



CITY OF ERLANGER

ANNUAL OPERATING BUDGET

FISCAL YEAR 2022 - 2023



Be a part of what's next!

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BUDGET OVERVIEW

EXECUTIVE SUMMARY OF THE BUDGET

To: Erlanger City Council
From: Jessica Fette, Mayor
Date: 5/13/2022
Subject: Executive Summary of the 2023 Budget

On behalf of City staff, I am pleased to present the Mayor's recommended Fiscal Year 2023 (FY23) Budget.

After nearly two years of dealing with the human and economic effects of the COVID-19 pandemic, our community and City workforce has been resilient, and our commitment to the services this community expects is steadfast. Even in these challenging times, we need to invest in our community's future. This budget 1.) funds major capital expenses, such as the new Public Works facility 2.) includes capital funding for renewed infrastructure, such as our city street programs and city parks 3.) establishes competitive compensation to retain and attract the best and brightest workforce to serve you.

Revenue Outlook

Preparing a budget for a full-service city always has its share of unknown variables. Doing so following a two-year pandemic elevates the task to a new level of uncertainty. The FY 2023 budget was developed in the context of a recovering COVID-19 economy along with the 2nd tranche of federal funds, the Federal ARPA money. We are confident that the City's core tax base of insurance premiums, real estate, personal property, and occupational taxes has been sound over the past few fiscal years. This has proven to be true even during the pandemic.

- No tax reductions were budgeted for FY 23.
- Property tax revenue was estimated at \$4,329,869. This takes into account the new park fund. The City will not create a new tax levy, instead twelve percent (12%) of real estate revenue will be allocated to the Park Improvement Fund.
- Insurance Premium Tax was estimated at \$4,162,771. This projection was based on actual FY 21 and FY 22 collections.
 - Payroll Taxes and Occupational Licenses Fees combined estimate a 6% increase from the FY 22 budget. Payroll Taxes and Occupational Licenses account for approximately 29-30% of the General Fund revenues.

City Wide Summary of Expenses

As the American economy recovers from the COVID-19 pandemic, declines in employment in local government threaten the delivery of crucial services. The great resignation fueled by higher pay and a tight labor market has been a challenge for the City. We have struggled with recruitment and employee retention due to neighboring cities offering higher wages.

The City of Erlanger employees are the City's most important assets. Over the last two years we have had 27% employee turnover within our departments. In order to be successful in keeping our quality employees, we must be competitive in salaries.

- The COLA increase from January 2022 was 5.9%, the highest bump in 40 years.
- Each department was asked to closely look at its current compensation philosophy and to adjust based on performance. The average overall increase was 8%.
- Total city-wide payroll for FY 2023 accounts for an increase of \$576,567 compared to FY 2022.
- The CERS rates for hazardous employees increased from 44.33% to 49.59% for FY 23. For nonhazardous employees, the rate decreased from 26.95% in FY 22 to 26.79% for FY 23. Total City CERS costs are \$3,449,942. This is an increase of \$492,865 from FY 22.
- Health and Dental costs were budgeted by using FY 21 and FY 22 actuals.

General Government

- The General Government Department has reduced the total department budget by \$111,572.
 - Professional services reduced by \$37,796.
 - The City is now utilizing marketing sub-contractor, Jessica White instead of the marketing consulting firm Strategic Advisers. This change has saved the city \$33,000.
 - HR budget reduced by \$12,850. This includes a more actual estimate. Expenses such as business health, employment testing, employee assistance program and health insurance broker – Sherrill Morgan are all included in the professional services category.
 - Recruitment and retention decreased by \$18,550.
 - This is due to the economic development grants. These grants include: small business grant, demo/revitalization grant and the newest program - Commonwealth Area Professional District (CAP).
 - Business Relief- COVID reduced by \$30,000.
 - This program was not included in the FY 2023 budget.

CTI Department Expenses

- The CTI Department has increased the total department budget by \$13,204.
 - Previously, CTI had one full time employee. This position has been moved to the General Government Department (FY 2022).
 - Contractual services increased.
 - Due to the increase in ransomware and cyber-attacks becoming more prevalent, we are increasing our anti-virus protection and monitoring. This is an increase of \$6,000.
 - Equipment has increased by \$10,000.
 - This amount is for miscellaneous hardware replacements.

Police Department

- The Police Department has increased the total department budget by \$706,369. 90% of the police department's budget is salary/benefits.
 - Vehicle maintenance increased by \$10,000. Every year, the City faces rising costs in various items. This coming year we are seeing cost increases within the automotive industry.
 - Service agreements increased by \$9,001. This is due to the Accurint investigative software increasing by \$2,900 and FARO laser scanners agreements for \$6,600.
 - Other contractual services increased by \$45,425. This increase is due to the upgraded body camera system. The previous body cameras had reached the end of their life cycle. This system includes new technology. There is a sensor on the firearms that triggers the cameras in the event of an officer involved shooting.
 - Uniforms and clothing increased by \$5,000. Last budget year this was reduced, however \$30,000 is a more realistic amount reviewing the historical costs over the last three years.
 - Technical supplies decreased \$8,156.
 - Motor fuel increased from \$60,000 last year's budget to \$150,000. We estimate that in the current year budget (FY 22), we will spend around \$142,000. This is due to the price increase per gallon of gas.

Fire Department

- The Fire Department budget increased by \$502,561. Like the Police Department, 90% of the Fire Department's budget is salary/benefits.
 - Recruitment and retention increased by \$15,000 due to implementing an internship program to increase the pool of candidates in the fire industry and assist with recruitment to the Erlanger's Fire Department. Two of our recent new hires have been a part of neighboring fire departments internships programs.
 - Technical supplies increased \$3,690.
 - EMS supplies increased due to vendor prices and COVID.
 - Motor fuel increased by \$14,000 due to the increase of gas per gallon.
- The Fire Department increased the grant expense by \$63,541. This is a reimbursable grant for extrication equipment. Erlanger is responsible for 5% of this cost.

Public Works

- The Public Works Department budget had the following changes for FY 23. The total increase is \$298,978.
 - Professional services increased by \$27,500.
 - This is due to the department purchasing infrastructure software for \$25,000. This software has 4 modules to help the department track work orders, street pavement index, vehicle/equipment maintenance, and resident complaints.
 - \$5,000 is allocated for engineering costs for mandatory bridge inspections.
 - Building Maintenance increased by \$8,700. This item was reduced over the last two years due to COVID concerns. However, FY 23 represents a more realistic amount, especially considering inflation costs.
 - Bridge beautification, for the Dixie Highway Railroad Bridge overpass, is a place holder of \$238,250. Due to the timing of the bridge beautification project, we are unsure how much will be completed in FY 2022. Therefore, a \$238,250 placeholder will be needed in FY 23.

- Technical supplies increased by \$51,000. This is due to the winter salt amount being reduced in the FY 22 budget. \$85,000 is a more realistic amount, based on our analysis. Also, general supplies have increased by \$2,000. This is driven by inflation costs.
- Equipment increased by \$8,000. This is due to the department purchasing a new 36' X-mark mower, 30" mower, and a sewing machine for the sign shop.

Capital Fund

- Police Department
 - 4 Radar units for police vehicles
 - 4 Police vehicles
- Fire Department
 - Vehicle 75 and 79
 - Utility truck 71. This was budgeted in FY 22, however due to various disruptions to the supply chain and automotive sector, this vehicle was not able to be purchased in FY 22. Therefore, it is included in FY 23.
 - 1 LUCAS device. The LUCAS machine is an easy to use, mechanical chest compression device that helps lifesaving teams deliver high quality, consistent chest compressions to cardiac arrest patients.
 - Ambulance 65 remount.
- Public Works
 - Truck for a cost of \$80,000.
 - Montgomery Drive Public Works Facility totaling \$3,500,000
 - Infrastructure street improvements for a cost of \$2,500,000 (MARF and Capital).
 - Sidewalk replacement for \$200,000.
 - Brightleaf/Narrows \$17,805
 - Dolwick Sidewalk \$1,408,297

Park Improvement Fund

The Park Improvement Fund is a new fund for FY 2023. Council approved creating the Park Improvement Fund in September 2021 when the property tax rates were established. The goal of the Park Improvement Fund is to provide clean, well maintained, inviting, usable public parks for the enjoyment of all residents and visitors. The funding method for this fund is to allocate twelve percent (12%) of the real estate tax revenue. For FY 2023, the City will spend \$550,000 on the parks located in Erlanger.

Seizure Fund

The Seizure Fund decreased by \$17,225. This fund is from the Police Department utilizing the drug seizure money for one-time purchases outside of operational costs. The details of this fund have been provided in the budget document.

Employee Health Fund

The Employee Health Fund budget will remain at \$2,200,000. Medical claims have been increasing each year. FY 21 actual costs were \$1,554,640. Currently, we are estimating FY 22 medical claims to be around \$1,700,000 with our current year to date actuals.

The City is fortunate to be self-insured. We monitor these expenses and determine where plan changes need to be made. However, medical claims are difficult to project due to the timing and process of the medical providers and insurance companies.

In this budget, we look to our post-pandemic developments and investments to carry us forward and shape Erlanger's future. I am grateful to continue working with our committed and dedicated employees as well as our community to meet their needs and envision what is next. I look forward to further discussions about the proposed FY 2023 budget at the May 17th Caucus Meeting.

Jessica Fette
Mayor
City of Erlanger

DISCLOSURE

The Budget Overview: Executive Summary of the Budget and the graphic on the following page reflect the Proposed Budget amounts. The budget amounts displayed throughout this document after page 7 reflect the Approved Budget amounts and the City of Erlanger's Adopted Budget effective as of 7/1/2022. These do not include any budget amendments since the adoption on 7/1/2022. Amounts displayed in this document are subject to change after our FY 2022 audit is completed or if budget amendments are approved.



The City of Erlanger


Proposed FY 2023 Budget

\$ 19.1M Budget
7.8% increase
over FY 2022

Tax rates remain unchanged

WHAT'S NEW?
PARK IMPROVEMENT FUND

- 12% of real estate revenues (approx. \$500K)
- Goals include: provide clean, well-maintained, inviting, usable and safe public parks
- 12 Erlanger Parks
 - › **CRUCIAL** to quality of life
 - › Physical and mental **HEALTH BENEFITS**
 - › Proved to be an essential part of how people **COPE & RECOVER** from crisis



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REVENUE HIGHLIGHTS

- General Fund revenues at **\$19.4M**
- **3.7% GROWTH** in Real Estate Assessments
- **6% GROWTH** in Payroll/Occupational Revenue
- **\$4.8M ARPA** money
 - \$2.4M IN FY22
 - \$2.4M IN FY23





CORE REVENUES ARE STRONG:

- › Insurance premium tax
- › Payroll taxes
- › Occupational license fees
- › Property taxes

EXPENDITURE HIGHLIGHTS

- **Investing in the community's future**
 - The City's most **IMPORTANT** assets are the **EMPLOYEES**
 - **78%** of the General Fund is payroll/benefits
 - FY2023 focuses on the commitment to the workforce
 - **8% AVERAGE SALARY INCREASE** to keep our salaries competitive and retain employees
- **Decline in workforce threatens critical city services**
 - The City has struggled with employees leaving for higher wages from neighboring cities
 - **27% EMPLOYEE TURNOVER** in last two years
 - Costs more to replace employees
- **\$2.5M for city streets**
- **\$3.5M for Public Works Facility**
 - Facility Condition Assessment in 2020
 - Current space has deteriorated:
 - › Health and safety issues
 - › Critical need, top priority



STRATEGIC PLAN

STRATEGIC PLAN: BE A PART OF WHAT'S NEXT

Erlanger strives to be a great place to work, live and play. The City of Erlanger is at the heart of the Greater Cincinnati-Northern Kentucky metropolitan region. We are located at the juncture of two interstate highways, I-71/75 and I-275. In addition, we are five minutes away from the Cincinnati-Northern Kentucky International Airport, which is one of the busiest and most highly rated airports in the United States. The location of our city plays a large factor in our economic development and our overall financial management.

Regular Council Meetings and Council Caucus Meetings each occur once a month. These meetings are where our City Management consult, deliberate and make decisions for the City of Erlanger. Discussions establish City needs, address City concerns and include current City project updates. In addition, Leadership meetings are held once a month with Department Heads and City Management to discuss the operations of their department – what is working well and what isn't. The most important topic of discussion at these meetings are the City's areas of concern – where they are struggling, what needs improvement and how can we help.

To develop this Strategic Plan, City Management explored and examined areas that not only **address the City's areas of concern, but also have the maximum benefit to the residents, businesses and employees, as well as the City's short- and long-term fiscal health**. It was determined that this plan should align with the most current priorities and annual budget process.

Our goals are specific, measurable, achievable, relevant and time-bound. Our Strategic Plan **demonstrates our priorities and ensures accountability** for accomplishing these goals as well as the required resources to implement them.

The City of Erlanger has established these top priorities where significant resources are to be allocated:

- 1. Stimulate economic opportunities for existing and emerging business and promote job growth within our City.**

Erlanger's location and close proximity to several cities and neighboring states demonstrates that we face high competition to attract and house businesses within our city's limits. Erlanger strives to promote competitive incentives to keep Erlanger desirable. Not only do we want our businesses to stay, we want them to thrive. Erlanger offers various opportunities to stimulate and develop our economy. The details, eligibility requirements and applications to these opportunities can be found on our website.

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
Promote job opportunities and relieve unemployment.	Erlanger will implement and promote the Erlanger Development Growth and Employment (EDGE) Incentive . Businesses who qualify must meet one of the following objectives: increase future revenue or job creation, decrease blight, increase property tax values or improve a previously documented environmental hazard. In return to qualifying businesses who strengthen our City's economy with a payroll between \$750K and \$20M, the City of Erlanger will reimburse up to one-third (33.33%) of the annual total city occupational license fee (1.5%). Qualifying businesses with a payroll exceeding \$20M are eligible for an incentive of up to two-thirds (66.66%). The term of the incentive pay may be up to 10 annual periods. This incentive has proven to be essential to our city's economic development.
Support small businesses to either remain or relocate in our city.	Erlanger will implement and promote the Legacy Incentive Grant , an economic incentive and grant for small businesses, to make capital improvements to commercial buildings within our city. This grant will allow qualifying City of Erlanger businesses to complete much needed upgrades to their buildings and bring new life to their interior and exterior spaces.
Beautify the city's residential and commercial properties by eliminating any abandoned and blighted real estate.	Erlanger will implement and promote the Demo Revitalization Grant for qualified owners of real property to demolish abandoned and blighted real estate. The demolition of these properties must meet one of the following objectives: increase future revenue and stimulate job creation, decrease blight or increase property tax values.
Develop the Commonwealth Avenue area from Residential to Office to promote job creation and capital improvements.	Erlanger will implement and promote the Commonwealth Area Professional District Capital Improvement (CAP) Incentive and Grant . This program will encourage and promote business growth on Commonwealth Avenue, specifically those buildings located in the Residential to Office Conversion Zone and the Mixed-Use Zone. This program encourages the creation of job opportunities and capital improvements along the Commonwealth Avenue area.



2. Grow revenues without increasing taxes.

It's no surprise that city revenues and tax rates have a unique relationship. If a city needs to increase revenue, it's not as simple as just raising taxes. If tax rates increase, the general effect is that taxpayers, both individuals and businesses, perceive a decrease in the net benefits of working in that city, and either may work less or move elsewhere. This specific strategic goal is a living, breathing challenge and objective. As our City Management works to actually reduce taxes, Erlanger's Finance Department has actively brainstormed and pursued new or overlooked revenue streams. Some ideas developed in rethinking our revenue are experimental from a city's traditional perspective. Combined with the incentives listed above in goal #1, to stimulate growth and development (and ultimately new revenue) within our city, we have established and considered the following additional objectives:

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
<p>Ensure our local businesses are operating properly with our city ordinances, this includes paying appropriate taxes.</p>	<p>Erlanger's Finance Department will monitor and update our City's master business listing annually. We actively drive around our city observing businesses and monitor new business openings on social media outlets. In addition, the Finance Department completes monthly audits of occupational license and payroll collections in Kenton County's COLT system. Kenton County collects payroll and occupational taxes on behalf of Erlanger. We strive to ensure our businesses are properly operating with our ordinances and will enforce fines and back-tax payments in necessary situations.</p>

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
Reap the benefits out of payment rewards.	Erlanger's Finance Department will explore different payment rewards programs . Why not earn additional revenue by simply paying your monthly bills? Other local cities have already implemented these programs. We will network and complete a trial run to see what works best for our city and generates strong revenue.
Offer the best services, equipment and infrastructure to our community, therefore, outside funding resources will be considered.	Erlanger will continue to apply for grants . Erlanger's Police and Fire/EMS Departments receive grants to provide the best for our city. In addition to the grants mentioned below in goal #3, the PD applies for one-time awards to assist with their departmental needs (i.e., ballistic vests, K-9s and Government Campus security cameras). The FD receives federal revenue for their EMS runs, but they also apply for one-time awards when needed (i.e., Lucas devices and hydraulic-extrication rescue tool aka "jaws of life").

3. Improve transportation infrastructure, warrant safe travel – especially where there is high traffic volume – and promote a safe and educated community and region.

Erlanger's location and close proximity to several interstates and other transportation methods, as well as larger cities and neighboring states attests that – in addition to high traffic volume - we are susceptible to drug trafficking, drug-motivated crimes and overdose deaths within our local communities. Erlanger strives to keep our streets and local region safe from drug related activity, aggressive driving and traffic accidents/deaths.

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
Partner with other agencies to participate in Highway Safety Grants to benefit the citizens of Erlanger and the Northern Kentucky Region by preventing dangerous driving to reduce the traffic accidents/deaths in our area.	Erlanger Police Department will continue to participate in the Erlanger/Elsmere Highway Grant and the I-75 Corridor Highway Safety Grant . These grants are funded by the National Highway Traffic Safety Administration (NHTSA) and the Kentucky Office of Highway Safety. The purpose of these grants is to have officers watching the roads for moving violations; reckless, drunk and/or distracted driving, speeding, etc. to warrant safe travel. These grants have proven successful in harboring safer travel in our local communities.

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
<p>Participate in the Drug Recognition Enforcement Grant to benefit the citizens of Erlanger and the Northern Kentucky Region by preventing drug related activity in our city and surrounding tri-state.</p>	<p>Erlanger Police Department will continue to participate in the Drug Recognition Enforcement Grant. This grant is funded by NHTSA and Kentucky Office of Highway Safety. This grant provides the resources for our Erlanger Drug Recognition Experts to investigate several local and federal cases throughout the year and has benefitted our city in many ways.</p>
<p>Operate a K-9 Unit for an added layer of protection to both our officers, the citizens of Erlanger and the Northern Kentucky Region.</p>	<p>K-9 Units are proven to enhance security both by detecting crime or controlled substances and/or persons and their deterrent effect on crime. Erlanger will keep our K-9 Unit strong, properly trained and utilized. Our canines are trained for dual purpose narcotics detection as well as tracking.</p>
<p>Promote a healthy and safe environment in our local communities by participating in the Northern Kentucky Drug Strike Force (NKDSF).</p>	<p>Erlanger Police Department will continue to participate in the NKDSF and aggressively investigate drug traffickers, attend trainings and seek educational resources to reduce the drug activity in the Northern Kentucky Region, ultimately making Northern Kentucky a safer community as a whole.</p>
<p>Provide safe and well-maintained roads throughout our city and continue to participate in the Municipal Aid Road/LGEA Fund (MARF) to assist us with these expenses.</p>	<p>The MARF is assistance from the state for road improvements and snow removal. Erlanger will continue to utilize this program. Erlanger Public Works Department has a Three-Year Street Improvement Schedule to reconstruct, repair and replace necessary streets in our city. Our Public Works Department also keeps our streets safe in the winter with salt trucks and snow plows for safer travel.</p>

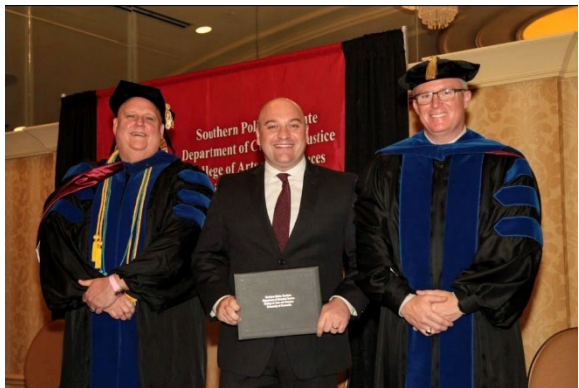


4. Foster sustained fiscal health for the City and enhance the quality of life for community partners, residents and employees of Erlanger.

Erlanger strives to keep our city informed, educated, inspired, healthy, happy and growing. Our City Management takes pride in our community and fights to remain current, competitive and exemplary. Erlanger is committed to excellence and aims to provide a safe and welcoming environment where people choose to not only live and work, but become enthusiastically engaged with our City.

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
<p>Increase community engagement and outreach and provide ample education and training opportunities to enhance the community.</p>	<p>Community engagement and outreach encompasses an array of approaches. Erlanger will continue to maintain community partnerships and staff Public Information and School Resource Officers. Erlanger will continue to host several recreation events throughout various locations in our city and gauge the interests and needs of the residents. The Police Social Worker Program is dedicated to the development, practice and enhancement of social services provided within police department settings. Our Fire/EMS Department provides several Fire, Health and Safety Programs and Classes to accommodate any need. These topics include, but are not limited to, CPR, first aid, blood borne pathogens, fire prevention, extinguisher usage, child passenger safety and automated external defibrillator (AED) certification.</p>
<p>Offer the best services, equipment and infrastructure to our community.</p>	<p>Erlanger wants our available community spaces and services to reach their highest potential. Erlanger will continue develop and implement a Parks Master Plan and City Beautification Projects to improve and inspire our community. Capital Improvement Planning allows our city to manage overall city improvements and large capital projects. This includes, but is not limited to, sidewalks for community walk-ability, necessary fleet replacements and essential equipment and gear for all city departments. In addition, we will utilize our Codes Enforcement, which is responsible for preserving and enhancing the safety, appearance and economic stability of our community.</p>

ERLANGER'S PRIORITY	ERLANGER'S STRATEGY
Explore the feasibility of a new recreation center.	Explore the need and location for a recreation center . Besides our department buildings, the city does not offer an indoor center for our residents to enjoy. Erlanger will quantify capital and operation costs and determine if this is how city funds should be spent.
Support employee development, cultivate leadership and attract and retain talented employees.	The future of our city's health resides in the power of our city's officials and staff. We want the best for our city, and subsequently, our employees. Erlanger encourages employees to attend various training opportunities, conferences and offers tuition reimbursement to further employees' knowledge and education. Erlanger will remain competitive in pay and benefits to secure the best employees and harvest our city's future prosperity.



PRIORITIES & ISSUES

PRIORITIES AND ISSUES – SHORT & LONG TERM

Our Strategic Plan demonstrates the City’s top priorities and goals. The City of Erlanger is mindful on managing current year expenditures and continuously looking for ways to operate our departments more efficiently and effectively. In addition, the City strives to remain financially sound in the long-term. The City needs to substantiate the resources to provide the services expected by the residents and to maintain all city infrastructure and property. While it is critical to determine priorities and goals in financial planning, **it is of the utmost importance to consider, identify and address the issues and obstacles that challenge our efforts.** Our city officials are aware of the following short-term and long-term challenges:

INFLATION & RETENTION

Every year, the City faces the rising costs of various types of insurance, state mandated retirement contributions, motor fuel and utility costs. Personnel costs account for approximately 80% of the general fund; therefore, competitive salaries and benefits, annual Cost of Living Adjustments (COLA) and County Employees Retirement System (CERS) increases substantially influence our budget. We have struggled with employee turnover within our departments. To be successful in keeping our quality employees, we must be competitive in salary and benefits. There has also been increases in health care and dental costs. Since the City is self-insured, we monitor these expenses and determine where plan changes need to be made.



WE ARE HIRING
FIREFIGHTER/PARAMEDIC
FIREFIGHTER/EMT

SALARY AND BENEFITS PACKAGE

- Firefighter/Paramedic \$48,917 - \$65,000 (Based on qualifications)
- Firefighter/EMT \$41,222 - \$57,500 (Based on qualifications)
- Kentucky Hazardous Duty Retirement \$5000
- 100% paid Medical/Dental/Vision
- Vacation and Personal Time Off
- Holiday Pay
- Short and Long Term Disability
- 48 hours of paid outside training opportunities

COVID-19

All of the effects of the COVID-19 pandemic are still unfolding since the onset in 2020. While the City of Erlanger remains in good health, the changes in how Americans work in response to the pandemic could have long-lasting implications on tax revenues in cities. The pandemic has shown that it’s possible, and maybe even preferable, for many employees to work from home. Allowing employees to work from home may hinder economic development as companies may no longer desire a large office space – meaning a decrease in payroll revenue. Many cities rely on those who work there – but do not live there – for revenue.

Fortunately, our size, location and proximity to major highways and interstates allows for a strong employment, industrial, office and retail base. Erlanger’s attraction for businesses and our different economic development incentives will help combat the potential revenue loss from COVID-19. This is essential given that our core revenue streams are payroll, occupational and insurance fees and property taxes. Overall, the COVID-19 pandemic allowed our city officials to reflect on our operations and rethink our revenue sources because we want to remain viable when the next economic downturn occurs.

