

Welcome To More.



2024-2028 Financial Plan



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**2024-2028 Financial Plan
Washington Township**

Leadership Team

Elected Officials

Dale Berry	President
Scott Paulson	Vice-President
Sharon Lowry	Trustee
Gary Smiga	Fiscal Officer

Township Administration

Mike Thonnerieux	Township Administrator
Sam Braun	Finance Director
Mike Brem	Police Director
Tim Franck	Public Works Director
Scott Kujawa	Fire Chief
Ryan Lee	Development Director
Mark Metzger	Recreation Director
Branden Payton	Information System Director
Jennifer Wilder	Human Resources Director
Scott Phillips	Law Director

Washington Township Mission Statement

The purpose and focus of the Washington Township Government is to provide for and promote the general health, safety and welfare of the residents and employees to create an environment focused on building for the future.

The 2024-2028 Financial Plan including the Capital Improvements Program and Staffing Assessment is hereby presented for your review. The plan is intended to be a five-year snapshot of the Township's financial position. It is also an important tool for planning future projects. This five-year Financial Plan includes revenue and expenditure projections along with a listing of needed capital items. Since personnel-related expenditures are a significant portion of any government's budget, a staffing assessment is also included.

As of September 1, the number of full-time employees is 134. The total number of part-time employees is 218.

For budgetary purposes, Washington Township assumes all employees will receive a wage increase effective the first pay of 2024. Washington Township has two union contracts, one with firefighters and one with public works employees.

All employees electing medical coverage with the Township are enrolled in a High Deductible Health Plan coupled with a Health Savings Account or Health Reimbursement Account. Currently, the deductible for this plan is \$2,500 for single coverage and \$5,000 for family coverage. Employees contribute 25% of the deductible to the HSA and pay about 14% of the monthly premium. Health insurance premiums increased about 5% effective 09/01/2023.

Washington Township's financial and capital plan includes capital investments of \$56 million over the next five years, including \$12.5 million in 2024. This number includes a planned \$10 million investment for planning, engineering, and constructing major improvements to Countryside Park. Much of this will be funded with the proceeds of a 1.5 mill replacement with an increase levy that voters approved in May 2023.

Washington Township has increased the number of full-time firefighters to 60 over the last few years and now plans to hire six additional full-time firefighters in 2024 and six more in 2026. This will enable the township to eliminate one jump company and increase response times for emergency calls. Hiring more full-time firefighters has decreased overtime costs by about 50% over the past few years. Part-time costs dropped even more dramatically, down 75% over the past few years.

The Montgomery County Auditor's triennial sales update for 2023, effective 2024, will have a dramatic impact on property values in Washington Township. The current projection is for residential property values to increase 32% while commercial values increase 23%. This revaluation will produce inside millage revenue increases of approximately \$450,000 for the general fund and \$1 million for the road and bridge fund. The township's voted levies will not see any revenue increases from the revaluation.

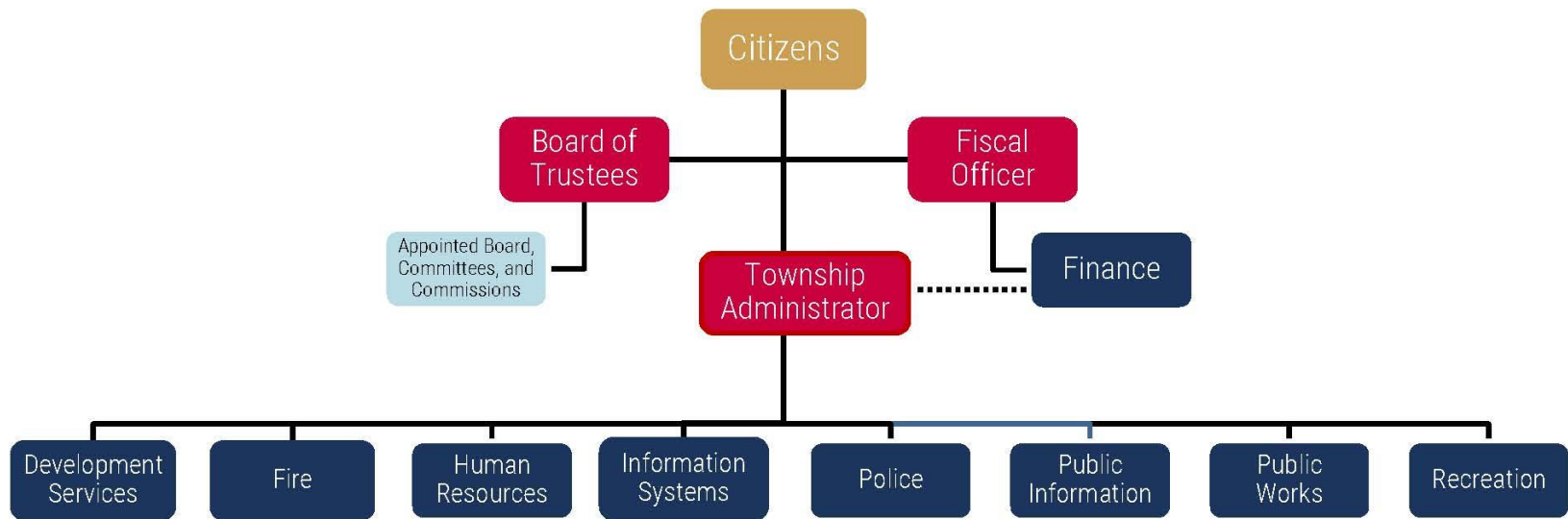
Voters also approved a 4.65 mill five-year renewal levy for the fire department in May 2023. The levy will come up again in 2028. Both police levies are continuing, and the Township expects to go six years without asking for any new money for police. It is expected that no new fire money will be needed for at least nine years and at least fifteen years without any new road and bridge dollars. The road and bridge levy returns for renewal in 2027. The recreation levy, now 1.5 mills, will return in 2028.

The COVID-19 Pandemic has affected the Township, like all other governments and businesses. Fortunately, property taxes are the greatest revenue source for most township funds. During the Pandemic, property tax collections proceeded with very little disruption, and property values continue to rise in a robust real estate market. The only Department struggling from COVID's impact has been the Recreation Department. Program and membership revenue was down, but we are seeing a recovery in 2023 to pre-pandemic levels. Money received from the Local Fiscal Recovery Fund will help replace lost revenue at the Recreation Center.

Also portrayed in this document is a listing of "Unfunded Projects" (page 53). The items listed are important to the Township; however, these projects are not funded under the revenue assumptions of this document.

General Government

Organization by Function



Revised September 2020

2024-2028 Financial Plan

Assumptions & Definitions

Any long-range plan is based on certain assumptions or specific definitions about unknown factors of the future. The following assumptions and definitions are used in this 2024-2028 Financial Plan.

1. Specific Financial Projections for 2024-2028 are shown on pages 9-14. These projections are based on information available as of September 1, 2023. Beginning on page 15 is a series of financial schedules the Board of Trustees has requested.
2. Within the Financial Projections (pages 9-14) the "Road & Related" fund includes the Road & Bridge, Gas Tax, Motor Vehicle License Tax, Fund 30 (Issue II), Special Assessments, and Permissive Tax funds. The "Other" fund includes the Cemetery, Cemetery Bequest, Lighting, Special Assessments, Flexible Benefit, FEMA, Coronavirus Relief, Local Fiscal Recovery and Vehicle Maintenance funds.
3. In those pages showing carryover projects, we have included capital projects that were actually disbursed in 2023 even though they may have been portrayed in different years in past Financial Plans.
4. A capital improvement project must cost at least \$10,000 and have a useful life of at least three years.
5. We project the need for a replacement of one of the police levies in 2026. We also project that the township's road and bridge levy will need to be replaced when it expires in 2027. Estimates for all levies are calculated individually for all years through 2028. Property values reflect an increase of 1.00% from new construction for all non-reevaluation years and a 32% residential value increase, 23% commercial value increase, for the 2023 triennial sales update, effective 2024. Public utility personal values are projected to increase 3% per year. We assume a 99.0% collection rate for 2024-2028.
6. Voters approved replacing a 1.00 mill recreation levy with a 1.50 mill five-year recreation levy in May 2023. The levy will come up for its next renewal in 2028. Voters also approved a five-year renewal of the district's 4.65 mill fire levy in May 2023.
7. The township maintains a General Fund balance of at least \$3,000,000. Fire, Police and Road Funds maintained at least a 25% balance of their annual operating and personnel costs through 2028. The Recreation Fund has one year just under 25%.
8. No consideration is given in this plan to funding unfunded projects (page 53) through debt financing.

9. In determining capital expenditure capacity, personnel and operating costs are evaluated. All full-time employees are scheduled out for each year at actual grade and step, assuming a cost-of-living increase of 3.0% for years 2024 through 2028. Health insurance is projected to increase 7.5% a year. Any staff additions shown in the staffing assessment (page 55) were also tabulated. The unfunded staffing shown on page 56 is not reflected in this document. Operating costs, which include utilities, repairs, minor equipment, supplies, and other miscellaneous items, are projected to increase annually at a 3.0% rate.
10. In 2017, the General Fund advanced the Recreation Fund \$250,000. The \$250,000 advance was to help pay for two new slides in the pool area. Starting in 2019, the Recreation Fund began repaying the General fund \$50,000 per year, over five years. This will be the last year of the repayment.
11. In 2024, we expect the General Fund to begin advancing funds to the Recreation Fund for the planning, engineering, and construction of improvements to Countryside Park. The Recreation fund will repay the General Fund for these advances over a period of 12 years from 2025 to 2036. The repayment amount is projected to be \$550,000 per year.

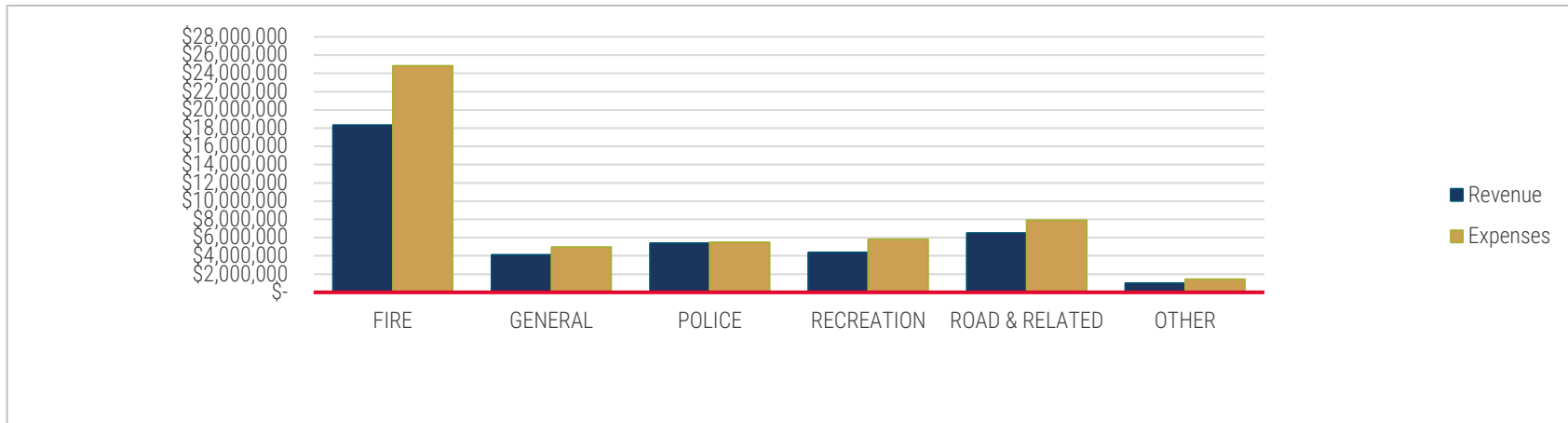
Fund	Includes State Rollback	Date Authorized	Length of Levy	Type of Levy	Year Levy Expires	Gross Mills	Effective Mills *	2024 Estimated Revenue
General	Yes	(Inside Mill)	Continuous	Continuous		0.70	0.70	\$ 1,985,992
Road & Bridge	Yes	(Inside Mill)	Continuous	Continuous		2.35	2.35	\$ 4,318,173
Road & Bridge	Yes	05/03/2022	5-Year	Renewal	2027	1.85	1.13	\$ 2,171,074
Police	No	04/28/2020	Continuous	Continuous		2.30	1.53	\$ 2,890,756
Police	Yes	05/04/2010	Continuous	Continuous		1.95	1.20	\$ 2,288,430
Fire	Yes	11/05/2002	Continuous	Continuous		1.50	0.80	\$ 2,402,803
Fire	Yes	05/02/2023	5-Year	Renewal	2028	4.65	2.85	\$ 8,497,846
Fire	No	05/07/2019	Continuous	Continuous		2.85	1.89	\$ 5,575,545
Recreation	No	05/02/2023	5-Year	Replacement With Increase	2028	<u>1.50</u>	<u>1.16</u>	<u>\$ 3,287,182</u>
Total:						<u>19.65</u>	<u>13.61</u>	<u>\$ 33,417,801</u>

