In addition to being our contact person, the *Administrative Assistant* maintains all property files and computer programs, processes all building permits, and collects payments. Our department utilizes a computerized, master property file, and GIS which stores information for every property within the Borough. Additionally, this position assists the Director and Code Enforcement Officers with scheduling of daily inspections and other various appointments.

Administrative Coordinator (Not a current position)

The *Administrative Coordinator* is responsible for assisting Code Enforcement Officers with scheduling of rental inspections and ensuring all rental registration forms and permits are processed. This process includes mailing rental invoices and tracking payments as well as following up on non-compliant properties. This position also assists residents and property owners with answering questions, providing resources, and directing calls and inquiries to the appropriate personnel.

Mechanical Inspector (Third-Party)

The *Mechanical Inspector* is responsible for the plan review and inspections of all mechanical (HVAC) work installed in every type of building for which a permit has been issued. The Mechanical Inspector is also responsible to assist the other inspector's in the department with any other mechanical matters.

Electrical Inspector (Third-Party)

The *Electrical Inspector* is responsible reviewing all residential and commercial electrical plans for compliance with the applicable electrical codes. The *Inspector* periodically assists the building Inspector when inspecting large industrial and institutional facilities within the Borough.

Department Functions

Zoning

The Building and Housing Department enforces the Borough Zoning Code, Chapter 112. The zoning code is enacted for the purpose of promoting the health, safety, morals, and general welfare of the Borough in accordance with the Comprehensive Plan. It is designed to lessen congestion on the roads and highways; to secure safety from fire, flood, panic and other dangers; to provide adequate light and air; to prevent the overcrowding of land; to avoid undue

congestion of population; to facilitate the adequate provision of water supply, sewage disposal and transportation; to conserve the value of buildings; to encourage the most appropriate use of the land throughout the Borough; and to preserve historic sites and structures.

To implement the purpose set forth, the zoning ordinance is made with a view toward the following:

- Instilling order in the growth and development of the Borough by regulating the intensity and location of development in accordance with environmental and land use compatibility and the availability of existing and planned utilities and community facilities and services.
- Encouraging the maintenance, enhancement and/or rehabilitation of the existing buildings, neighborhoods and dwellings, especially within the West Chester Historic District.
- Providing a variety of housing types and intensities, compatible and harmonious with available road access and utilities.
- Promoting retail commercial uses in the Town Center District in order to maintain the character of the central business areas of the Borough.
- Maintaining existing institutional uses for various education, cultural, community service and recreational pursuits.
- Maintaining a safe and efficient street system and encouraging the improvements of streets, circulation and parking areas.
- Promoting the maintenance, development and/or restoration of circulation systems for walking and hiking.
- Encouraging the maintenance of existing community facilities and services to address education, safety, health and leisure needs and promoting the provision of services to meet recreational, fire protection, police protection and other safety and emergency protection needs.
- Encouraging the maintenance and conservation of existing utility systems to service present users and the development of additional supplies and/or capacities to serve future users.
- Promoting energy conservation and the effective utilization of renewable energy sources.
- Protection of physical and biological resources associated with streams, floodplains, areas of steep slope, woodlands and other related resources.

Construction Codes

Similar to zoning laws, construction codes have evolved over the years to protect lives and our buildings. The Building Department plays a leading role in the protection of our citizens and the buildings which they occupy. The Department oversees all construction projects within the Borough and aids the public when problems arise between a property owner and contractor. The Building Department reviews all plans prior to construction and inspects every stage of

construction leading up to the issuing of a Certificate of Occupancy. In addition, all existing rental properties are inspected on a routine basis. Inspections and plan reviews are all done in accordance with the latest adopted version of the International Codes.

Department Equipment

The Department utilizes a fleet of three vehicles. All staff are equipped with Microsoft Surface tablets which can be utilized in the field to assist with inspections and data entry into GeoPlan. GeoPlan is a property and permit management software which tracks all activity that occurs at any individual property within the Borough. Currently, the Building and Housing Department utilizes a handheld ticketing device to issue trash and snow tickets.

Financial Issues

Permit revenue makes up most of the overall department revenue and is dependent upon the viability of proposed projects. When determining the projected permit revenue, we decide of what projects may obtain permits in that budget year. Obviously, this can only be done with large projects that have gone through the land development process and we are able to estimate the permit fees. If a project does not happen the year in which we originally budgeted, the overall revenue can encounter a shortfall as was the case in 2020 and the COVID pandemic. For several months, construction was ordered to shut down and the permit numbers were far below normal. While the permit numbers have picked up, a few large projects were put on hold. In 2021 and 2022 we have seen a steady increase of permit submissions and revenue. We expect this trend to carry through 2023.

2023 Operational Goals

1. Add the third Code Enforcement Officer position which was lost in early 2020 due to the COVID pandemic.
2. Continue to provide access to quality training opportunities for the department.
3. Replace GeoPlan with new permit and property management software that has a GIS interface and public portal to provide enhanced public service and department efficiency.
4. Continue to improve the health, safety, and welfare of the community.
5. Begin implementation of annual fire inspection program.

HOUSING DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	33104	50	District Court Violations	25,000	25,000	-	0%
01	35507	50	Electrical Permits	28,000	25,000	3,000	12%
01	36241	50	Building Permits	300,000	300,000	-	0%
01	36242	50	Mechanical Permits	35,000	25,000	10,000	40%
01	36243	50	Plumbing Permits	30,000	25,000	5,000	20%
01	36244	50	Zoning Hearing Board	10,000	6,000	4,000	67%
01	36245	50	Rental Permits	242,000	200,000	42,000	21%
01	36247	50	Fire Inspections Revenue	60,000	-	60,000	#DIV/0!
01	38007	50	Land Development Fees	65,000	65,000	-	0%
TOTAL REVENUE				795,000	671,000	124,000	18%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	41310	50	Salary Expense- Housing	247,219	163,753	83,466	51%
01	43814	50	Salary Expense- Director	99,332	93,253	6,079	7%
01	43825	50	Salary Expense- O/T	1,500	1,500	-	0%
01	48600	50	Insurance Expense- W/C	1,447	23,000	(21,554)	-94%
01	48700	50	Insurance Expense- Medical	138,552	81,731	56,821	70%
01	48715	50	Pension Expense- Defined Contrb	17,328	12,850	4,478	35%
01	48720	50	FICA Expense	26,626	19,827	6,799	34%
TOTAL SALARY EXPENSE				532,003	395,914	136,089	34%

OPERATING EXPENSES

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40121	50	Office Supplies	1,500	1,500	-	0%
01	40122	50	Postage/Printing	2,500	2,500	-	0%
01	40124	50	Enterprise Lease Payments	9,700	9,958	(258)	-3%
01	43612	50	DCED Filing Fees	3,000	3,000	-	0%
01	40931	50	Utilities	4,000	5,000	(1,000)	-20%

HOUSING DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	41331	50	Zoning Hearing	20,000	20,000	-	0%
01	41332	50	Electrical Inspector	12,000	12,000	-	0%
01	41333	50	Mechanical Inspector	20,000	20,000	-	0%
01	43031	50	Fuel	3,000	3,000	-	0%
01	43822	50	Software Fees	10,000	10,000	-	0%
01	45716	50	Land Development Expenses	65,000	65,000	-	0%
01	45760	50	Off Site Storage	3,500	3,500	-	0%
01	45774	50	Training, Dues, and Travel	8,000	5,000	3,000	60%
01	48951	50	Refunds	-	1,500	(1,500)	-100%
TOTAL OPERATING EXPENSES				162,200	161,958	242	0%
TOTAL EXPENSES				694,203	557,872	136,331	24%

INFORMATION TECHNOLOGY SERVICES

Technology is the foundation of how our organization works, communicates, and evolves.