SUPPLY & DEMAND

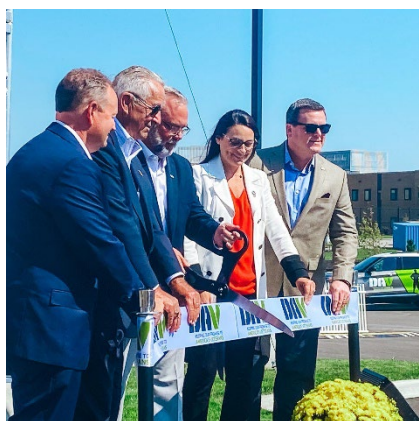


Since the outbreak of the COVID-19 pandemic, several industries have struggled with various disruptions to the supply chain. The automotive sector was hit hard. The current and continuous supply issues in the automotive industry reduced our ability to purchase needed vehicles in our Capital Fund. While the future is still uncertain, these delays in capital purchases effect our budget and future capital purchases. When budgeting these larger expenses, the City has a long-term plan for fleet replacements to avoid excessively large expenditures within one fiscal year. The further we face delays in purchasing needed vehicles, the longer older vehicles remain in the field and the higher our maintenance costs.

Another industry with a disruption in the supply chain, that was brought to light during the COVID-19 pandemic, was the personal protective equipment (PPE). PPE costs skyrocketed during the pandemic, causing all departments, especially our Fire/EMS Department to spend significant funds on indispensable equipment. These costs have since deflated after the peak of the pandemic, but the supply chain disruptions have proven to be paramount for our economy. The City of Erlanger strives to be able to sustain future disruptions and ensure our city's fiscal health through our strategic planning and polices.

ECONOMIC FACTORS

A large issue our city faces is the economic development and drive of our surrounding cities. The Amazon Prime Air Hub is fully operational near the Cincinnati/Northern Kentucky International Airport in Boone County. This development will challenge our employment base and impact our traffic flow. Amazon previously leased warehouse space in Erlanger, but have since moved out – creating a noticeable loss in our payroll revenues. With a strong Economic Development drive, we can be proactive in minimizing the negative impacts and stimulating growth in our city simultaneously. We need to be able to maintain and provide core services to continually attract and retain businesses – and combat the annual increases in inflation.



Erlanger welcomed Disabled American Veterans National Headquarters in July of 2021. This photo is from their grand opening with Mayor, Jessica Fette.

LIST OF PRINCIPAL OFFICIALS

LIST OF PRINCIPAL OFFICIALS AS OF 6/30/2022

Mayor

Jessica Fette

Council Members

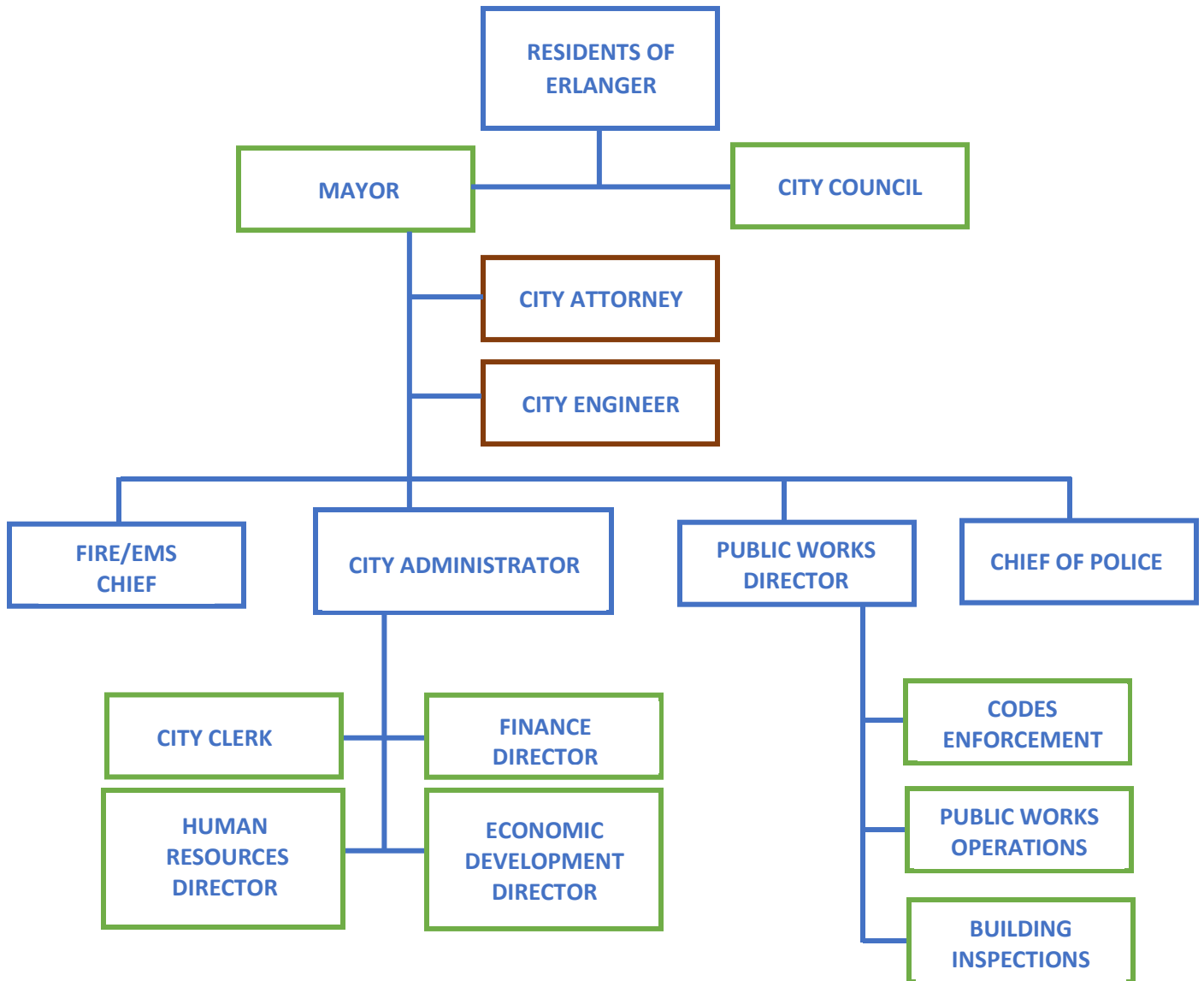
Tom Cahill
Steven Doan
Ryan Elmore
Tyson Hermes
Jennifer Jasper-Lucas
Stephen Knipper
Vicki Kyle
Gary Meyer
Diana Niceley
Rebecca Reckers
Don Skidmore
Renee Skidmore

Staff

City Attorney – Jack Gatlin
City Engineer – James H. Viox, III
City Administrator – TBD
City Clerk – Sherry Hoffman
Finance Director – Kara Kramer
Chief of Police – Kyle Rader
Fire/EMS Chief – Randy Godsey
Economic Development Director – Emi Randall
Public Works Director – Peter Glenn
Human Resources Director – Ed Bailey

ORGANIZATIONAL CHART

CITY-WIDE ORGANIZATIONAL CHART



GENERAL INFORMATION

THE CITY OF ERLANGER

Erlanger has everything you need, whether you are a resident, business owner or visitor! Our mission is:

Performing collectively to provide exemplary services for our community with integrity and pride.



HISTORY

There are a few significant settlers in the history of the development of the City of Erlanger. Various stories have Bartlett Graves in the area which became Erlanger as early as 1802, but Graves first paid taxes on land in present day Erlanger in 1808. Graves finished a large colonial home on what is now Commonwealth Avenue – a frequently traveled road in our City as it connects to the interstate. Graves was later joined in the area by Major William Thornton Timberlake. Over the years, Timberlake continued to acquire adjoining property until he owned most of the land between present-day Hallam Avenue and Garvey Avenue in Elsmere.

Graves and Timberlake became the leading citizens of the area. They were influential in the establishment of the Covington-Lexington Turnpike and their families were key players in the building of the railroad. A large-scale settlement occurred after the Covington-Lexington turnpike was chartered in 1829. The small community became known as Timberlake and was very rural and agriculturally driven.

Timberlake, along with the rest of Northern Kentucky escaped the Civil War relatively unscathed. As a result, the economic base did not require reconstruction. Once the Suspension Bridge from Cincinnati to Covington was completed, Northern Kentucky enjoyed an economic boom: increasing land prices, new businesses being established and old businesses prospering.

THE RAILROAD

With the end of the Civil War, the Northern Communities were looking for a way to enter the Southern Markets. February 12, 1874 was one of the most important days in Erlanger History as the trustees of the Cincinnati Southern Railroad announced they would build a bridge over the Ohio River and go from Ludlow to Florence. This route included a challenging steep grade from Ludlow. The steam engines which powered the trains needed water at the top of the hill in order to keep moving. A large reservoir was built and so was a depot, a place where passengers could board and freight could be (un)loaded while the train was refilling. This depot was built in the heart of what was to become Erlanger.

The depot was originally named Greenwood after the president of the railroad, but was quickly renamed to Silver Lake to avoid confusion with five other cities along the rail line who had “green” in their names.



THE ERLANGER DEPOT

When a post office was established in 1882, both the post office and the depot were named Erlanger in honor of Baron Frederick Emile d'Erlanger.

The Baron was a German-born English financier who headed up a land syndicate created to develop the city. On May 31, 1887 the Erlanger Land Syndicate recorded in Kenton County Deed Book 47/64 their intention to create the Erlanger Proper Subdivision and divide the property into 220 lots. Thus began the City of Erlanger, Kentucky. The land syndicate persuaded the railroad to make Erlanger a stop for all passenger trains and it offered one year of free rail transportation

to anyone who located there. The town grew quickly and was incorporated in 1897. Businesses grew along the Covington-Lexington Road, which was paved in 1921. When Interstate I-75 was established in the early 60's, subdivisions and industrial areas built up along the interstate and Erlanger led the Cincinnati metropolitan area in new construction.

LOCATION

Erlanger is at the heart of the Greater Cincinnati-Northern Kentucky metropolitan region. We are located at the juncture of two interstate highways, I-71/75 and I-275. The opening of I-275 brought Erlanger residents much closer to Indiana, Ohio, and even Campbell County. In addition, we are five minutes away from the Cincinnati-Northern Kentucky International Airport, which is one of the busiest and most highly rated airports in the United States. Erlanger is the third largest city in Kenton County, covering 8.5 square miles, with almost 20,000 residents.

INDUSTRY

The 1950's proved to be a heyday for restaurants and nightspots in the Erlanger area. Today, there are still various food options and stores including the Dixie Club, Peecox, Colonial Cottage (grease fire in 2022, re-opening date to be determined), Boyle Jewelers, Kroger and Boone Kenton and Lumber. We even have St. Elizabeth medical offices. While our city is landlocked, prospects are bright for continued development. In the past few years, we've become home to several businesses including Coca-Cola Bottling Company, Allie's Walkabout, Atlas Air, Disabled American Veterans and SUN Behavioral Health. Our location, population, and economic base make Erlanger attractive to businesses. Erlanger is recognized as providing one of the most supportive, business-friendly environments in the region. We are committed to helping our business flourish.



PARKS & RECREATION

Erlanger has 12 parks located throughout the city. Of these 12 parks, there are 9 with playgrounds. These parks provide recreational activities such as sand volleyball, tennis, baseball, softball, basketball, soccer, climbing, fishing, swings and walking trails. Our parks have shelters, grassy areas, grills, water fountains, picnic tables and benches for gatherings and rest. Some of our parks are home to Little Libraries – an initiative to encourage visiting children and residents to read various books. The City of Erlanger hosts various community events at some of our larger parks every year. The photos below showcase our current park infrastructure and successful community events:





Erlanger strives to be a great place to work, live and play. People turn to their local, close-to-home parks, green spaces and trails for essential physical and mental health benefits. These spaces influence our residents’ overall quality of life. The City Event Planner hosts several events in our city throughout the year, often in partnership with Erlanger/Elsmere schools and the Kenton County Library, so that our community receives the best resources available. Erlanger/Elsmere schools typically provide free dinners for everyone 18 and under at our events. The Kenton County Library offers different program topics. We strive for our event activities to be educational, hands on and interactive.

Our new City Park Logo:



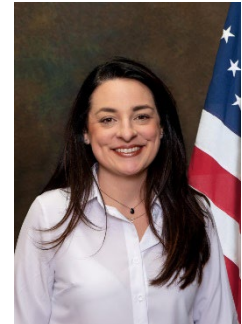
Other/Retired City Logos:



HOW OUR CITY OPERATES

THE CITY OF ERLANGER – OPERATIONS & STATISTICS

City governments in Kentucky operate under one of three models: Mayor/Council, Commission or City Manager. Although the Mayor/Council form is the most prevalent, each form has specific advantages for different city's needs. The City of Erlanger operates under a Mayor/Council form of government.



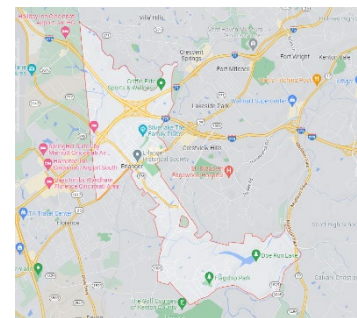
**Jessica Fette,
Mayor**

PROFILE

Policy making and legislative authority are vested in the Mayor and 12-member City Council. Our City Council will reduce to 9 members the next term, beginning in 2023. The Mayor and Council are responsible for, among other things, passing ordinances and resolutions, adopting the budget, appointing committees and hiring all City employees. The City Administrator (CAO) is responsible for carrying out the policies and ordinances of the Mayor and Council and overseeing the daily operations of the City. The Mayor and Council are elected on a non-partisan basis. The Mayor is elected to a four-year term, while the City Council is elected to a two-year term. All of the City's officials are elected at large.

The City of Erlanger provides a full range of services: full time professional police force, full time professional fire protection, advanced life support medical services, street maintenance and improvement, recreational facilities and activities, cultural events, economic development incentives, and planning and zoning and code enforcement.

The City of Erlanger is empowered to levy numerous sources of revenue including payroll tax, business license tax, insurance premiums tax and property tax. It is also empowered by state statute to annex land/property to extend our City limits.



**Erlanger's city limits as shown
on Google Maps**

DEMOGRAPHICS

The City of Erlanger was incorporated in 1897 and is located in the northern part of the state. This region ranks as one of the top growth areas in Kentucky. The City currently encompasses approximately 8.48 square miles and has a population, according to the 2020 Census, of 18,084. Erlanger is the third largest city in Kenton County and the fourth largest in the three-county Northern Kentucky region. The detailed information in this section is used to comprehend a better understanding the overall financial health of our City. The tables on the following pages demonstrate the City's most significant sources of revenue, the local environment in which our financial activities take place and how our City services and activities relate to our infrastructure data.

DEMOGRAPHIC AND ECONOMIC STATISTICS

Fiscal Year	Population⁽¹⁾	Total Personal Income Expressed in Thousands⁽¹⁾	Per Capita Income⁽¹⁾	Median Age⁽¹⁾	Unemployment Rate⁽²⁾
2012	18,082	498,322	27,559	35.5	7.5%
2013	18,082	498,322	27,559	35.5	7.1%
2014	18,082	498,322	27,559	35.5	5.8%
2015	18,082	498,322	27,559	35.5	4.5%
2016	18,082	498,322	27,559	35.5	4.4%
2017	18,082	498,322	27,559	35.5	4.6%
2018	18,082	498,322	27,559	35.5	3.6%
2019	18,082	498,322	27,559	35.5	4.1%
2020	18,082	498,322	27,559	35.5	13.8%**
2021	18,084	498,322	26,945	35.0	5.0%

(1) U.S. Census Bureau – 2010 & 2020

(2) Kentucky Cabinet for Workforce Development

**Due to COVID-19 pandemic

PRINCIPAL PROPERTY TAXPAYERS

Taxpayer	2021		
	Taxable Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
United Dairy Farmers, Inc.	35,355,270.00	1	3.06%
Thoroughbred Health LLC	29,490,300.00	2	2.55%
Wild Flavors Inc.	23,016,624.00	3	1.99%
Silverlake Properties LTD	17,346,000.00	4	1.50%
CCBCC Operations LLC	17,048,363.00	5	1.48%
Archer-Daniels-Midland Co	12,458,000.00	6	1.08%
SIR Properties Trust	10,900,000.00	7	0.94%
Ferguson Enterprises Inc.	10,869,500.00	8	0.94%
Dolwick Business Center LLC	10,840,000.00	9	0.94%
NW Villaspring LP	10,000,000.00	10	0.87%
TOTAL	\$ 177,324,057		15.35%

Source: Kenton County PVA (1)



(1) *Kenton County Property Valuation Administrator (PVA) – The Commonwealth of Kentucky adopted the total PVA in place of the more commonly used county tax commissioner or tax assessor. Each of the 120 Kentucky counties has the PVA Office with a locally elected PVA. The PVA Office is required to administrate “ad valorem” taxes. Ad valorem is Latin for “according to value,” which means that taxes are based on the value of the property. Darlene Plummer is the current PVA for Kenton County.*

PRINCIPAL CITY EMPLOYERS

2021

Employer	Rank	Percentage of Total City Employment
Wild Flavors	1	18.35%
St Elizabeth Healthcare	2	10.37%
Archer Daniels Midland Co	3	10.35%
Toyota Boshoku America	4	9.09%
St Elizabeth Physicians	5	8.33%
Coca Cola Bottling Co Consldtd	6	6.21%
Erlanger-Elsmere Bd of Education	7	4.64%
Sun Kentucky	8	4.47%
Signature Hardware	9	4.25%
Amazon Fulfillment Services Inc	10	3.10%
TOTAL		79.16%



WILD FLAVORS FACILITY

OPERATING INDICATORS BY FUNCTION

Function	Calendar Year June 30,				
	2017	2018	2019	2020	2021
Police					
Physical arrests	849	849	1,031	834	756
Traffic violations	4,082	3,395	2,232	2,364	3,574
Parking violations	160	160	130	50	66
Fire/EMS					
Number of calls answered:					
Fire	557	749	723	740	786
Emergency Medical Services	2,487	2,573	2,799	2,951	3,347
Inspections	665	540	570	517	422
Highways and streets					
Street resurfacing (miles)	0.87	1.08	1.55	0.94	1.21

Source: Various City Departments

CAPITAL ASSET STATISTICS BY FUNCTION

Function	Fiscal Year June 30,				
	2017	2018	2019	2020	2021
Public safety					
Police:					
Stations	3	3	1	1	1
Fire:					
Fire stations	2	2	2	2	2
Highways and streets					
Street (miles)	70	70	70	70	70
Streetlights	684	698	722	724	724
Culture and recreation					
Parks	12	12	12	12	12
Playgrounds	9	9	9	9	9
Sanitation					
Contained sanitary/storm sewers (miles)	82	82	82	82	82

Source: Various City departments



ERLANGER'S CITY BUILDING – POLICE STATION ADJOINING; CENTRAL FIREHOUSE LOCATED BEHIND BUILDING

FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES BY FUNCTION

Function/Program	Fiscal Year June 30,				
	2017	2018	2019	2020	2021
General Government	16	17	14	14	13
Public works	14	15	16	17	17
Police	60	58	47	46	46
Fire/EMS	34	34	33	33	33
Parks and recreation**	1	1	1	1	0

Source: Human Resource Department

**Parks and recreation switched to a part-time position.

BUDGET PROCESS

ANNUAL BUDGET PROCESS

The City's fiscal year runs from July 1 of one year until June 30 the following year. The annual budget serves as the foundation for the City of Erlanger's financial planning and control for one fiscal year.

It is important to recognize that the numbers in the budget are estimates. Various issues will arise during the course of a fiscal year that will impact the level of actual revenues and expenditures. Expenditures may not legally exceed budgeted appropriations at the department level. Any revisions to the budget that would alter total revenues and department expenditures of any fund must be approved by the City Council through a budget amendment. The preparation of the annual budget is a lengthy process that involves several employees, all department heads, the Finance Director (CFO), the CAO, the Mayor and City Council.

The budget process typically begins in February of each year. All departments of the City of Erlanger are required to submit budget requests for appropriation to the CFO. The CFO distributes budget documents to all department heads to fill out their budget requests for the upcoming fiscal year. These documents are returned to the CFO to compile a budget document for the city as a whole. The CAO and CFO then present this proposed budget document to the Mayor for review through discussions held between each department head, selected staff, the CAO and the CFO. Next, the Mayor and CAO present the proposed budget to the City Council for review. A public hearing of the budget is held where the general public can partake in budgetary discussions and ask questions and share their comments and concerns. Finally, a budget work session is held among the Mayor, City Council, and City Staff to review and modify the allocated amounts and line items.

The final budget is adopted July 1. The appropriated budget is prepared by fund and department.

BASIS OF BUDGETING

The city utilizes two bases for budgeting and accounting depending on the classification of the fund type:

1. **The Modified Accrual Basis** – this is the basis for all governmental fund types, including the General Fund and Special Revenue funds (i.e., Capital Assets, Police Forfeiture and Tax Increment Financing). These funds are prepared and reported using the current financial resources measurement focus. Using this method, revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Generally, expenditures are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. This basis is also used in the audited financial statements.

2. **The Accrual Basis** – this is the basis for proprietary funds (i.e., health and dental). These funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering services in connection with a proprietary fund’s principal ongoing operations. Under this method, revenues are recognized when they are earned and expenses are recognized at the time liabilities are incurred. This basis is also used in the audited financial statements.

A “PDF” copy of the budget is available on the city website <https://erlangerky.gov/>.

Following on the next page is the budget calendar that the city followed for the current year.

BUDGET CALENDAR

BUDGET CALENDAR FY2022-2023

February 2022	Budget worksheets due to Department Heads Projected Salaries & Fringe Benefits by Finance Department
March 18	Budget recommendations due from Department Heads to CFO
Week of March 21	CFO and CAO Review budget recommendations
Week of March 28	Meetings with Department Heads and Mayor
May 13	Distribution of preliminary budget to City Council and Send out Notice of Special Call
May 17	Public Hearing Budget presentation – questions, comments and discussion
June 7	Mayor’s Budget Address First reading of the FY2022-2023 Budget Ordinance
June 21	Second reading of the FY2022-2023 Budget Ordinance
July 1	Budget becomes effective

GOVERNMENTAL FUND STRUCTURE

GOVERNMENTAL FUND STRUCTURE OVERVIEW

The City uses fund accounting to maintain our financial operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain functions or activities. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City utilizes Governmental and Proprietary funds.

GOVERNMENTAL FUNDS (MAJOR FUNDS)

Governmental funds are those through which most governmental functions are typically financed. The acquisition, use and balances of the City's expendable financial resources and the related current liabilities (except for those accounted for in proprietary funds) are accounted for through governmental funds. The City's major governmental funds are as follows:

- **General Fund** – The General Fund is the government's primary operating fund. It accounts for all financial resources of the government, except for those required to be in another fund. This fund has seven different functions consisting of General Government, Information Technology, Police, Fire, Public Works and Debt Service. The General Government function includes city management, economic development, building and zoning services, finance, human resources and the City Clerk's responsibilities of general administration. The Information Technology function includes all of the City's cloud-based service agreements, telecommunications and various computer and hardware equipment. The Police function includes the administration, patrol, detective and K-9 Unit services. The Fire function includes the administration, fire and EMS services. The Public Works function includes streets, infrastructure, sidewalks, parks and ground maintenance.
- **Capital Assets Fund (Capital Project Fund)** - The Capital Assets Fund, established through legislation, is to be used to account for and report financial resources that are internally committed to expenditure for capital outlays, including collecting and providing funding for new or replacement capital assets and/or infrastructure employed by the City. Our Capital Assets Fund includes Municipal Road Aid/LGEA established through the Kentucky Transportation Cabinet. These funds received from the state are utilized for road improvements and snow removal.

SPECIAL REVENUE FUNDS (NON-MAJOR FUNDS)

These funds are used to account for the proceeds of specific revenue sources for specific expenditures. The City’s Special Revenue Funds are as follows:

- Police Forfeiture Fund (Special Revenue Fund)** – The Police Forfeiture Fund, established by Kentucky state law, is derived from drug forfeitures that must be expended for police equipment and supplies. By definition, the Police Forfeiture Fund is a Special Revenue Fund as it is used to account for and report the proceeds of specific revenue sources that are restricted to expenditures for specific purposes other than debt service or capital projects.
- Tax Increment Financing Fund (TIF) (Special Revenue Fund)** – The TIF Fund, established through enabling legislation, creates a “development area” to be known as *Erlanger Road Commerce Center*. This Special Fund was set up to encourage reinvestment and development within the area and to pledge a portion of the “incremental revenues” generated from the development and to provide redevelopment assistance and provide for the payment of project costs; including infrastructure and site development costs.
- Park Improvement Fund (Special Revenue Fund)** – The Park Improvement Fund is a new city fund beginning fiscal year 2023 and was established for the ongoing development of new and existing parks. The City will follow the Master Park Plan to guide the project selection and prioritization. The primary sources of revenue for this fund will be a portion of the real estate tax levied on residential and commercial property. The City will not create a new tax levy, instead 12% of real estate tax revenue will be allocated to the Park Improvement Fund. In addition, Council can approve the transfer of additional money from the General Fund during the budget process. The City’s goal is to provide clean, well maintained, inviting and usable public parks for the enjoyment of all residents and visitors. Three primary objectives are (1) address repairs and replacement to preserve existing infrastructure, (2) address repairs and replacement to comply with safety, health and code requirements and (3) improve park deficient areas.