2022/2023 VALUATION

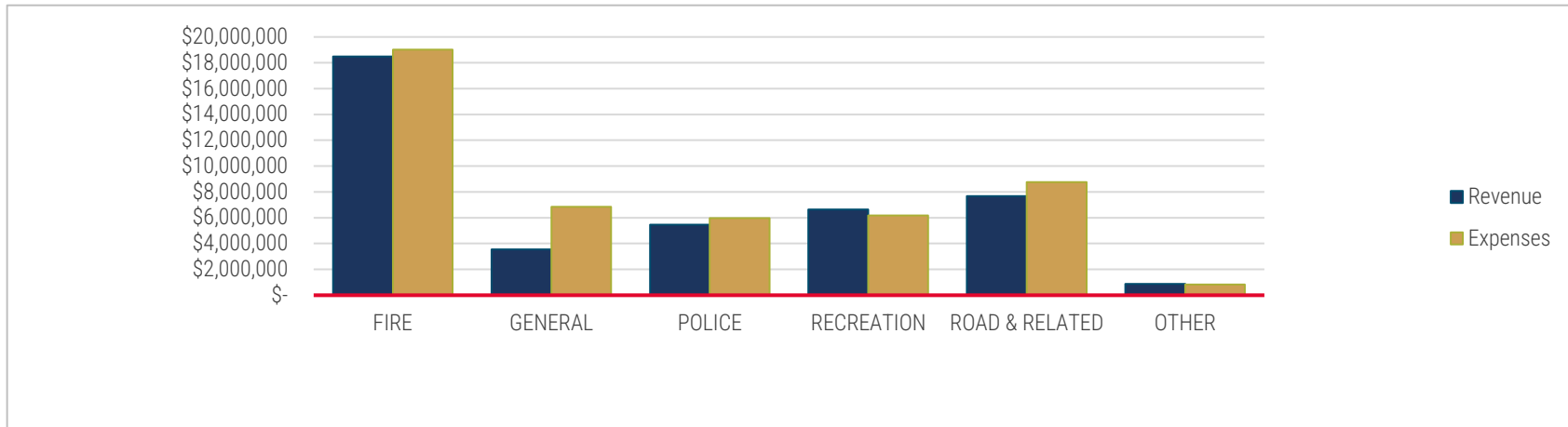
	Agriculture Value	Residential Value	Agriculture / Residential Value	Commercial Value	Industrial Value	Commercial / Industrial Value	Public Utilities Personal Property Value	Total Value
Township (Unincorporated)	\$ 4,878,910	\$ 1,169,440,370	\$ 1,174,319,280	\$ 196,633,760	\$ 1,962,260	\$ 198,596,020	\$ 27,285,250	\$ 1,400,200,550
Centerville (Incorporated)	<u>\$ 498,770</u>	<u>\$ 615,356,490</u>	<u>\$ 615,855,260</u>	<u>\$ 144,980,980</u>	<u>\$ 3,931,420</u>	<u>\$ 148,912,400</u>	<u>\$ 22,919,140</u>	<u>\$ 787,686,800</u>
Total	<u>\$ 5,377,680</u>	<u>\$ 1,783,243,210</u>	<u>\$ 1,788,620,890</u>	<u>\$ 341,238,500</u>	<u>\$ 5,893,680</u>	<u>\$ 347,132,180</u>	<u>\$ 50,204,390</u>	<u>\$ 2,185,957,460</u>

* Estimated for residential / agricultural.

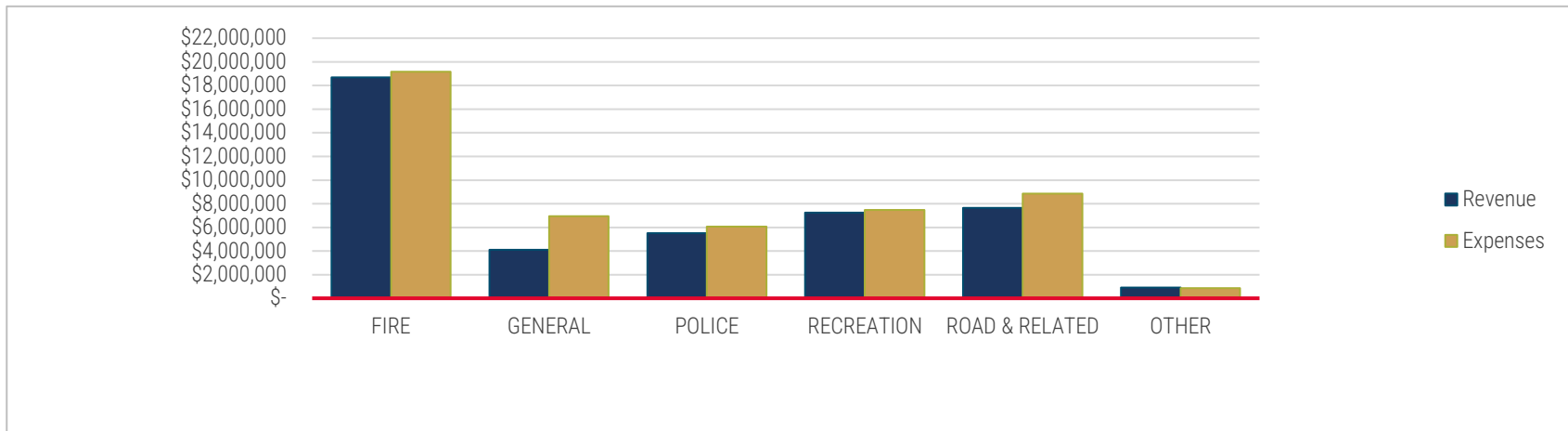
	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 21,006,095	\$ 13,102,977	\$ 3,890,201	\$ 3,945,258	\$ 10,667,154	\$ 685,120	\$ 53,296,805
Revenue	<u>18,324,466</u>	<u>4,096,656</u>	<u>5,374,600</u>	<u>4,371,894</u>	<u>6,504,529</u>	<u>1,020,374</u>	<u>39,692,519</u>
Available Resources	39,330,561	17,199,633	9,264,801	8,317,152	17,171,683	1,705,494	92,989,324
Personnel	13,482,632	1,479,540	4,984,658	2,976,446	2,148,365	448,419	25,520,060
Operating	2,022,214	1,598,826	303,937	1,175,938	1,262,850	974,123	7,337,888
Capital	<u>9,314,797</u>	<u>1,871,393</u>	<u>207,715</u>	<u>1,664,477</u>	<u>4,488,489</u>	<u>19,750</u>	<u>17,566,621</u>
Expenses	24,819,643	4,949,759	5,496,310	5,816,861	7,899,704	1,442,292	50,424,569
Ending Fund Balance	<u>\$ 14,510,918</u>	<u>\$ 12,249,874</u>	<u>\$ 3,768,491</u>	<u>\$ 2,500,291</u>	<u>\$ 9,271,979</u>	<u>\$ 263,201</u>	<u>\$ 42,564,755</u>



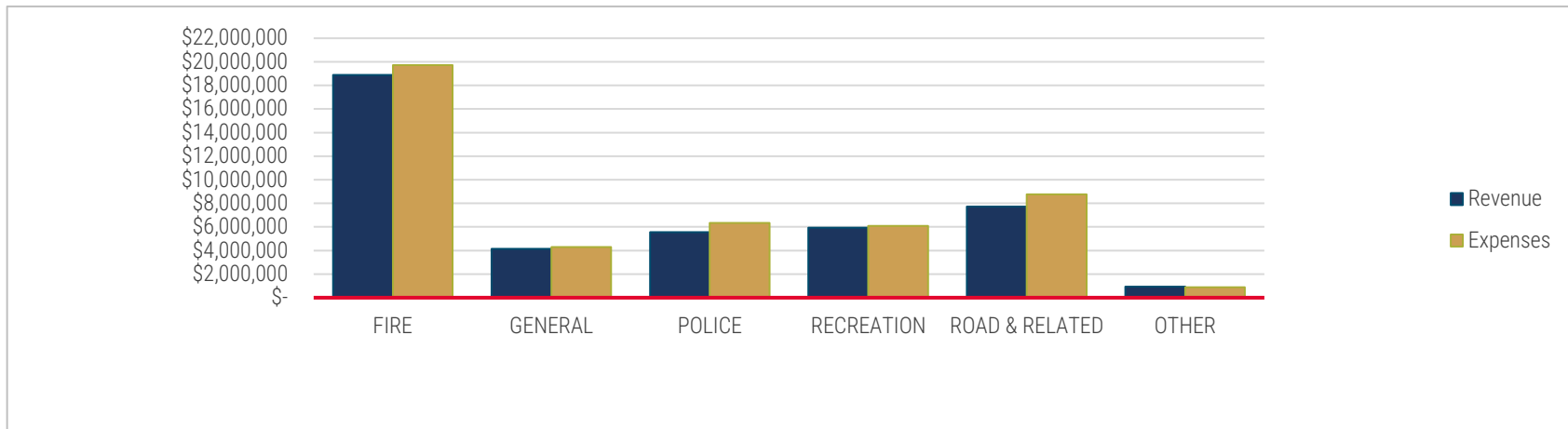
	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 14,510,918	\$ 12,249,874	\$ 3,768,491	\$ 2,500,291	\$ 9,271,979	\$ 263,201	\$ 42,564,755
Revenue	<u>18,489,473</u>	<u>3,560,212</u>	<u>5,454,186</u>	<u>6,629,383</u>	<u>7,677,432</u>	<u>885,116</u>	<u>42,695,801</u>
Available Resources	33,000,391	15,810,086	9,222,677	9,129,674	16,949,411	1,148,317	85,260,556
Personnel	14,628,892	1,528,121	5,315,296	3,010,565	2,434,248	462,732	27,379,855
Operating	1,952,301	2,523,813	299,055	1,031,710	1,326,986	352,439	7,486,304
Capital	<u>2,444,500</u>	<u>2,800,084</u>	<u>362,570</u>	<u>2,136,907</u>	<u>4,992,000</u>	<u>25,000</u>	<u>12,761,061</u>
Expenses	19,025,693	6,852,018	5,976,921	6,179,183	8,753,234	840,171	47,627,220
Ending Fund Balance	<u>\$ 13,974,697</u>	<u>\$ 8,958,068</u>	<u>\$ 3,245,755</u>	<u>\$ 2,950,491</u>	<u>\$ 8,196,177</u>	<u>\$ 308,146</u>	<u>\$ 37,633,336</u>