Our organization's services rely on networking infrastructure, front end hardware, connected devices, software, mobile services & more.

The technology staff provides support to all departments and staff, regardless of the day of the week or time of day.

Our cybersecurity & redundancy efforts include state of the art solutions, monitoring, investigation, remediation, and organizational wide training.



Title	2018	2019	2020	2021	2022	2023
Chief Information Officer	1	1	1	1	1	1
Information Technology Manager	1	1	1	1	1	1
TOTAL	2	2	2	2	2	2

Functions

The **department of information technology services** is responsible for:

- Maintenance, management, and visioning of all technology services for all departments.
- Help desk services
 - 24-hour service
- Network maintenance, management, and planning
- Communication services (Microsoft Teams, WebEx, VoIP)
- Network security, connectivity, VPN and performance management (all facilities).
- Cybersecurity services and staff cybersecurity awareness training (regular security audits)
 - 24-hour monitoring and response
 - investigation, remediation and after incident review
- Infrastructure monitoring, maintenance, and general management
- Staff Training
 - Cybersecurity
 - General Technology
- Managing and maintaining cloud services such as Microsoft Office 365 for all departments.
- Management of wireless services for all departments. (mobile, cellular, radio)
- Management of the Borough's YouTube channel.
- Compliance management and assistance with [digital] Right to Know requests.
- Purchasing, invoicing, and budgeting for technology related services for all departments.
- All streaming and recording services for public meetings. (YouTube channel)
- Technical support for all elected officials and boards & commission members as needed.
- Manages and maintains the Borough of West Chester website.
- Management of outreach services, including ReadyChesco.
- The management of the radio services for public works and parks and recreation.
- The short term and long-term visioning of the organization's use and management of technology services.

Personnel

The Information Technology Department has two full-time employees. Both employees are salaried, and cost is controlled. The information technology staff is on-call 24 hours a day, seven days a week. All departments, including the police depend on the technology staff for regular and emergency technical support. Maintaining and managing the infrastructure is a core responsibility which includes responding to service issues and cybersecurity incidents.

Core (physical) Equipment

The information technology department maintains and supports all elements of the organization's technology infrastructure.

This includes, but is not limited to:

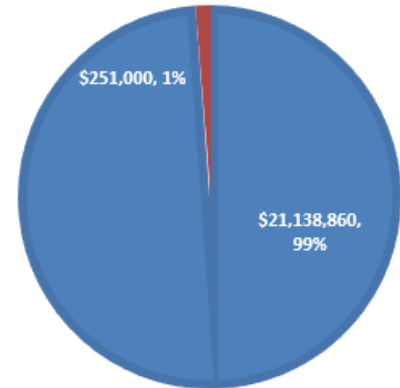
- Server Cabinets (3) – two at the municipal building, one at public works
- Physical Hosts (4) – these provide several virtual servers including (2) domain controllers, (1) file/print server, (4) application servers, (1) Genetec server and (1) remote management server.
- PoE (power of ethernet) switches (14)
- Access Points (17) – municipal building, public works, wastewater & parking garages
- Streamvault appliance (building video, security, and locks)
- Axcient appliance (backup services)
- Digital Sign Servers (3)
- NAS server for POSM (1)
- Firewall appliances (8) – at municipal building, public work, wastewater & parking garages.
- UPS (7) – power management for server cabinets
- AC (2) – 2 server cabinet mounted units for environmental controls
- VPN (5) – administrative, police, access points, printers, public access, and public works
- Digital Document Printers (8)
- Computers, laptops, and mobile devices
- VoIP - Skype and Teams phones
- Point of Sale devices (Building & Housing, Finance, Parking, Public Works, Recreation)

Core Services

- Microsoft 365 (productivity services)
- Microsoft OneDrive for Business (user level data)
- Microsoft Teams (organizational data & communications)
- WebEx services (public meetings)
- Barracuda VPN services, Firewall and Security
- Barracuda Advanced Threat Protection, Cloud to Cloud Backup, Content Shield, Phishline
- ADP, CODY, Abila, GeoDecisions, Genetec, Watchguard, Adobe CCS, CivicPlus, ReadyChesco and more.

Financial Issues

Technology services continue to be crucial to the day-to-day operations of our organization. At the same time, the technology services budget only accounts for about **1%** of the general budget. With a few exceptions (2017-2018) there have been continued reductions over the past 7 years. *The graph to the right shows the percentage spent on technology (operational, capitol & salaries) in 2022.*



These budget challenges continue at the same time as our organization’s reliance on technology continues to increase. It is through the efficient and smart use of technology that allows communication and collaboration to happen.

Cybersecurity has become a driving factor with technology funding. With shrinking budgets and growing security challenges we have continued to focus on security which now consumes **50%** of the overall technology budget (2023).

Although our technology cost is less than 2% of the organizational budget, we continue to focus on innovation, collaboration, departmental integration, and cyber security. As noted above, the technology budget has been challenged for several years. The exception is the years between 2017 and 2018 when investments were made during the building’s refurbishment. This investment provided us with the ability to build a new network infrastructure from the ground up.

Had we not been able to achieve a completely new build of the organization’s technology infrastructure we would have been faced with difficult challenges relating to our response to the Covid-19 pandemic both operationally and fiscally.

5-Year Capitol Project Plan

We have a well-thought out 5-year capitol project plan for our core technology equipment. This will provide our organization with the ability to continue achieving the most efficient technology, communication, and collaboration services possible.

Operations and Capital			
2016	\$228,000.00		
2017	\$255,770.00	Network	
2018	\$255,000.00	Build	
2019	\$190,470.00		ORGANIZATIONAL
2020	\$234,000.00	COVID	
2021	\$162,000.00		O365 Cost Added
2022	\$250,000.00		Hardware Cost Added
2023	\$294,000.00		

Cybersecurity Resources, Management & Training

In addition to software and hardware, Cybersecurity must continue to be a top priority for the organization. This includes the continued investment in state-of-the-art cybersecurity solutions, the daily self-management of the solutions in place as well as the continued – regular cybersecurity awareness training of our staff. It is through effective, up-to-date cybersecurity solutions, self-management, and staff training that our organization is protected from data theft, financial loss, production loss and liability exposure.