CITY OF ERLANGER, KENTUCKY
GOVERNMENTAL FUNDS
FY 2023 APPROVED CONSOLIDATED FINANCIALS

	Major Governmental Funds		Non - Major Governmental Funds			Total Governmental Funds
	General	Capital Assets	Police Forfeiture	TIF	Park Improv.	
	Fund	Fund	Fund	Fund	Fund	
REVENUES						
Taxes	\$ 4,329,869	\$ -	\$ -	\$ -	\$ 550,000	\$ 4,879,869
Licenses and permits	10,655,467	2,496,986	-	-	-	13,152,453
Intergovernmental	3,617,343	1,281,524	-	-	-	4,898,867
Charges for services	726,161	-	-	-	-	726,161
Fines and forfeitures	18,000	-	2,000	-	-	20,000
Interest	90,000	-	-	-	-	90,000
Uses of property	47,768	20,000	-	-	-	67,768
Miscellaneous	5,000	-	-	-	-	5,000
Total Revenues	19,489,608	3,798,510	2,000	-	550,000	23,840,118
EXPENDITURES						
Current:						
General government	2,945,579	-	-	-	-	2,945,579
Information systems	366,486	15,000	-	-	-	381,486
Police	7,143,771	227,196	111,150	-	-	7,482,117
Fire/EMS	5,548,093	347,100	-	-	-	5,895,193
Public works	3,132,262	7,706,102	-	-	-	10,838,364
City Parks	-	-	-	-	580,000	580,000
Debt service:						
Principal	80,000	-	-	-	-	80,000
Interest	1,420	-	-	-	-	1,420
Total Expenditures	19,217,611	8,295,398	111,150	-	580,000	28,204,159
Excess (deficiency) of revenues over (under) expenditures	271,997	(4,496,888)	(109,150)	-	(30,000)	(4,364,041)
OTHER FINANCING SOURCES (USES)						
Transfers in	-	3,900,000	-	-	-	3,900,000
Transfers out	(3,900,000)	-	-	-	-	(3,900,000)
Total Other Financing Sources (Uses)	(3,900,000)	3,900,000	-	-	-	-
Net Change in Fund Balances	(3,628,003)	(596,888)	(109,150)	-	(30,000)	(4,364,041)
Fund Balances - Beginning	15,115,631	1,021,524	145,356	35	500,000	16,782,546
Fund Balances - Ending	\$ 11,487,628	\$ 424,636	\$ 36,206	\$ 35	\$ 470,000	\$ 12,418,505

CHANGES IN FUND BALANCE

The General Fund Balance has grown to a healthy balance over the years. In the FY 2023 Budget, the City anticipates the General Fund Balance to decrease by over 10% and the Capital Fund to increase by over 10%. The change in fund balance is due to transferring \$3.9 million from the General Fund to the Capital Fund to cover the construction costs for the new Public Works Facility. Additionally, the General Fund balance may decrease due to the rising costs of inflation and the City's increased salaries in order to remain competitive with other municipalities.

**CITY OF ERLANGER, KENTUCKY
GOVERNMENTAL FUNDS
THREE YEAR CONSOLIDATED FINANCIALS**

	Major Governmental Funds			Non - Major Governmental Funds			Total Governmental Funds		
	FY 2021	FY 2022	FY 2023	FY 2021	FY 2022	FY 2023	FY 2021	FY 2022	FY 2023
	Actual	Amended	Approved	Actual	Amended	Approved	Actual	Amended	Approved
REVENUES									
Taxes	\$ 4,768,289	\$ 4,907,235	\$ 4,329,869	\$ -	\$ 500,000	\$ 550,000	\$ 4,768,289	\$ 5,407,235	\$ 4,879,869
Licenses and permits	12,835,462	9,902,120	13,152,453	420,713	73,567	-	13,256,175	9,975,687	13,152,453
Intergovernmental	1,604,251	3,916,689	4,898,867	-	-	-	1,604,251	3,916,689	4,898,867
Charges for services	705,666	951,031	726,161	-	-	-	705,666	951,031	726,161
Fines and forfeitures	17,044	33,236	18,000	18,475	57,991	2,000	35,519	91,227	20,000
Interest	125,354	145,000	90,000	-	-	-	125,354	145,000	90,000
Uses of property	51,329	40,300	67,768	-	-	-	51,329	40,300	67,768
Miscellaneous	264,064	26,142	5,000	-	-	-	264,064	26,142	5,000
Total Revenues	20,371,459	19,921,753	23,288,118	439,188	631,558	552,000	20,810,647	20,553,311	23,840,118
EXPENDITURES									
Current:									
General government	2,592,157	3,062,301	2,945,579	435,506	-	-	3,027,663	3,062,301	2,945,579
Information systems	672,139	353,282	381,486	-	-	-	672,139	353,282	381,486
Police	5,796,470	6,417,382	7,370,967	51,709	131,558	111,150	5,848,179	6,548,940	7,482,117
Fire/EMS	4,764,704	4,992,503	5,895,193	-	-	-	4,764,704	4,992,503	5,895,193
Public works	2,631,885	2,833,284	10,838,364	-	-	-	2,631,885	2,833,284	10,838,364
Capital outlay	2,676,613	-	-	-	-	-	2,676,613	-	-
City parks	-	-	-	-	-	580,000	-	-	580,000
Debt service:									
Principal	70,000	70,000	80,000	-	-	-	70,000	70,000	80,000
Interest	6,745	9,171	1,420	-	-	-	6,745	9,171	1,420
Total Expenditures	19,210,713	17,737,923	27,513,009	487,215	131,558	691,150	19,697,928	17,869,481	28,204,159
Excess (deficiency) of revenues over (under) expenditures	1,160,746	2,183,830	(4,224,891)	(48,027)	500,000	(139,150)	1,112,719	2,683,830	(4,364,041)
OTHER FINANCING SOURCES (USES)									
Transfers in	1,034,831	2,300,000	3,900,000	-	-	-	1,034,831	2,300,000	3,900,000
Transfers out	(1,011,500)	(2,300,000)	(3,900,000)	-	-	-	(1,011,500)	(2,300,000)	(3,900,000)
Total Other Financing Sources (Uses)	23,331	-	-	-	-	-	23,331	-	-
Net Change in Fund Balances	1,184,077	2,183,830	(4,224,891)	(48,027)	500,000	(139,150)	1,136,050	2,683,830	(4,364,041)
Fund Balances - Beginning	16,707,399	17,891,486	16,137,155	193,418	145,391	645,391	16,900,817	18,036,877	16,782,546
Fund Balances - Ending	\$ 17,891,476	\$ 20,075,316	\$ 11,912,264	\$ 145,391	\$ 645,391	\$ 506,241	\$ 18,036,867	\$ 20,720,707	\$ 12,418,505

City of Erlanger
Revenue & Expense Statement Analysis
General Fund (Major Fund)

Revenue & Sources By: Account Group	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Property Taxes	\$ 4,904,074	\$ 4,608,850	\$ 4,768,289	\$ 4,907,235	\$ 4,329,869
Licenses and Permits	9,557,640	9,504,748	10,457,380	9,902,120	10,655,467
Intergovernmental	1,002,137	2,066,938	1,558,413	3,916,689	3,617,343 (A)
Uses of Property	44,159	64,164	38,029	40,300	47,768
Charges for Service	641,779	630,910	705,666	951,031	726,161
Fines & Forfeitures	38,676	27,796	17,044	33,236	18,000
Interest	138,660	172,036	125,354	145,000	90,000
Miscellaneous	112,964	85,877	264,064	26,142	5,000
Transfer In	-	128,773	23,331	-	-
Total - Revenue & Sources	\$ 16,440,090	\$ 17,290,094	\$ 17,957,570	\$ 19,921,753	\$ 19,489,608

Expenditures & Uses By: Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
General Government	\$ 2,333,270	\$ 2,226,354	\$ 2,592,157	\$ 3,062,301	\$ 2,945,579
IT	578,203	603,135	672,139	353,282	366,486
Police	4,953,208	5,662,998	5,796,470	6,417,382	7,143,771
Fire	4,421,269	4,489,353	4,764,704	4,992,503	5,548,093
Public Works	2,462,629	2,550,278	2,560,337	2,833,284	3,132,262
Debt Service	694,412	79,160	76,745	79,171	81,420
Transfers out	2,593,951	-	1,011,500	2,300,000	3,900,000
Total - Expenditures & Uses	\$ 18,036,940	\$ 15,611,279	\$ 17,474,052	\$ 20,037,923	\$ 23,117,611

Excess (deficiency) of revenues over (under) expenditures	\$ (1,596,850)	\$ 1,678,814	\$ 483,518	\$ (116,170)	\$ (3,628,003)
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Expenditures & Uses By: Account Group	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Payroll	\$ 7,002,149	\$ 7,429,835	\$ 7,661,503	\$ 7,947,610	\$ 8,570,289
Fringe Benefits	4,474,878	4,946,203	5,257,991	5,738,218	6,428,803
Contractual Services	1,816,544	1,933,834	2,091,304	2,314,891	2,311,497
Material & Supplies	701,960	582,778	640,837	636,415	791,415
Communications	178,788	167,971	129,139	129,500	131,000
Utilities	234,471	243,873	233,186	255,910	327,940
Sundry Expenses	307,493	197,165	342,409	595,665	534,085
Public Awareness Spec Events	32,293	30,460	29,438	40,543	41,162
Debt Service	694,412	79,160	76,745	79,171	81,420
Transfers and Other Uses	2,593,951	-	1,011,500	2,300,000	3,900,000
Total - Expenditures & Uses	\$ 18,036,941	\$ 15,611,279	\$ 17,474,052	\$ 20,037,923	\$ 23,117,611

(A) In FY 2020, the City received \$1.2M from the CARES Federal Grant; and in FY 2022, the City received \$2.4M from the Federal ARPA Grant. These grants were in assistance with the affects of COVID-19. In FY 2023, the City will receive another \$2.4M from the Federal ARPA Grant.

These numbers are subject to change once the audit is completed or budget amendments are enacted.

City of Erlanger, KY
Revenue & Expense Statement Analysis
Capital Assets Fund (Major Fund)

Revenues Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Payroll license fees	1,875,423	2,021,936	2,378,082	1,996,852	2,496,986
Grant revenue	-	-	45,838	1,047,244	1,281,524
Sale of surplus property	31,867	213,500	13,300	20,000	20,000
Transfer from other funds	2,593,951	-	1,011,500	2,300,000	3,900,000
Total Revenue	4,501,240	2,235,436	3,448,720	5,364,096	7,698,510

Expenses Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
General Government	17,500	(5,870)	1,000	-	-
IT	-	-	66,213	-	15,000
Police	390,836	338,590	210,969	262,297	227,196
Fire/EMS	272,295	57,878	211,555	77,880	347,100
Public Works	2,468,956	2,384,438	2,258,424	7,177,002	7,706,102
Total - Fund Type	3,149,587	2,775,035	2,748,161	7,517,179	8,295,398

Excess (deficiency) of revenues over (under) expenditures	1,351,654	(539,599)	700,559	(2,153,083)	(596,888)
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FUNDED BY THE GENERAL FUND

City of Erlanger, KY
Expense Statement Analysis
Capital Assets Fund (Major Fund)

Expenses Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
GENERAL GOVERNMENT					
Land	17,500	(5,870)	1,000	-	-
IT					
Equipment	-	-	66,213	-	15,000
POLICE					
Vehicles	177,906	281,546	203,513	241,584	210,396
Equipment	212,931	57,044	7,456	20,713	16,800
FIRE/EMS					
Vehicles	64,699	54,934	211,555	77,880	326,800
Equipment	173,698	-	-	-	20,300
Buildings	33,899	2,943	-	-	-
PUBLIC WORKS					
Vehicles	-	-	-	80,000	80,000
Equipment	53,770	32,257	177,330	45,000	-
Buildings	-	-	-	1,343,900	3,500,000
Infrastructure	2,415,186	2,352,181	1,893,392	4,090,850	3,737,224
MARF	-	-	187,702	367,252	388,878
City Parks	-	-	-	1,250,000	-
Total - Fund Type	3,149,587	2,775,035	2,748,161	7,517,179	8,295,398

FUNDED BY THE GENERAL FUND

PROPRIETARY FUNDS

Proprietary funds are used to account for the City’s ongoing activities that are similar to those in the private sector; where the intent of the governing body is that the cost of providing goods and services to the general public be financed or recovered primarily through user charges. Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering services in connection with a proprietary fund’s principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses. The government reports the following proprietary funds:

- **Health and Dental Fund (Internal Service Fund)** – The City’s Internal Service Fund accounts for the activities of the government’s self-insurance function for dental and vision insurance.

The government-wide financial statements and the proprietary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes, license fees and interest are considered to be susceptible to accrual and are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

**City of Erlanger, KY
Revenue & Expense Statement Analysis
Employee Health Fund (Non-Major Fund)**

Revenues Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Health Insurance premium	1,711,519	1,831,152	1,641,521	2,200,000	2,200,000
Other income	111	203	210	400	400
Total Revenue	1,711,630	1,831,355	1,641,731	2,200,400	2,200,400

Expenses Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Claims paid	1,653,460	2,085,694	1,554,640	2,200,000	2,200,000
Health insurance (stop loss)	(33,164)	(373,207)	-	-	-
Transfers and Other Uses	-	128,773	23,331	-	-
Total - Fund Type	1,620,296	1,841,260	1,577,971	2,200,000	2,200,000

Excess (deficiency) of revenues over (under) expenditures	91,335	(9,905)	63,760	400	400
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FUNDED BY THE GENERAL FUND

FINANCIAL POLICIES

FISCAL POLICY OVERVIEW - PROCEDURES & PRACTICES

The City of Erlanger operates under certain fiscal policies related to annual budgeting, revenues, expenditures, debt and cash/investment management. These policies assist in developing, maintaining and managing all city services and functions. The internal control structure in place within these policies ensure city assets are protected from loss, theft and misuse and that adequate accounting data are compiled in order to prepare accurate financial statements in accordance with generally accepted accounting principles (GAAP). The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. Our financial statements are displayed in the City's Comprehensive Annual Financial Report, which, in most cases, conforms to the way the city prepares the budget.

BUDGET POLICIES

Annually, Erlanger shall adopt a balanced budget for each of its funds; where operating expenditures may not exceed anticipated revenues plus unreserved fund balance. If revenues and expenditures need to be changed once the budget is adopted, a budget adjustment must be approved by City Council.

Each department maintains and monitors their budgetary line items throughout the fiscal year. The Finance Department also reviews the City's budget as a whole on a monthly basis.

The City will not use debt or bond financing to fund current operating expenditures.

The City will maintain transparent throughout the budgeting process and provide a public hearing where questions, comments and concerns will be addressed. Then, a first and second reading to City Council will occur, and finally, the budget will be adopted on July 1.

REVENUE POLICIES

Erlanger will strive to maintain a diversified and steady revenue portfolio to guard it from unforeseeable fluctuations in any one revenue source. The City will continue to pursue economic development and provide economic development incentives and grants to stimulate growth within our city and revenue base.

City Management will estimate the annual revenues utilizing a conservative, analytical and reasonable approach. It's important to not over-inflate expected revenues.

One-time revenues will only be used for one-time expenditures.

EXPENDITURE POLICIES

Ethical conduct in managing the City's purchasing activities is absolutely essential. Staff must always be mindful that they represent the City of Erlanger and share a professional trust with other staff and the general citizenship. Budgetary control is held at the department level. Department Heads and staff are responsible for maintaining and monitoring their budgetary line items. The Finance Department prepares monthly financials comparing actual expenditures to budgeted amounts. These monthly financials are sent to all Department Heads to ensure budgetary control and adhere to the adopted budget.

It is the policy of the City of Erlanger to follow a practice of ethical, responsible and reasonable procedures related to purchasing, agreements and contracts and related forms of commitment. It is the overall duty of the Department Head to assure that all supplies, services and construction are procured efficiently, effectively and at the most favorable prices available. Purchases should support the City of Erlanger's mission statement and add value to the taxpayers within the City. The City of Erlanger has established a Procurement Policy in which City Staff must abide by. The Procurement Policy addresses a purchase order approval process, written/verbal proposal quotas and bidding circumstances, receipts and proper documentation, credit cards, surplus property, special purchasing conditions and lease of goods and services. A complete copy of our Procurement Policy is included in the [Supplementary Information](#) section of this document.

City Management will estimate the annual expenditures utilizing a conservative, analytical and reasonable approach. City Management will encourage Department Heads to obtain current quotes from trusted vendors.

UNIFORM GRANT GUIDANCE POLICIES

The City of Erlanger has established a Uniform Grant Guidance Policy/Procedure. The Policy details the appropriate steps Department Heads must follow when applying for a federal grant. The Policy was created and intended to integrate City's purchasing procedures with additional requirements applicable to procurements that are subject to the federal Uniform Grant Guidance regulation. The City maintains the following purchasing procedures, in accordance with federal and state laws, regulations and City policy.

Department Heads must request advanced authorization from the CAO to apply for the grant and to accept the grant if awarded. All grant details, funding information and nature of the grant must be provided to the CAO, who will advise Council and seek their approval to move forward.



Kenton County Rotary Club District 6740 Grant for Erlanger's E-Angel Program.

If awarded the grant, the Finance Department or designee, in collaboration with the applicable Department Heads, shall establish and maintain a sound financial management system to include internal controls and federal grant management standards covering the receipt of both direct and state-administered federal grants and to track costs and expenditures of funds associated with grant awards. The City's financial management system shall be designed with strong internal controls, a high level of transparency and accountability and documented procedures to ensure that all financial management system requirements are met.

Financial management standards and procedures shall assure that the following responsibilities are fulfilled:

- **Identification** – The City must identify, in its accounts, all federal awards received and expended and the federal programs under which they were received.
- **Accounting Records** – The City must maintain records which adequately identify the source and application of funds provided for federally-assisted activities.
- **Internal Controls** – Effective control and accountability must be maintained for all funds, real and personal property and other assets. The City must adequately safeguard all such property and must assure that it is used solely for authorized purposes.
- **Budget Control** – Actual expenditures or outlays must be compared with budgeted amounts for each federal award. Procedures shall be developed to establish determination for allowability of costs for federal funds.
- **Cash Management** – The City shall maintain written procedures to implement the cash management requirements found in 2 CFR Part 200, including payment requirements found in 2 CFR 200.305.
- **Allowability of Costs** – The City shall ensure that allowability of all costs charged to each federal award is accurately determined and documented.
- **Financial Reporting** – Accurate, current and complete disclosure of the financial results of each federal award or program must be made in accordance with the financial reporting requirements of granting agency.

All records must be retrievable and available for programmatic or financial audit. As part of the Records Management Plan, the City of Erlanger follows the state of Kentucky Records Retention Requirements. A complete copy of our Uniform Grant Policy is included in the **Supplementary Information** section of this document.

FUND BALANCE POLICIES

Some funds are required to be established by State Law; the City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. However, the City Council establishes other funds to help it control and manage money for particular purposes. There are certain fund balance classifications that determine the appropriate management procedure purposes and reporting requirements.

Fund balance, reported as Net Position, represents the difference between assets and deferred outflows less liabilities and deferred inflows. Net Position invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowings used for the acquisition, construction or improvement of those assets. Fund balances are reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. The City can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance). External restrictions imposed by creditors, grantors or laws and regulations of other governments can also dictate fund limitations.

In the fund financial statements, governmental funds report aggregate amounts for five classifications of fund balances based on the constraints imposed on the use of these resources:



Non-Spendable Fund Balance – This classification includes amounts that cannot be spent because they are either (a) not in spendable form – long-term receivables and prepaid items; or (b) legally or contractually required to be maintained intact.

Restricted Fund Balance – This classification reflects the constraints imposed on resources either (a) externally by creditors, grantors, contributors or laws and regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance – These amounts can only be used for specific purposes pursuant to constraints imposed by formal ordinances of the City Council, the government's

highest level of decision-making authority. Committed accounts cannot be used for any other purposes unless the City Council removes the specified use by taking the same type of action imposing the commitment. This classification also includes contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

Assigned Fund Balance – This classification reflects the amounts constrained by the City's intent to be used for specific purposes, but are neither restricted or committed. The City Council and CAO have the authority to assign amounts to be used for specific purposes. Unlike commitments, assignments generally only exist temporarily and no additional action is essential for the removal of assignment. Assigned fund balances include all remaining amounts (except negative balances) that are reported in governmental funds, other than the General Fund, that are not classified as non-spendable and are neither restricted nor committed.

Unassigned Fund Balance – This fund balance is the residual classification for the General Fund. It is also used to report negative fund balances in other governmental funds. The classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the General Fund. The City Council has set a General Fund minimum fund balance target at 30% of expenditures and recurring transfers. No other fund balance policies exist.

It's possible the government will fund expenditures for a particular purpose from both restricted and unrestricted resources. In order to calculate the amounts to report as restricted, committed, assigned and unassigned fund balance in the government fund financial statements, a flow assumption must be made about the order in which resources are considered to be applied. When both restricted and unrestricted resources are available for use, it is the City's policy to use externally restricted resources first, then unrestricted resources – committed, assigned and unassigned – in order, as needed.

CAPITAL POLICIES

The City has developed a long-term plan for capital improvements based on a department level. This includes fleet replacements, street and sidewalk constructions, building and park improvements and departmental equipment. The City's Capital Asset Plan is to assist in determining capital funding needs for the future. Capital needs can be very expensive, so a rolling plan is kept to help mitigate the expected costs. Often, vehicles and equipment can change year to year based on deteriorating conditions and repair and maintenance costs. It's important to note the Capital Asset Plan amounts are at estimated costs, thus the amounts are subject to change when considering inflation costs. The estimated year capital improvements occur are also subject to change based on available funding and supply and prioritizing city needs.

The City will update capital asset additions and deletions annually and maintain the assets in an asset software. Our capital assets are currently maintained in Intuit ProSeries Fixed Asset Manager.

The accounting and reporting treatment applied to capital assets associated with a fund are determined by its measurement focus. Capital assets are long-lived assets of the City as a whole. When purchased, such assets are recorded as expenditures in the governmental funds and capitalized in the government-wide financial statements. The capitalization threshold was increased to \$10,000 in FY22 (previously \$5,000) with a useful life in excess of two years. The valuation basis for capital assets are historical costs, or where historical cost is not available, estimated historical cost based on replacement cost.



Capital assets used in operations are depreciated over their estimated useful lives using the straight-line method in the government-wide financial statements. Depreciation is charged as an expense against operations and accumulated depreciation is reported on the respective balance sheet. The range of lives used for depreciation purposes for each capital asset class is as follows:

ASSET CLASS	USEFUL LIFE
Buildings	40 years
Building Improvements/public domain infrastructure	10 - 25 years
Equipment	3 - 7 years
Furniture and fixtures	3 - 7 years
Vehicles	5 years

DEBT POLICIES

The City will not use long-term debt financing for current operating expenses. Long-term debt borrowing will be limited to capital improvements or projects that cannot be financed from current revenues.

Long-term debt will continue to be disclosed in our annual financial reports and bond disclosures. The accounting treatment of long-term debt depends on whether the assets are used in governmental fund operations or proprietary fund operations and whether they are reported in the government-wide or fund financial statements.

Currently, the City’s long-term debt consists of outstanding notes, bonds, capital leases, employees’ compensated absences and unfunded pension obligations.

INVESTMENT & CASH MANAGEMENT POLICIES

The City is authorized by state statute to invest in:

1. Obligations of the United States and of its agencies and instrumentalities
2. Certificates of deposits
3. Banker’s acceptances
4. Commercial paper
5. Bonds of other state or local governments
6. Mutual funds

The City of Erlanger’s investment objectives are the preservation and protection of the organization’s assets by earning a return on investments. The City will purchase securities from qualified institutions.

Erlanger’s established internal controls allow for all cash receipts and credit cards transactions to be reviewed by at least three employees. All receipts are deposited in a timely manner and are reconciled monthly.

Our bank statements are reconciled monthly and the CAO reviews the unopened bank statements for counter checks, inappropriate signatures and unjustified charges. The City’s three check signors are the Mayor, the CFO and the City Clerk.

FINANCIAL REPORTING POLICIES

The objective of the City is to prepare accurate financial statements in accordance with GAAP and distribute them in a timely manner. Preparing financial statements and communicating financial information is necessary for our City Management to remain transparent and make informed financial decisions. Financial statements are utilized not only for decision making, but also monitoring financial objectives and providing information to all interested parties – internal and external. The financial report is designed to provide our citizens, taxpayers, customers and creditors with a general overview of the City’s finances and to show the City’s accountability for the money it receives.

Erlanger hires an independent accounting firm to perform an annual audit of the City’s finances and provide an Independent Auditor’s Report. Once completed, a formal presentation of the City’s annual financial statements is provided by the Independent Auditor to the Erlanger City Council at a City Council meeting.

A “PDF” copy of the most recent audit is available on the City’s website <https://erlangerky.gov/>.

CITY OF ERLANGER, KENTUCKY

*Annual Comprehensive Financial Report
Year Ending June 30, 2021*



*Disabled American Veterans National Headquarters
Erlanger, Kentucky*

The City’s annual report consists of a series of financial statements. Separate financial statements are provided for governmental funds and proprietary funds. The focus of fund financial statements is on major funds rather than reporting funds by type. Each major fund is presented in a separate column.

The Statement of Net Position and Statement of Activities provide information about the activities of the City as a whole and present a longer-term view of the City's finances. Fund financial statements demonstrate how governmental services are financed in the short term, as well as what remains for future spending. Fund financial statements also report the City's operations in more detail than the government-wide statements by providing information about the City's most financially significant funds. The fund reporting demonstrates the City's financial health and the result of its operations.



In addition to an annual audit, the Finance Department distributes a monthly Finance Report, Check Register and Unaudited Financial Statements to the following:

1. Mayor
2. Members of City Council
3. City Administrator
4. Department Heads
5. Departmental Staff responsible for monitoring budgeted line items for their respective department

The monthly Finance Report showcases department updates and current finance projects.

The monthly Check Register lists all of the checks that were printed during the respective month.

The monthly Unaudited Financial Statements present the General Fund's revenues and expenses by revenue source and expenses by both account groupings and departments. This report shows the total budgeted amount and monthly actuals accrued through month end for both the current month, as well as the corresponding prior year information. We analyze this data for decision making and the yearly comparison allows us to make prospective projections. The Employee Health Fund and Capital Assets Fund revenues and expenditures are also provided. Finally, a Fund Balance Statement is included and presents an overview of the General Fund, Capital Fund, Health Fund, Police Forfeiture Fund and TIF Fund. Going forward, the new Park Improvement Fund information will be included once it is implemented in FY 2023.