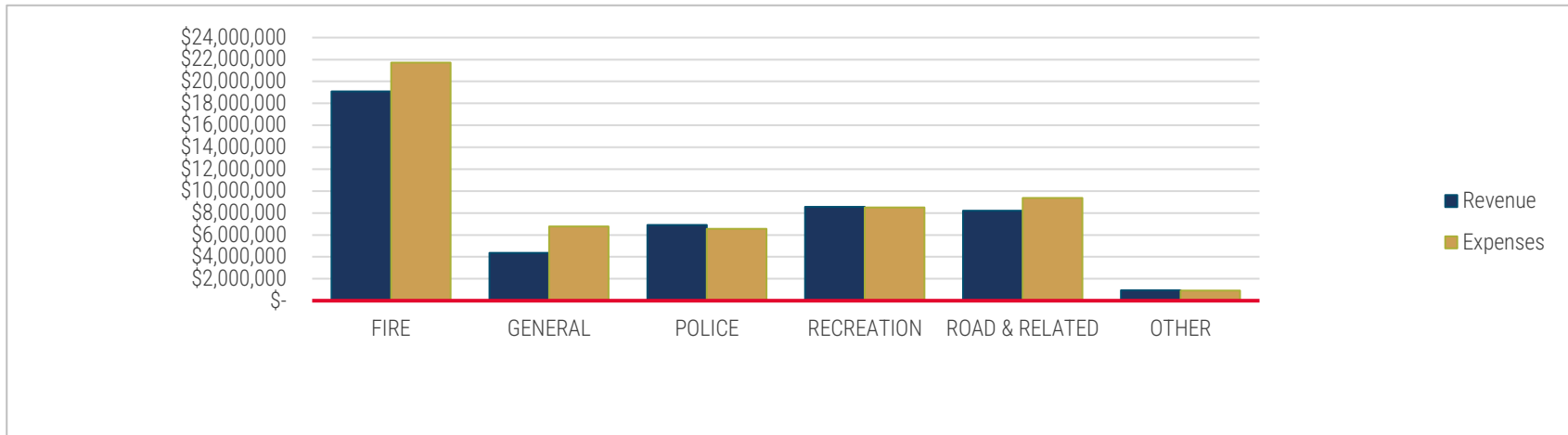
	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 13,974,697	\$ 8,958,068	\$ 3,245,755	\$ 2,950,491	\$ 8,196,177	\$ 308,146	\$ 37,633,336
Revenue	<u>18,684,433</u>	<u>4,098,642</u>	<u>5,511,311</u>	<u>7,250,121</u>	<u>7,647,708</u>	<u>907,606</u>	<u>44,099,820</u>
Available Resources	32,659,130	13,056,710	8,757,066	10,200,613	15,843,885	1,215,752	81,733,156
Personnel	15,266,712	1,564,147	5,504,055	3,104,658	2,690,700	479,677	28,609,948
Operating	2,040,870	3,086,091	308,027	1,062,661	1,366,795	375,877	8,240,321
Capital	<u>1,857,500</u>	<u>2,285,445</u>	<u>258,000</u>	<u>3,317,530</u>	<u>4,801,000</u>	<u>-</u>	<u>12,519,475</u>
Expenses	19,165,082	6,935,683	6,070,081	7,484,850	8,858,495	855,554	49,369,745
Ending Fund Balance	<u>\$ 13,494,048</u>	<u>\$ 6,121,027</u>	<u>\$ 2,686,985</u>	<u>\$ 2,715,763</u>	<u>\$ 6,985,390</u>	<u>\$ 360,198</u>	<u>\$ 32,363,412</u>



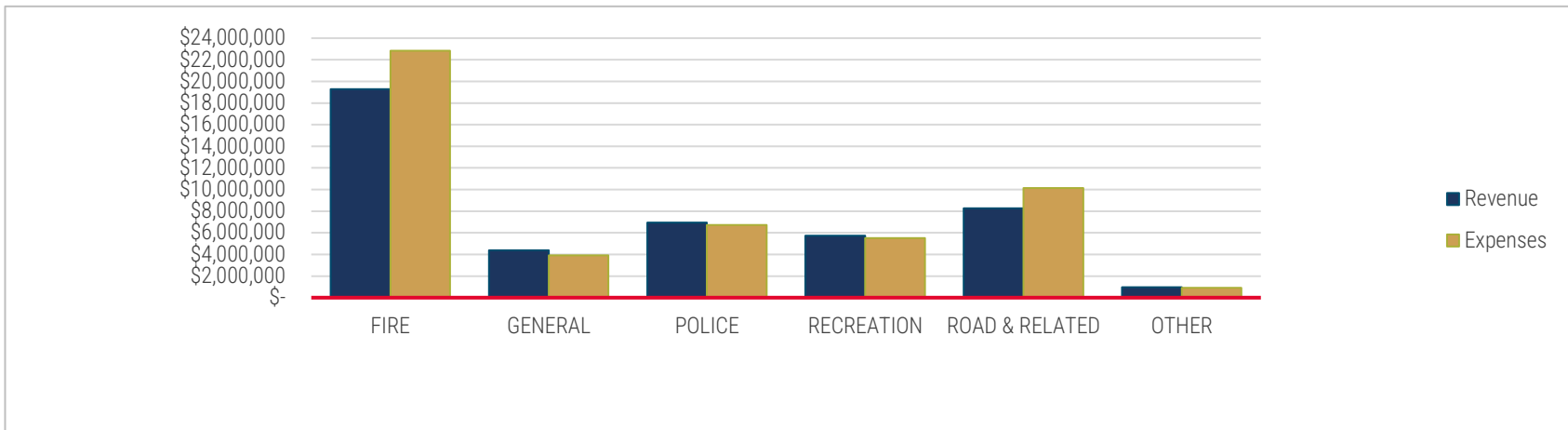
	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 13,494,048	\$ 6,121,027	\$ 2,686,985	\$ 2,715,763	\$ 6,985,390	\$ 360,198	\$ 32,363,412
Revenue	<u>18,881,644</u>	<u>4,137,680</u>	<u>5,569,084</u>	<u>5,946,190</u>	<u>7,726,829</u>	<u>930,792</u>	<u>43,192,220</u>
Available Resources	32,375,692	10,258,708	8,256,069	8,661,953	14,712,220	1,290,989	75,555,631
Personnel	16,600,878	1,625,337	5,700,216	3,216,247	2,830,411	497,357	30,470,445
Operating	2,072,097	1,755,481	317,268	1,094,541	1,417,799	369,005	7,026,190
Capital	<u>1,041,500</u>	<u>904,147</u>	<u>335,000</u>	<u>1,782,834</u>	<u>4,504,000</u>	<u>25,000</u>	<u>8,592,481</u>
Expenses	19,714,474	4,284,965	6,352,483	6,093,622	8,752,210	891,362	46,089,116
Ending Fund Balance	<u>\$ 12,661,217</u>	<u>\$ 5,973,743</u>	<u>\$ 1,903,586</u>	<u>\$ 2,568,331</u>	<u>\$ 5,960,010</u>	<u>\$ 399,628</u>	<u>\$ 29,466,515</u>



	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 12,661,217	\$ 5,973,743	\$ 1,903,586	\$ 2,568,331	\$ 5,960,010	\$ 399,628	\$ 29,466,515
Revenue	<u>19,081,138</u>	<u>4,353,117</u>	<u>6,920,985</u>	<u>8,570,279</u>	<u>8,195,726</u>	<u>954,661</u>	<u>48,075,906</u>
Available Resources	31,742,355	10,326,860	8,824,571	11,138,611	14,155,736	1,354,289	77,542,421
Personnel	17,325,901	1,690,657	5,903,273	3,318,768	2,963,579	515,811	31,717,990
Operating	2,134,259	4,332,772	366,786	1,127,378	1,490,333	397,870	9,849,398
Capital	<u>2,248,500</u>	<u>763,000</u>	<u>277,000</u>	<u>4,069,789</u>	<u>4,929,000</u>	<u>-</u>	<u>12,287,289</u>
Expenses	21,708,661	6,786,430	6,547,059	8,515,935	9,382,912	913,681	53,854,677
Ending Fund Balance	<u>\$ 10,033,694</u>	<u>\$ 3,540,430</u>	<u>\$ 2,277,512</u>	<u>\$ 2,622,676</u>	<u>\$ 4,772,824</u>	<u>\$ 440,608</u>	<u>\$ 23,687,744</u>

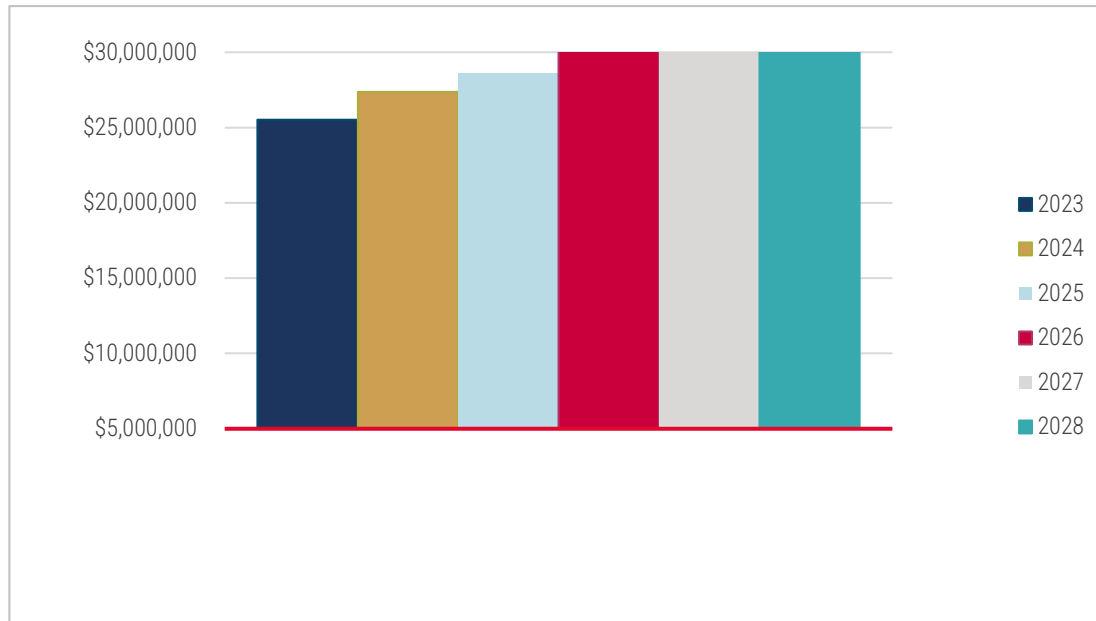


	Fire	General	Police	Recreation	Road & Related	Other	Total All Funds
Beginning Fund Balance	\$ 10,033,694	\$ 3,540,430	\$ 2,277,512	\$ 2,622,676	\$ 4,772,824	\$ 440,608	\$ 23,687,744
Revenue	<u>19,282,947</u>	<u>4,395,169</u>	<u>6,951,019</u>	<u>5,727,379</u>	<u>8,280,488</u>	<u>979,229</u>	<u>45,616,232</u>
Available Resources	29,316,641	7,935,599	9,228,531	8,350,055	13,053,312	1,419,837	69,303,976
Personnel	18,018,937	1,761,831	6,110,648	3,423,836	3,103,105	535,081	32,953,439
Operating	2,238,287	1,422,361	337,789	1,201,199	1,495,043	387,141	7,081,819
Capital	<u>2,587,000</u>	<u>723,696</u>	<u>281,000</u>	<u>894,500</u>	<u>5,535,000</u>	<u>-</u>	<u>10,021,196</u>
Expenses	22,844,224	3,907,888	6,729,437	5,519,535	10,133,148	922,222	50,056,454
Ending Fund Balance	<u>\$ 6,472,417</u>	<u>\$ 4,027,712</u>	<u>\$ 2,499,093</u>	<u>\$ 2,830,520</u>	<u>\$ 2,920,164</u>	<u>\$ 497,615</u>	<u>\$ 19,247,522</u>