Operational Goals for 2023

As our organization continues to recover from the financial impact of the Covid-19 pandemic the information technology department understands that controlling cost is more important than ever before. However, at the same time, we must continue to budget for and maintain all our core services and plan for the scheduled upgrade of equipment throughout all our departments. As a result of the network build of 2017-2018 we still have time on our side to plan for the upgrade of servers, firewalls and other critical solutions.

In addition to upgrading selected workstations and mobile devices in 2023, additional cybersecurity solutions continue to be incorporated into our infrastructure. These additional protections will enhance our cybersecurity defense, including mission critical incident & remediation response time, and staff training efforts.

- **Data Inspector** – This service will allow the information technology staff to manage and monitor PII (personal identifiable information),
- **New Host Servers** – Upgrade the 2 Host servers. This hosts are the virtual homes for all of our servers.

Upgrades to the Borough Council Chambers

- **Acoustical Treatment**– The room has a severe echo effect that can make hearing speakers difficult. This has been a consistent and challenging problem since the building refurb. This same problem was experienced in the staff conference room and police interview rooms as soon as we moved into the building. Soundproofing was installed in all these locations and resolved the problem. The Borough Council Chambers will benefit greatly from this same solution.

IT DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
EXPENSE							
SALARY EXPENSE							
01	40933	70	Salary Expense- IT Manager	57,487	53,555	3,932	7%
01	43817	70	Salary Expense- IT Director	112,775	106,980	5,795	5%
01	48600	70	Insurance Expense- W/C	4,180	10,847	(6,667)	-61%
01	48700	70	Insurance Expense- Medical	62,056	66,159	(4,103)	-6%
01	48715	70	Pension Expense- Defined Contrib	2,874	2,600	274	11%
01	48720	70	FICA Expense	13,025	12,281	744	6%
TOTAL SALARY EXPENSE				252,398	252,422	(24)	0%
OPERATING EXPENSES							
<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	45659	70	Backup & Support Services	45,000	25,000	20,000	80%
01	40931	70	Utilities	2,460	1,000	1,460	146%
01	44568	70	Trf to Capital	85,000	70,000	15,000	21%
01	45661	70	Baracuda Expense	-	15,000	(15,000)	-100%
01	45697	70	Engineering	-	9,000	(9,000)	-100%
01	45722	70	Licenses	6,000	6,000	-	0%
01	45754	70	Media USB	5,000	5,000	-	0%
01	45766	70	Parts	20,000	20,000	-	0%
01	45782	70	Remote (access points)	5,000	5,000	-	0%
01	45786	70	Security (support & av)	-	15,000	(15,000)	-100%
01	45792	70	Services	6,000	6,000	-	0%
01	45798	70	Software	5,000	5,000	-	0%
01	45802	70	Advanced Threat	60,000	20,000	40,000	200%
01	45820	70	Website	12,000	12,000	-	0%
01	45774	70	Training/Dues	10,000	5,000	5,000	100%
01	43829	70	Microsoft	35,000	32,000	3,000	9%
TOTAL OPERATING EXPENSES				296,460	251,000	45,460	18%
TOTAL EXPENSES				548,858	503,422	45,436	9%

Public Works Department

The Public Works Department has the responsibility of operating, maintaining and repairing Borough infrastructure including roads, drainage, buildings, and sanitary sewers. The Public Works Department is also responsible for trash/recycling, snow removal, leaf collection, street sweeping, fleet and tree services.

Staff

Title	2019	2020	2021	2022	2023
Director	1	1	1	1	1
Assistant Director	1	1	0	1	1
Fleet Manager	1	1	1	1	1
Supervisors	2	2	2	2	2
Mechanics	2	2	2	2	2
Sign Technician	0	1	1	1	1
Driver/Operator	6	5	6	6	6
Driver/Laborer	13	11	11	10	9
Maintenance	1	1	1	1	1
Utilitiesman	1	1	1	1	1
Laborer	2	2	4	3	5
Administrative Secretary	1	1	1	32	1
TOTAL	33	31	32	31	31

Functions

The Director of Public Works is responsible for the overall management of the department, planning of capital projects, preparation and administration of annual contracts, administration of operation and maintenance activities, and supervision of staff. The Director is also responsible for preparing the annual budget.

Functions and operational responsibilities of the Public Works Department are as follows:

- Maintenance of 28 miles of Borough roads, and eight miles of public alleys.
- Maintenance and repairs to approximately 22 miles of stormwater pipes, 1,000 stormwater inlets, 160 stormwater manholes, and 56 stormwater outfalls.
- Maintenance and repairs to the public sanitary sewer collections and conveyance system, which includes 50 miles of sanitary sewer mains, along with 783 sanitary sewer manholes.
- Trash and recycling collection of approximately 3,200 residences, yard waste collection, fall leaf collection.
- Maintain the 13 municipal parks and playgrounds, totaling 42.3 acres.
- Maintain the 7 municipal parking lots.
- Installation, maintenance, and repair of street signage.

- Operation and maintenance of over 1000 LED streetlights.
- Snow plowing and snow/ice removal in the central business district.
- Street sweeping.
- Maintain the 2 Borough owned public parking garages.
- Provide maintenance of the 3 Borough owned buildings.
- Painting and maintenance of all pavement markings within the Borough.
- Permit issuance and compliance for street opening, sidewalks, curb cuts, pole replacement and dumpsters.
- Tree planting and maintenance of street trees.
- Planning, management, and administration of capital projects.
- Purchase, manage, and maintain vehicle fleet. The fleet is comprised of approximately 150 vehicles, including Police, Fire, Public Works, Parking, Codes and Administration.
- Maintenance and administration of all 29 traffic signal intersections.
- Planning, management, and administration of Stream Protection Fee projects and MS4 Compliance.

Equipment

Equipment includes a fleet of 30 vehicles and major equipment used by staff to perform the everyday functions in the Borough. Major equipment includes:

- trash and recycle trucks.
- street sweepers.
- backhoe.
- front-end loader.
- skid steer loader.
- snowplows, salt spreaders and brine trucks.
- camera truck.
- vacuum truck.

Finances

Revenues will continue to be generated through the same methods as previous years. The Public Works Department will maintain a high level of service using available resources.

Operational Goals for 2023

- Maintain high level of services and improve where necessary as any deficiencies are identified.
- Implement a computerized maintenance management system to improve current work order process.
- Assess conditions of existing infrastructure as needed.
- Continue to convert old records into digital format.