DEPARTMENTAL STRUCTURE

DEPARTMENT DESCRIPTIONS, GOALS & OBJECTIVES AND PERFORMANCE MEASURES

The City of Erlanger has divided its responsibilities into key functions or departments. As a whole, the City has five departments that work above and beyond to provide essential services and infrastructure to our community:

1. **General Government**
2. **Communication, Technology and Information**
3. **Police**
4. **Fire/EMS**
5. **Public Works**

Overall, our departmental structure provides a sound foundation for effective managerial control. These departments are essential not only for performing and providing city services, but also supervising and administering those services. The benefits of our departmental structure include: management of expectations, enhanced communication, clarity and consistency and improved operating efficiency and decision-making.

GENERAL GOVERNMENT

The General Government (GG) Department is an umbrella for several city functions and Department Directors. GG services consists of city management, administration, economic development, finance, human resources and building, zoning and code enforcement. Overall, the GG Department consists of 13 full-time employees, 1 part-time Event Planner and 1 contracted Code Enforcement Officer. The total budget is **\$2,945,579**. Detailed below are the various responsibilities the GG function entails, as well as the current City Staff.

CITY ADMINISTRATOR (VACANT)

The Office of the Mayor and City Council's salaries and benefits are included in General Government's budget; however, their city purpose – to act as the legislative and executive branches – are not included as a GG feature. The Office of the Mayor is responsible for providing the direction and supervision of all departments and functions the City offers and the Council has the power to enact laws and policies and regulate city affairs, typically through ordinances.

The CAO, however, is a GG role. Under the administrative direction of the Mayor, the CAO is **responsible for the efficient administration of all of the affairs of the City**. The CAO shall plan, direct and coordinate,

through appointed department heads, the various services and activities as determined by the Mayor and/or legislation adopted by City Council. The CAO's duties and responsibilities are as follows:

- Serves as the City's ABC Administrator
- Advise the executive authority of the city in policy formulation
- Develops policies, and the city's Strategic Plan that supports the vision of the Mayor
- Manages four subordinate department heads who supervises employees in the Administration Department, IT Department, Finance Department and Economic Development. Is responsible for the overall direction, coordination and evaluation of these units. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

ADMINISTRATION

The Administration function of GG consists of the City Clerk, Assistant City Clerk, Administrative Clerk, Front Desk Clerk, Technology Technician and Event Planner. Beginning in FY 2022, the Technology Technician's salary and benefits are included in General Government's budget; however, the Communication, Technology and Information aspects of the City remains its own department. The goal of City Administration is to **ensure the smooth operation of local government**. The Administrative function is responsible for:

- Management of all official City of Erlanger records and records requests
- Acts as the custodian of the seal of the City
- Addresses complaints and resolves issues
- Coordinates and maintains liability insurance
- Processes and attends bid openings, maintains bid and agreements files
- Oversees proclamations and citations
- Submits legal advertisements for publication
- Processes passport applications
- Creates and administers Oath of Offices
- Prepares and maintains legislation (ordinances, municipal orders, and resolutions)
- Prepares agendas for council meetings, special meetings, and public hearings
- Organizes and attends council meetings, takes minutes, and records voting actions
- Plans and promotes recreational events
- Receives phone calls from residents on matters relating to municipal services
- Processes credit card transactions, cash receipts and reconciles the cash drawer
- Make deposits to the bank and logs cash receipts in the accounting software
- Oversees Residential Rental Permit applications
- Collects, manages and reviews property taxes
- Notary



Sherry Hoffman,
City Clerk

ECONOMIC DEVELOPMENT



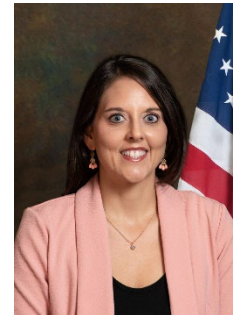
Emi Randall,
Director of ED

Erlanger is recognized as providing one of the most supportive, business friendly environments in the region. We are committed to helping our businesses flourish and maintaining positive, professional relationships within our community. The Economic Development (ED) function of GG consists of a Director of Economic Development. The goal of the ED Department is to **stimulate a balanced and thriving city economy** by retaining and attracting businesses and provide assistance to existing and potential new businesses, both large and small. The Director of Economic Development is responsible for promoting Erlanger as a lucrative choice for the location of businesses and industries, managing the various economic incentives and grants the City offers and maintaining healthy, professional relations with our business community.

Our Director of ED is available to answer questions and offer support regarding business locations, zoning, incentives, infrastructure, relationships and more.

FINANCE

There is great financial accountability as municipalities are responsible for managing large amounts of money and delivering services that affect people's lives every day. The Finance function of GG consists of the Finance Director (CFO) and the Accountant. The Finance Department **maintains proper financial procedures and controls established** by the City. The Finance Department is responsible for the control of all financial activities of the City, including the disbursement of financial resources and ensuring that adequate resources are available. The Finance Department completes reconciliations, performs financial analysis and provides recommendations to City Management. The CFO organizes the City's financial budget and yearly audit.



Kara Kramer,
CFO

HUMAN RESOURCES



Ed Bailey,
HR Director

The Human Resources (HR) Department consists of the HR Director. The HR Director is responsible for the **overall administration, coordination and evaluation of personnel**. Some of the HR Department duties include writing and posting job descriptions, conducting new employee orientations, exit interviewing, enrollment to all benefits, administering payroll, ensuring accuracy of pay rates and incentives and tracking leave accrual, tuition reimbursement, longevity and deductions. As a whole, the City employs over 100 individuals; so the **proper management, education and protection of these employees** is a top priority for the City.

The HR Director provides various learning opportunities for the employees each year. These topics include retirement, deferred compensation and general workplace courses including: dealing with stress, harassment and conflict.

BUILDING INSPECTION, ZONING & CODE ENFORCEMENT

The City of Erlanger is in the process of transitioning our zoning services to Planning and Development Services of Kenton County (PDS). Building Inspection and Codes Enforcement were historically handled within the GG Department, but is now part of the PW Department beginning in FY 2023 and led by the PW Director. This City function consists of the Building Inspector, a Permit Technician, a Citation Officer, two contracted Building Inspectors and PDS Services. As we transition, these services are included in the GG budget for FY 2023, but will move to PW budget in future years.

The purpose of the building codes is to establish the minimum and maximum requirements to **safeguard the public health**. This includes safety and general welfare through affordability, structural strength, providing safe ways to exit a building, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The building department accomplishes this by PDS conducting thorough plan reviews and performing field inspections to ensure projects are following the approved plans.



Zoning is a set of rules which guide orderly growth and development. These rules are necessary to keep land from being used inappropriately – to prevent, for example, heavy industry from locating in residential areas. Zoning restrictions outline how land can be used. The basic categories are agricultural, residential, institutional, mixed-use, office, commercial, retail and industrial. These restrictions also control the type of buildings allowed on the property; how tall they can be, how far they must be set back from the street and other development standards.

Zoning is based on land use policies which control how land can be used in different parts of the country. Landowners and the public have considerable input when those policies are set – through public hearings, community meetings and comments to the City.

Codes Enforcement is responsible for the enforcement of the City's Codes and Ordinances, which have been adopted over the years to protect the health, safety and welfare of the residences. Together with the Codes Enforcement Board, the Codes Enforcement team ensures that the City does everything in its power to maintain property values, community appearance and neighborhood pride. If you have an issue with something you believe is in violation of the City of Erlanger Code of Ordinances, you can reach out to this Department.

COMMUNICATION, TECHNOLOGY & INNOVATION



Jim White,
Technology
Technician

Communication, technology and innovation are what keeps the City of Erlanger relevant and moving forward. Our Communication, Technology & Innovation (IT) Department is an essential function of the City. The overall budget allocated to IT is **\$366,486**. IT stands as the **line of defense for the security of the City's most critical data, information and roles**.

Our IT Department consists of the Technology Technician; as previously cited the Technology Technician's salary and benefits are included in General Government's budget; however, the IT programs of the City remains its own niche. The Technology Technician ensures that the City's network runs smoothly on a day-to-day basis and is responsible for the architecture, hardware, software and networking of computers. The IT Department oversees the installation and maintain of computer network systems and provides technology equipment to employees throughout the City.



ERLANGER

POLICE

POLICE

The Erlanger Police Department (PD) is a state accredited law enforcement agency. Our PD considers **service to our community** to be their primary responsibility. Police are responsible for maintaining order and safety, enforcing the law and preventing, detecting and investigating criminal activities. The department is an organization of well-trained, dedicated and disciplined men and women who work together to make Erlanger a safe place to live, work and play.

A career in law enforcement isn't easy; police work is filled with rigorous physical and emotional demands. Our PD is one of the few agencies of government that never closes; therefore, officers may encounter many different tasks and challenges while on duty.

We take pride in our **preparedness to address our City's emergencies**. Proper training, equipment and communications are essential for our PD to perform their duties and protect themselves and citizens. In general, police departments depend on a wide range of basic and technical equipment to conduct services. The primary categories of equipment used by our PD include:



Kyle Rader,
Chief of Police

- **Handcuffs** – Handcuffs are probably the most used piece of equipment. Handcuffs are highly effective to keep the suspect under control and prevent them from causing harm to their person or those around them. Most officers carry around 2-3 pairs so that they can capture and detain more than one perpetrator.
- **Body Cameras** – Body cameras improve officer safety and accountability, increase evidence quality, reduce civilian complaints and reduce agency liability. Officers turn on the cameras when they respond to an incident.
- **Bulletproof vests** – This armored vest offers our officer’s protection against attacks with weapons such as knives, pistols, rifles and small explosives.
- **Cruiser** – It’s essential for police to get around our City to respond to incidents. These vehicles are equipped with lights, sirens, radar, license plate readers and additional equipment including, a first aid kit, specialized tools and other gear.
- **Duty Belts** – The duty belt makes the necessary equipment easy to carry and readily accessible, such as flashlights, handcuffs, radios, baton, pepper spray, taser, gloves, etc. They are typically made of either leather or nylon and are usually black in color. The police duty belt is also known as a gun belt, utility belt or kit belt.
- **Rubber gloves** – Many officers keep one or more pairs of rubber gloves in their patrol cars. The gloves are important to wear when handling crime scene evidence such as weapons, bullets and other items. In addition, officers wear rubber gloves when examining victims.
- **Radio** – Radios are used to facilitate communication with dispatch and other officers. Codes are used to help expedite communication.
- **Ammunition** – Police officers may carry a supply of extra ammunition in case they need to reload their firearms. The ammunition can be stored on the duty belt or in a magazine pouch. Additional rounds of ammunition may be stored in the patrol vehicle.
- **Police Weapons:**
 - **Taser** – Tasers work more effectively when neutralizing a suspect without causing excessive physical harm and allowing the officer opportunity to make the arrest.
 - **Baton** – The baton is generally used to disperse and control crowds of people on the cusp of a riot, but they also come in handy in protection against unarmed and aggressive people. In addition, batons are often used to break down windows and doors to free or rescue trapped victims in dangerous situations.
 - **Mace/Pepper Spray** – Officers may carry a canister of mace or pepper spray to help neutralize individuals. The spray makes it difficult for the assailant to see and breathe, which gives officers time to subdue the individual and make an arrest.
 - **Knife** – Knives can be used as a self-defense weapon or as a cutting tool. A knife can be used to cut a person free of restraint such as a rope or to cut a seat belt if someone is trapped in a vehicle. It is important to note that not all cops carry knives due to the risk factors involved.
 - **Firearm** – Law enforcement officials face many potentially dangerous situations on any given day. Although they are rarely used, a firearm is an essential element of the police uniform.



The PD is currently exploring the possibility of adding a **drone** to their equipment arsenal. Drones improve situational awareness, help locate missing people or suspects, combat fires and inspect damage or accidents.

There are various features within our PD including the Detective’s Bureau, K-9 Unit, Patrol Unit, Traffic Unit, Social Worker Program, School Resource Officers/STAND, Community Relations, Mountain Bike Unit and Honor Guard.

While moving forward and striving for excellence, each new year brings change within the PD. The changes in culture that occur can best be described as interpretation, articulation and elaboration. Our PD strives to be a **progressive and proactive police agency** and their mission reflects that goal:

OUR VISION	WE VALUE	OUR MOTO
SAFEGUARDING THE FUTURE	THE CONSTITUTION, INTEGRITY, FAMILY AND LOYALTY	BE PROUD, BE HONEST, BE NICE; THE IMPRESSION YOU LEAVE MAY LAST FOREVER

Overall, the PD consists of 46 full-time employees and 1 part-time employee. The total budget is **\$7,143,771**. Detailed below are the various responsibilities the PD entails.

DETECTIVE’S BUREAU

The Detective’s Bureau of the Erlanger Police Department is made up of 1 supervisor and 5 investigators. The team is assigned criminal activity to investigate in Erlanger. Two investigators are assigned to partnered task forces that **focus on illegal drugs**.

The detectives’ office **investigated a total of 184 cases in 2021**. Additionally, they were involved in several large and high-profile cases both locally and on a federal level. Our various investigative officers, including detectives and collision reconstruction officers **trained a combined 640 hours in 2021**.

K-9 UNIT

Since 1995, the Erlanger PD has had the privilege of utilizing a K-9 unit within our ranks. We have a great tradition and much success with this program.

One of our former K-9s, Joe, was a black lab and became proficient as a **search and rescue** dog. He was transferred to the Erlanger Fire Department and was utilized all over the state of Kentucky. Besides Joe, all of our K-9s have been German Shepherds.

Our two current K-9s are Bodo, who is partnered with Officer Michael Clark and Keno, who is partnered with Officer Glenn Hartke. These K-9s have followed the great tradition of our former K-9’s. On his first shift, Bodo made 2 drug “hits” on vehicles resulting in arrests for heroin and methamphetamine. These two units have had **151 combined uses in 2021**.



K-9 Keno with Partner Glenn Hartke

In February 2022, our PD was awarded a donation from the Matt Haverkamp Foundation to fund the new purchase of a K-9 to be trained as a **dual-purpose narcotics detection**, not to exceed \$15,500, from

Shallow Creek Kennel. Officer Matt Hilvert will be our new K-9 Officer and he will attend a 6-week training school with his partner in June of 2022. Officer Hilvert and his K-9 will replace Officer Clark and Bodo, as Bodo will retire in FY23.

This unit adds another **layer of protection** to both our officers and the citizens of Erlanger.

PATROL

We believe that the community policing philosophy of the Erlanger PD has led to greater trust by the community, thus contributing to the increased number of calls for service. The Patrol Division is referred to as the backbone of our organization. It is our belief in patrol that by relying on the eyes and ears of each person in this community, that backbone is strengthened. It is our goal to make the City of Erlanger **one of the safest cities** in the Commonwealth and the United States. The Erlanger PD is concerned with the quantity of enforcement only to the extent that it affects the traffic problems in our community. Quantity alone without the ingredient of quality produces no positive results.



The Patrol Division is under the direction of Assistant Chief Michael Leming. There are two patrol shifts which run at the direction of a Patrol Lieutenant who is responsible for the administration of his shift. He is assisted by two shift sergeants. This team of supervisors is responsible for responding to major police, fire and accident calls. They also brief Patrol Officers on special tasks and assignments, assist officers with investigations and other unusual situations, receive and investigate officer involved complaints and requests for police assistance, deploy and allocate manpower and equipment to the scene of emergencies, see that all records and/or reports of police activities on the shift are properly routed and executed, promote effective public relations and crime prevention through films and speaking engagements and cooperate with other law enforcement agencies upon request.

The officers of the Erlanger PD are among the best trained in the state. They attend the required basic training academy of twenty-two weeks before reporting for duty with the department, where they must complete a 20 week in house Field Training Program. Each officer then receives annual training through the academy and through many other training classes offered around the country. One example of this extended training is that received by our collision reconstruction team. Each member of the team has received at least six weeks of training in collision reconstruction. The Erlanger PD prides itself on the **training and professionalism** of its officers.

The PD invested a minimum of **2,752 hours of training for all sworn officers in 2021**, including 40 hours for each certified sworn officer, 4 quarterly firearm range qualifications, annual Response to Resistance, Active Shooter Training and Firearms Training Simulator practical. PD leadership received approximately 520 additional hours of advanced leadership training. Training and preparedness are a cornerstone to the success and safety of our officers and community.



TRAFFIC UNIT

Our PD is always looking for ways to work efficiently and effectively to complete their duties. In the last fiscal year, the PD established a full time Traffic Unit. This unit consisted of two officers, who combined, work 7 days a week. These units **address traffic complaints, interstate collision calls and parking issues**. The Traffic Unit has been successful in handling the assigned tasks and allows the Patrol Shift Units to focus on crime prevention and calls for service. The Traffic Unit **handled a combined 3,890 traffic stops and calls in 2021**.

SOCIAL WORKER PROGRAM

Our Social Worker Program has been instrumental in the creation and selections of several surrounding area programs in both Kentucky and Ohio agencies. This has been a tremendous asset to our PD, the City of Erlanger and community as a whole. The Police Social Worker is dedicated to the **development, practice and enhancement of social services** provided within police department settings. Becky Strouse is the Police Social Services Coordinator for our PD. She had another **successful year in 2021, including 664 contacts and served 314 families/individuals**.



**Becky Strouse,
Police Social Services
Coordinator**

SCHOOL RESOURCE OFFICERS/STAND

The School Resource Officer (SRO) Program is handled by three officers, Scott Abney, Roger Ruby and Joel Shepherd. These Officers are responsible for **safety and crime prevention in schools**. They work closely with school administrators in an effort to create a safer environment. All three SROs have attended the Department of Criminal Justice Basic School Resource Officer class. Officer Abney is assigned to Lloyd High School, Officer Ruby to Tichenor Middle School and Officer Shepherd to the Elementary Schools. Some of the activities and programs this position is responsible for include: Youth Crime Watch, Chess Club and assisting with the athletic programs at all schools. Not only do SROs **build trust with the students** on these campuses, they get to **know the school's layout in the event of an incident** takes place on school grounds.

Officer Joel Shepherd is also a Students Against Narcotic Dependency (STAND) Instructor for Arnett Elementary, Lindeman Elementary and Miles Elementary. In this endeavor, he makes positive contacts with the elementary school children in the Erlanger/Elsmere School District. Children learn that we are "Stronger Together" and a life lesson that Police Officers are their friends and here to help.



SRO Joel Shepherd (far right) presented another outstanding STAND graduating class at Miles Elementary. Pictured with Mayor, Jessica Fette and Chief of Police, Kyle Rader.

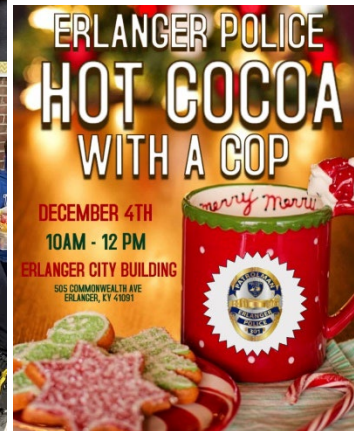
PUBLIC INFORMATION

Strong relationships of mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing. In addition to traditional police work, such as responding to emergency calls for service and traffic enforcement, Community Relations officers respond to “quality of life” issues that impact residents on a daily basis. Patrolman Charlie Loudermilk has been the Erlanger Public Information Officer since July 2020.



Charlie Loudermilk,
Public Information
Officer

Patrolman Loudermilk is active and **dedicated to the community in creating a positive place** for all that live in Erlanger. Police Community Relations participated in **numerous successful events throughout 2021**. These events included, but are not limited to: Annual Cops n Kids, Quarterly Coffee with a Cop, Fill a Cruiser, Summer Kickoff and Summer Sendoff Events, Miles Elementary Reading Challenge, Farmers to Families Canned Food Event and various City of Erlanger sponsored events.



MOUNTAIN BIKE UNIT

Having officers on mountain bikes not only allows officers to get to some calls and locations quicker, but also makes officers **very approachable**. Sergeant Joe Scroggin is in charge of the Police Mountain Bike Unit which contains four officers. These officers are assigned to all three shifts and have completed special training and are certified as Police Mountain Bike operators.

The Police Mountain Bike officers have made a positive impact on the community. Bike officers have been able to get to **know the citizens on a more personal level**. This, coupled with the ability to detect criminal behavior while being undetected, makes the bike officer a valuable tool for the Erlanger PD.

HONOR GUARD



The Erlanger Police Honor Guard has provided **distinguished representation** for the City since its inception in 2002. The current members of the Honor Guard are Lt. Josh Nezi, Sgt. Justin Auton, Sgt. Cameron Day and Sgt. Joe Scroggin. The members sacrifice their time and effort to perform in ceremonies with discipline and respect.

The Erlanger Police Honor Guard has provided services for funerals, ceremonies and other special events held by the City of Erlanger. The members are trained in close order drill, manual of arms and well-versed in flag etiquette and colors protocol. Often the Honor Guard is requested to perform at locations outside the City of Erlanger to honor fallen police officers, firefighters and other distinguished persons. The Erlanger Police Honor Guard is among the finest in Kentucky and welcomes its citizens to observe them while performing during annual special events held by the City.

DETAILED PERFORMANCE MEASURES

INCIDENT TYPE	2018	2019	2020	2021
TOTAL CALLS FOR SERVICE	24,189	26,080	27,529	30,498
ARRESTS	977	1,031	840	776
CITATIONS	3,165	3,117	3,137	3,633
TRAFFIC STOPS	5,396	5,434	5,543	6,790
DUI	100	178	177	78
COLLISIONS	1,382	1,430	1,120	1,215
SUSPICIOUS PERSON / VEHICLE	1,370	1,315	1,255	917
PUB CON / VACATION CHECK	2,586	3,596	4,693	5,162
MOTOR ASSIS / LOCKOUTS	1,443	1,300	966	1,242
MISSING PERSONS	77	79	59	78
ASSAULTS	156	75	48	71
BURGLARIES	96	92	88	71
DISPUTE CALLS	499	106	132	92
DOMESTIC VIOLENCE	254	604	634	526
EMOTIONAL CRISIS	84	234	265	259
FIGHTS	49	54	51	44
SUB WITH A WEAPON	33	42	59	44
SHOTS FIRED / GUNSHOT WOUND	19	30	68	48
STABBING	3	1	5	4
RAPE/SEX OFFENSE	17	9	24	16
ROBBERY	8	11	5	5



ERLANGER

FIRE & EMS

FIRE/EMS

Fire Departments are a critical disaster management resource. The purpose of Erlanger Fire and Emergency Medical Services (EMS) is to provide a range of programs designed to **protect the lives, environment and property of the inhabitants of the City of Erlanger** from the adverse effects of fires, medical emergencies or exposure to dangerous conditions, whether manmade or natural, through prevention, protection and education. Our Fire/EMS is one of the few agencies of government that never closes; therefore, officials may be called upon to perform many different tasks and challenges for the community.



Randy Godsey,
Fire/EMS Chief

The core values of our Fire/EMS Department is an acronym:

FILL	THE	PART
FAMILY, INTEGRITY, LEADERSHIP, LOYALTY	TRUST, HONESTY, ERLANGER	PROFESSIONALISM, ACCOUNTABILITY, RESPECT, TEAMWORK

We take pride in our **preparedness to address our City’s emergencies**. Proper training, equipment and communications are essential for our Fire/EMS Department to perform their duties. To be effective, firefighters must be trained to address the community’s recognized hazards. In general, Fire/EMS Departments depend on a wide range of basic and technical equipment to conduct fire suppression, rescue, emergency medical and other services. The primary categories of equipment used by our Fire/EMS department include:

- **Apparatus** – A fire apparatus is a vehicle specially designed for the firefighters’ needs, including the fire engine, that are designed to pump water: a fire truck, which fights fires, but does not contain onboard water; a ladder truck, which allows access above fires or to high-rise structures; a snorkel truck, which raises hoses high above fires; a floodlight truck, which provides illumination for nighttime emergencies; a



search-and-rescue truck; a paramedic (medical) truck; a command vehicle; a hazardous material response truck; a mobile laboratory; and an equipment (mostly hoses) transport vehicle.

- **Firefighting equipment** – Firefighters depend on a full range of equipment to suppress fires. This equipment includes extinguishers, axes, hooks, ladders, chemical suppressants, breathing apparatus, emergency alarms and illumination.
- **Personal protective equipment (PPE)** – Firefighters must regularly enter very hazardous environments. Several types of PPE have been developed to protect them. They can be used to protect against extreme temperatures (high and low); a lack of oxygen; smoke; chemical, biological, and radiological hazards; noise and caustic liquids.



- **Rescue equipment** – A major part of most firefighters' duties includes rescue from vehicles, structures, water and other wilderness and outdoor locations. Rescue equipment includes cutting tools, spreading tools, impact tools, ladders, ropes, harnesses, shoring equipment and illumination.

- **Communications** – Effective fire departments rely on three different forms of communication. The first is the emergency notification system, which enables the public to inform the fire department of an emergency. The most common system is an emergency telephone number, so the public

can dial a simple, well-publicized number to quickly reach emergency services (9-1-1). The second communications system is the use of radios, which allow responders to talk to each other and to their command center. The third system is one that allows responders to communicate with the public. This may be as simple as a megaphone or as complex as a reverse emergency telephone system or a system of radios that can be remotely activated by fire department officials.

Our Fire/EMS Department performs a wide variety of administrative and technical tasks and functions in support of fire suppression, fire prevention, hazardous materials, emergency medical and other emergency services; and provides highly responsible prevention activities including crash fire rescue, inspections and security. The Erlanger Fire/EMS Department prides itself on the **training and professionalism** of their officials.