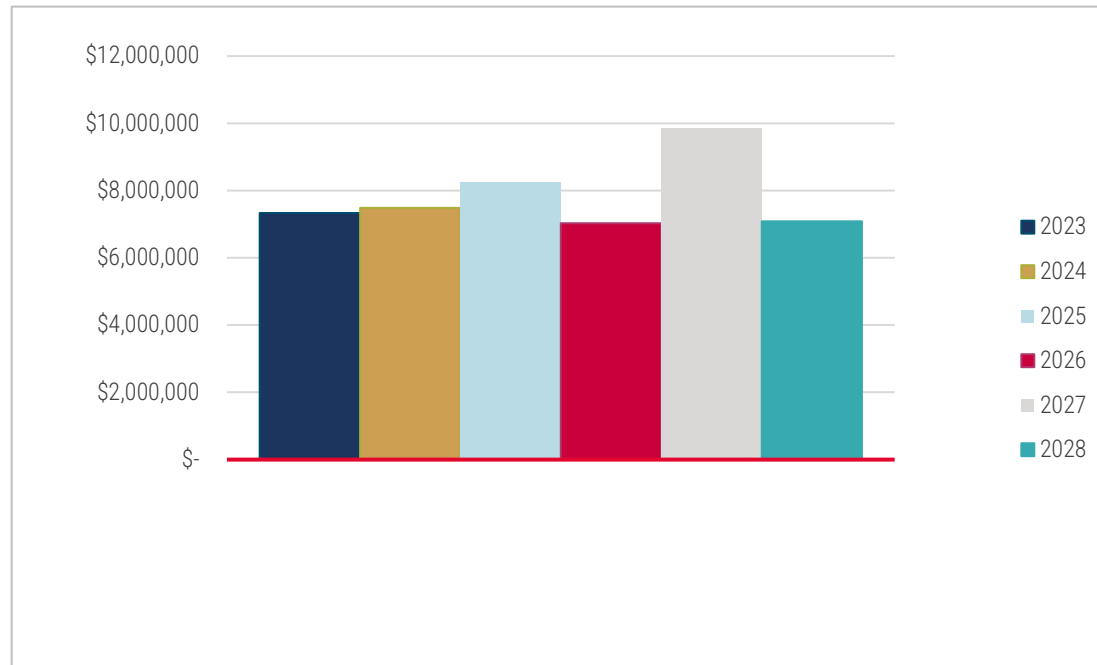


Fund	2023	2024	2025	2026	2027	2028
Fire	\$ 13,482,632	\$ 14,628,892	\$ 15,266,712	\$ 16,600,878	\$ 17,325,901	\$ 18,018,937
General	1,479,540	1,528,121	1,564,147	1,625,337	1,690,657	1,761,831
Police*	4,984,658	5,315,296	5,504,055	5,700,216	5,903,273	6,110,648
Recreation	2,976,446	3,010,565	3,104,658	3,216,247	3,318,768	3,423,836
Road & Related	2,148,365	2,434,248	2,690,700	2,830,411	2,963,579	3,103,105
Other	<u>448,419</u>	<u>462,732</u>	<u>479,677</u>	<u>497,357</u>	<u>515,811</u>	<u>535,081</u>
Total Personnel Expenses	<u>\$ 25,520,060</u>	<u>\$ 27,379,855</u>	<u>\$ 28,609,948</u>	<u>\$ 30,470,445</u>	<u>\$ 31,717,990</u>	<u>\$ 32,953,439</u>

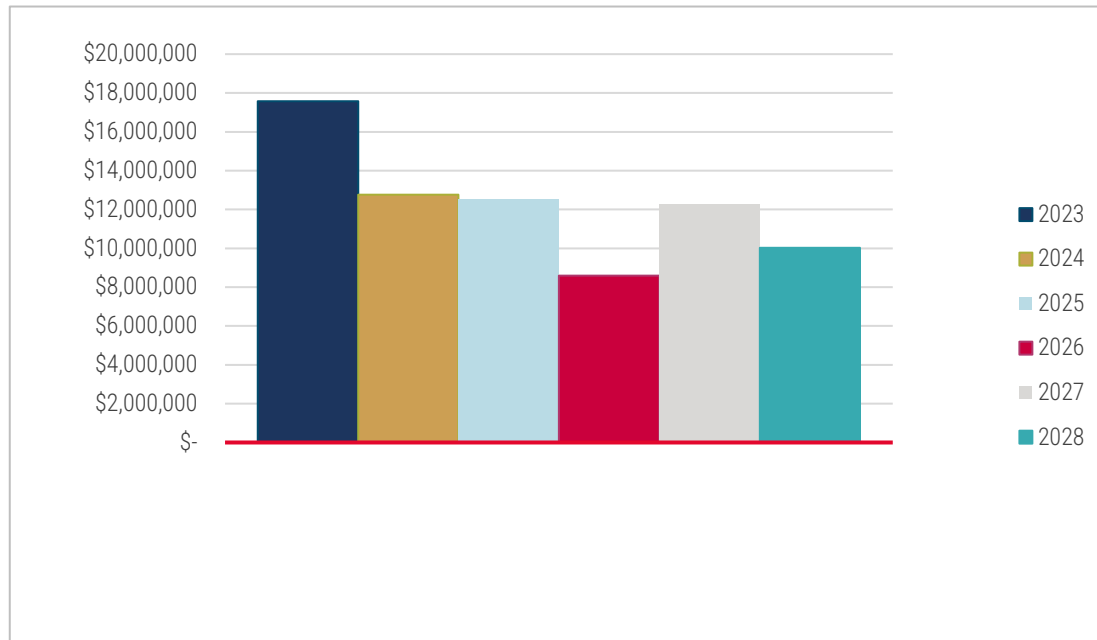
*Note: Includes Police contract with the Montgomery County Sheriff's Office.



Fund	2023	2024	2025	2026	2027	2028
Fire	\$ 2,022,214	\$ 1,952,301	\$ 2,040,870	\$ 2,072,097	\$ 2,134,259	\$ 2,238,287
General	1,598,826	2,523,813	3,086,091	1,755,481	4,332,772	1,422,361
Police	303,937	299,055	308,027	317,268	366,786	337,789
Recreation	1,175,938	1,031,710	1,062,661	1,094,541	1,127,378	1,201,199
Road & Related	1,262,850	1,326,986	1,366,795	1,417,799	1,490,333	1,495,043
Other	<u>974,123</u>	<u>352,439</u>	<u>375,877</u>	<u>369,005</u>	<u>397,870</u>	<u>387,141</u>
Total Operating Expenses	<u>\$ 7,337,888</u>	<u>\$ 7,486,304</u>	<u>\$ 8,240,321</u>	<u>\$ 7,026,190</u>	<u>\$ 9,849,398</u>	<u>\$ 7,081,819</u>



Fund	2023	2024	2025	2026	2027	2028
Fire	\$ 9,314,797	\$ 2,444,500	\$ 1,857,500	\$ 1,041,500	\$ 2,248,500	\$ 2,587,000
General	1,871,393	2,800,084	2,285,445	904,147	763,000	723,696
Police	207,715	362,570	258,000	335,000	277,000	281,000
Recreation	1,664,477	2,136,907	3,317,530	1,782,834	4,069,789	894,500
Road & Related	4,488,489	4,992,000	4,801,000	4,504,000	4,929,000	5,535,000
Other	19,750	25,000	-	25,000	-	-
Total Capital Projects	\$ 17,566,621	\$ 12,761,061	\$ 12,519,475	\$ 8,592,481	\$ 12,287,289	\$ 10,021,196



2024-2028 Financial Plan

Fire Department Summary

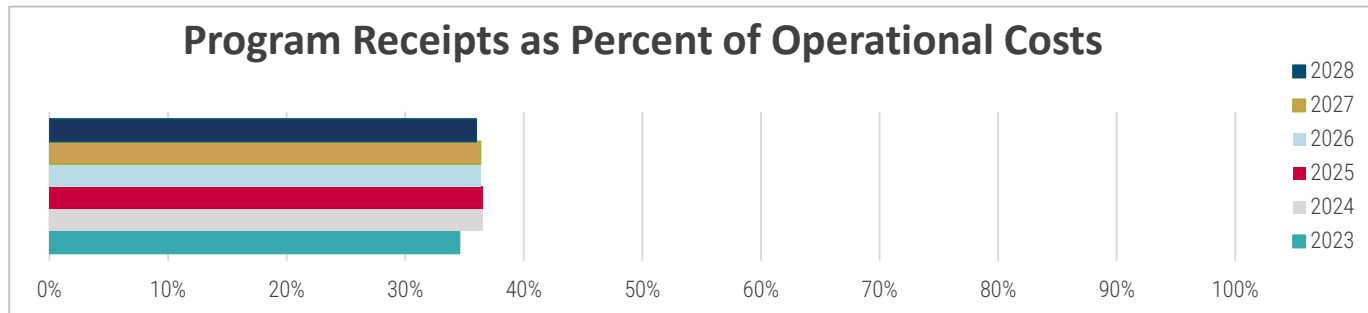
	2023	2024	2025	2026	2027	2028
Beginning Fund Balance	\$ 21,006,095	\$ 14,510,918	\$ 13,974,697	\$ 13,494,048	\$ 12,661,217	\$ 10,033,694
Revenue						
2002 Levy - Continuous (1.50 Mills)	2,370,524	2,402,803	2,428,508	2,454,521	2,480,846	2,507,487
5 Year Levy 2024 - 2028 (4.65 Mills)	8,387,394	8,497,846	8,588,024	8,679,261	8,771,570	8,864,968
2019 Levy - Continuous (2.85 Mills)	5,504,213	5,575,545	5,634,488	5,694,115	5,754,438	5,815,465
EMS Billing	1,938,890	1,958,279	1,977,862	1,997,641	2,017,617	2,037,793
Other	<u>123,445</u>	<u>55,000</u>	<u>55,550</u>	<u>56,106</u>	<u>56,667</u>	<u>57,233</u>
Total Revenue	18,324,466	18,489,473	18,684,433	18,881,644	19,081,138	19,282,947
Expenses						
Township Personnel	13,482,632	14,628,892	15,266,712	16,600,878	17,325,901	18,018,937
Operating Expense	2,022,214	1,952,301	2,040,870	2,072,097	2,134,259	2,238,287
Capital Project Expense	<u>9,314,797</u>	<u>2,444,500</u>	<u>1,857,500</u>	<u>1,041,500</u>	<u>2,248,500</u>	<u>2,587,000</u>
Total Expenses	24,819,643	19,025,693	19,165,082	19,714,474	21,708,661	22,844,224
Revenues Over / (Under) Expenditures	(6,495,177)	(536,220)	(480,649)	(832,831)	(2,627,523)	(3,561,277)
Ending Fund Balance	<u>\$ 14,510,918</u>	<u>\$ 13,974,697</u>	<u>\$ 13,494,048</u>	<u>\$ 12,661,217</u>	<u>\$ 10,033,694</u>	<u>\$ 6,472,417</u>

	2023	2024	2025	2026	2027	2028
Beginning Fund Balance	\$ 13,102,977	\$ 12,249,874	\$ 8,958,068	\$ 6,121,027	\$ 5,973,743	\$ 3,540,430
Revenue						
Inside - Continuous (0.70 Mills)	1,514,869	1,985,992	2,006,635	2,027,508	2,224,389	2,247,489
Local Government Fund	325,000	334,750	344,793	355,136	365,790	376,764
Franchise Fees	289,979	292,879	295,807	298,765	301,753	304,771
Interest	500,000	450,000	400,000	400,000	400,000	400,000
Hotel Tax	250,000	252,500	255,025	257,575	260,151	262,753
Zoning Fees	84,582	85,428	86,282	87,145	88,017	88,897
Other	<u>1,132,226</u>	<u>158,663</u>	<u>710,100</u>	<u>711,551</u>	<u>713,016</u>	<u>714,496</u>
Total Revenue	4,096,656	3,560,212	4,098,642	4,137,680	4,353,117	4,395,169
Expenses						
Township Personnel	1,479,540	1,528,121	1,564,147	1,625,337	1,690,657	1,761,831
Operating Expense	1,598,826	1,264,331	1,272,261	1,340,429	1,390,641	1,422,361
Advances to the Recreation Fund	-	1,259,482	1,813,830	415,052	2,942,131	-
Capital Project Expense	<u>1,871,393</u>	<u>2,800,084</u>	<u>2,285,445</u>	<u>904,147</u>	<u>763,000</u>	<u>723,696</u>
Total Expenses	4,949,759	6,852,018	6,935,683	4,284,965	6,786,430	3,907,888
Revenues Over / (Under) Expenditures	(853,103)	(3,291,806)	(2,837,041)	(147,284)	(2,433,313)	487,281
Ending Fund Balance	<u>\$ 12,249,874</u>	<u>\$ 8,958,068</u>	<u>\$ 6,121,027</u>	<u>\$ 5,973,743</u>	<u>\$ 3,540,430</u>	<u>\$ 4,027,712</u>