PW DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	34318	80	Dumpster Fees	2,000	1,000	1,000	100%
01	34320	80	Grant- Recycling	35,000	40,000	(5,000)	-13%
01	38005	80	Recycling Revenue	6,000	4,500	1,500	33%
01	38013	80	Insurance Claim Reimb	10,000	10,000	-	0%
01	38026	80	Street Opening Reimb	100,000	100,000	-	0%
01	36110	80	Hazardous Waste Reimb	3,500	3,000	500	17%
01	39120	80	Trash Bag Fees	20,000	18,000	2,000	11%
TOTAL REVENUE				176,500	176,500	-	0%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	43011	80	Salary Expense- PW Director	128,750	105,000	23,750	23%
01	43012	80	Salary Expense- PW	1,729,157	1,746,474	(17,317)	-1%
01	43825	80	Salary Expense- O/T	50,000	50,000	-	0%
01	48600	80	Insurance Expense- W/C	172,880	100,000	72,880	73%
01	48700	80	Insurance Expense- Medical	754,144	768,518	(14,374)	-2%
01	48715	80	Pension Expense- Defined Contrb	38,184	14,726	23,458	159%
01	48720	80	FICA Expense	145,955	143,933	2,022	1%
TOTAL SALARY EXPENSE				3,019,070	2,928,651	90,419	3%

OPERATING EXPENSES

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
01	40121	80	Office Supplies	1,500	2,500	(1,000)	-40%
01	40122	80	Postage/Printing	3,500	3,000	500	17%
01	40124	80	Enterprise Lease Payments	51,000	34,650	16,350	47%
01	40133	80	Other	5,000	5,000	-	0%
01	40920	80	Materials and Supplies	25,000	25,000	-	0%
01	40931	80	Utilities	165,000	145,000	20,000	14%
01	40940	80	Service Contracts	125,000	125,000	-	0%

PW DEPT

FUND	G/L CODE	DEPT	Account Name	2023 Budget	2022 Budget	Variance	Inc/Dec over P/Y
01	41400	80	Mowing	83,000	83,000	-	0%
01	42000	80	Advertising	5,000	5,000	-	0%
01	42010	80	Uniforms	17,000	15,000	2,000	13%
01	42011	80	Consultants	30,000	30,000	-	0%
01	42730	80	Trash	215,000	210,000	5,000	2%
01	42732	80	Recycling	50,000	50,000	-	0%
01	42925	80	Sanitary Sewer	150,000	150,000	-	0%
01	43031	80	Fuel	150,000	90,000	60,000	67%
01	43435	80	West Nile Virus	2,000	5,000	(3,000)	-60%
01	43613	80	Insurance Damages	10,000	10,000	-	0%
01	43720	80	Equipment Repair	200,000	150,000	50,000	33%
01	43725	80	Tools	20,000	20,000	-	0%
01	43800	80	Alleys	7,500	7,500	-	0%
01	43822	80	Software License Fees	20,900	12,500	8,400	67%
01	44568	80	Trf to Capital	429,825	200,500	229,325	114%
01	45430	80	Park Repairs/Maint	10,000	10,000	-	0%
01	45540	80	Trees	220,000	220,000	-	0%
01	45630	80	Library Maintenance	15,000	12,500	2,500	20%
01	45774	80	Training/Dues	7,500	12,500	(5,000)	-40%
01	48610	80	Insurance Expense	101,722	75,000	26,722	36%
Total Operating Expenses				2,120,447	1,708,650	411,797	24%
TOTAL EXPENSES				5,139,516	4,637,301	502,215	11%

Parks and Recreation Department Overview

The Parks and Recreation Department’s focus is to provide a variety of safe, affordable, and enjoyable recreational programs, events, and activities that enhance the quality of life in West Chester now, and for generations to come for both residents and non-residents alike. The Parks and Recreation Dept. helps monitor/maintain the 12 Borough parks. The parks are used for the previously mentioned programs, classes, and events. The Borough Park system consists of almost 45 acres of park land. Those parks are as follows:

- Bayard Rustin Park - Bayard Rustin Park - Everhart Park - Fugget Park
- Greenfield Park -Hoopes Park - Horace Pippin Park - John O’Green Park/s
- Kathy McBratnie Park - Marshall Square Park - Mosteller Park – Veteran’s Memorial Park

Personnel

Title	2018	2019	2020	2021	2022	2023
Director	1	1	1	1	1	1
Assistant Director	1	0	0	0	0	0
Program Coordinator	1	0	0	0	0	0
Event Coordinator	0	1	1	0	0	0
Seasonal Support	30	28	0	0	0	1

Functions

The Parks and Recreation Director is responsible for the oversight of the department. This includes budgeting/grants, event management, special event/banner applications, and sponsorships. The Director is the direct liaison to the Parks, Recreation, & Special Events Commission as well as the Volunteer and Community Service coordinator. The Department frequently interacts with Police, Parking, Finance, Human Resources, and IT departments. The Department also collaborates with Public Works regarding park rentals, capital projects, general maintenance, and events.

Equipment

Tech equipment used by the Department consists of laptop, cell phones, sound/projection equipment, sales register, and online registration/reservation system. The Department has a variety of tents, tables, and chairs for a portion of the event needs. There are also program/camp supplies located at in storage areas within the parks.

Financial Issues

The Covid-19 pandemic paused business within the Parks and Recreation Department. All major events for 2020 were canceled. Only a few, smaller events were held. This trend continued into 2021.

The Department reorganized the summer camp program through partnerships with local, regional, and national group providers. The Department is continuing to provide classes, programs, and has made changes to the annual schedule of events as conditions have improved.

The Department hosted most of the events that were put on hold due to the pandemic, just on a smaller scale in 2022: movie nights, and Pop Up Park concerts (in place of Swingin' Summer Thursdays), Touch A Truck/Night Out Against Crime (in conjunction with WCPD), Turks Head Music Festival, the 41 Annual Chester County Restaurant Festival, and the Annual Halloween Parade returns.

Operational Goals 2023

- Continue to provide quality events, programs, classes, trips, and events for all to attend and enjoy.
- Direct and coordinate maintenance and capital program for Borough's parks and open spaces.
- Continue to work with The Melton Center, Oskar Lasko YMCA, WC BID, WC Chamber, WC Rotary, WC Exchange Club, West Chester Area School District, West Chester University, and any other local groups to provide needed collaborative efforts to support our endeavors for the residents of the Borough.
- Continue to work with all parks "friends" groups to secure grants/funding for capital improvement projects needed in our park system.
- Solicit RFPs for the Borough's Recreation/Master Parks Plan and institute said plan with support from the qualified company chosen for the project.