The Fire/EMS Department invested a total of **5,678 trainings hours in 2021**. These trainings include CPR Training, Advanced Cardiovascular Life Support, Mutual Aid, EMS Refresher, Pediatric Emergencies Scenarios, Sprinkler Systems, Trauma Scenarios, Loss Control, Air Consumption and Fire Gear and Forcible Entry. In addition, our crews also completed various Leadership trainings.



Overall, the Fire/EMS Department consists of 33 full-time employees. The total budget is **\$5,548,093**. Detailed below are the various responsibilities and expectations the Fire/EMS Department entails.



FIRE/EMS PUBLIC EDUCATION

Fire/EMS Public Education is very important. We want our community to be educated and as safe as possible. Our FD offers several Fire, Health and Safety Programs and Classes to accommodate any need. Whether you need a complete class for Certification through the American Safety and Health Institute, a Fire Safety Class by one of our Certified Instructors or a speaker for your next meeting, our Public Education Division will assist you in any way we can. The most frequently requested topics are:



- **Blood Borne Pathogens** – Blood Borne Pathogens (BBP) meets all OSHA requirements for study in this important personal safety topic.
- **Automated External Defibrillator** – Automated External Defibrillator (AED) certification or re-certification with approval of your Medical Advisor.
- **Cardiopulmonary Resuscitation (CPR) Classes** – In our CPR Classes, each student learns the techniques of rescue breathing, chest compressions and choking relief for adults, children and infants using lecture, visual aids and hands-on practice. Each student has an individual manikin and equipment.
- **First Aid Classes** – Our First Aid Classes introduces the student to the basic level of training utilizing visual aids, lecture and hands-on practice.
- **Fire Extinguisher Usage** – Using real extinguishers and live, controlled fire, students learn proper extinguisher use and the safe, efficient methods of extinguishing small fires. Under strict supervision by Fire Fighters, the students use the latest safety equipment available.

CHILD PASSENGER SAFETY PROGRAM

Children's safety is a top priority to our Fire/EMS Department. Traffic accidents can happen to anyone at any time, affecting people of all ages. Traffic accidents remain the leading cause of death in children in the United States. The Erlanger Fire/EMS Department offers **child car seat inspections** performed by a Child Passenger Safety Technician to ensure car seats are properly installed.

Many injuries can be prevented with proper education, installation and use of car seats, booster seats and seat belts. Statistics show more than 80% of child restraint systems are misused or not installed correctly. The



Erlanger Fire/EMS Department has trained Child Passenger Safety Technicians to assist the community in gaining a better understanding of child restraint systems, all in an effort to ensure the **safety of our children**. These Technicians are obligated to take an initial 40 class, plus regular trainings to maintain their certification. The Fire/EMS Department **completed 79 individual car seat installations in 2021**.

FIRE PREVENTION

It is critical our citizens understand the importance of fire prevention so they keep themselves and those around them safe. The Fire/EMS Department shares open burn regulations, smoke detector tips and even offers a smoke detector/carbon monoxide detector to Erlanger residents. Smoke detectors are great for early detection and warning, but it's just as important you know what to do if a fire occurs in your home. It's recommended that you create a family escape plan that include: two escape routes from every room and a safe meeting place for your family to gather once outside the home. Annual Life Safety Inspections by the Fire/EMS Department are performed to assess and mitigate potential fire- and life-safety hazards in buildings. Our Fire/EMS Department **completed 425 Life Safety Inspections in 2021**.

COMMUNITY INVOLVEMENT

Our Fire/EMS Department has established a wonderful relationship with our community. It is imperative that leaders of our fire service work to be **approachable, visible and trustworthy**. Our Fire/EMS is involved in various **successful community involvement events** throughout each year to build trust and transparency with those they serve. In addition to city-wide sponsored events, such as Touch a Truck, the Fire/EMS participates in Canned Good Drives in partnership with Erlanger/Elsmere Schools, Lloyd Memorial High School Job Fair, Big Brother Program, Drive-by Parades and frequent local business dinners.



HONOR GUARD

The Erlanger Fire/EMS Honor Guard was formed in 2002, shortly after several founding members of the guard attended the National Fallen Firefighter's ceremony in Washington, D.C. This event usually occurs each year in Emmitsburg, M. to honor all of those firefighters who have died in the line of duty the previous year.

However, it was in Washington D.C. in 2002 to accommodate all of those who were attending the event to honor not only the 100 firefighters who died across the nation that year, but also the 343 firefighters who died on Sept. 11, 2001, in the World Trade Center terrorist attack in New York City. This very sobering experience instilled in our members not only the need to create our own Honor Guard, but to create **a squad of uncompromising dedication and professionalism**.

This commitment has earned our team much respect and many requests to perform at ceremonies throughout the region. To carry the American flag at the funeral of someone who has died in the service of his or her community is a great honor we have been asked to perform many times.

In addition to having carried the flag at several fallen firefighter’s funerals, we have carried the flag and performed ceremonial duties at Kentucky’s fallen firefighters’ memorial ceremony; the Kentucky Firefighters’ Association memorial service; in parades and at the opening ceremonies for conventions, meetings and other events; and also serving at the funerals of emergency services personnel who did not die in the line of duty.



DETAILED PERFORMANCE MEASURES

INCIDENT TYPE	2018	2019	2020	2021
FIRE / EMS INCIDENTS	3,322	3,520	3,693	4,133
LIFE SAFETY INSPECTIONS	665	576	207	425
CAR SEAT SAFETY INSTALLATIONS	n/a	42	n/a	79
UNIT RESPONSE ACTIVITY:				
ENGINE 51	1,126	1,214	1,221	1,339
MEDIC 64	1,908	2,050	2,192	2,361
ENGINE 53	468	461	508	559
MEDIC 63	869	997	1,052	1,266
ALL UNITS	4,371	4,722	4,973	5,525



ERLANGER

PUBLIC WORKS

PUBLIC WORKS

Public Works (PW) is the combination of physical assets, management practices, policies and personnel necessary for government to **provide and sustain structures and services essential to the welfare and acceptable quality of life for its citizens**. These structures include the City Building, Police Station, Fire Houses, City Parks, City Streets and City Sidewalks. Overall, the PW Department consists of 17 full-time employees. The total budget is **\$3,132,262**.

Our PW Department strives to be:

EXCEPTIONAL
EMPLOYEES, SERVICES, COMMUNITY



Peter Glenn,
Public Works Director

We take pride in our **preparedness to address our City's needs and emergencies**. Proper training, equipment and communications are essential for our PW Department to perform their duties. To be effective, PW employees must be trained to address the community's recognized needs and emergencies. In general, PW Departments depend on a wide range of basic and technical equipment to sustain structures and maintain expected services. The primary categories of equipment used by our PW department include:

- **Vehicles** – It's essential for our PW employees to not only travel around the City to complete their services and duties, but also be able to transport their necessary equipment and tools they need to assist with those responsibilities. Our PW utilizes various trucks and cars (i.e., Tahoe and Durango), street sweeper, dump truck and gators.



- **Leaf vacuum** – Leaf vacuums suck fallen leaves through a tube and into a bag. They are exceptionally handy for quickly tidying up yards and banishing leaf build-up beneath hedges and flower beds.
- **Tractor** – A tractor is essential for hauling and transporting materials.
- **Mowers** – Mowers allow our PW crew to maintain grassy lawns throughout our city, including parks and building landscapes.

- **Pressure washer** – This item assists in cleaning the larger pieces of equipment and certain areas around the City.
- **Backhoe** – Backhoe loaders are helpful with landscaping jobs, such as digging up trees, moving gravel and pushing topsoil into place.
- **Trailer** – A trailer allows our PW crews to transport materials, equipment and tools to complete their projects.
- **Laminator, Printer and Cutter** – Our PW assists in manufacturing official City signs needed. This includes project signs, traffic signs and signs needed by other departments.
- **Playground and park equipment** – Our community parks are managed by our PW Department. Therefore, all items including playgrounds, trashcans, benches, shelters, flag poles, bike racks and little libraries are recorded as PW assets.
- **Street lights** – Our streets are managed by our PW Department. Therefore, all street lights are recorded as PW assets.



The PW Department invests many hours into appropriate **training opportunities** including specific courses and conferences. These trainings are essential for our crews to perform their responsibilities while staying up to date on compliance issues, new regulations and safety protocols. These trainings are the **backbone to our City's readiness**. These trainings include Kentucky League of Cities Safety Risk Management, Pesticides Certification, American Public Works State Conference, State Snow Conference, and National Conference, Leadership Training and Commercial Driver's License Training Certification. Several of our PW employees have participated in the University of Kentucky Transportation Department's Road Scholar program, which provides advanced training on road maintenance and traffic related issues.



Our PW Department performs a wide variety of services for our City, including: fall leaf collection, street sweeping and snow removal. In addition, our PW crew maintains all city parks, structures and infrastructure. Detailed below are the various responsibilities and expectations the PW Department entails:

STREET MAINTENANCE

Our PW Department is responsible for maintaining City streets. This area includes patching broken or eroded pavement, street signage, street sweeping and snow removal. These services **maintain aesthetic goals** of the City and **increase safety** for the residents. Our PW employees work hard to ensure our streets are safe to travel on, especially during the winter months. Our PW Management keeps a sufficient salt supply on hand to properly treat the roads. There is a list of Streets Maintained by our PW Department on our website. A copy of this listing is included in the **Supplementary Information** section of this document.



CITY IMPROVEMENTS

City Improvements entail the larger infrastructure improvements, such as total street replacements, sidewalk replacements and buildings. Erlanger is dedicated to our resident's quality of life; therefore, these capital improvements are always **high on our priority list**. **Enhanced accessibility** for all street users not only makes Erlanger a safer community, but also enjoyable to visit. Apart from improved street safety, increasing the walkability of our City by adding sidewalks provides a **safe, mobile and healthier community**.



Our PW Department has created a Three-Year Infrastructure Forecast to address the most urgent needs of street and sidewalk replacements. A copy of this Forecast is included in the **Supplementary Information** section of this document. It is important to note that this Forecast is based on estimated costs and is subject to change based on resources available and timing constraints in future years.

A Facility Condition Assessment of our Public Works Office was completed in 2020. This report determined that the current space has deteriorated and holds many health and safety issues. It is crucial that our PW has a **safe environment conducive to their operations**. A new facility for our PW to operate from is a top priority for our current budget. A space on Montgomery Drive was purchased in FY 2022 and we have allocated \$3.5M to begin construction on this facility to meet the needs of our PW Department.

CITY BEAUTIFICATION

Our City Management is dedicated to **city-wide beautification**. Erlanger strives to enhance the quality of life for the residents and make Erlanger a great – and aesthetically pleasing - place to live. Our City Council has created a City Beautification Task Force to spearhead, plan and implement these beautification projects. Our PW Department is responsible for bringing these projects to life. These projects include tree planting, street island beautification, streetscapes, bench/trash receptacles and painted murals.



This current FY 2023 budget includes the Bridge Beautification of the Dixie Highway Railroad Underpass as well as increased City Signage, lighting, and other beautifications. A copy of the Forecasted City Beautification timeline is included in the **Supplementary Information** section of this document.

PARK MASTER PLAN



Erlanger strives to be a great place to work, live and play. With widespread disruptions to our normal way of life the past few years, more people have turned to their local, close-to-home parks, green spaces and trails for essential physical and mental health benefits. These spaces influence our residents' overall quality of life. Our city is landlocked between other cities; consequently, we are limited with our existing green spaces. Therefore, our current parks deserve the utmost quality so our residents can live their best lives and reap the vital benefits of these spaces. In effort to provide exemplary services, Erlanger has **developed a Parks Master Plan to redesign and provide the best possible park infrastructure to our community**.

Our City Council established a Parks Master Planning Task Force to spearhead, plan and guide the process of the Parks Master Planning. This includes the order in which the 12 Erlanger parks are improved. This current budget for FY 2023 includes improvements to Cahill Commons (Phase I Construction), Silverlake Park (Phase II Construction) and Erlanger Road Park Design.

FACILITIES SERVICES

Our PW Department is responsible for maintaining the needs of all of the City Facilities. Facilities management entails the tools and services that **support the functionality, safety and sustainability of City buildings and grounds**. This crew is responsible for overseeing certain contracts and provide services including security, parking, building maintenance, janitorial duties and set up/tear down meeting rooms and City sponsored events. They manage the upkeep of equipment and supplies to meet health and safety standards and inspect our facilities structures to determine the need for repairs or renovations. If there are any emergencies that occur, including plumbing, electrical and janitorial, this crew will get it taken care of.



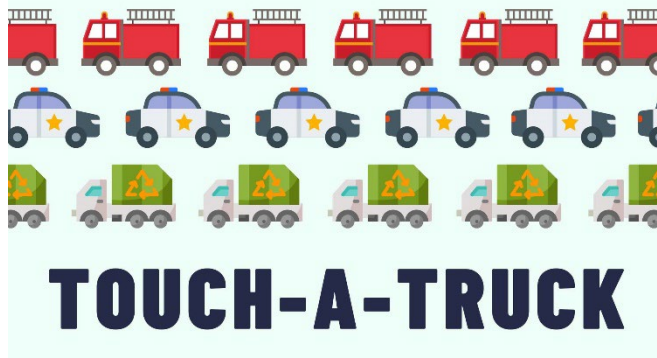
SIGN SHOP



Our PW assists in manufacturing official City signs needed. This includes project signs, traffic signs and signs needed by other departments. These signs are important to create because these signs **share important information to the City**. The work of fabricating signs and decals entails the use of computer-generated and digital graphical layouts, photographic images and related applications. Completed graphic images are laminated to a suitable substrate prior to site installation.

COMMUNITY INVOLVEMENT

Our PW Department services are critical to the quality of life in our City. Their functions can be **seen and felt throughout the community**. Residents enjoy and appreciate their annual Fall Leaf Collection Services and street sweeping services to help keep their yards and residential areas clean. In addition to their daily tasks, they attend several successful City sponsored events, including Touch-a-Truck, Summer Sendoff and the Youth Fishing Derby.



PERFORMANCE MEASURES BY FUNCTION

DEPARTMENT PERFORMANCE MEASURES

Function	Year Ended December 31,			
	2018	2019	2020	2021
Police				
Physical arrests	849	1,031	834	756
Traffic violations	3,395	2,232	2,364	3,574
Parking violations	160	130	50	66
Fire/EMS				
Number of calls answered:				
Fire	749	723	740	786
Emergency Medical Services	2,573	2,799	2,951	3,347
Inspections	540	570	517	422
Highways and streets				
Street resurfacing (miles)	1.08	1.55	0.94	1.21

Source: Various City Departments

POSITION SUMMARY SCHEDULE

DEPARTMENT POSITIONS

POSITION	
GENERAL GOVERNMENT	
FULL TIME POSITIONS (13)	
CITY CLERK	1
FINANCE DIRECTOR	1
CITY ADMINISTRATOR	1
ASSISTANT CITY CLERK	1
DIRECTOR OF ECONOMIC DEVELOPMENT/ASSISTANT CITY ADMINISTRATOR	1
BUILDING AND ZONING ADMINISTRATOR	1
HUMAN RESOURCES DIRECTOR	1
PERMIT TECHNICIAN	1
ADMINISTRATIVE CLERK	1
CITATION OFFICER	1
FRONT DESK CLERK	1
TECHNOLOGY TECHNICIAN	1
ACCOUNTANT	1
PART TIME POSITIONS (1)	
EVENT PLANNER	1
POLICE	
FULL TIME POSITIONS (46)	
POLICE LIEUTENANT	3
CHIEF OF POLICE	1
POLICE ASSISTANT CHIEF (PATROL ADMIN DIVISION)	1
SRO	3
POLICE SERGEANT	7
POLICE CLERK	2
POLICE PATROL OFFICER	26
PATROL CORPORAL	2
POLICE SOCIAL SERVICES COORDINATOR	1
PART TIME POSITIONS (1)	
POLICE PATROL OFFICER	1

FIRE/EMS

FULL TIME POSITIONS (33)

FIRE/EMS CHIEF	1
ASSISTANT FIRE/EMS CHIEF	1
FIRE/EMS DEPUTY CHIEF	3
FIREFIGHTER/EMT 24/48	9
FIRE/EMS SHIFT LIEUTENANT	3
FIRE/EMS SHIFT CAPTAIN	3
FIREFIGHTER/PARAMEDIC 24/48	12
FIRE DEPARTMENT EXECUTIVE ASSISTANT/OFFICE COORDINATOR	1

PUBLIC WORKS

FULL TIME POSITIONS (17)

PW PROJECT ADMINISTRATOR	1
PW DIRECTOR	1
PW ASSISTANT DIRECTOR	1
PW OPERATIONS MANAGER	1
PW CREW LEAD	2
PW MAINTENANCE WORKER	7
PW MAINTENANCE TECHNICIAN	2
PW FACILITIES SERVICE TECHNICIAN	1
PW FACILITIES SERVICES COORDINATOR	1

FULL-TIME EQUIVALENT EMPLOYEES

FULL-TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

Function/Program	Fiscal Year June 30,		
	2021 Actual	2022 Actual	2023 Budget
General Government	13	13	13
Public works	17	17	17
Police	46	46	46
Fire/EMS	33	33	33
Parks and Recreation	0	0	0

Source: Human Resource Department

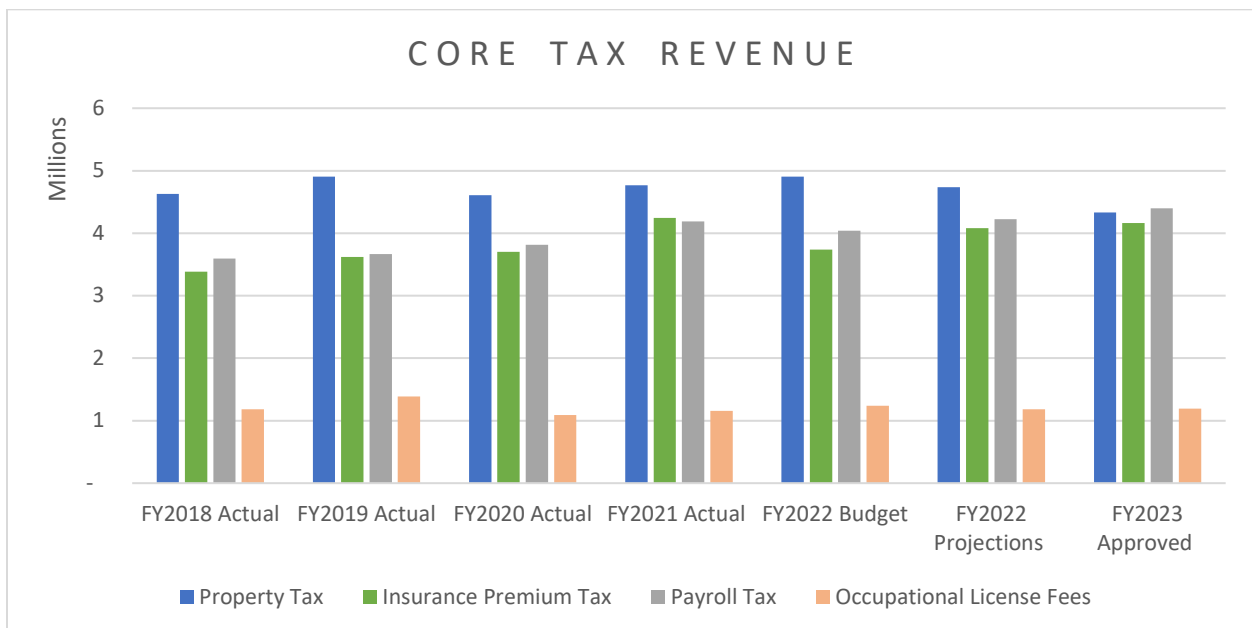
REVENUES

SOURCES OF REVENUE

The City of Erlanger maintains a **diversified revenue portfolio**. Our revenue sources consist of property taxes, license and permits, intergovernmental, uses of property, charges for service, fines and forfeitures, investment earnings and miscellaneous. Erlanger strives to keep our revenue stream multifaceted to protect the City’s financial health and if there are any interruptions, they will not disrupt our operational fiscal responsibilities.

Our core revenues – property taxes, insurance premium tax, payroll taxes and occupational license fees – make up about 80% of our total inflows.

It’s important to note that the City uses the core revenues to cover the General Fund activities, notably recognized as our core expenses. The General Fund is the chief operating fund for the City. The activities being paid for through the General Fund constitute the City’s core administrative and operational tasks. **The General Fund is used to record all resource inflows and outflows that are not associated with special-purpose funds.** In other words, all of the government activities should be reported in this fund, unless there is a specific reason to report the activity in another fund (i.e., Capital Fund and Park Improvement Fund).



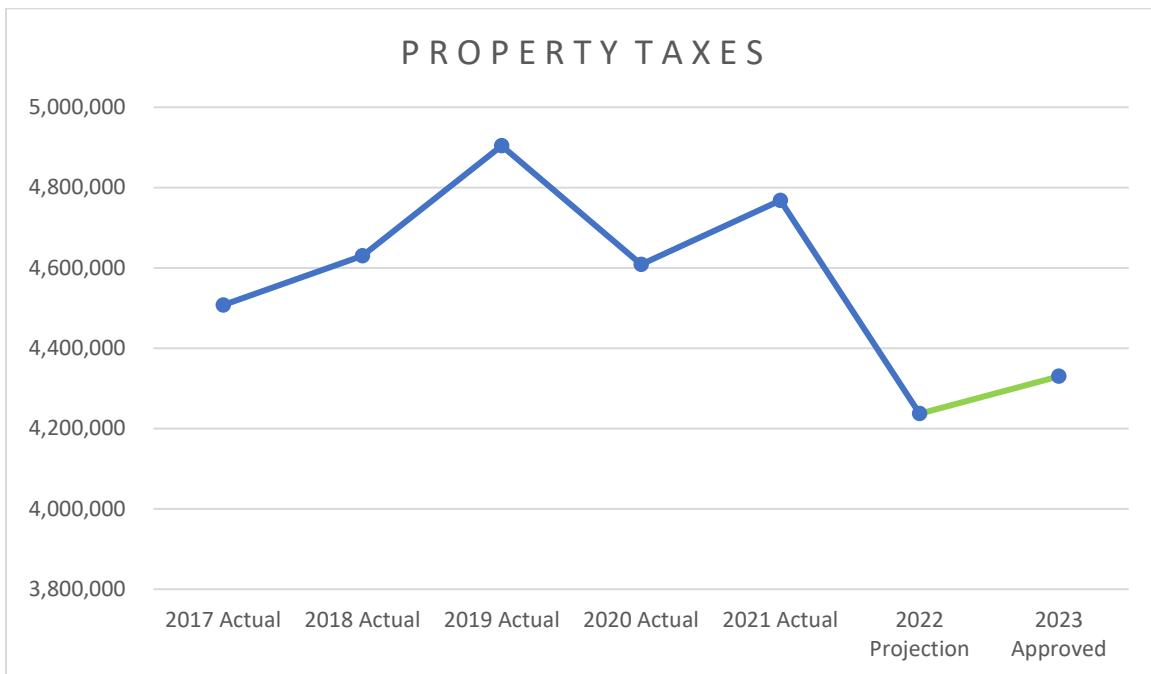
WHERE DOES THE MONEY COME FROM?

PROPERTY TAXES

The City follows Chapter 132 of the Kentucky Revised Statutes as it related to property taxes. Property taxes are levied as of January 1 on property values assessed as of the same date according to the Kenton County Property Value Administration (PVA). The taxes are billed on approximately October 1 and are due and payable on December 31. A 2% discount can be applied if taxes are paid by October 31. On January 1, the bill becomes delinquent and penalties and interest may be assessed by the City. A lien may be placed on the property on January 1.

Property tax rates for the year ended June 30, 2022 are \$0.307 per \$100 valuation for real property and \$0.297 per \$100 valuation for personal property. The 2021 tax levy was based on assessed value of property of \$1,340,799,670 for real property and \$130,273,672 for personal property.

Assuming there are no tax reductions, we projected property taxes at the same rate for FY2023. This does take into account the new Park Improvement Fund of which 12% of Real Estate Assessments is allocated to.