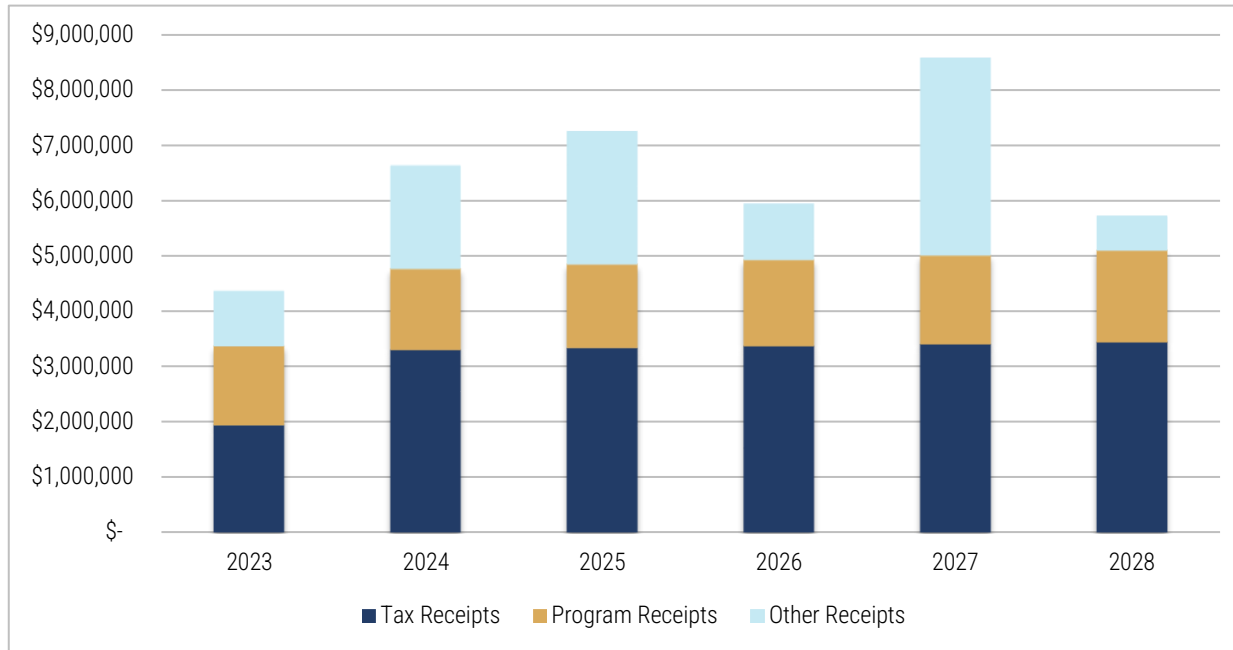
	2023	2024	2025	2026	2027	2028
Beginning Fund Balance	\$ 3,890,201	\$ 3,768,491	\$ 3,245,755	\$ 2,686,985	\$ 1,903,586	\$ 2,277,512
Revenue						
2010 Levy - Continuous (1.95 Mills)	2,259,775	2,288,430	2,312,500	2,336,845	2,361,471	2,386,381
2020 Levy - Continuous (2.30 Mills)	2,855,060	2,890,756	2,921,061	2,951,712	4,276,181	4,278,472
County Contract Reimbursement	-	-	-	-	-	-
SRO Reimbursement	173,500	245,000	247,450	249,925	252,424	254,948
Other	<u>86,265</u>	<u>30,000</u>	<u>30,300</u>	<u>30,603</u>	<u>30,909</u>	<u>31,218</u>
Total Revenue	5,374,600	5,454,186	5,511,311	5,569,084	6,920,985	6,951,019
Expenses						
Police Contract	4,920,000	5,212,200	5,394,627	5,583,439	5,778,859	5,981,119
Township Personnel	64,658	103,096	109,428	116,777	124,414	129,529
Operating Expense	303,937	299,055	308,027	317,268	366,786	337,789
Capital Project Expense	<u>207,715</u>	<u>362,570</u>	<u>258,000</u>	<u>335,000</u>	<u>277,000</u>	<u>281,000</u>
Total Expenses	5,496,310	5,976,921	6,070,081	6,352,483	6,547,059	6,729,437
Revenues Over / (Under) Expenditures	(121,710)	(522,735)	(558,770)	(783,399)	373,926	221,582
Ending Fund Balance	<u>\$ 3,768,491</u>	<u>\$ 3,245,755</u>	<u>\$ 2,686,985</u>	<u>\$ 1,903,586</u>	<u>\$ 2,277,512</u>	<u>\$ 2,499,093</u>

	2023	2024	2025	2026	2027	2028
Beginning Fund Balance	\$ 10,667,154	\$ 9,271,979	\$ 8,196,177	\$ 6,985,390	\$ 5,960,010	\$ 4,772,824
Revenue						
Inside - Continuous (2.35 Mills)	3,288,181	4,318,173	4,362,798	4,407,912	4,842,426	4,892,427
5 Year Levy 2023 - 2027 (1.85 Mills)	2,143,889	2,171,074	2,193,909	2,217,007	2,240,370	2,264,002
Motor Vehicle Tax	65,534	66,189	66,851	67,519	68,194	68,876
Gasoline Tax	525,429	530,684	535,990	541,350	546,764	552,232
Permissive Road Tax	325,992	329,252	332,544	335,870	339,229	342,621
Grants	-	-	-	-	-	-
Other	<u>155,505</u>	<u>262,060</u>	<u>155,615</u>	<u>157,171</u>	<u>158,743</u>	<u>160,330</u>
Total Revenue	6,504,529	7,677,432	7,647,708	7,726,829	8,195,726	8,280,488
Expenses						
Township Personnel	2,148,365	2,434,248	2,690,700	2,830,411	2,963,579	3,103,105
Operating Expense	1,262,850	1,326,986	1,366,795	1,417,799	1,490,333	1,495,043
Capital Project Expense	<u>4,488,489</u>	<u>4,992,000</u>	<u>4,801,000</u>	<u>4,504,000</u>	<u>4,929,000</u>	<u>5,535,000</u>
Total Expenses	7,899,704	8,753,234	8,858,495	8,752,210	9,382,912	10,133,148
Revenues Over / (Under) Expenditures	(1,395,175)	(1,075,802)	(1,210,787)	(1,025,381)	(1,187,186)	(1,852,660)
Ending Fund Balance	<u>\$ 9,271,979</u>	<u>\$ 8,196,177</u>	<u>\$ 6,985,390</u>	<u>\$ 5,960,010</u>	<u>\$ 4,772,824</u>	<u>\$ 2,920,164</u>

	2023	2024	2025	2026	2027	2028
Beginning Fund Balance	\$ 3,945,258	\$ 2,500,291	\$ 2,950,491	\$ 2,715,763	\$ 2,568,331	\$ 2,622,676
Revenue						
5 Year Levy 2024-2008 (1.50 Mills)	1,929,605	3,287,182	3,321,731	3,356,676	3,392,023	3,427,776
Program Receipts	1,435,389	1,478,451	1,522,804	1,568,488	1,615,543	1,664,009
Other Receipts	<u>1,006,900</u>	<u>1,863,750</u>	<u>2,405,586</u>	<u>1,021,026</u>	<u>3,562,714</u>	<u>635,594</u>
Total Revenue	4,371,894	6,629,383	7,250,121	5,946,190	8,570,279	5,727,379
Expenses						
Township Personnel	2,976,446	3,010,565	3,104,658	3,216,247	3,318,768	3,423,836
Operating Expense	1,175,938	1,031,710	1,062,661	1,094,541	1,127,378	1,201,199
Capital Project Expense	<u>1,664,477</u>	<u>2,136,907</u>	<u>3,317,530</u>	<u>1,782,834</u>	<u>4,069,789</u>	<u>894,500</u>
Total Expenses	5,816,861	6,179,183	7,484,850	6,093,622	8,515,935	5,519,535
Revenues Over / (Under) Expenditures	<u>(1,444,967)</u>	<u>450,201</u>	<u>(234,728)</u>	<u>(147,432)</u>	<u>54,345</u>	<u>207,844</u>
Ending Fund Balance	<u>\$ 2,500,291</u>	<u>\$ 2,950,491</u>	<u>\$ 2,715,763</u>	<u>\$ 2,568,331</u>	<u>\$ 2,622,676</u>	<u>\$ 2,830,520</u>
Program Receipts as % of Operating Costs	34.57%	36.57%	36.54%	36.39%	36.34%	35.98%



	2023	2024	2025	2026	2027	2028
Tax Receipts	\$ 1,929,605	\$ 3,287,182	\$ 3,321,731	\$ 3,356,676	\$ 3,392,023	\$ 3,427,776
Program Receipts	1,435,389	1,478,451	1,522,804	1,568,488	1,615,543	1,664,009
Other Receipts	<u>1,006,900</u>	<u>1,863,750</u>	<u>2,405,586</u>	<u>1,021,026</u>	<u>3,562,714</u>	<u>635,594</u>
Total Recreation Revenue	<u>\$ 4,371,894</u>	<u>\$ 6,629,383</u>	<u>\$ 7,250,121</u>	<u>\$ 5,946,190</u>	<u>\$ 8,570,279</u>	<u>\$ 5,727,379</u>



Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Vehicles							
Staff Vehicles	\$ 60,000	\$ 46,000	\$ 65,000	\$ -	\$ 70,000	\$ -	\$ -
Staff Vehicles - EMS Battalion	45,000	66,485	-	-	-	-	-
Staff Vehicles - Fire Educator	40,000	29,055	-	-	-	-	-
Maintenance Vehicles	55,000	-	55,000	-	-	-	-
Battalion Vehicles	-	-	-	-	-	-	85,000
Ladder Trucks	1,700,000	2,170,225	-	-	-	-	-
Fire Engines	-	-	1,100,000	-	-	-	1,200,000
Medics *	365,000	660,283	-	400,000	-	450,000	-
Total Fire Department Vehicles	<u>\$ 2,265,000</u>	<u>\$ 2,972,048</u>	<u>\$ 1,220,000</u>	<u>\$ 400,000</u>	<u>\$ 70,000</u>	<u>\$ 450,000</u>	<u>\$ 1,285,000</u>

2024 Notes:

Staff Vehicle - The current vehicle, a 2018 Ford Explorer, will be rotated to a station staff fleet car.

Maintenance Vehicle - Carryover from 2023. This is a replacement of a 2004 Ford Ranger.

Fire Engine - Due to manufacturer's build time, the engine will be ordered in 2024 and paid for upon delivery.

* Includes \$316,159 for a new medic purchased in 2022 and paid for in 2023.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Equipment							
SCBA & Associated Equipment #	\$ -	\$ 88,815	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Diagnostic Equipment for Mechanics	6,000	-	-	-	-	-	-
Rotary Lifts	-	-	35,000	35,000	-	-	-
Lucas CPR Device	19,000	19,000	63,000	45,000	-	-	-
Rapid Intervention Crew Bags	28,000	31,815	-	-	-	-	-
Fire Hose	15,000	-	15,000	15,000	-	15,000	-
Cardiac Monitor / Defibrillator (6)	-	-	-	400,000	-	-	-
AED Replacement +	15,000	-	16,000	16,500	17,000	17,500	-
EMS Power Cots #	-	29,137	75,000	76,000	-	82,000	-
Turnout Gear	120,000	120,000	137,000	143,000	159,000	162,000	170,000
PPV Fans for Fire Apparatus	-	-	-	-	60,000	-	-
Equipment & Tools for Engines	-	-	-	20,000	-	-	-
Fitness Equipment	30,000	30,000	15,000	15,000	15,000	15,000	-
Fire Extinguisher Training Props (Public Ed.)	28,000	26,023	-	-	-	-	-
MDT Replacement	-	-	-	-	-	-	80,000
Computer Replacement	-	-	-	-	-	-	65,000
Computer Hardware (EMS Laptops)	-	-	-	18,000	-	-	20,000
Tech Rescue Strut System	-	-	-	60,000	-	-	-
Thermal Imaging Cameras	-	-	-	-	-	-	60,000
Rescue Tools	-	-	-	180,000	-	-	-
Turnout Gear Repair / Inspection Program	59,000	59,000	66,000	69,000	73,000	77,000	82,000
Turnout Gear Washer/Extractor	17,000	17,293	20,000	-	-	-	-
Radio Upgrade #	-	12,071	-	-	-	-	-
Portable Radio Upgrade	-	-	-	-	-	-	450,000
Copier	10,000	13,335	-	-	-	-	20,000
Total Fire Department Equipment	\$ 347,000	\$ 446,489	\$ 517,000	\$ 1,092,500	\$ 324,000	\$ 368,500	\$ 947,000