RECREATION DEPT			Account	2023	2022	Inc/Dec	
FUND	G/L CODE	DEPT	Name	Budget	Budget	Variance	over P/Y
01	34323	07	Special Event App. Fee	3,500	12,500	(9,000)	-72%
01	34324	07	Rest. Festival Revenue	35,000	23,000	12,000	52%
01	34325	07	Pop Up Event Revenue	8,000	-	8,000	#DIV/0!
01	34330	07	Turks Head Fest. Revenue	7,000	12,750	(5,750)	-45%
01	36731	07	Sponsorship Revenue	-	25,000	(25,000)	-100%
01	36737	07	Park Rental Fees	-	15,000	(15,000)	-100%
01	36738	07	Volleyball Fees	10,000	16,000	(6,000)	-38%
01	36739	07	Class Revenue	30,000	30,000	-	0%
TOTAL REVENUE				93,500	134,250	(40,750)	-30%

EXPENSE			Account	2023	2022	Inc/Dec	
SALARY EXPENSE			Name	Budget	Budget	Variance	over P/Y
01	43820	07	Salary Expense- Recreation	117,147	87,805	29,342	33%
01	48610	07	Insurance Expense- W/C	4,180	2,500	1,680	67%
01	48700	07	Insurance Expense- Medical	31,903	33,215	(1,312)	-4%
01	48720	07	FICA Expense	8,962	6,717	2,245	33%
TOTAL SALARY EXPENSE				162,192	130,237	31,955	25%

OPERATING EXPENSES			Account	2023	2022	Inc/Dec	
FUND	G/L CODE	DEPT	Name	Budget	Budget	Variance	over P/Y
01	40121	07	Office Supplies	1,000	2,000	(1,000)	-50%
01	40122	07	Postage/Printing	-	1,000	(1,000)	-100%
01	40133	07	Other	4,000	5,000	(1,000)	-20%
01	40931	07	Utilities	14,500	14,000	500	4%
01	42000	07	Advertising	15,000	10,000	5,000	50%
01	42006	07	Volleyball	-	16,000	(16,000)	-100%
01	42011	07	Consultant	8,000	2,500	5,500	220%
01	43822	07	Software Licenses	6,000	5,000	1,000	20%
01	44568	07	Trf to Capital	142,500	55,000	87,500	159%
01	45430	07	Park Maintenance	36,000	26,000	10,000	38%
01	45432	07	Trip and Class Expense	40,000	50,000	(10,000)	-20%

RECREATION DEPT			Account	2023	2022	Inc/Dec	
<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Name</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>over P/Y</u>
01	45436	07	Restaurant Festival	35,000	23,000	12,000	52%
01	45450	07	Turks Head Festival	18,000	12,750	5,250	41%
01	45452	07	Touch Truck Event	2,500	2,000	500	25%
01	45457	07	Halloween Parade	5,000	3,000	2,000	67%
01	45480	07	Pop Up Event Expense	4,000	3,500	500	14%
01	45774	07	Training	4,500	3,500	1,000	29%
Total Operating Expenses				336,000	234,250	101,750	43%
TOTAL EXPENSE				498,192	364,487	133,705	37%

Fire Department

The WCFD is responsible for Fire & Rescue Services within West Chester Borough, Thornbury Township Chester County, portions of West Goshen, East Bradford, Birmingham, and Westtown Townships. Additionally, mutual aid is provided to immediately surrounding fire departments or others who may be in need.

Three individual fire companies comprise the WCFD: First West Chester, Good Will, and Fame Fire. The department is 100% volunteer, and each individual fire company has an independent administrative volunteer staff to ensure consistent operations.

The WCFD is primarily funded by the contractual fire protection agreement between the Borough and the above municipalities.

Functions

The members of the WCFD work tirelessly to ensure they are prepared for any calls for assistance. Operations are primarily based upon Standard Operating Guidelines (SOGs). Members must meet minimum requirements for different positions within the department. These requirements include state/national accredited training, experience, and in-house training. Individuals and groups of individuals are part of specialty groups that assist with county-wide operations. These include the rescue task force, fire task force, and hazardous materials team. The department is led by four (4) chief officers, three (3) safety officers, a PIO, a Chaplain, four (4) captains, and eleven (11) lieutenants who supervise the department's 98 volunteers. These individuals collaborate on a regular basis to ensure policies & procedures are effective, and to constantly search for areas of improvement.

Equipment

The department maintains 28 different assets used for emergency response. This includes fire engines, a ladder truck, a rescue truck, boats, trailers, and multiple small vehicles. Additionally, personal protective equipment is issued to all active members. This includes structural firefighting pants & coats, helmet, Nomex hood, boots, SCBA facepiece, safety glasses, hearing protection, and multiple pairs of gloves. All these items are inspected regularly to determine if repair or replacement is necessary. Self-contained breathing apparatus (SCBAs) are mounted on the apparatus. Each are inspected weekly and can be used by any member of the department.

Multiple types of small equipment, hoses, pumps, and fans are mounted on the apparatus. Like the apparatus, these items are inspected weekly and operated regularly for maximum efficiency & readiness.

Financial Issues

There have been significant increases in the number of needed repairs to the fleet. There has been more front-line apparatus out of service, at the same time, than ever in the past. The reserve engine has been logged on and in service continuously during the entire term of Fire Chief, Stephen Pelna.

Due to the frequency of use of the reserve engine and the increase of support vehicles supplementing out of service frontline apparatus, the Department will need to equip additional vehicles with a full complement of communications equipment. These items are outside of the allotment provided by the

Chester County Department of Emergency Services. These items need to be added and additional fees will be incurred. Three of the frontline heavy apparatus are greater than 10 years old. One is more than 16 years old. Major repairs are often needed in a piece of apparatus's last five years of service.

The records management software has reached the end of its life. The West Chester Volunteer Fireman's Relief Association has agreed to incur this annual cost.

Negotiation of the next 5-year contract with the five associated municipalities will occur in 2023.

Operations Goals for 2023:

- Complete the specifications for the new "Brush 51"
- Continue to investigate monetary incentive programs for active firefighters
- Research and design a program to provide physical exams to firefighters
- Implement an electronic system for equipment checking and personnel tracking

FIRE DEPT			Account	2023	2022	Inc/Dec
FUND	G/L CODE	DEPT	Name	Budget	Budget	over P/Y
					Variance	
05	35420	05	Transfer from GF	422,419	422,419	- 0%
05	35596	05	Foreign Fire Insurance Reimbursement	118,160	123,788	(5,628) -5%
05	36202	05	Contracted Fire Protection Revenue	761,398	761,398	- 0%
TOTAL REVENUE				1,301,977	1,307,605	(5,628) 0%

OPERATING EXPENSES			Account	2023	2022	Inc/Dec
FUND	G/L CODE	DEPT	Name	Budget	Budget	over P/Y
					Variance	
05	40133	05	Other Expense	6,553	6,363	190 3%
05	40140	05	Bank Fees	1,308	1,270	38 3%
05	40931	05	Utilities	53,808	52,240	1,568 3%
05	41037	05	Repairs- Air Packs	13,750	13,350	400 3%
05	41110	05	Stipends- Fire Officers	7,679	7,455	224 3%
05	41120	05	Maintenance- Equipment	837	813	24 3%
05	41121	05	Maintenance- Small Equipment	27,474	26,674	800 3%
05	41131	05	Maintenance- Radio Equipment	12,087	11,735	352 3%
05	41135	05	Reporting Expense	11,593	11,255	338 3%
05	41150	05	Contracted Allocation to Fire Companies	374,243	363,342	10,901 3%
05	43013	05	Capital Expense	105,000	213,822	(108,822) -51%
05	43031	05	Fuel Expense	33,315	32,345	970 3%
05	43720	05	Repairs- Equipment	73,881	71,729	2,152 3%
05	43822	05	Software License Expense	1,214	1,179	35 3%
05	44569	05	Restricted Equipment Reserve	393,196	304,343	88,853 29%
05	48610	05	Insurance Expense	67,879	65,902	1,977 3%
05	48950	05	For. Fire Insurance- allocation to Volunteer Amb Co	118,160	123,788	(5,628) -5%
TOTAL OPERATING EXPENSES				1,301,977	1,307,605	(5,628) 0%

Wastewater Department

There are two independent wastewater treatment plants serving two distinct drainage basins in the Borough – Goose Creek and Taylor Run. The treatment process at each plant is biologically different, but the result at both plants is to meet stringent discharge parameters mandated by the PADEP. Goose Creek, a tributary of the Chester Creek, and Taylor Run, a tributary of the Brandywine River is classified as recreational and thus the plants' effluent must be controlled and very clean.