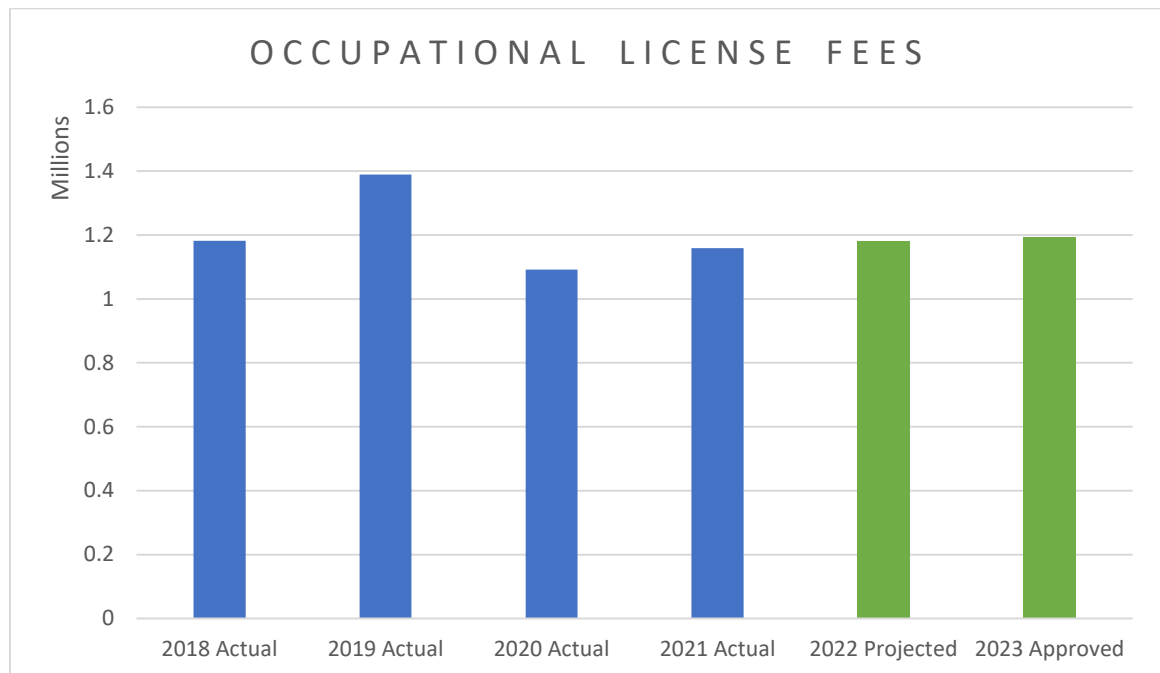
LICENSE & PERMITS

Our License and Permits category is our largest revenue stream. It includes three of our core revenue streams. This grouping consists of occupation license fees, insurance premium tax, payroll tax and other taxes and license fees:

1. OCCUPATIONAL LICENSE FEES

Businesses operating within the City of Erlanger are required to obtain an occupational license on an annual basis. Not only does this apply to brick-and-mortar companies within our City limits, but also contractors temporarily performing work within our City limits. This license must be renewed by the 15th day of the fourth month after the business' year-end. There is a \$50 Business License Renewal Fee (or you can pay \$225 for a Kenton County-wide Business License). For 2022, the annual occupational license fee is calculated by applying a rate of .00075 or 0.075% on total gross receipts. There is no minimum fee, but the maximum fee is capped at \$40,000. Kenton County collects these fees on behalf of the City of Erlanger.

Our FY 2023 proposal of \$1.1 million is a 1% increase over the FY 2022 projection and a 3% increase over FY 2021 actuals. The Finance Department has been doing routine audits of businesses to make sure the businesses are operating properly with our city ordinances, which includes paying appropriate taxes. To date we have found \$176,000 in additional revenue in Occupational and Payroll fees.

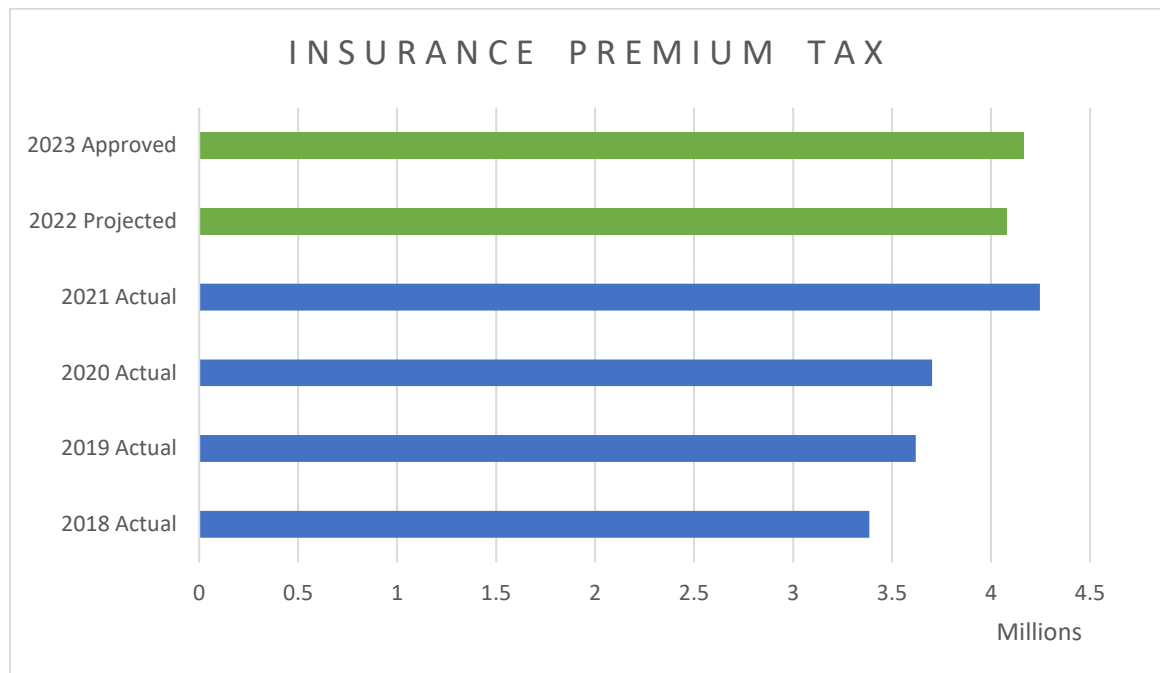


2. INSURANCE PREMIUM TAX

Insurance premium tax is a tax paid by all life insurance companies, all stock insurance companies, all mutual insurance companies and all captive insurers doing business in the State of Kentucky. All insurance premium fees are regulated by the State of Kentucky, specifically, the Kentucky Department of Insurance (DOI). The DOI ensures the insurance companies are properly reporting and collecting the taxes assessed on the insurance premiums paid as well as dispensing the funds to the proper municipalities. A local premium tax advisory council has been appointed to provide advice and expertise regarding this legislation.

Governments can tax in the following categories: fire and allied perils, casualty liability only, vehicle, inland marine, health, life and all other risks. A license fee is imposed on each insurance company which issues policies to residents or businesses within the City of Erlanger. As of July 1, 2020 the fee was lowered from 10% to 9.75%.

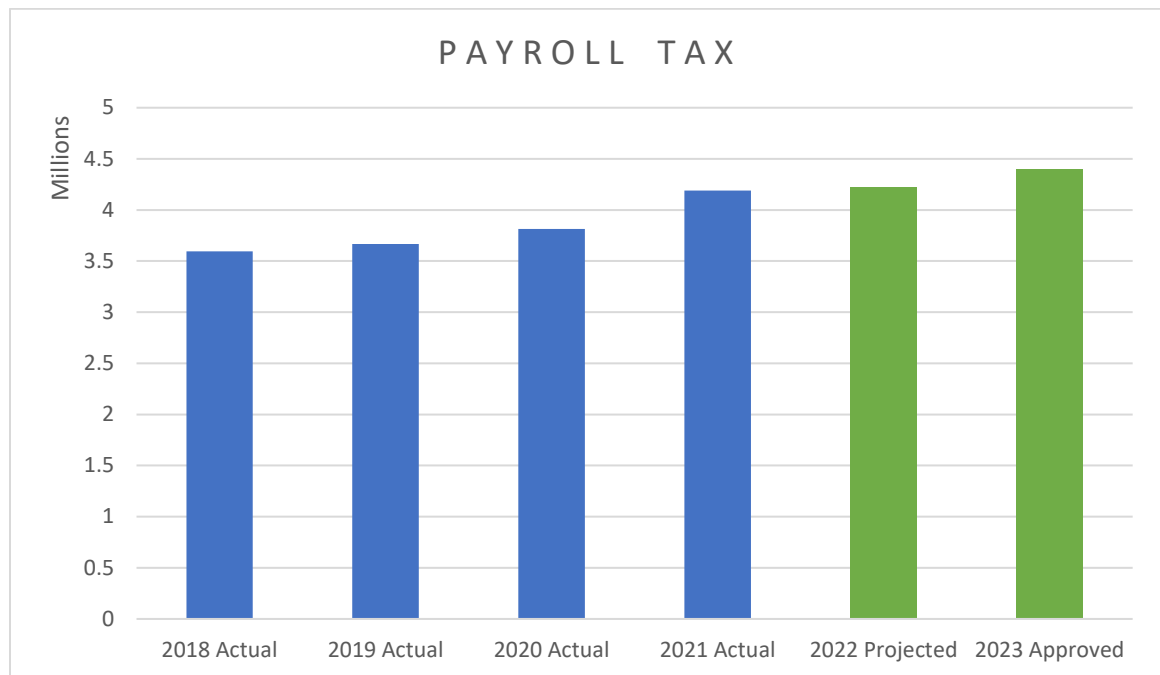
Given the nature of this revenue stream, insurance premiums are extremely difficult to project. For FY 2023, we are estimating \$4.1 million. This reflects a 2% increase from the FY 2022 budget projections. In FY 2021, we received \$4.2 million, which was an outlier when compared to historical data.



3. PAYROLL TAX

Employees working within the City of Erlanger – temporarily and on a daily basis – are to be taxed at a rate of .015 or 1.5% of their gross wages/compensation earned in city limits. All payroll fees are due quarterly. Kenton County collects these fees on behalf of the City of Erlanger.

Payroll tax is estimated at \$4.4 million. Currently, year-to-date we are seeing a 3% increase in payroll revenue over last year at this time. The FY 2023 projections display a 5% increase. This is due to companies offering higher wages to their employees to battle surging inflation increases and remain competitive in their markets. Nationally after COVID, companies are struggling to find people to work; therefore, higher wages are being offered to incentivize their company and fill their needed positions. We have seen this here in Erlanger.



4. OTHER TAXES & LICENSE FEES

The City also collects tangible tax, franchise tax, bank deposit tax, delinquent taxes, penalty and interest and alcohol beverage fees (ABC). In addition, the City requires various permit fees including building permits, HVAC permits and zoning permits.

INTERGOVERNMENTAL

Intergovernmental revenues include state and federal grants. This includes municipal road aid, public safety pay incentives, base court revenue and other assistance. In FY 2020 and 2021 the City received a total of \$1.7 million in CARES funding from the Federal Government. In recent years, this also include the \$4.8M ARPA funding we have received from the Federal Government. The City received the first tranche of \$2.4 million in FY 2022; and the second tranche will be received in FY 2023.

These two federal grants have inflated our recent and current revenues, but we are confident our core revenue source remain sound and will flourish in the future.

CHANGES FROM THE PROPOSED BUDGET

Since the Proposed Budget, the Commonwealth of Kentucky FY 2023 Budget, approved by the Kentucky Legislature and signed into law by the Governor, increased the training incentive stipend for Public Safety: police officers and fire fighters. The annual incentive increased by \$300, from \$4,000 per Public Safety Employee to \$4,300. Since the City receives incentive money as revenue from the Commonwealth of Kentucky, our Intergovernmental Revenue increased by \$39,642 from the Proposed Budget.

USES OF PROPERTY

This revenue stream accounts for rental income the City collects. This includes all City property, whether it be land, buildings or other structures or parking areas. For the City of Erlanger, this includes Montgomery Road rental income, Farmer's Market rental income, PTI US Tower Lease rental income and any sale of surplus property.

CHARGES FOR SERVICE

The primary source of revenue in this category is from our Fire/EMS Department's EMS runs. Since House Bill 8 was approved by the State of Kentucky in 2020, this bill allows Kentucky EMS providers to benefit from enhanced federal Medicaid payments for ground ambulance services. The City pays a 5% fee back to the State of Kentucky, but we have received noticeable revenue since this bill's enactment.

Other inflows in this category include services our PD, PW and GG Departments provide. The PD services consist of security details, accident reports and warrant and arrest fees. Our PW Department has made various signs for local partners. This also comprises the passport processing fees generated by the GG Administrative Department.

FINES & FORFEITURES

The classification consists mainly of our code enforcement efforts, but it also includes parking tickets.

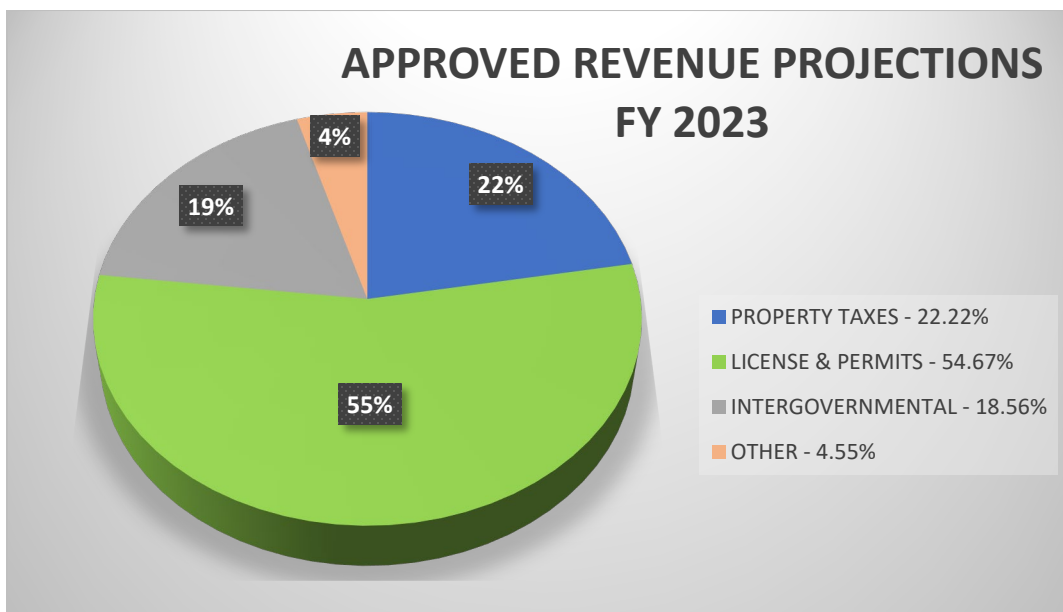
INVESTMENT EARNINGS

This classification is for our interest income earned on the City's investments. Interest income heavily relies on the financial institutions and market conditions.

MISCELLANEOUS

This classification consists of varied sources of income that is not usually thought of as revenue in the previously mentioned sources. Miscellaneous income pertains to insurance proceeds, restitution, reimbursements, credits, open records requests and credit card rewards.

REVENUE PROJECTIONS



Projecting revenues is more of an art than a science. It's important to plan for and be mindful of both the best and worst scenarios. Considering the various types of revenue the City collects, there are several methods utilized to estimate and project future collections. It's important to note that these are estimates and our projections are subject to change once more information becomes available. **The City of Erlanger is conservative in our revenue projections to ensure we have adequate resources to fund our essential City services.** It's important to remain critical in our forecasts; moderate research is performed when generating our assumptions. The Finance Department reviews our data on a monthly basis and is constantly assessing the overall outcomes. The foundations considered when projecting revenues are:

- **Historical Data** – Historical data allows us to analyze previous trends and movements and assume that these trends will continue into the future. Historical data provides a benchmark of what to expect in certain situations.
- **Current Data** – Current year-to-date data allows us to analyze revenues and compare to historical data to make appropriate projections. Current data allows us to annualize current trends based on certain assumptions.
- **Facts and Circumstances** – Facts and circumstances provide us with some information when predicting revenues. Typically, this includes documentation of certain agreements, contracts, rates and reports. Not only does the City maintain rental income through lease agreements, but also recurring grant programs and incentives. Projections are often adjusted for anticipated changes in the economy, legislations, inflation and demographics.
- **Judgment Estimates** – When making revenue projections, it’s important to plan for contingencies. *Will there be another recession? How will the supply shortages effect the economy? Will there be another shutdown? Will we become home to a large company or lose a large company? What is the modern workforce?* Without the federal funding we’ve received since FY 2020, our core revenues have proven to be resilient. However, emergencies and hardship occasionally arise, so it’s important to consider and plan for the outcomes of different economic struggles. In addition, this category includes the educated judgment of Department Heads who are aware of past and present conditions, especially our economic development efforts.

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Amended	2023 Approved
Revenues						
Property Taxes	\$ 4,629,753	\$ 4,904,074	\$ 4,608,850	\$ 4,768,289	\$ 4,907,234	\$ 4,329,869
Licenses and permits	8,935,066	9,557,640	9,504,748	10,457,380	9,902,120	10,655,467
Intergovernmental	799,199	1,002,137	2,066,938	1,558,413	3,916,689	3,617,343
Uses of property	23,148	44,159	64,164	38,029	40,300	47,768
Charges for services	2,072,182	641,779	630,911	705,666	951,031	726,161
Fines and forfeitures	60,614	38,676	27,796	17,044	33,236	18,000
Interest	129,899	182,822	172,036	125,354	145,000	90,000
Miscellaneous	224,288	68,803	85,877	264,064	26,142	5,000
Total revenues	16,874,149	16,440,090	17,161,320	17,934,239	19,921,752	19,489,608



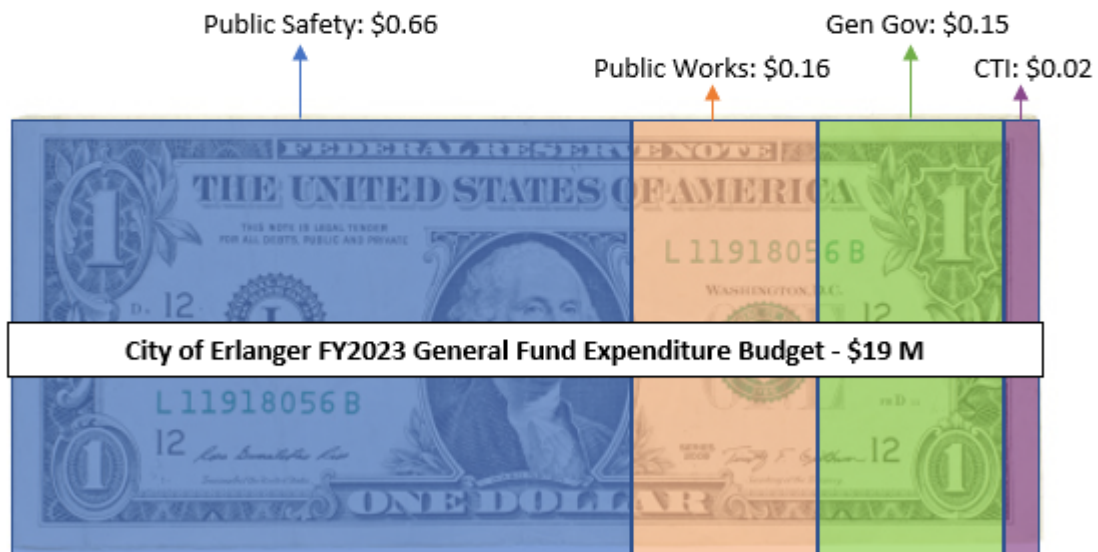
EXPENDITURES

WHERE DOES THE MONEY GO?

Due to the nature of our operation, the City of Erlanger has several pertinent expenditures. These expenditures are related to our daily operations, capital improvements and debt payments.

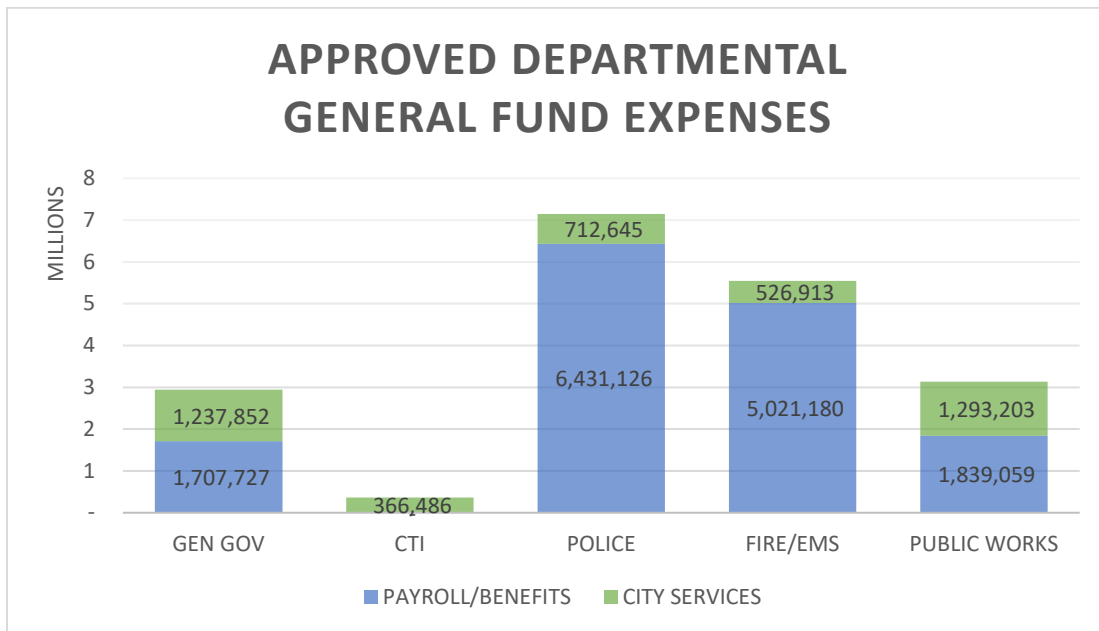
	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Amended	2023 Approved
Expenditures						
General Government	\$ 2,000,281	\$ 2,333,270	\$ 2,226,350	\$ 2,592,157	\$ 3,062,301	\$ 2,945,579
Information systems	701,541	578,203	603,135	672,139	353,282	366,486
Police	6,010,979	4,953,208	5,662,998	5,796,470	6,417,382	7,143,771
Fire/EMS	4,003,683	4,421,268	4,489,353	4,764,704	4,992,503	5,548,093
Public works	2,047,628	2,198,785	2,550,278	2,560,337	2,833,284	3,132,262
Capital outlay	-	263,843	-	-	-	-
Debt service	860,617	694,412	79,160	76,745	79,171	81,420
Transfers out - Capital Fund	819,700	2,593,951	-	1,011,500	2,300,000	3,900,000
Transfers out - Park Improvement Fund	-	-	-	-	-	-
Total expenditures	16,444,429	18,036,940	15,611,274	17,474,052	20,037,923	23,117,611

WHERE WILL YOUR TAX DOLLAR GO?



GENERAL FUND FY 2023 EXPENDITURE HIGHLIGHTS

78% of the General Fund are payroll and benefit expenses. The City's most important assets are the employees. The FY 2023 budget focuses on the commitment to our workforce. The City has struggled with employees leaving for higher wages from neighboring cities with a 27% employee turnover rate in the last two years. Across the City as a whole, there was an 8% average salary increase to keep our salaries competitive and retain our employees.



Note: The CTI payroll and benefits are included in GG's budget. This change occurred in FY 2022.

GENERAL GOVERNMENT

The GG budget has reduced the total department budget by \$116,722 from FY 2022. The driving factors of the decrease are due to:

1. Professional Services reduced by \$37,796

- a. The City is now utilizing marketing sub-contractor, Jessica White, instead of the marketing consulting firm Strategic Advisers. This saved the City \$33,000.
- b. HR reduced by \$12,850. This represents a more actual estimate of expenditures. Expenses such as business health, employment testing, employee assistance program and health insurance broker, Sherill Morgan are included in the professional services category.

2. Recruitment and Retention decreased by \$18,855

- a. This is due to the economic development grants. The COVID Business Relief Grant is no longer being offered beginning in FY 2023, which reduced the budget by \$30,000. The Demo Revitalization Grant was also reduced by \$80,000, but \$60,000 was allocated to the new Commonwealth Area Professional District (CAP) incentive.

3. Grant Expenditures decreased by \$150,000

- a. This is the placeholder for the CDBG-CV Utility Assistance Agreement. The City received notice from DLG that the grant would be reduced from \$200,000 to \$50,000.

4. Changes from the Proposed Budget per City Council (additional \$5,150 decrease)

- a. 9 chairs for Council Chambers in the amount of \$3,150 have been removed
- b. Newsletter costs have been reduced by \$2,000. The requested amount was \$10,000, the updated budget amount is now \$8,000 for FY 2023.
- c. These amounts are included in the \$116,722 total decrease.

COMMUNITY, TECHNOLOGY AND INFORMATION DEPARTMENT

The CTI budget has increased the total department budget by \$13,204 from FY 2022. The driving factors of the increase are due to:

1. Contractual Services increased

- a. Due to the increase in ransomware and cyber-attacks becoming more prevalent, the City is increasing our anti-virus protection and monitoring. This increase in security will be an additional \$6,000.

2. Equipment increased by \$10,000

- a. This amount is to cover any miscellaneous hardware replacements. In the current year, some replacements were needed, but we did not have the resources in the budget to replace them. The additional funding will prevent this from happening in FY 2023.

POLICE DEPARTMENT

The PD budget has increased the total department budget by \$724,389. The driving factors of the increase are due to:

1. Salaries and Benefits increased by \$606,649

- a. 90% of the PD budget is salaries. There was an 8% average salary increase across the City as a whole and, in addition, CERS hazardous employee amounts slightly increased from FY 2022. The state incentive pay also increased from FY 2022.
- b. Due to the increased training incentive stipend for public safety employees, the Police payroll and fringe benefits increased by \$20,020 from the Proposed Budget. This increase includes the hourly wages plus any overtime worked. This increase is included in the \$606,649 and \$724,389 totals above.

2. Other Contractual Services increased by \$45,425

- a. This increase is due to the upgraded body camera system. The previous body cameras reached the end of their life cycle. The new system includes advanced technology –

including a sensor on the firearms that triggers the cameras in the event of an officer involved shooting.

3. Motor Fuel increased by \$60,000

- a. The significant increase in the price per gallon has forced us to increase this line item. In FY 2022, we budgeted \$90,000 and we are projecting to spend about \$142,000. The FY 2023 budget was increased to \$150,000.

4. Vehicle Maintenance increased by \$10,000

- a. Historically, our PD retires vehicles after 80,000 miles. Beginning in FY 2023, the PD extended that milage to 100,000 miles. With older cars on the road and the increasing costs within the automobile industry, this increase will cover any necessary repairs and maintenance costs.