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

- SCBA's and associated equipment will need updated in 2024.
- Rotary Lifts - Vehicle lifts for Maintenance Department. Cost to be split with Public Works.
- Expansion of Lucas CPR compression device program.
- Replacement of outdated fire hose; continuation of the hose replacement program.
- Replacement of outdated AED's; continuation of the community AED project.
- EMS Power Cots for medics being purchased.
- Annual purchase of turnout gear required because of additional hiring and NFPA replacement requirements.
- Replacement of fire station fitness equipment, as needed.
- Annual budget for the inspection and repair of turnout gear, per NFPA safety standards.
- Replacement of an existing commercial washer with a specifically designed washer for turnout gear. This is year five of a five year project.
- # 2022 CIP budgeted items that were expended in 2023.
- + Paid with EMS Grant (Conway) from the General Fund.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Buildings & Improvements							
Old Station 42 - 40 West Whipp Road							
Exterior Painting	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Repaving Parking Lot (Front & Back)	10,000	-	15,000	-	-	-	-
Station 41 - 163 Maple Avenue							
Station 42 - 45 West Whipp Road							
HVAC Unit Replacements	25,000	10,000	15,000	-	-	-	-
Concrete / Asphalt Repairs	-	-	75,000	-	-	-	-
Emergency Generator Replacement	-	-	-	-	-	-	150,000
Exterior Painting	-	-	-	-	-	-	15,000
Garage Door Replacement, All Doors	-	-	-	-	-	105,000	-
Station 43 - 10499 Dayton-Lebanon Pike							
Station Upgrades	-	-	-	-	200,000	-	-
HVAC Unit Replacement	10,000	10,000	15,000	-	-	-	-
Concrete / Asphalt Repairs	-	-	15,000	-	-	-	-
Landscaping	-	-	10,000	-	-	-	-
Fire Alarm Panel	-	-	20,000	-	-	-	-
Exterior Painting	-	-	-	-	-	-	15,000
Emergency Generator Replacement	-	-	-	-	-	150,000	-
Training Tower - 10499 Dayton-Lebanon Pike							
Training Tower Upgrades	-	-	200,000	-	-	-	-
Station 44 - 6690 Centerville Business Pkwy							
Station Upgrades	-	-	-	200,000	-	-	-
Concrete / Asphalt Repairs	-	-	75,000	-	-	-	-
Landscaping	-	-	12,500	-	-	-	-
Fire Alarm Panel	-	-	-	20,000	-	-	-
Garage Door Opener Replacement (6)	12,000	12,960	-	-	-	-	-
Exterior Painting	-	-	-	-	-	-	20,000
Training Facility	-	-	-	-	-	500,000	-

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Station 45 - 8328 McEwen Road							
Garage Door Opener Replacement (2) #	-	2,394	-	-	-	-	-
HVAC Unit Replacement	-	-	15,000	-	-	-	-
Apparatus Bay and Bathroom Painting	10,000	10,924	-	-	-	-	-
Exterior Painting	-	-	-	-	-	-	25,000
Concrete / Asphalt Repairs	10,000	10,000	15,000	-	-	-	-
Training Facility	-	-	-	-	-	500,000	-
Fire Headquarters - 8320 McEwen Road							
Parking Lot Resurfacing Project	90,000	-	60,000	-	-	-	-
Parking Lot Sealing & Maintenance	-	-	-	25,000	-	-	-
Landscaping	-	-	10,000	-	-	-	-
Emergency Generator Replacement	-	-	-	-	300,000	-	-
Office Furniture Replacement	-	-	-	-	-	45,000	-
New Station 41							
Architectural Fees #	-	99,250	-	-	-	-	-
New Fire Station #	-	5,404,904	-	-	-	-	-
Generator for New Station #	-	82,075	-	-	-	-	-
Locution for New Station #	-	71,681	-	-	-	-	-
Furniture for New Fire Station	50,000	38,034	-	-	-	-	-
Equipment for New Fire Station	25,000	25,000	-	-	-	-	-
Turnout Gear Lockers for New Fire Station	25,000	9,541	-	-	-	-	-
Radio Equipment for New Station	15,000	10,286	-	-	-	-	-
IT System for New Station (Matrix)	25,000	28,296	-	-	-	-	-

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Other							
Duct Cleaning, Stations 42,43,44,45,HQ	-	-	25,000	-	-	-	-
Strategic Plan	-	-	-	-	17,500	-	-
Landscaping	20,000	20,000	-	-	-	-	-
Facility Storage Study	10,000	10,000	-	-	-	-	-
General Facility Maintenance	120,000	40,915	120,000	120,000	130,000	130,000	130,000
Total Fire Department Building & Improvements	\$ 467,000	\$ 5,896,260	\$ 707,500	\$ 365,000	\$ 647,500	\$ 1,430,000	\$ 355,000

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

- Exterior painting; Old Station 42. Repainting of all exterior building surfaces including dormers, gables, soffits, stucco, doors and trim.
- Parking lot repaving; front and rear lots are badly deteriorated, alligatored and weed filled at old Fire station 42.
- HVAC units at Fire Station 42 have reached their end-of-life and will need replaced.
- Concrete and asphalt repairs to deteriorating areas at Station 42.
- HVAC units at Fire Station 43 have reached their end-of-life and will need replaced.
- Concrete and asphalt repairs to deteriorating areas at Station 43.
- Replacement of trees and shrubs and the repair of landscaped areas at Station 43, as needed.
- Fire alarm panel at Station 43. Current alarm panel has reached its end of life and is unable to be repaired due to age.
- Upgrades to the training tower. Building is now 18 years old and is in need of repairs and upgrades.
- Concrete and asphalt repairs to deteriorating areas at Station 44.
- Replacement of trees and shrubs and the repair of landscaped areas at Station 44, as needed.
- HVAC units at Fire Station 45 have reached their end-of-life and will need replaced.
- Concrete and asphalt repairs to deteriorating areas at Station 45.
- Replacement of trees and shrubs and the repair of landscaped areas at Fire Headquarters, as needed.
- Duct cleaning at Fire Stations 42,43,44,45 and HQ. Removal of dust buildup and to allow HVAC systems to operate more efficiently.
- Facility storage study for vehicles and equipment.
- General facility maintenance for eight buildings. This includes overhead door repairs, interior/exterior door repairs, painting, interior/exterior lighting & electrical, plumbing, roof repair, soffits, gutters, drywall, etc.
- # 2022 CIP budgeted items that were expended in 2023.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Vehicles	\$ 2,265,000	\$ 2,972,048	\$ 1,220,000	\$ 400,000	\$ 70,000	\$ 450,000	\$ 1,285,000
Equipment	347,000	446,489	517,000	1,092,500	324,000	368,500	947,000
Buildings & Improvements	<u>467,000</u>	<u>5,896,260</u>	<u>707,500</u>	<u>365,000</u>	<u>647,500</u>	<u>1,430,000</u>	<u>355,000</u>
Grand Total Fire Department	<u>\$ 3,079,000</u>	<u>\$ 9,314,797</u>	<u>\$ 2,444,500</u>	<u>\$ 1,857,500</u>	<u>\$ 1,041,500</u>	<u>\$ 2,248,500</u>	<u>\$ 2,587,000</u>

2024-2028 Capital Improvement Program

General Government (General Fund)

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Cooperative Projects	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Government Center							
Building Improvements							
General Maintenance	10,000	3,500	10,000	10,000	10,000	10,000	10,000
Roof Replacement	120,000	-	-	120,000	-	-	-
HVAC Unit	40,000	-	-	40,000	-	-	-
Re-Design Front Lobby	200,000	145,152	-	-	-	-	-
Copier	10,000	8,494	-	-	-	-	-
AED Replacement +	-	15,442	-	-	-	-	-
Parking Lot							
Parking Lot Resurfacing Project	60,000	45,000	-	-	-	-	-
Parking Lot Sealing & Maintenance	-	-	-	15,000	-	-	-
Town Hall *	-	-	-	-	-	-	-
RecPlex *							
Bass Lake Revitalization & Water Access	244,026	244,026	280,130	-	-	-	-
Turtle Pond Mitigation Project	614,524	614,524	323,664	-	-	-	-
NPS-IS Watershed Plan	20,000	12,500	-	-	-	-	-
Heron Pond Project	-	-	669,061	-	-	-	-
30% Schematic Design Plan	-	-	249,979	-	-	-	-
Loop Drive and Parking - Engineering	-	-	139,582	9,136	-	-	-
Loop Drive and Parking	-	-	-	1,498,309	353,147	-	-
Primary Entrance Drive	-	-	-	-	-	-	92,696
RecPlex East *							
Women's / Family Locker Room Renovation	250,000	36,350	348,668	-	-	-	-
Lobby / Reception Area Renovations	150,000	132,116	-	-	-	-	-
RecPlex West *							
Resealing and Restriping Parking Lot	35,000	-	-	-	-	-	-
Total General Government	\$ 1,778,550	\$ 1,257,104	\$ 2,046,084	\$ 1,717,445	\$ 388,147	\$ 35,000	\$ 127,696

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

- Each year, cooperative project money is set aside from the .7 mills that the Township receives from Centerville residents to fund projects in cooperation with the City of Centerville, which will benefit the entire Washington Township area.
- The Government Center is now over 30 years old and, as such, monies need to be budgeted for the on-going maintenance and repair of the building.
- Countryside Park - Bass Lake Revitalization & Water Access project - 50% funded by LWCF (Grant Amount \$125,693).
- Countryside Park - Turtle Pond Mitigation project - \$400,173 funded by Clean Ohio (Grant Awarded).
- Revitalization of the Heron Pond with bridge replacement.
- 30% schematic design fee for the park master plan.
- Engineer and design costs associated with the loop drive and parking.
- RecPlex East Woman's / Family Locker Room - Upgrade and renovate locker rooms.
- * These capital improvement projects for RecPlex East, RecPlex West & Town Hall are purchased from the General Fund.
- + Paid with EMS Grant (Conway) from the General Fund.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Information Technology							
Network Improvements	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Network Switch Upgrade #	-	110,745	-	-	-	-	-
Copier Replacement	-	-	-	-	-	-	60,000
Server Licenses	-	-	30,000	-	-	30,000	-
Website Redesign	-	-	-	-	40,000	-	-
E-Mail Filter	-	-	40,000	-	-	-	-
Domain Controller Upgrade	-	-	-	25,000	-	25,000	-
MFA for Desktops	-	-	25,000	-	-	-	-
Windows Client Upgrade	-	-	15,000	-	-	15,000	-
Computer Replacement	15,000	-	-	-	-	150,000	-
Datacenter HVAC Updates/Repairs	-	-	10,000	-	-	-	-
Security Camera Infrastructure Upgrades	10,000	-	-	20,000	-	-	-
SIEM Logging and Response Tool	20,000	-	35,000	-	-	-	-
Fiber Upgrades	35,000	-	-	15,000	-	-	-
SAN Replacement	-	-	-	25,000	-	-	-
Total Information Technology (General)	\$ 80,000	\$ 110,745	\$ 155,000	\$ 135,000	\$ 40,000	\$ 220,000	\$ 60,000

2024 Notes:

- Server operating systems will be brought up to the latest editions.
- E-Mail filter is needed for security purposes and for cyber security.
- Multi factor authentication is needed for increase security and for cyber insurance.
- Window upgrades are scheduled on a three year cycle to keep pace with the newest operating systems.
- The datacenter is approaching 10-years old and will need to budget for repairs / upgrades.
- SIEM logging is a centralized repository assisting with identifying potential security risks as well as providing and audit trail for forensic investigations.
- # 2022 CIP budgeted items that were expended in 2023.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Street Scape Plan Implementation	\$ 500,000	\$ 100,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Street poles, Maintenance and Installation	12,000	-	15,000	15,000	15,000	15,000	15,000
Street Light LED Upgrades	-	-	60,000	-	60,000	-	-
Public Works							
Leaf Collectors	170,000	174,274	90,000	90,000	-	-	90,000
Leaf Box	13,000	9,880	13,000	13,000	26,000	13,000	26,000
Other Property Maintenance							
Repairs/Improvements	10,000	-	15,000	15,000	15,000	15,000	15,000
Cemetery							
Equipment Upgrades	10,000	10,000	-	-	-	-	-
V Box Salt Spreaders (2)	16,000	16,000	-	-	-	-	-
HVAC Replacement	-	-	15,000	-	-	-	-
Windows and Door Replacement	-	-	15,000	-	-	-	-
Fence Replacement	-	-	-	-	20,000	-	-
Dump Truck Replacement	-	-	-	-	-	80,000	-
Pick-up Truck Replacement	-	-	-	-	-	-	60,000
UTV Replacement	-	-	-	-	40,000	-	-
Zero Turn Mowers (2)	-	-	26,000	-	-	-	30,000
Total Public Works Department (General)	\$ 731,000	\$ 310,154	\$ 549,000	\$ 433,000	\$ 476,000	\$ 423,000	\$ 536,000

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

Enhancements along the main corridors of the Township will take place in 2024.