The design of each facility reflects the intended purpose: virtually all industrial and commercial flow, along with a large residential contribution from the Borough, West Chester University, and East Bradford township flows to the Goose Creek Plant. The Taylor Run Plant receives primarily domestic sewage and small commercial businesses from the Borough and East Bradford Township.

Along with the plants the Department is also responsible for the maintenance and operations of the four pumping stations throughout the Borough seven days a week, 365 days a year. The Wastewater Department employs people in the following positions.

Title	2019	2020	2021	2022	2023
Department Head	0	0	0	0	0
IPP Coordinator/ Environmental Compliance	0	0	0	0	0
Plant Superintendent	2	2	2	2	2
Maintenance Foreman	2	2	2	2	2
Operator Technician	1	1	2	2	1
Laboratory Technician	2	2	2	2	2
Operator	7	6	4	2	2
Laborer	2	3	4	6	7
TOTAL	16	16	16	16	16

Functions

The Wastewater Superintendents are responsible for the entire plant and pumping station process, making sure they are always in compliance. They are also responsible for personnel management, planning, maintenance, sampling (both plant and industrial), coding invoices, laboratory, order chemicals, bids, State and Federal regulations liaison, etc. are daily duties performed.

The Maintenance Foreman is responsible for overseeing the preventive maintenance schedule and any work done in the plants and pump stations including pump inspections/rebuilds, motor work, electrical/control panel work, plumbing, welding, valve rebuilds, etc. They also are responsible for maintaining annual maintenance logbooks and records and overseeing Operator Technician and operators with daily maintenance.

The Operator Technician assists the Maintenance Foreman with all maintenance issues and record keeping.

The Laboratory Technician is responsible for all plant sample collection, analysis, calibrations, Lab SOP's, recordkeeping, lab supplies and recommendations on process control changes.

Operators are responsible for sample collection, data collection and recording, daily inspections of the plant, process control changes, cleaning of tanks, basic maintenance and housekeeping around the plants and pumping stations.

Equipment

The Wastewater Department equipment for the two plants and four pumping stations include:

Goose Creek Plant – 2 solids removal machines, 8 clarifiers/drives, 7 aeration tanks, 40+ pumps/mixers, Chlorination system, soda ash system, Polymer system, 3 vehicles (1 with lift gate and crane for pumping stations), small backhoe, vacuum trailer, Electrical substation (dual feed), 1 Generator and 7 buildings.

Taylor Run - 2 solids removal machines, 4 clarifiers/drives, 21 RBC's, 2 digesters, 40+ pump/mixers, chlorination system, soda ash system, Polymer system, aluminum system, filtration system, 2 vehicles (1 with lift gate), vacuum trailer, generator (whole plant), and 9 buildings.

Pumping Stations – 4 locations with 2 pumps and 1 spare pump per station, control panels, emergency call-out boxes, 3 permanently mounted generators, 1 portable generator.

Each plant has its own maintenance shop in which the employees perform the majority of all mechanical, electrical, plumbing, excavating, welding, etc. repairs. Both plants laboratories are fully equipped state accredited by the PADEP, collecting, analyzing, and reporting over 25,000 samples each per year.

Operational Goals for 2023

- Continue to operate both WWTPs effectively, efficiently and within the parameters of the PADEP permits.
- Have design and purchase phase of Electrical Substation Replacement (GC) completed and installation phase ready for 2024.
- Continue upgrade of data and technology at both plants.
- Continue safety and training sessions in the Department.
- Have Laborers take PADEP Operators certification exams for licenses.
- Reconstitute a clarifier drive rebuild program in department.

WW DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
08	34100	08	Interest Income	1,500	1,232	268	22%
08	34332	08	Sewer Revenue- CCH/Sartomer	190,000	220,000	(30,000)	-14%
08	35500	08	Grant Revenue	75,000	-	75,000	#DIV/0!
08	36401	08	Tap In Fees	275,000	370,000	(95,000)	-26%
08	36412	08	Monthly Sewer Billings Revenue	4,575,000	4,853,000	(278,000)	-6%
08	36460	08	Outside Hauling Revenue	400,000	380,000	20,000	5%
08	38009	08	Sewer Certification Fees	10,000	7,000	3,000	43%
TOTAL REVENUE				5,526,500	5,831,232	(304,732)	-5%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
08	42913	08	Salary Expense- WW	907,263	895,082	12,181	1%
08	43825	08	Salary Expense- O/T	20,000	15,000	5,000	33%
08	48600	08	Insurance Expense- W/C	172,880	81,353	91,527	113%
08	48715	08	Pension Expense-Defined Contrb	21,788	14,265	7,523	53%
08	48700	08	Insurance Expense- Medical	432,561	488,752	(56,191)	-11%
08	48720	08	FICA Expense	70,936	69,621	1,315	2%
TOTAL SALARY EXPENSE				1,625,427	1,564,073	61,354	4%

OPERATING EXPENSES

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
08	40121	08	Office Supplies	6,000	6,000	-	0%
08	40940	08	Service Contracts	5,000	6,000	(1,000)	-17%
08	42007	08	Engineering Fees	50,000	85,000	(35,000)	-41%
08	42010	08	Uniforms	9,000	18,000	(9,000)	-50%
08	42922	08	Lab Supplies	31,000	31,000	-	0%
08	42933	08	Sludge Removal	600,000	585,000	15,000	3%
08	43013	08	Capital Expense	1,210,000	1,805,000	(595,000)	-33%
08	43031	08	Fuel	6,000	3,000	3,000	100%