FIRE/EMS DEPARTMENT

The Fire/EMS budget has increased the total department budget by \$555,590 from FY 2022. The driving factors of the increase are due to:

1. Salaries and Benefits increase by \$470,852

- a. 90% of the Fire/EMS budget is salaries. There was an 8% average salary increase across the City as a whole and, in addition, CERS hazardous employee amounts slightly increased from FY 2022. The state incentive pay also increased from FY 2022.
- b. Due to the increased training incentive stipend for public safety employees, the Fire/EMS payroll and fringe benefits increased by \$53,030 from the Proposed Budget. The Fire/EMS overtime was increased from \$190,000 to \$247,000 from FY 2022 to FY 2023. The incentive stipend was erroneously calculated on the additional overtime hours. This increase is included in the \$470,852 and \$555,590 totals above.

2. Recruitment and Retention increased by \$15,000

- a. This increase is due to implementing an internship program to increase the pool of candidates in the fire industry and assist with recruitment to the Erlanger Fire/EMS Department.

3. Motor Fuel increased by \$14,000

- a. The significant increase in the price per gallon has forced us to increase this line item. In FY 2022, we budgeted \$36,000 and we are projecting to spend about \$47,000. The FY 2023 budget was increased to \$50,000.

4. Grant Expense increased by \$63,541

- a. This is a reimbursable grant for extraction equipment. Erlanger is responsible for 5% of the total cost.

PUBLIC WORKS DEPARTMENT

The PW budget has increased the total department budget by \$298,978 from FY 2022. The driving factors of the increase are due to:

1. Bridge Beautification placeholder of \$238,250

- a. This is for the Dixie Highway Railroad Bridge Overpass. Due to the timing of the Bridge Beautification Project, we are unsure how much will be completed in FY 2022. Therefore, a placeholder of \$238,250 will be needed for FY 2023.

2. Professional Services increased by \$27,500

- a. The Department is purchasing infrastructure software for \$25,000. This software has four modules to help the department track work orders, street pavement index, vehicle and equipment maintenance and resident complaints.
- b. \$5,000 is allocated towards engineering costs for mandatory bridge inspections.

3. Technical Supplies increased by \$51,000

- a. This is due to the winter salt amount being reduced in the FY 2022 budget. \$85,000 is a more realistic amount of funding needed, based on our analysis.
- b. General supplies have increased by \$2,000. This is driven by inflation costs.

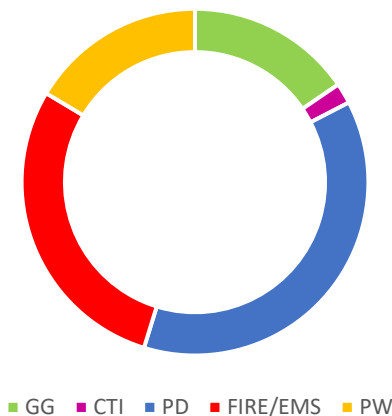
4. Equipment increased by \$8,000

- a. The Department is purchasing a new 36' X-Mark Mower, a 30' Mower and a sewing machine for the sign shop.

5. Building Maintenance increased by \$8,700

- a. This is a line item that was reduced the past few years due to COVID concerns. However, the FY 2023 request represents a realistic amount needed – especially considering the steep rise in inflation.

DEPARTMENT EXPENSES



CAPITAL IMPROVEMENTS

CAPITAL FUND EXPENDITURES

The Capital Fund demonstrates the City's long-lived assets. These expenditures consist of vehicles, buildings, equipment, infrastructure improvements and furniture and fixtures. As related to the City of Erlanger, **capital expenditures are defined as costs of at least \$10,000 (updated in FY 2022, previously \$5,000) and with a useful life in excess of two years.** The City has developed a long-term plan for capital improvements – recurring and nonrecurring – based on a department level. All major capital projects have been constructed in prior years and identified by the City. Typically, PW services make up the majority of our capital fund expenditures. It's important to note that park improvements are not included in the Capital Fund moving forward; a new fund, the Park Improvement Fund, will be implemented in FY 2023 as determined by Council.

The GG Capital Improvements are nonrecurring items. These expenditures include vehicles and equipment that are to be replaced on a schedule determined by their useful lives and their overall need to be replaced.

The CTI Capital Improvements are nonrecurring items. These expenditures include large IT infrastructure improvements and equipment. The maintenance of our IT infrastructure and equipment contracts are included in the General Fund as contractual services. Small equipment replacements are also included in the General Fund.

The PD Capital Improvements consist of both reoccurring and nonrecurring expenditures. Annually, the PD replaces vehicles as well as the needed equipment for each one. Nonrecurring expenditures include any type of equipment that is needed that isn't covered under grants nor the seizure fund.

The Fire/EMS Capital Improvements are nonrecurring items. These expenditures include apparatus, staff vehicles and equipment that are to be replaced on a schedule determined by their useful lives and their overall need to be replaced or acquired (if it's a new type of equipment).

The PW Capital Improvements include both reoccurring and nonrecurring expenditures. These expenditures include forecasted replacement costs for infrastructure, equipment and vehicles. Annually, the City allocates money to City streets and sidewalks. This includes MARF Funding. The equipment and vehicle replacements are predetermined based on a schedule of their useful lives and overall need to be replaced. In this past, this fund included park improvement projects that were budgeted in multiple fiscal years to follow; however, going forward this will be including in a Special Revenue Fund, the Park Improvement Fund.

It's important to note that the replacement schedules for each department are forecasted costs and subject to change based on overall City needs, available funding and other emergencies or issues. All capital improvements have an impact on the budget by using annual tax revenues and reserves when needed.

CAPITAL FUND FY 2023 EXPENDITURE HIGHLIGHTS

Communication, Technology & Innovation Department

- Server Replacement for \$15,000
 - The current City server is two years past its useful life and there are 18 City programs stored on this server.

Police Department

- 4 Vehicle Replacements (fully equipped) for a total of \$210,396
- 4 Radar Units for Vehicle Replacements for a total of \$8,800
- 4 Radios for Vehicle Replacements for a total of \$8,000
 - The PD manages its fleet replacement needs. Historically, our PD retired its vehicles after 80,000 miles. Beginning in FY 2023, the PD extended that milage to 100,000 miles. This has altered the Capital Replacement timeline needs, reducing the need to only 4 vehicles in the FY 2023 budget. In FY 2022, the supply chain shortages in the automobile industry have proved to be challenging to not only find vehicles, but to combat the increased pricing as well.

Fire/EMS Department

- Utility Truck 71 Replacement for a total of \$43,800
 - This was budgeted for in FY 2022; however, due to various disruptions to the supply chain and automotive sector, this vehicle was not able to be purchased in FY 2022. Therefore, it is included in FY 2023. This allows us to test hydrants and tow trailers with while carrying heavy duty hoses.
- Lucas Device for a total of \$20,300
 - The Lucas machine is an easy to use, mechanical chest compression device that helps lifesaving teams deliver high quality and consistent chest compressions to cardiac arrest patients. This device will be included on Engine 51. Engine 51 makes a lot of EMS responses without our ambulances (which are each equipped with a Lucas device) and they often have to wait for an ambulance to arrive on the scene.
- Ambulance 65 Remount for \$283,000
 - Our ambulances are on a 9-year replacement cycle. This is a 2012 unit, so it is aged to 10 years old this current year. Superior capital needs in the past few years have caused us to delay on this remount. Since the Fire/EMS Department has purchased 3 Braun ambulances, we are able to remount our oldest box onto a new chassis through their remount program. This saves us about \$80,000.
- **Vehicles 75 and 79**
 - **These replacements are for two Command Staff vehicles that have reached the end of their useful lives. These vehicles were removed from the Proposed Budget by City Council. They are not included in the FY 2023 budget.**

Public Works

- Truck for a cost of \$80,000
 - Concrete truck – this was originally included in the FY 2022 budget; however, it was not able to be purchased due to supply chain issues. This truck will assist PW to complete their daily tasks around the City.
- Montgomery Drive Public Works Facility for \$3,500,000
 - This funding will enable PW to do Phase 1 of improvements of the PW facility that was purchased in FY 2022. Facility Master Planning began a few years ago and the needs assessment and cost estimates have been completed. This plan has 4 tiers. It's a design build and PW contracted with PCA and they have completed all of the concept plans and drawing and have worked with Viox on the site plans. Phase I consists of the administration building, all site improvements, retaining walls, fencing and potentially the salt building. This capital project is a top priority for the FY 2023 and FY 2024 budget. Capital expenses and other one-time items may need to be trimmed back in FY 2025 due to the Public Works Facility Project construction.
- Infrastructure street improvements for a cost of \$2,500,000 (MARF and Capital funding)
 - Our PW implemented a change in philosophy in our approach to street improvements. This allows our crews to improve our City street infrastructure quicker and within a more manageable time frame.
- Sidewalk Replacements for \$200,000
 - This is a typical ask every year for sidewalk replace projects.
- Brightleaf / Narrows for \$17,805
 - This amount is grant carry over money. It is still in the design phase and 2-3 years away from construction work.
- Dolwick Sidewalk for \$1,408,297
 - This project design is complete and right away acquisition. We plan on going to construction in FY 2023 for this sidewalk budget.

**City of Erlanger
Capital Assets Fund**

DESCRIPTION	FY 2022 Budget	FY 2023 Budget
Information Systems Department		
IT Replacement Server	-	15,000
Total Information Systems Department	-	15,000
Police Department		
Vehicles (x4 fully equipped cruisers)	241,584	210,396
Radar Units (x4 for new vehicles)	8,800	8,800
Radios (x4 for new vehicles)	11,913	8,000
Total Police Department	262,297	227,196
Fire/EMS Department		
Vehicle / SUV 80	41,800	-
Utility Truck 71	41,800	43,800
Lucus Devices (x2)	-	20,300
Ambulance 65 Remount	-	283,000
Total Fire/EMS Department	83,600	347,100
Public Works Department		
Enclosed Trailers	30,000	-
Kubota Tractor	15,000	-
Stevenson Sidewalk	332,000	-
City Parks	1,250,000	- A
Sidewalk Replacement	200,000	200,000
MARF Infrastructure Street Improvements	367,252	388,878
Infrastructure Street Improvements	2,132,748	2,111,122
Montgomery Drive	1,343,900	3,500,000
PW Truck	60,000	80,000
Brightleaf / Narrows	17,805	17,805
Dolwick Sidewalk	1,408,297	1,408,297
Total Public Works Department	7,157,002	7,706,102
Total Capital Asset Fund	7,502,899	8,295,398

FUNDED BY THE GENERAL FUND

A - A new fund, Park Improvement Fund, was established for FY 2023.

PARK IMPROVEMENTS

PARK IMPROVEMENT FUND EXPENDITURES

The Park Improvement Fund is new beginning FY 2023. Previously, Council approved creating this fund in September 2021, when the property tax raises were established. The goal of the Fund is to provide clean, well maintained, inviting, usable and safe public parks for the enjoyment of residents and visitors. The Park Improvement Fund was established for the ongoing development of new and existing parks. Currently, Erlanger has twelve existing parks located in the City of Erlanger as outlined in the Master Park Plan. The City will follow the Master Park Plan to guide the project selection and prioritization. Three primary objectives are (1) address repairs and replacement to preserve existing infrastructure (2) address repairs and replacement to comply with safety, health and code requirements (3) improve park deficient areas.

The primary sources of revenue will be a portion of the real estate tax levied on residential and commercial property. The City will not create a new tax levy, instead twelve percent (12%) of real estate tax revenue will be allocated to the Park Improvement Fund. In addition, Council can approve the transfer of additional money from the General Fund during the budget process.

PARK IMPROVEMENT FUND FY 2023 EXPENDITURE HIGHLIGHTS

Cahill Commons

- Phase I & II Design
- Phase I Improvements

Silverlake Park

- Phase II
 - Playground Improvements
 - New Sidewalks and Site Amenities

Erlanger Road Park Master Plan

- Park Master Planning

**City of Erlanger
Park Improvement Fund**

FORECASTED SPENDING	FY 2023 Budget
Cahill Commons	
Phase I & II Design	80,000
Phase I Improvements	320,000
Total Cahill Commons	400,000
 Silverlake Park - Phase II	
Playground Improvements	65,000
New Sidewalks / Site Amenities	35,000
Total Silverlake Park - Phase II	100,000
 Erlanger Road Master Plan	
Park Master Planning	80,000
Total Erlanger Road Master Plan	80,000
Total Capital Asset Fund	580,000

FUNDED BY REAL ESTATE REVENUE - 12% ALLOCATED

CHANGES FROM THE PROPOSED BUDGET

Since the Proposed Budget, City Council requested the Park Improvement Fund has the expenditures detailed out. The approved detail is as follows: Cahill Commons has \$400,000 of allocated funding; Silverlake Park has \$100,000 of allocated funding and Erlanger Road Master Planning has \$80,000 of allocated funding.

In the proposed budget, \$30,000 was shown as being transferred from the General Fund to the Park Improvement Fund – this was incorrect information. Instead, expenditures would increase by \$30,000 to pay for the Park Master Plan provided by our vendor.

DEBT

DEBT OBLIGATIONS

Due to the nature of our operations, the City can have various debt obligations including outstanding notes, capital leases, compensated absences and bonds. For FY 2023, the City of Erlanger will pay off the remaining bond payment. The City will continue to report the compensated absences obligated. Debt service expenditures, as well as expenditures related to compensated absences are recorded only when payment is due.

BONDS

On January 8, 2008, the City issued General Obligation Bonds, Series 2008 in the amount of \$2,150,000. The proceeds were used for general public projects in the City. Coupon rates vary from 3.00% to 3.55%. The issue calls for semi-annual interest payments on May 1 and November 1 and principal payments on November 1. Since 2008, the City has been paying for all capital projects and improvements each year with current year resources and/or reserves. The City does not intend to issue any further debt in FY 2023.

COMPENSATED ABSENCES

The City reports compensated absences in accordance with GASB Statement No. 16, *Accounting for Compensated Absences*. It is the government's policy to permit employees to accumulate earned, but unused, vacation pay benefits. There is no liability for unpaid accumulated sick leave since the government does not have a policy to pay any amounts when employees separate from service with the government. All vacation pay is accrued when incurred in the government-wide financial statements. A liability for these amounts is reported in the government funds only if they have matured, for example, as a result of employee resignations and retirements. The general fund has typically been used to liquidate compensated absences as they become due and payable.

A summary of the changes in the debt obligations is as follows:

	Balance at June 30, 2021	Additions	Retirements	Balance at June 30, 2022	Current Portion
Governmental activities -					
Compensated absences	\$ 509,831	\$ 390,815	\$ (374,718)	\$ 525,928	\$ 128,936
General obligation public project bonds - Series 2008	155,000	-	(75,000)	80,000	80,000
Total governmental activities	\$ 664,831	\$ 390,815	\$ (449,718)	\$ 605,928	208,936

These numbers are subject to change once the audit is completed.

GLOSSARY

KEY TERMS

There have been various City documents, policies, and forecasts mentioned throughout this Annual Operating Budget. This section provides **greater understanding of City operations** by including a definition or further explanation of words, topics or ideas.

Accrual Basis – The basis of accounting which recognizes revenue and expenses when they are generated, not when money actually changes hand.

Appraised Value – The estimate of fair market value of an asset.

Appropriation – An authorization to make budgeted expenditures for a special purpose.

Approved/Adopted Budget – Term used to describe the City’s revenues and expenditures for the upcoming fiscal year beginning July 1.

Assessed Value – The value established for real and personal property to use as a basis for levying property taxes.

Audit – An official third-party financial examination of the City’s accounts, policies and procedures to determine proper compliance with applicable laws, regulations and standards.

Balanced Budget – A budget where total revenues equal total expenditures.

Bond – A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate.

Budget – A financial plan of operations incorporating estimated revenues and expenses.

Budget Amendment – A legal procedure to revise a budget appropriation during the fiscal year.

Budget Calendar – The schedule of key dates that the City follows in preparation and adoption of a budget.

Budget Document – The official, written statement prepared by the City Staff which presents the decisions made during budget deliberations.

Budget Message – A discussion of the budget which provides City Council and the public a general summary of the most important aspects of the budget, changes from the previous budget and recommendations of the Mayor.

Budget Ordinance – The official enactment by the Mayor and City Council legally authorizing the schedule of revenues and expenditures for the upcoming fiscal year.

Budgeted Positions – The number of positions scheduled and budgeted for a department. The actual number of staff may vary from the budgeted positions due to terminations, retirements, hiring delays or other changes in positions.

Capital Assets – Property or equipment with a value of \$10,000 or more and an estimated useful life of 2 years or more. These items are depreciated over time.

Capital Expenditures – A purchase in the current fiscal year with a value of \$10,000 or more and an estimated useful life of 2 years or more. New purchases are tracked in our management software.

Capital Fund Budget – A financial plan of proposed capital expenditures for the current fiscal year.

Compensated Absences – City employees are granted vacation and sick leave in varying amounts depending on years of service.

Comprehensive Plan – A long-term plan to direct the use and development of property in the City used to make strategic decisions.

Debt – An agreement for borrowed funds (notes, bonds, etc.), stating repayment terms and requirements.

Debt Service – Payment of long-term debt principal, interest and related costs.

Debt Service Fund – A governmental fund used to account for the accumulation of resources that are restricted, committed or assigned to fund debt service and principal and interest payments.

Department – An operational unit of the City that indicates management responsibility of a City function.

Depreciation – The act of expensing the cost of a capital asset over the estimated useful life.

Expenditure – The outflow of funds paid for an asset, good or service in the Governmental Funds.

Expense – The outflow of funds paid for an asset, good or service in the Proprietary Funds.

Fiscal Year (FY) – The City’s one-year period for financial reporting and budgeting – July 1st - June 30th.

Fund – A fiscal and accounting entity with a self-balancing set of accounts and records all financial transactions for specific activities or government functions.

Fund Balance – Amounts shown as fund balance represent monies remaining unspent after all budgeted expenditures are subtracted from the beginning fund balance and current resources.

Generally Accepted Accounting Principles (GAAP) – A common set of guidelines, standards and procedures for financial reporting and practices.

Government Accounting Standards Board (GASB) – A private, non-governmental organization that creates accounting reporting standards for state and local governments.

General Fund – The fund used to account for all financial activities of the City which are not required to be accounted for in another fund.

General Obligation Bonds – Debt issued by the City with repayment backed by full taxing power.

Governmental Funds – An accounting entity used to account for operations that rely mostly on current assets and liabilities. Governmental funds include the General Fund and Special Revenue Funds.

Grants – Contributions by another government or organization to support a specific function.

Infrastructure – The physical assets of the City including parks, streets and sidewalks.

Internal Service Fund – A proprietary fund type that accounts for operations that provide services to the City departments at a cost. The City’s self-insurance fund for health and dental is an internal service fund.

Kentucky Revised Statutes (KRS) – Kentucky law the City of Erlanger must abide by.

Northern Kentucky Area Development District (NKADD) – A state agency that helps local officials and citizens unite to provide for the planned growth of their area.

Major Fund – Governmental funds reported as a separate fund in the basic fund financial statements. Major funds are funds in which revenues, expenditures/expenses, assets or liabilities are at least 10% of totals for all governmental funds and at least 5% of the aggregated amount for all governmental funds for the same item.

Modified Accrual – The basis of accounting which expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available.

Operating Budget – The portion of the City’s budget related to daily operations in order to provide basic services; this includes salaries, fringe benefits, goods and services.

Other Financing Sources – Includes operating transfers out, contingency and other objects.

Performance Measurements – A numeric description of an agency’s work and the results of that work.

Planning and Development Services of Kenton County (PDS) – The PDS staff supplies numerous public services to local governments and their citizens and provides professional planning, engineering and GIS support to the Kenton County Planning Commission and other boards.

Proprietary Funds – Used to account for activities that involve business-like interactions

Proposed Budget – The term used to describe the initial budget proposed by the Mayor to City Council for approval.

Revenue – Income received from various sources used to finance government services.

Special Revenue Fund – A governmental fund type used to account for the proceeds of specific revenue sources that are restricted for a specific purpose other than debt service or capital projects.

Tax Base – The total assessed value of real property within the City

Tax Increment Financing – A method of facilitating development of a certain area by utilizing future tax revenues to pay for necessary public improvements.

Transfer – An appropriation to or from another fund (movement of money).

SUPPLEMENTARY INFORMATION

SUPPLEMENTARY CITY INFORMATION

There have been various City documents, policies, and forecasts mentioned throughout this Annual Operating Budget. This section provides **greater understanding of City operations** by including the complete copies of the following items:

1. **Procurement Policy** – This policy highlights the practices of ethical, responsible and reasonable procedures related to purchasing, agreements and contracts and related forms of commitment that the City of Erlanger must abide by.
2. **Uniform Grant Policy** – This policy highlights the actions and procedures to be taken by Department Directors and city staff when applying for a federal grant.
3. **Streets Maintained by Public Works** – This listing highlights the streets maintained by our Public Works Department. This is a good resource tool that displays who to contact regarding street maintenance, including needed repairs and snow removal questions.
4. **Transportation - Three-Year Infrastructure Forecast** – This report showcases the City streets planned to be resurfaced or replaced for the next three years. It is important to note this listing reflects estimated costs and this listing is subject to change on a priority needs basis.
5. **City Beautification Forecast** – This report showcases the City beautification plans, including city signage, electric/lighting and plantings. It is important to note this listing reflects estimated costs and this listing is subject to change on a priority needs basis.

CITY OF ERLANGER
PROCUREMENT POLICY



Overview

It is the policy of the City of Erlanger to follow a practice of ethical, responsible and reasonable procedures related to purchasing, agreements and contracts and related forms of commitment. The policies in this section describe the principles and procedures that all staff shall adhere to in the completion of their designated responsibilities. It is the overall duty of the department head to assure that all supplies, services and construction are procured efficiently, effectively and at the most favorable prices available. Purchases should support the City of Erlanger’s mission statement and add value to the taxpayers within the city.

Summary of Purchasing Limits

- Goods or services less than \$1,000 may be procured through a purchase order approval process.
- It is the policy of the City of Erlanger to request verbal proposals from at least three vendors for all purchases that will exceed \$1,000 but be less than \$5,000.
- It is the policy of the City of Erlanger to request written proposals from at least three vendors for all purchases that will exceed \$5,000 but be less than \$30,000.
- Contracts for goods or services of \$30,000 or more must be bid pursuant to the Kentucky Revised Statutes (KRS 424.260).
- The City Administrator must approve all purchases in excess of \$5,000.
- All contracts or agreements must be approved and signed by the Mayor.

Responsibility for Purchasing

All department heads shall have the authority to initiate purchases on behalf of their department, within the guidelines described in this policy. In addition, department heads may delegate purchasing authority to responsible individuals within their department. Department heads shall inform the Finance Department of all individuals that may initiate purchases or prepare purchase orders.

Each Department shall be responsible for processing purchase orders. The City Administrator has approval authority over all purchases and contractual commitments as defined in this policy. The City Administrator shall make the final determination on any proposed purchases where budgetary or other conditions may result in denial.

Ethical Conduct in Purchasing

Ethical conduct in managing the City's purchasing activities is absolutely essential. Staff must always be mindful that they represent the City of Erlanger and share a professional trust with other staff and the general citizenship.

Staff shall discourage the offer of, and decline, individual gifts or gratuities of value in any way that might influence the purchase of supplies, equipment and/or services.

Use of Purchase Orders

It is the policy of the City of Erlanger to utilize a purchase order system. A properly completed purchase order shall be required for all purchases of goods and services with the exception of employee health/dental and utility payments.

Purchase orders shall be numbered and assigned by the City of Erlanger computerized accounting programs, and issued to an authorized purchaser.

Receipt of Purchases

It shall be the responsibility of the department issuing the purchase order to check the supplies or services when received to the shipping/service receipt and to the purchase order/contract. Any differences or changes need to be documented on the purchase order. This information should be kept together along with the price quote documentation until the invoice is received.

Receipt of Invoice and Payment

When the invoice is received it shall be agreed and attached to the purchase order or contract and shipping/service receipt. All purchase invoices shall exclude sales tax (please contact the Finance Department if a tax-exempt form is needed) and properly describe the materials and services received and their appropriate cost. Approval by the department head shall be completed in the accounting system, Springbrook.

Use of Credit Cards

The City of Erlanger maintains several credit cards which may be used for the purchase of goods or services for official city business. All credit card purchases must be accounted for with receipts. Receipts and documentation must be attached to the approved credit card statement and submitted to the Finance Clerk monthly for payment. If a City credit card is used for travel, then the portion of travel purchased with the credit card must also be accounted for with receipts. If a City credit card is used to make purchases, adherence to the City's procurement policies must be kept. That is, a purchase order must be utilized and proper authorizations are still required. When purchase orders are prepared for credit card purchases, then the name of the credit card company will be the vendor on the purchase order with a reference as to the name of the merchant to be made on the purchase order.

Municipal credit card users must notify vendors or merchants that the credit card transaction should be exempt from Sales Tax. The Finance Department has the sales tax-exempt certificate.

All City credit cards are to be adequately safeguarded. Any credit cards that are either misplaced or lost must be reported immediately to the Finance Director.

Required Solicitation of Quotations from Vendors

Solicitations for goods and services (requests for proposals) should provide for all of the following:

1. A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features, which unduly restrict competition.

2. Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals.
3. A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
4. The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitations.
5. Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
6. A description of the proper format, if any, in which proposals must be submitted.

Evaluation of Vendors

It is the policy of the City of Erlanger to request verbal proposals from at least three vendors for all purchases that will exceed \$1,000 but less than \$5,000. Vendors shall be evaluated using the same criteria described below.