Maintenance of utility and light poles is necessary for upkeep.

Upgrading the street lights to LED lighting.

Switching to new leaf collector equipment over the next three years.

Purchase of new leaf box for new dump truck.

Repairs and improvements are needed at various Township properties.

The Cemetery office building HVAC system is over twenty years old and needs to be replaced.

Windows and doors around the Cemetery office building are showing their age with leaking, swelling and overall deterioration.

The Cemetery Department is due for mower upgrades. This upgrade occurs every four to five years.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Fleet Vehicle #	\$ -	\$ 43,300	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
Land Use Plan Update #	-	50,090	-	-	-	-	-
Permit Tracking Software	200,000	100,000	-	-	-	-	-
Total Development Services (General)	\$ 200,000	\$ 193,390	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -

2024 Notes:

A new Zoning vehicle is needed to replace an older vehicle.

2022 CIP budgeted items that were expended in 2023.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
General Government	\$ 1,778,550	\$ 1,257,104	\$ 2,046,084	\$ 1,717,445	\$ 388,147	\$ 35,000	\$ 127,696
Information Technology	80,000	110,745	155,000	135,000	40,000	220,000	60,000
Public Works	731,000	310,154	549,000	433,000	476,000	423,000	536,000
Development Services	<u>200,000</u>	<u>193,390</u>	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>50,000</u>	<u>-</u>
Grand Total General Fund	<u>\$ 2,789,550</u>	<u>\$ 1,871,393</u>	<u>\$ 2,800,084</u>	<u>\$ 2,285,445</u>	<u>\$ 904,147</u>	<u>\$ 728,000</u>	<u>\$ 723,696</u>

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Vehicles							
Marked Vehicles - Cruisers (19)	\$ -	\$ -	\$ 110,000	\$ 112,000	\$ 114,000	\$ 116,000	\$ 118,000
Unmarked Vehicles	-	-	-	-	35,000	-	-
Vehicle Equipment							
New Vehicle Equipment *	45,000	47,939	55,000	57,000	59,000	61,000	63,000
In-Car Camera Systems	23,500	-	23,500	24,000	25,000	25,000	25,000
Mobile Data Terminals	-	-	-	30,000	30,000	30,000	30,000
Radar Replacement	-	-	10,000	10,000	10,000	10,000	10,000
Building Improvements							
HVAC Unit Replacement	16,000	16,000	33,070	-	-	-	-
Substation Building Maintenance	25,000	8,285	25,000	25,000	25,000	25,000	25,000
Front Foyer, Window and Door Replacement	50,000	-	50,000	-	-	-	-
Substation First Floor Building Improvements	15,000	65,000	-	-	-	-	-
Parking Lot							
Parking Lot Resurfacing Project	50,000	-	20,000	-	-	-	-
Parking Lot Sealing & Maintenance	-	-	-	-	-	-	10,000
Facility Storage Study	20,000	20,000	-	-	-	-	-
Copier #	-	8,494	-	-	-	10,000	-
Computer Replacement	-	-	-	-	37,000	-	-
Drone	-	-	36,000	-	-	-	-
Portable Radios	42,000	41,997	-	-	-	-	-
Total Police Department	\$ 286,500	\$ 207,715	\$ 362,570	\$ 258,000	\$ 335,000	\$ 277,000	\$ 281,000

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

Washington Township has 19 marked fleet cruisers. These cruisers are typically replaced after reaching 100,000 miles. Two cruisers are slated for replacement in 2024. Vehicle equipment is replaced on an as-needed basis. This includes the upfit of new cars and light package. Replacement of in-car camera systems for new generation product line with each new vehicle purchased. Radar replacement project starts in 2024. This is to replace any radar older than 10 years at three radars per year. HVAC unit needs to be replaced and the old one removed. Each year, money is budgeted for the on-going maintenance and repair of the substation part of building. Window replacement will be moved to 2024 with lobby contraction happening in 2023. Parking lot is in need of re-serfacing. Generic pricing of new drone until vendor is chosen for all three districts to be the same.
 * Includes \$32,939 in 2022 vehicle equipment expense, paid in 2023.
 # 2022 CIP budgeted items that were expended in 2023.

2024-2028 Capital Improvement Program

Public Works Department

(Road & Bridge Fund; Special Assessment Fund; Motor Vehicle License Tax; Gasoline Tax; Permissive Tax; Fund 30 Issue II)

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Infrastructure							
Street Improvement Program *	\$ 2,000,000	\$ 2,089,769	\$ 2,200,000	\$ 2,300,000	\$ 2,400,000	\$ 2,500,000	\$ 2,600,000
Concrete Rehabilitation Program	900,000	891,126	1,000,000	1,100,000	1,100,000	1,200,000	1,300,000
Public Works Asset Management System	100,000	100,525	-	-	-	-	-
Sidewalk Repair Program **	-	49,598	50,000	50,000	50,000	50,000	50,000
Pavement Markings	100,000	80,000	-	100,000	-	100,000	-
Pavement Maintenance Program ***	50,000	129,671	100,000	50,000	50,000	50,000	50,000
General Facility Maintenance	25,000	13,440	75,000	25,000	25,000	25,000	25,000
Social Row / Paragon Road Intersection	50,000	-	50,000	250,000	-	-	-
Paragon Road Project - Phase III							
Engineering	-	-	-	-	-	100,000	-
Right-of-Way Acquisition	-	-	-	-	-	85,000	-
Construction	-	-	-	-	-	-	700,000
Washington Church Road							
Construction - Reclamation Resurfacing	500,000	-	500,000	-	-	-	-
Whipp Road							
Resurfacing #	-	150,000	-	-	-	-	-
Roadway Inventory Assessment Program	30,000	30,000	60,000	-	60,000	-	60,000
Transfer Site							
Project Particulars	50,000	-	20,000	20,000	20,000	20,000	20,000
Tree Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Storm Water Maintenance	100,000	27,025	50,000	50,000	50,000	50,000	50,000
Street Banners & Flags	20,000	7,520	20,000	20,000	20,000	20,000	20,000
Main Entry Signs	50,000	2,001	50,000	50,000	50,000	50,000	50,000
Street Signs	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Facility Storage Study	25,000	25,000	-	-	-	-	-

2024-2028 Capital Improvement Program

Public Works Department

(Road & Bridge Fund; Special Assessment Fund; Motor Vehicle License Tax; Gasoline Tax; Permissive Tax; Fund 30 Issue II)

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Parking Lot							
Parking Lot Resurfacing Project	110,000	-	45,000	45,000	45,000	-	-
Parking Lot Sealing & Maintenance	-	-	-	-	-	30,000	-
Total Public Works Infrastructure	\$ 4,155,000	\$ 3,640,675	\$ 4,265,000	\$ 4,105,000	\$ 3,915,000	\$ 4,325,000	\$ 4,970,000

2024 Notes:

The annual street improvement program includes asphalt resurfacing and concrete repairs of public streets.

This program combines the curb and sidewalk repair programs into one to repair defective concrete within the Township.

Sidewalk repair program is for repairs to Township sidewalks to benefit pedestrian mobility.

The pavement maintenance program helps maintain existing neighborhood roads from premature failure.

General building maintenance for all Public Works facilities, including Yard II.

Enhancements for the County intersection improvement at Paragon and Social Row Roads.

Washington Church Road is in need of resurfacing between Austin Blvd. and Spring Valley Roads.

Assessment program provides a pavement condition index to determine what streets are to be resurfaced. Whole Township inspection takes place every other year.

Enhancements to the transfer site on Sheehan Road will be identified.

There are many diseased trees throughout the Township that are no longer safe and need to be removed.

Storm water maintenance is designed to identify areas that can be corrected for better drainage (Rahn Road Culvert).

New banners and flags will be purchases replace the faded and torn ones.

Continuation of the street scape enhancements.

This is the replacement of older street signs with new, larger street signs.

* Includes \$341,469 paid in 2023 for 2022 street improvement program.

** Includes \$14,598 paid in 2023 for 2022 sidewalk paving program.

*** Includes \$84,671 paid in 2023 for 2022 pavement maintenance program.

2022 CIP budgeted items that were expended in 2023.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Vehicles & Equipment							
Vehicles							
Dump Trucks *	\$ 210,000	\$ 323,341	\$ 215,000	\$ 220,000	\$ 440,000	\$ 225,000	\$ 440,000
Pick-Up Trucks **	110,000	197,168	65,000	100,000	65,000	100,000	65,000
Backhoe	-	-	-	190,000	-	200,000	-
Aerial Lift Truck	125,000	-	190,000	-	-	-	-
Equipment							
Snow Plows ***	12,000	24,365	50,000	13,000	28,000	15,000	32,000
Salt Spreaders ****	12,000	23,387	12,000	13,000	26,000	14,000	28,000
Rotary Lifts	-	-	35,000	-	-	-	-
Asphalt Roller	-	-	-	55,000	-	-	-
Concrete Saw	25,000	-	-	-	30,000	-	-
Skid Steer	-	-	110,000	-	-	-	-
Small Excavation Attachment	-	-	20,000	-	-	-	-
Salt Truck Liquid Systems ^	-	40,000	30,000	-	-	-	-
Attachment for Loader	-	-	-	50,000	-	-	-
Diagnostic Equipment for Mechanics	6,000	6,000	-	-	-	-	-
Copier	10,000	10,678	-	-	-	-	-
Portable Concrete Mixer	-	-	-	20,000	-	-	-
Chipper	-	-	-	-	-	50,000	-
Traffic Attenuator	-	-	-	35,000	-	-	-
Roadside Mower / Tractor !	100,000	172,875	-	-	-	-	-
Tractor Mower Attachment	-	50,000	-	-	-	-	-
Total Public Works Vehicle & Equipment	\$ 610,000	\$ 847,814	\$ 727,000	\$ 696,000	\$ 589,000	\$ 604,000	\$ 565,000

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

- An International dump truck is scheduled to be replaced.
- One Ford pickup truck is scheduled to be ordered.
- Replacement of the aerial lift truck.
- Two snow plows will be needed for the two new dump trucks.
- A salt spreader will be needed for the new dump truck.
- Rotary Lifts - Vehicle lifts for Maintenance Department. Cost to be split with Public Works.
- The 2010 Case skidsteer is scheduled for replacement with a new planer attachment.
- An attachment is needed for the small excavator to help with catch basin repairs.
- Salt truck liquid systems are needed to improve snow and ice control operations.
- A mower attachment is needed for the new tractor mower.
- * Includes \$156,361 paid in 2023 for 2022 dump truck.
- ** Includes \$89,605 paid in 2023 for 2022 pickup truck.
- *** Includes \$12,154 paid in 2023 for 2022 snow plow.
- **** Includes \$11,130 paid in 2023 for 2022 salt spreader.
- ^ New project that was not in the 2023 CIP budget.
- ! Includes the replacement of new mower with attachment due to auto accident in late July.