WW DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
08	44880	08	Trf Pension	150,000	150,000	-	0%
08	45689	08	Utilities	320,000	215,000	105,000	49%
08	45691	08	Utilities- Pump Stations	18,000	14,000	4,000	29%
08	45702	08	Equipment- Pumping Stations	30,000	30,000	-	0%
08	45705	08	Heating Oil	37,000	37,000	-	0%
08	45708	08	Grit Removal	11,000	11,500	(500)	-4%
08	45724	08	Pump Station Repairs	8,000	9,000	(1,000)	-11%
08	45728	08	Alum Sulfate	105,000	110,000	(5,000)	-5%
08	45730	08	Chlorine	10,500	10,500	-	0%
08	45736	08	Liquid Bio	2,000	2,000	-	0%
08	45738	08	Equipment	70,000	70,000	-	0%
08	45740	08	Polymer	16,000	15,000	1,000	7%
08	45744	08	Soda Ash	70,000	70,000	-	0%
08	45748	08	Sodium Bi	6,000	70,000	(64,000)	-91%
08	45750	08	Sulphur Di	4,000	4,000	-	0%
08	45751	08	State Application Fees	12,000	8,500	3,500	41%
08	45778	08	Lab Professional Fees	27,000	32,000	(5,000)	-16%
08	45780	08	Phosphorus Study	20,000	30,000	(10,000)	-33%
08	45794	08	Aqua Sewer Billing	110,000	123,000	(13,000)	-11%
08	45822	08	Plant Repairs	115,000	115,000	-	0%
08	45826	08	Generator Maintenance	4,000	6,000	(2,000)	-33%
08	45828	08	HVAC Maintenance	11,000	8,000	3,000	38%
08	45830	08	Instrumentation	4,000	4,000	-	0%
08	45774	08	Training/Dues	6,275	5,000	1,275	26%
08	47115	08	Emergency Contingency	30,000	30,000	-	0%
08	48610	08	Insurance Expense	37,298	45,000	(7,702)	-17%
08	48951	08	Refunds	-	2,500	(2,500)	-100%
08	44570	08	Trf GF	750,000	1,000,000	(250,000)	-25%
Total Operating Expenses				3,901,073	4,766,000	(864,927)	-18%
TOTAL EXPENSES				5,526,500	6,330,073	(803,573)	-13%

WW DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
			out of bal by:	0			

Parking Department

The employees of the Parking Department are responsible for the management of public parking within the Borough. This includes on-street metered parking, residential permit parking, and off-street parking in surface lots and two parking garages. Parking Department staff coordinate the planning and maintenance of infrastructure used to manage parking and provide for enforcement of Borough and PA State parking regulations. A small portion of enforcement activity is carried out by the West Chester Police Department, mainly during overnight hours. The Parking Department employs people in the following positions.

Title	2019	2020	2021	2022	2023
Director	1	1	1	1	1
Parking Enforcement Manager	1	1	1	0	0
Parking Service Clerk	3	3	3	3	3
Parking Enforcement Officer – FT	6	6	6	6	6
Parking Enforcement Officer – PT	1	1	1	1	1
TOTAL	12	12	12	11	11

Functions

The Director works closely to address personnel management and infrastructure maintenance and planning issues. There are numerous active contracts with vendors for payment and enforcement technology systems that are reviewed and bid on recurring cycles. The Department manages leasing for three ground-floor commercial spaces at the Bicentennial-High Street Garage as well long-term leasing of spaces located in surface lots and the garages, mostly with Chester County. Day to day management of the two parking garages is outsourced to a parking management firm. The Department maintains over 600 single space meters and 17 multi space meters. The Director coordinates frequently with the Departments of Building and Housing, Finance, Police, Public Works, and the Manager’s office. Parking service clerks interact daily with the public answering questions about permitting, special requests for parking, and appeals for violations. The Department works closely with two District Courts and enforcement officers appear regularly at hearings to provide testimony on behalf of the Borough.

Equipment

Parking equipment includes a fleet of 4 vehicles used by the officers and a pickup truck with a liftgate for meter revenue collection. One of the four vehicles is equipped with Automatic License Plate Reader (ALPR) technology. The Director is expanding the use of the ALPR to streamline residential parking permit enforcement. The most frequently used pieces of equipment are seven mobile handheld enforcement units and integrated printers used to issue violations. The units are powered by cell phones and the enforcement software runs a cloud-based data management system that provides real-time updates of officer activity. The system includes robust reporting functions of who, where, when, and in what quantities violations are issued. The system has been integrated with the District Court and PennDOT to provide owner information and seamless issuance to citation in the event of non-payment.

Financial Issues

The Parking Department generates revenue in excess of its operating expenses that can be transferred to the Borough's General Fund to subsidize other activity. Although revenue has recovered, it remains to be seen if parking volume will return to pre-pandemic levels. Budgeting for 2023 reflects a conservative outlook for parking revenue recovery.

Operational Goals for 2023

- Invest time and resources into GIS data maintenance and analysis to improve decision making.
- Improve safety and training opportunities for Department staff.
- Continue to meet monthly with all Department staff to surface issues and solutions.
- Improve in person and virtual customer experiences.
- Continue to implement recommendations of the 2018 parking study.

PARKING DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
09	30000	09	Cash Reserve	64,873	-	64,873	#DIV/0!
09	33103	09	Parking Ticket Revenue	1,150,000	1,150,000	-	0%
09	33104	09	District Court Violations	145,000	100,000	45,000	45%
09	33110	09	District Court- Constable	50,000	48,000	2,000	4%
09	34100	09	Interest Income	2,500	3,000	(500)	-17%
09	36321	09	Parking Meter Revenue	1,800,000	1,700,000	100,000	6%
09	36322	09	Parking Permit/Lot Revenue	80,000	60,000	20,000	33%
09	36323	09	Parking Garage Revenue	1,600,000	1,380,000	220,000	16%
09	36326	09	Parking Garage Leased Space	90,000	89,000	1,000	1%
TOTAL REVENUE				4,982,373	4,530,000	452,373	10%

EXPENSE

SALARY EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec</u>
09	41313	09	Salary Expense- Parking	576,851	509,817	67,034	13%
09	43825	09	Salary Expense- O/T	5,000	5,000	-	0%
09	48600	09	Insurance Expense- W/C	4,180	59,000	(54,820)	-93%
09	48720	90	Insurance Expense- Medical	162,022	220,063	(58,041)	-26%
09	48715	09	Pension Expense- Defined Contribution	10,146	6,743	3,403	50%
09	48720	09	FICA Expense	44,512	40,149	4,363	11%
TOTAL SALARY EXPENSE				802,710	840,772	(38,062)	-5%

OPERATING EXPENSE

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>over P/Y</u>
09	40121	09	Office Supplies	4,500	3,500	1,000	29%
09	40122	09	Postage/Printing	5,000	5,000	-	0%
09	40124	09	Enterprise Lease Payments	16,000	15,298	702	5%
09	40133	09	Other	3,000	2,000	1,000	50%
09	40140	09	Bank Fees	112,000	64,000	48,000	75%
09	40430	09	Legal	25,000	5,000	20,000	400%