2024-2028 Capital Improvement Program

Public Works Department

(Road & Bridge Fund; Special Assessment Fund; Motor Vehicle License Tax; Gasoline Tax; Permissive Tax; Fund 30 Issue II)

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Infrastructure	\$ 4,155,000	\$ 3,640,675	\$ 4,265,000	\$ 4,105,000	\$ 3,915,000	\$ 4,325,000	\$ 4,970,000
Vehicles & Equipment	<u>610,000</u>	<u>847,814</u>	<u>727,000</u>	<u>696,000</u>	<u>589,000</u>	<u>604,000</u>	<u>565,000</u>
Grand Total Public Works	<u>\$ 4,765,000</u>	<u>\$ 4,488,489</u>	<u>\$ 4,992,000</u>	<u>\$ 4,801,000</u>	<u>\$ 4,504,000</u>	<u>\$ 4,929,000</u>	<u>\$ 5,535,000</u>

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Main Cemetery Columbarium	40,000	19,750	25,000	-	25,000	-	-
Grand Total Cemetery	\$ 40,000	\$ 19,750	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -

2024 Notes:

The new columbarium being constructed is estimated to generate \$96,000 in revenue over 4- years.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Building and Park Maintenance							
EastPlex	\$ 40,000	\$ 20,367	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
WestPlex	25,000	20,244	25,000	30,000	30,000	30,000	30,000
Stoltz Building	3,000	-	3,000	3,000	3,000	3,000	-
Countryside Park	40,000	500	40,000	40,000	40,000	40,000	40,000
Town Hall Theatre	10,000	2,666	10,000	10,000	10,000	10,000	10,000
Facility Projects							
EastPlex							
LED Lighting Replacement	-	-	10,000	10,000	10,000	10,000	10,000
HVAC Replacement	25,000	-	25,000	25,000	25,000	25,000	25,000
Masonry Repairs	30,000	4,999	10,000	-	-	-	-
Fitness Equipment *	30,000	48,259	40,000	25,000	25,000	25,000	25,000
Fitness Center Renovation	1,000,000	1,276,294	-	-	-	-	-
Pool Deck Tables & Umbrellas	16,000	14,670	12,500	-	-	-	-
Pool Skylight Replaced	-	-	-	65,000	-	-	-
Pool Bleachers Replaced	-	-	-	-	213,082	-	-
Pool Fans	-	-	33,000	-	-	-	-
Pool Waterslide Refurbished	-	-	-	-	-	14,500	-
Pool Painted	-	-	-	-	-	34,500	-
West Deck Shade Structure	30,000	-	-	-	-	-	-
Full Facility Carpet Replaced	72,000	69,725	-	-	-	-	-
Girls Locker Room Renovation	-	-	214,125	-	-	-	-
Family Shower Locker Room Renovation	-	-	122,800	-	-	-	-

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
WestPlex							
LED Lighting Replacement	-	-	10,000	10,000	10,000	10,000	10,000
Video Projector Replacement - Movie Theatre	10,000	-	-	-	-	-	-
HVAC Replacement	25,000	50,000	25,000	25,000	25,000	25,000	25,000
Acoustic Panels - Dance Studio	-	-	22,000	-	-	-	-
Taekwondo Replacement Mats	10,000	10,000	-	-	-	-	-
Full Facility Carpet Replaced	-	-	-	-	105,000	-	-
Northside Roof Drainage Replacement	-	-	30,000	-	-	-	-
Fire Alarm Panel Replacement	30,000	21,175	-	-	-	-	-
Town Hall							
LED Lighting Replacement	-	-	10,000	10,000	10,000	10,000	10,000
HVAC Replacement	12,000	13,700	15,000	16,500	-	-	-
Exterior Monument Sign	-	-	12,000	-	-	-	-
Dressing Room Bathroom	-	-	-	-	-	14,000	-
Lower Level Restroom Repairs	30,000	-	-	50,000	50,000	-	-
Exterior Door Replacement - BCR ^	-	20,000	-	-	-	-	-
Stage Draperies Replacement #	-	1,174	-	13,000	-	-	-
Fire Alarm Panel Installation	-	-	50,000	-	-	-	-
Portico & Foundation Replacement	-	-	-	-	89,600	-	-

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Countryside Park							
Park Site Assessment and Master Plan #	-	6,880	-	-	-	-	-
Hillside Shelter - Engineering & Design	-	-	121,927	-	-	-	-
Hillside Shelter - Construction	-	-	967,973	-	-	-	-
Hillside Shelter Furnishings and Finishes	-	-	30,000	-	-	-	-
Gateway Plaza - Engineering & Design	-	-	139,582	-	-	-	-
Gateway Plaza - Construction	-	-	-	1,786,423	-	-	-
Central Pavilion & Great Lawn - Engineering	-	-	-	-	255,460	-	-
Central Pavilion & Great Lawn - Construction	-	-	-	-	-	2,942,131	-
A-Frame - Engineering & Design	-	-	-	27,407	-	-	-
A-Frame Redux	-	-	-	-	159,592	-	-
Woodland Lights							
Vignettes	15,000	14,908	50,000	50,000	50,000	50,000	50,000
Resealing and Restriping Parking Lot	-	-	-	-	-	-	34,500
Parking Lot Lighting - RecPlex East	20,000	-	-	21,200	-	-	-
Parking Lot Replacement	-	-	-	500,000	-	-	-
Vehicle Replacement							
Public Transport - Enrichment (Mini Buses -2)	-	-	-	-	-	168,000	-
Public Transport - Maintenance	-	-	68,000	-	72,100	-	-
Information Systems							
Copier Replacement	15,000	18,916	-	-	-	-	25,000
Computer Replacement	-	-	-	-	-	58,658	-
Payback of General Advances	50,000	50,000	-	550,000	550,000	550,000	550,000
Total Recreation Department	<u>\$ 1,538,000</u>	<u>\$ 1,664,477</u>	<u>\$ 2,136,907</u>	<u>\$ 3,317,530</u>	<u>\$ 1,782,834</u>	<u>\$ 4,069,789</u>	<u>\$ 894,500</u>

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
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2024 Notes:

Building Maintenance

- Repairs for building maintenance at RecPlex East, including general repairs, plumbing, electrical and painting.
- Repairs for building maintenance at RecPlex West, including general repairs, plumbing, electrical and painting.
- Repairs for building maintenance at Stoltz Building, including general repairs, plumbing, electrical and painting.
- Repairs for building and grounds maintenance in Countryside Park including general repairs, plumbing, electrical and painting.
- Repairs for building maintenance at Town Hall, including general repairs, plumbing, electrical and painting.

Facility Projects

- RecPlex East - Planned ongoing conversion to LED lighting.
- RecPlex East - Ongoing HVAC equipment replacement program (anticipated).
- RecPlex East - Tuck-pointing and masonry repairs to south side of building.
- RecPlex East - Scheduled replacement/upgrades to fitness center equipment.
- RecPlex East - Purchase of additional pool deck tables and umbrillas.
- RecPlex East - Aquatics Center installation of circulation fans.
- RecPlex East - Girls locker room remodel
- RecPlex East - Family shower room conversion, Aquatics Wing.
- RecPlex West - Planned ongoing conversion to LED lighting.
- RecPlex West - Ongoing HVAC equipment replacement program (anticipated).
- RecPlex West - Acoustic panel installation in the fitness studio.
- RecPlex West - Downspout drainage replacement project, north side of building.
- Town Hall - Planned ongoing conversion to LED theatrical lighting.
- Town Hall - Ongoing HVAC equipment replacement program (anticipated) - Annex Area, units are 27 years old.
- Town Hall - Installation of an exterior monument sign.
- Town Hall - Replacement / installation of new fire alarm panel.
- Countryside Park - Construction of the new Hillside Shelterhouse.
- Countryside Park - Furnishings and finishing related to the new Hillside Shelterhouse.

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Woodland Lights Woodland Lights vignettes; additional inventory for planned expansion over 5 years.							
Parking Lots Nothing planned in 2024							
Vehicle Replacement Replacement of maintenance pickup truck (2009).							
Information Systems No capital investments planned in 2024.							
Payback of General Advances * Includes \$18,817 paid in 2023, carryover from 2022 CIP Project. # 2022 CIP budgeted items that were expended in 2023. ^ New project that was not in the 2023 CIP budget.							

2024-2028 Capital Improvement Program

Recreation Department (Recreation Fund)

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Building and Park Maintenance	\$ 118,000	\$ 43,777	\$ 118,000	\$ 133,000	\$ 133,000	\$ 133,000	\$ 130,000
EastPlex Facility	1,203,000	1,413,947	467,425	125,000	273,082	109,000	60,000
WestPlex Facility	75,000	81,175	87,000	35,000	140,000	35,000	35,000
Town Hall Facility	42,000	34,874	87,000	89,500	149,600	24,000	10,000
Countryside Park	-	6,880	1,259,482	1,813,830	415,052	2,942,131	-
Woodland Lights	15,000	14,908	50,000	50,000	50,000	50,000	50,000
Stoltz Building	-	-	-	-	-	-	-
Recreation Complex	20,000	-	-	521,200	-	-	34,500
Vehicle Replacement	-	-	68,000	-	72,100	168,000	-
Information Systems	15,000	18,916	-	-	-	58,658	25,000
Payback of General Advances	50,000	50,000	-	550,000	550,000	550,000	550,000
Grand Total Recreation Department	<u>\$ 1,538,000</u>	<u>\$ 1,664,477</u>	<u>\$ 2,136,907</u>	<u>\$ 3,317,530</u>	<u>\$ 1,782,834</u>	<u>\$ 4,069,789</u>	<u>\$ 894,500</u>

Project/Purchase	2023 Budget	2023 Estimated	2024	2025	2026	2027	2028
Recreation							
Facility Projects							
RecPlex East							
Fitness Studio Patio	-	-	-	-	31,298	-	-
Unisex Shower Room - Guard Room Conversion	-	-	150,000	-	-	-	-
Atrium Skylight Replacement	-	-	-	72,000	-	-	-
RecPlex West							
Main Gym Storage Area	-	-	432,000	-	-	-	-
RecPlex Addition	-	-	-	-	-	-	9,183,776
Town Hall	-	-	-	-	-	-	-
Countryside Park							
Central Shelter and Great Lawn	-	-	-	-	-	500,000	-
Mindfulness Trail (Advance)	-	-	-	-	-	-	345,935
Log Cabin Garden Trail	-	-	-	-	-	-	856,935
Maintenance Building and Train Depot	-	-	-	-	-	-	3,996,861
Bass Lake Three Season Shelterhouse	-	-	-	-	-	-	2,050,260
Asphalt Trail Loop Improvements	-	-	-	-	-	-	500,782
Stoltz Building	-	-	-	-	-	-	-
Woodland Lights	-	-	-	-	-	-	-
Parking Lot	-	-	-	-	-	-	-
Total Unfunded Projects	\$ -	\$ -	\$ 582,000	\$ 72,000	\$ 31,298	\$ 500,000	\$ 16,934,549

Note: These dollar amounts are not reflected in the worksheets on pages 9 thru 14.

2024-2028 Financial Plan Staffing Assessment

This plan is intended to address the full time employee needs of Washington Township. To be able to provide excellent service to our residents, we must continue to pay close attention to our staffing needs. Personnel costs are a major component of every budget. Experience shows personnel related costs increase faster than any other budget area. As these expenditures rise, our ability to meet capital and operating needs diminish. Even with no staffing increases, personnel costs tend to rise faster than our revenue sources.

The funded and unfunded full time staff positions are outlined below. The unfunded staff positions, if any, are not reflected in the financial projections on pages 9-14. Instead, the elected officials will have to evaluate the need for these positions in light of the ability to pay for them.

Each time we add staff positions, we fully evaluate all alternatives such as contracting out, the use of temporary or part-time personnel, and job sharing.

Staffing includes all full-time and part-time positions. Currently, there are approximately 320 employees working for Washington Township, of which 135 are employed full time.

Fire Department

The fire department plans to add six full-time firefighters in 2024. The hope is to improve call reliability at one of the fire stations currently employing a jump company. This financial plan also projects six additional firefighters to be hired in 2026 for the same purpose.

Government Center

Washington Township plans to hire two part-time positions in 2024. One is a part-time position for the human resources department and the other is an intern for the information technology department.

2024-2028 Financial Plan Staffing Assessment

Public Works Department

The Township plans to add two new Server Worker I positions in 2025.

Police

The Township plans to add a secretary/receptionist position in 2024 to staff the renovated entrance to police headquarters.

Recreation

No new positions are shown in this Financial Plan.

Development Services

No new positions are shown in this Financial Plan.

Department	2024	2025	2026	2027	2028
Fire	6		6		
Development Services					
General					
Police	1 Secretary				
Public Works		2 Service Worker I			
Rec					
Total:	7 Positions	2 Positions	6 Positions	0 Positions	0 Positions

Note: These positions are reflected in the worksheets on pages 9 thru 14.

Department	2024	2025	2026	2027	2028
Fire					
Development Services					
General					
Police					
Public Works					
Rec					
Total:	0 Positions	0 Positions	0 Positions	0 Positions	0 Positions

Note: These positions are not reflected in the worksheets on pages 9 thru 14.