PARKING DEPT

<u>FUND</u>	<u>G/L CODE</u>	<u>DEPT</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
09	40616	09	Constable Fees	53,000	48,000	5,000	10%
09	40931	09	Utilities	104,370	62,000	42,370	68%
09	42007	09	Professional Fees	20,000	20,000	-	0%
09	42010	09	Uniforms	5,000	7,000	(2,000)	-29%
09	43013	09	Capital	479,250	342,500	136,750	40%
09	43031	09	Fuel	3,500	6,000	(2,500)	-42%
09	44521	09	Enforcement Software	65,000	59,741	5,259	9%
09	44525	09	Parking Meter Maintenance	20,000	24,000	(4,000)	-17%
09	44545	09	Parking Garage Maintenance	110,000	100,000	10,000	10%
09	44922	09	Armored Car Service	11,500	10,500	1,000	10%
09	45758	09	Parking Meter Software	110,000	95,659	14,341	15%
09	45760	09	Off Site Storage	300	500	(200)	-40%
09	45774	09	Training/Dues	8,000	4,000	4,000	100%
09	48610	09	Insurance Expense	8,000	35,000	(27,000)	-77%
09	47140	09	Principal Payments	505,000	490,000	15,000	3%
09	47291	09	Int Expense- 2011 Chestnut	23,323	24,123	(801)	-3%
09	47296	09	Int Expense- 2016 2010 Refund	355,308	362,908	(7,601)	-2%
09	47299	09	Int Expense- 2013 Bicentennial	32,613	37,813	(5,201)	-14%
09	44880	09	Trf to Pension	100,000	100,000	-	0%
09	44570	09	Trf to GF	2,000,000	1,764,689	235,311	13%
Total Operating Expenses				4,179,663	3,689,231	490,432	13%
TOTAL EXPENSES				4,982,373	4,530,003	452,370	10%

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LIQUID FUELS

<u>Fund</u>	<u>G/L Code</u>	<u>Dept</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
15	30000	15	Cash Reserve	193,800	235,000	(41,200)	-18%
15	34100	15	Interest Income	500	1,000	(500)	-50%
15	36735	15	Liquid Fuels Revenue	416,005	415,000	1,005	0%
TOTAL REVENUE				610,305	651,000	(40,695)	-6%

EXPENSES

OPERATING EXPENSES

<u>Fund</u>	<u>G/L Code</u>	<u>Dept</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
15	43200	15	Winter Maintenance	43,000	11,000	32,000	291%
15	43333	15	Traffic Control Devices	2,100	40,000	(37,900)	-95%
15	43800	15	Road Maintenance	1,200	50,000	(48,800)	-98%
15	49500	15	Road Paving Project	564,005	550,000	14,005	3%
Total Operating Expenses				610,305	651,000	(40,695)	-6%

Stream Protection

The Stream Protection Fee (SPF), approved by Borough Council in 2016 and initially assessed for calendar year 2017, provides a dedicated funding source for stormwater management, stormwater-related regulatory compliance, and stream restoration projects in the West Chester Borough. The fee is charged annually to all developed properties within the Borough, based on the impervious area on each parcel. The SPF ordinance stipulates that funding may be used for the following expenses:

- Implementation and management of a program to manage stormwater within the Borough
- Constructing, operating, and maintaining the Borough's stormwater management system
- Debt service for financing stormwater capital projects
- Payment of other project costs and performance of other functions or duties authorized by law in conjunction with the maintenance, operation, repair, construction, design, planning and management of Stormwater facilities

Functions

The functions of the Stream Protection Fee program administration are as follows:

- Management of the SPF, including maintaining the billing database, billing of annual assessments; processing and accounting of payments; updating impervious area values for properties that are modified and reassessing properties based on newly available geospatial resources; managing appeals, rebate/credit applications, and other customer service functions
- Short and long-term capital planning and budgeting, project development, and project management
- Management of consultant roles and responsibilities related to regulatory compliance
- Identify and secure federal, state, and private funding opportunities to supplement SPF funding
- Develop and maintain the Borough's SPF website and stormwater-related communications efforts
- Billing-related customer service inquiries and SWM inquiries from property owners/developers

Equipment, Resources and Vendors

The SPF program plays a role in managing other Borough stormwater BMP assets – most of which were installed in 2016 leveraging SPF dollars and bond debt. A dedicated software platform, Munibilling, is used for billing and as the repository for property-level impervious area data. Online payments are integrated in Munibilling using Heartland, a 3rd party electronic payment processor.

Multiple public resources are critical to maintaining the billing database, including Chester County's geospatial property database ChescoViews, the County Recorder of Deeds EagleWeb platform, and DVRPC's GIS-based regional impervious area database. The SPF program utilizes Portonoff Law Associates for collections activity.

Operational Challenges

Inflation

Over the last two years inflation has absorbed a significant proportion of fee revenue, and the revenue

simply does not accomplish the scope of work envisioned when the existing fee structure was proposed in 2013. There is modest upward pressure on revenue due to reassessment of properties (most of which are assessed upward due to improving aerial imagery [e.g., “leaf off” satellite imagery] which shows unbilled impervious areas), but this can only be expected to increase revenue by 1-2% per year, a much lower rate than inflation we are currently experiencing.

Communications

Efforts to communicate the need for and accomplishments of the SPF program receded following the rollout of the program in 2017. More efforts are necessary to educate the community on how and why this program accomplishes the objectives outlined in the ordinance and enhances quality of life, safety, and the environment. To this end, a program update including with the annual assessment, and periodic project updates are posted to the Borough’s website and social media.

Litigation

West Chester University’s legal challenge to the SPF continues to draw time and resources away from the core goals and functions of the program and undermine the perception of the program in the community. Legal expenses are expected to absorb 5-10% of budgeted revenue in 2023.

STREAM PROTECTION

<u>FUND</u>	<u>G/L CODE</u>	<u>Dept</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
16	30000	16	Cash Reserve	255,000	-	255,000	#DIV/0!
16	34100	16	Interest Income	500	500	-	0%
16	35420	16	Trf from GF	60,695	-	60,695	#DIV/0!
16	38009	16	SPF Certifications Revenue	-	4,500	(4,500)	-100%
16	38015	16	Stream Protection Revenue	1,100,000	1,100,000	-	0%
TOTAL REVENUE				1,416,195	1,105,000	311,195	28%

EXPENSES

OPERATING EXPENSES

<u>Fund</u>	<u>G/L Code</u>	<u>Dept</u>	<u>Account Name</u>	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance</u>	<u>Inc/Dec over P/Y</u>
16	40122	16	Munibilling	11,000	10,250	750	7%
16	42007	16	Professional Fees	85,000	85,000	-	0%
16	45540	16	Tree Planting	25,000	25,000	-	0%
16	40410	16	Legal	60,000	60,000	-	0%
16	43013	16	Capital Expense	805,750	556,103	249,647	45%
16	43620	16	Stormwater Maintenance	215,087	215,181	(94)	0%
16	48951	16	Refunds	-	1,000	(1,000)	-100%
16	44570	16	Trf to GF	214,358	212,601	1,757	1%
Total Operating Expenses				1,416,195	1,165,135	251,060	22%

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