It is the policy of the City of Erlanger to request written proposals from at least three vendors for all purchases that will exceed \$5,000 but less than \$30,000. If the minimum of three written proposals cannot be obtained, the City Administrator must be notified and has the ability to approve or deny the request for purchase. Vendors shall be evaluated on a weighted scale that considers the following criteria:

1. Adequacy of the proposed methodology of the vendor,
2. Skill and experience of key personnel,
3. Demonstrated company experience,
4. Other technical specifications (designated by department requesting proposals),
5. Compliance with administrative requirements of the request for proposal (format, due date, etc.)
6. Vendor's financial stability,
7. Vendor's demonstrated commitment to the nonprofit sector,
8. Results of communications with references supplied by vendor,
9. Ability/commitment to meeting time deadlines,
10. Cost, and
11. Other criteria (to be specified by department requesting proposal).

Not all of the preceding criteria may apply in each purchasing scenario. However, in each situation requiring consideration of vendors, the department responsible for the purchase shall establish the relative importance of each criterion prior to requesting proposals and shall evaluate each proposal on the basis of the criteria and weighting that have been determined.

Surplus Property Disposal

It is the City of Erlanger's fiduciary responsibility to receive the maximum amount of value from a piece of equipment, vehicle, furniture, or supply. When it has been determined that no further value is to be realized by the City through utilization of a particular piece of equipment, vehicle, furniture, or supply, said item shall be declared surplus by Municipal Order of the City Council. Please reference the policy for Surplus Property Disposal.

Special Purchasing Conditions

Emergencies: Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, etc., of staff and protection of City property is involved. If required a purchase order should be completed as soon as practicable after the purchase.

Biennial Suppliers: One or more departments may determine that it is advantageous for the City to secure quotations from vendors for up to 24 months. The prices secured from such vendors can be used for the remainder of the time the pricing is valid without soliciting new quotations. Department Heads will provide a list of Biennial Suppliers to the Finance Department.

State or County Contracts: The City may use bid solicitations secured by the state or the county if the vendor/supplier is willing to offer the same pricing to the City of Erlanger.

Single Distributor/Source: Where there is only one (1) distributor for merchandise needed and no other product meets the stated needs or specifications, quotations will not be necessary if the aggregate total of the purchase is under \$30,000.

Donation Based Funds: Procurement policies do not apply to the use of funds from a city account funded solely by private donations. Even under this circumstance, City officials and staff have an ethical obligation to use those funds responsibly to gain the most services/equipment for the money spent.

Lease of Goods and Services

Any contract for the lease of goods and/or services that meets the following criteria shall have the City Council approval by municipal order prior to the signing of the lease by the Mayor:

1. If the lease spans over a single budget year and
2. The lease has an early cancelation payoff that exceeds the annual expense

Revised by: Matthew Kremer
Date: 3/9/2022

**CITY OF ERLANGER
UNIFORM GRANT GUIDANCE
POLICES/PROCEDURES**

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I. GRANT APPLICATION APPROVAL

Department Directors or staff who wish to apply for a federal grant must request advance authorization from the City Administrator to apply for the grant and to accept the grant if awarded. The request to the City Administrator shall specify if the grant will require the City or any other local entity to contribute matching funds, resources or other costs if the grant is received. If the City will incur costs if the grant is received, staff's request to the City Administrator shall identify the budgeted source for the costs. The request shall also provide a summary of the nature of the grant, to include whether the grant will pay for salaries/compensation, whether the grant will involve a subrecipient award(s) and other pertinent details. The City Administrator will advise Council and seek their approval.

Approval of the City Administrator must be obtained prior to submitting the grant application to the federal agency, except when unusual circumstances justify submitting the grant application in advance of the City Administrator's approval so long as no matching funds or resources will be required and the Mayor gives initial approval for the grant application. In such unusual circumstances, the City Administrator approval may be obtained after the submission of the grant application has occurred.

Upon the award of the grant, the Department Director or designee shall provide the Finance Department with a copy of the award, including the grant agreement, terms and conditions and other controlling grant documents. Also, copies must be given to the City Clerk for records management.

II. FEDERAL FISCAL COMPLIANCE

A. Authority – 2 CFR Part 200

The Council shall ensure federal funds received by the City are administered in accordance with federal requirements, including, but not limited to, the Federal Uniform Grant Guidance.

B. Delegation of Responsibility

The Council designated the Finance Director as the City's contact for all federal programs and funding.

The Finance Department or designee, in collaboration with the applicable Department Heads, shall establish and maintain a sound Financial Management System to include internal controls and federal grant management standards covering the receipt of both direct and state-administered federal grants and to track costs and expenditures of funds associated with grant awards.

C. Guidelines

The City's Financial Management System shall be designed with strong internal controls, a high level of transparency and accountability and documented procedures to ensure that all Financial Management System requirements are met. Financial management standards and procedures shall assure that the following responsibilities are fulfilled:

Identification – The City must identify, in its accounts, all federal awards received and expended and the federal programs under which they were received.

Financial Reporting – Accurate, current and complete disclosure of the financial results of each federal award or program must be made in accordance with the financial reporting requirements of granting agency.

Internal Controls – Effective control and accountability must be maintained for all funds, real and personal property and other assets. The City must adequately safeguard all such property and must assure that it is used solely for authorized purposes.

Budget Control – Actual expenditures or outlays must be compared with budgeted amounts for each federal award. Procedures shall be developed to establish determination for allowability of costs for federal funds.

Cash Management – The City shall maintain written procedures to implement the cash management requirements found in 2 CFR Part 200, including payment requirements found in 2 CFR 200.305.

Allowability of Costs – The City shall ensure that allowability of all costs charged to each federal award is accurately determined and documented.

D. Standards of Conduct

The City shall maintain standards of conduct covering conflicts of interest and the actions of employees and governing officials engaged in the selection, award and administration of contracts.

All employees shall be informed of conduct that is required for federal fiscal compliance and the disciplinary actions that may result from violation of the City’s policies, administrative regulations, rules and procedures.

E. Employees – Time and Effort Reporting

All City employees paid with federal funds shall document the time they expend in work performed in support of each federal program, in accordance with law. Time and effort reporting requirements do not apply to contracted individuals.

City employees shall be reimbursed for travel costs incurred in the course of performing services related to official business as a federal grant recipient.

The City shall establish and maintain employee policies on hiring, benefits and leave and outside activities, as approved by the Council.

F. Record Keeping

The City shall develop and maintain a Records Management Plan and related policy and administrative regulations for the retention, retrieval and disposition of manual and electronic records, including emails.

The City shall ensure the proper maintenance of federal fiscal records documenting the following:

1. Amount of federal funds.
2. How funds are used.
3. Total cost of each project.
4. Share of total cost of each project provided from other sources.
5. Other records to facilitate an effective audit.
6. Other records to show compliance with federal program requirements.
7. Significant project experiences and results.

All records must be retrievable and available for programmatic or financial requirements.

The City shall provide the federal awarding agency, external auditors, Inspectors General, the Comptroller General of the United States, and the pass-through entity, or any of their authorized representatives, the right of access to any documents, papers or other City records which are pertinent to the federal award. The City shall also permit timely and reasonable access to the City's personnel for the purpose of interview and discussion related to such documents.

Records shall be retained for a minimum of five (5) years from the date on which the final Financial Status Report is submitted, or as otherwise specified in the requirements of the federal award, unless a written extension is provided by the awarding agency or the cognizant/oversight agency for audit.

If any litigation, claim or audit is started before the expiration of the standard record retention period, the records shall be retained until all litigation, claims or audits have been resolved and final action taken.

As part of the Records Management Plan, the City follow the state of Kentucky Records Retention Requirements.

The City shall ensure that all personally identifiable data protected by law or regulations is handled in accordance with the requirements of applicable law, regulations, City policy and administrative regulations.

G. Subrecipient Monitoring

In the event that the City awards subgrants, the City shall establish procedures for the following:

1. Assessing the risk of noncompliance.
2. Monitoring grant subrecipients to ensure compliance with federal, state and local laws and City policy and procedures as well as the terms of the subgrant.
3. Ensuring the City's record retention schedule addresses document retention by subrecipient on assessment and monitoring.

See Section V below.

H. Compliance Violations

Employees and contractors involved in federally funded programs and subrecipients shall be made aware that failure to comply with federal law, regulations or terms and conditions of a federal award may result in the federal awarding agency or passthrough entity imposing additional conditions or terminating the award in whole or in part.

III. TRAVEL REIMBURSEMENT

A. Authority

The City shall reimburse administrative, professional and support employees for travels costs in the course of performing services related to official business as a federal grant recipient.

B. Definition

For purposes of this policy, travel costs shall mean the expenses for transportation, lodging, subsistence and related items incurred by employees and elected official who are in travel status on official business as a federal grant recipient.

C. Delegation of Responsibility

Elected officials and City employees shall comply with applicable City policies and regulations established for reimbursement of travel and other expenses.

The validity of payments for travel costs for all City employees and elected officials shall be determined by the Finance Department or designated employee.

D. Guidelines

Travel costs shall be reimbursed on a mileage basis for travel using an employee's personal vehicle and on a per diem cost basis for meals, lodging and other allowable expenses, consistent with the City's travel and training regulations.

Per diem costs for meals, lodging and other allowable expenses are allowed as per the City's travel and training policy, which provides for reasonable reimbursements for such costs and which are applied in similar circumstances across both federally-funded and non-federally funded City activities.

All travel costs must be presented with an itemized, verified statement prior to reimbursement.

In addition, if costs for lodging, other subsistence and incidental expenses are charged directly to the federal award, documentation must be maintained that justifies the following:

1. Participation of the individual is necessary to the federal award.
2. The costs are reasonable and consistent with the City's established travel and training policy.

IV. ALLOWABILITY OF COSTS

Expenditures must be aligned with approved budgeted items. Deviations from the budget approved through the grant award must be reported to the federal agency and the agency's approval may be required before some budget changes can occur.

A. Delegation of Responsibility

When determining how the City will spend its grant funds, the applicable Department Director will review the proposed cost to determine whether it is an allowable use of federal grant funds *before* obligating and spending those funds on the proposed good or service.

B. Allowability Determinations

All costs supported by federal funds must meet the standards outlined in 2 CFR Part 200, Subpart E. The Department Director must consider these factors when making an allowability determination. A section entitled, Helpful Questions for Determining Whether Costs are Allowable is included as Attachment B to this document.

Part 200 sets forth general cost guidelines that must be considered, as well as rules for specific types of items, both of which must be considered when determining whether a cost is an allowable expenditure of federal funds. The expenditure must also be allowable under the applicable program statute along with accompanying program regulations, nonregulatory guidance and grant award terms and conditions.

Whichever allowability requirements are stricter will govern whether a cost is allowable.

Generally, costs must meet the following general criteria to be allowable:

1. Must be necessary and reasonable for the performance of the federal award.

*A cost is reasonable if, in its nature and amount, it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision to incur the cost was made. For example, **reasonable** means that sound business practices were followed and purchases were comparable to market prices.*

When determining reasonableness of a cost, consideration must be given to the following:

- Whether the cost is a type generally recognized as ordinary and necessary for the operation of the City or the proper and efficient performance of the federal award.

- The restraints or requirements imposed by such factors as: sound business practices; arm's length bargaining; federal, state and other laws and regulations; and terms and conditions of the federal award.
- Market prices for comparable goods or services for the geographic area.
- Whether the individual incurring the cost acted with prudence in the circumstances considering responsibilities to the City, its employees, the public at large and the federal government.
- Whether the City's significantly deviates from its established practices and policies regarding the incurrence of costs, which may unjustifiably increase the federal award's cost.

The determination of whether a cost is necessary will be based on the needs of the program. Specifically, the expenditure must be necessary to achieve an important program objective. A key aspect in determining whether a cost is necessary is whether the City can demonstrate that the cost addresses an existing need and can prove it.

When determining whether a cost is necessary, consideration may be given to:

- Whether the cost is needed for the proper and efficient performance of the federal award program.
- Whether the cost is identified in the approved budget or application.
- Whether there is a community service or infrastructure benefit associated with the cost.
- Whether the cost aligns with identified needs based on results and findings from a need assessment.
- Whether the cost addresses program goals and objectives and is based on program data.

2. Must be allocable to the federal award.

A cost is allocable to the federal award if the goods or services involved are chargeable or assignable to the federal award in accordance with the relative benefit received. This means that the federal grant program derived a benefit in proportion to the funds charged to the program.

3. Must be consistent with City policies and procedures that apply uniformly to both federally-financed and other activities of the City.

4. Must conform to any limitations or exclusions set forth as cost principles in Part 200 or in the terms and conditions of the federal award as to the types or amount of cost items.

5. Must be consistent in treatment.

A cost cannot be assigned to a federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the federal award as an indirect cost or assigned under another award as an indirect cost.

6. Must be adequately documented.

All expenditures must be properly documented.

7. Must be calculated in accordance with generally accepted accounting principles (GAAP), unless provided otherwise in Part 200.

8. Must not be included as a match or cost-share, unless the specific federal program authorizes federal funds to be treated as such.

Some federal program statutes require the nonfederal entity to contribute a certain amount of nonfederal resources to be eligible for the federal program.

9. Must be the net of all applicable credits.

The term *applicable credits* refers to those receipts or reduction of expenditures that operate to offset or reduce expense items allocable to the federal award. Typical examples of such transactions are: purchase discounts; rebates or allowances; recoveries or indemnities on losses; and adjustments of overpayments or erroneous charges. To the extent that such credits accruing to or received by the state relate to the federal award, they shall be credited to the federal award, wither as a cost reduction or a cash refund, as appropriate.

C. Selected Items of Cost

Subpart E of Part 200 sets forth principles to be applied in establishing the allowability of 55 specific cost items (commonly referred to as Selected Items of Cost), at 2 CFR Sec. 200.420-200.475. These principles are in addition to the other general allowability standards and apply whether or not a particular item of cost is properly treated as direct cost or indirect costs. Meeting the specific criteria for a listed item does not by itself mean the cost is allowable, as it may be unallowable under other standards or for other reasons, such as restrictions contained in the terms and conditions of a particular grant or restrictions established by the state or in City policy. If an item is unallowable for any of these reasons, federal funds cannot be used to purchase it.

Department directors are responsible for spending federal grant funds and for determining allowability must be familiar with and refer to the Part 200 selected items of cost section. These rules must be followed when charging these specific expenditures to a federal grant. When applicable, employees must check costs against the selected items of cost requirements to ensure the cost is allowable; and also check state, City and program-specific rules.

V. CASH MANAGEMENT

Generally, the City receives payments from the State of Kentucky or directly from the federal granting agency on a reimbursement basis. In some circumstances, the City may receive an advance of federal grant funds. This Section addresses responsibilities of the City and program staff under those alternative payment methods. In every case, the City shall maintain accounting methods and internal controls and procedures that assure those responsibilities are met.

A. Payment Methods

1. Reimbursements. The City will initially charge federal grant expenditures to nonfederal funds. The Department Director or designee will request reimbursement from the federal agency for actual expenditures incurred under the federal grants on a monthly basis.

The Department Director or designee shall submit the reimbursement request to the granting agency on the appropriate form through the grantor-designated portal or State agency. A copy of the reimbursement request shall be provided to the Finance Department at the same time. All reimbursements shall be based on actual disbursements, not on obligations. Department Directors will process reimbursement requests within the timeframes required by the grant agreement for disbursement.

Consistent with state and federal requirements, the City will maintain source documentation supporting the federal expenditures (invoices, time sheets, payroll stubs, etc.) and will make such documentation available for review upon request.

Reimbursements of actual expenditures do not involve interest calculations.

VI. GRANT SUBRECIPIENT AND CONTRACTOR MONITORING PROCEDURES

If the City grants subawards of federal funding to other entities as subrecipients, the City shall be responsible for the following:

1. Evaluating the entity for risk of noncompliance to determine appropriate monitoring practices.
2. Entering into a contract with the subrecipient which sets forth the parties' obligations and responsibilities, including provisions concerning the parties' obligations related to the grant award and federal laws and regulations.
3. Monitoring the subrecipient entity's implementation to ensure compliance with federal, state, and local laws, conditions of the federal funding award and City policy and procedures.
4. Notifying the subrecipient entity of identified deficiencies found during the monitoring process and ensuring that identified deficiencies are corrected.
5. Documenting and retaining records on subrecipient identification, notification, evaluation, monitoring and corrective actions taken.
6. Conduct routine audit of paperwork/activity.

A. Definitions

For purposes of policies and procedures related to federal programs, the following definitions shall apply:

Contract – A legal instrument by which non-federal entity purchases property or services needed to carry out the project or program under a federal award. The term as used here does not include a legal instrument, even if the entity considers it a contract, when the substance of the transaction meets the definition of a federal program award or subaward.

Contractor – An entity that receives a contract, as defined by law and regulations, by which a non-federal entity purchases property or services needed to carry out the project of program under a federal award.

Pass-through entity – A non-federal entity that provides a subaward to a subrecipient to carry out part of a federal program. The City will serve as the pass-through entity in cases where it awards federal funding to a subrecipient as defined in this procedure.

Subaward – An award provided by a pass-through entity to a subrecipient in order to carry out part of a federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

Subrecipient – A non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program; but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency.

In the event the City disperses federal funds received through a federal award to other entities and assigns responsibilities to the outside entity to conduct a portion of the work, the City shall be responsible for determining, on a case-by-case basis, whether the agreement with such entity places the outside entity in the role of a subrecipient receiving a subaward of federal funding, or the role of a contractor. In determining whether an entity is a contractor or a subrecipient, under the above definitions, the City should consider the guidance given in 2 CFR 200.330 as well as guidance given in any grant documentation or agreement. The federal granting agency may supply additional guidance and impose additional requirements to support the determination of an entity as a contractor or a subrecipient.

B. Contractors

The City shall maintain oversight to ensure that contractors perform in accordance with the terms, conditions and specifications of their contracts or purchase orders. The City shall ensure that contractors' conduct does not threaten or undermine the terms and conditions of the federal award. Bonding requirements shall be imposed on contractors as required by 2 CFR 200.325 or by the terms and conditions of the federal award. All contracts shall contain the relevant applicable provisions as required by 2 CFR Part 200 Appendix II. The City shall take all necessary affirmative steps to ensure that minority businesses, women's business enterprises and labor surplus area firms are used, when possible, as provided in the grant agreement and in 2 CFR 200.321, see Attachment C.

C. Subrecipients

The City shall notify subrecipients that they have been identified as a subrecipient and that the funding qualifies as a subaward. The City shall provide the subrecipient with the following information regarding the federal funding award at the time of the subaward; and shall also provide notice of change of such information:

1. Federal Award Identification information, including:
 - (i) Subrecipient name (which must match the name associated with its unique entity identifier);
 - (ii) Subrecipient's unique entity identifier;
 - (iii) Federal Award Identification Number (FAIN);
 - (iv) Federal Award Date of award to the recipient by the federal agency;
 - (v) Subaward Period of Performance Start and End Date;
 - (vi) Amount of Federal Funds Obligated by this action by the pass-through entity to the subrecipient;
 - (vii) Total Amount of Federal Funds Obligated to the subrecipient by the pass-through entity including the current obligation;

- (viii) Total Amount of the Federal Award committed to the subrecipient by the pass-through entity;
 - (ix) Federal award project description, as required to be responsive to the Federal Funding Accountability and Transparency Act (FFATA);
 - (x) Name of federal awarding agency, pass-through entity and contact information for awarding official of the pass-through entity;
 - (xi) CFDA Number and Name; the pass-through entity must identify the dollar amount made available under each federal award and the CFDA number at time of disbursement;
 - (xii) Identification of whether the award is Research and Development; and
 - (xiii) Indirect cost rate for the federal award, if applicable.
2. All requirements imposed by the City on the subrecipient so that the federal award is used in accordance with federal statutes, regulations and the terms and conditions of the federal award;
 3. Any additional requirements that the City imposes on the subrecipient in order for the City to meet its own responsibility to the federal awarding agency including identification of any required financial and performance reports;
 4. Either an approved federally recognized indirect cost rate negotiated between the subrecipient and the federal government or, if no such rate exists, a rate negotiated between the City and the subrecipient.
 5. A requirement that the subrecipient permit the City and auditors to have access to the subrecipient's records and financial statements as necessary for the City to meet all of its grant requirements and the terms of 2 CFR 200.331; and
 6. Appropriate terms and conditions concerning closeout of the subaward.

D. Evaluation of Risk

The City shall evaluate each subrecipient's risk of noncompliance with law, regulations and the terms and conditions of the subaward to determine appropriate monitoring practices.

The Finance Director or designee shall be responsible for evaluating risk based on the following factors:

1. The subrecipient's prior experience with the same or similar subawards;
2. The results of previous audits, including whether the subrecipient receives a single audit and the extent to which the same or similar subaward has been audited;
3. Whether the subrecipient has new personnel or new or substantially changed systems and process; and

4. The extent and results of any federal award agency's monitoring of the subrecipient.

The Department Director or designee shall request adequate documentation from the subrecipient to conduct the evaluation of risk; such documentation may include, but shall not be limited to, audit reports, financial reports, policies and procedures and detailed descriptions or user's guides of current systems and processes.

In addition to these factors, the City shall evaluate subrecipients for risk of noncompliance as specified in the subrecipient agreement.

Based on the results of the risk evaluation, the City may consider imposing specific conditions on implementation of the subaward, in accordance with applicable law and regulations.

E. Monitoring

The City shall monitor the implementation and activities of each subrecipient as necessary to ensure that the subaward is used for authorized purposes, in accordance with law, regulations and the terms and conditions of the subaward and that subaward performance goals are achieved. The City shall notify subrecipients of monitoring requirements and may provide technical assistance to subrecipients in complying with monitoring requirements.

The Department Director or designee shall be responsible for monitoring of subrecipients. As part of the monitoring process, the City shall complete the following steps:

1. Review financial and performance reports required by the City.
2. Follow-up and ensure that the subrecipient takes timely and appropriate action on all deficiencies pertaining to the subaward provided to the subrecipient from the City detected during audits, on-site reviews and other means.
3. Issue a management decision for audit findings pertaining to the subaward provided to the subrecipient by the City, in accordance with applicable law and regulations.

Monitoring activities may also include the following:

1. Review of progress reports, financial reports, performance reports and data quality.
2. On-site visits and reviews of the subrecipient's program operations.
3. Review of federal or state debarment lists.
4. Review of other agreed-upon procedure engagements as specified in the subrecipient agreement, such as audit services as discussed in 2 CFR 200.425.

The City shall verify that subrecipients are audited as required by 2 CFR 200 Subpart F or other applicable law and regulations.

F. Follow-Up Actions

The Department Director or designee shall provide subrecipients with written documentation detailing their monitoring results and listing any identified deficiencies. The City shall consider whether the results of monitoring indicate the need to revise existing City policy and procedures.

The City shall require subrecipients to take immediate action on issues involving ineligible or illegal use of federal funding and to notify the City of corrective action taken.

The City shall require subrecipients to develop a corrective action plan to address other identified deficiencies or noncompliance issues; such plan shall be submitted to the City within 30 days, and the City shall evaluate and monitor the activities taken by the subrecipient under the corrective action plan.

The Department Director or designee shall maintain all documentation on monitoring of subrecipients and corrective action taken during the monitoring process. The City shall report issues of noncompliance to the appropriate federal agency where required by law, regulations or requirements of the federal funding program.

G. Remedies for Noncompliance

When monitoring activities identify issues of noncompliance that are not addressed through corrective action, the City may take the following actions:

1. Impose specific conditions on the subrecipient, in accordance with applicable law and regulations.
2. Temporarily withhold cash payments, in accordance with applicable law and regulations.
3. Disallow or deny use of funds for all or part of the cost of the activity or action not in compliance.
4. Wholly or partially suspend or terminate the subrecipient agreement.
5. Recommend that the federal agency initiate suspension and debarment proceedings.
6. Withhold further awards or agreements for the project or program.
7. Take other remedies legally available, in consultation with the City attorney.

H. Record Retention

The Department Director shall ensure that all documentation regarding subrecipient identification, notification, evaluation, monitoring activities and corrective action is maintained in accordance with City policy and procedures. Records shall be retained in accordance with applicable law, regulations, specific requirements of the federal program and the City's records retention schedule.

VII. MANAGEMENT OF PROPERTY ACQUIRED WITH FEDERAL FUNDS

A. Contract and Purchasing Administration

The City maintains internal controls, administrative regulations and procedures to ensure that contractors deliver goods and services in accordance with the terms, conditions and specifications of the designated contract, purchase order or requisition.

Property shall be classified as **equipment, supplies, computing devices and capital assets** as defined and specified in accordance with law, regulations and City policy.

B. Inventory Control/Management

All property purchased with federal funds, regardless of cost, will be inventoried by recipient as a safeguard.

Inventory will be received by the department or program requesting the item; designated staff will inspect the property, compare it to the applicable purchase order or requisition and ensure it is appropriately recorded on the department's property management system/schedule.

Items acquired will be tracked by source of funding and acquisition date.

Inventory records of equipment and computing devices purchased with federal funds must be current and available for review and audit. Such inventory records shall include the following information:

1. Description of the item, including any manufacturer's model number.
2. Manufacturer's serial number or other identification number.
3. Identification of funding source (including the FAIN).
4. Identity of title holder, if applicable.
5. Acquisition date
6. Unit cost.
7. Source of items, such as company name.
8. Percentage of federal funds used in the purchase.
9. Present location, use, condition of item, and date information was reported.
10. Pertinent information on the ultimate transfer, replacement or disposition of the item including the date of disposal and sale price of the property.

Inventory shall be updated as items are sold, lost or stolen or cannot be repaired and new items are purchased.

Annual Physical Inventory - The physical inventory of items will be conducted once every two years by designated City staff and the results will be reconciled with the inventory records and reported to the Department Director.

Maintenance – The Department Director or designee shall establish adequate maintenance procedures to ensure that property is maintained in good condition in accordance with law, grant regulations and City policy.

Safeguards - The City will ensure that adequate safeguards are in place to prevent loss, damage or theft of property. These procedures include the following:

1. Any loss, damage or theft will be reported to the Department Director and investigated and fully documented and may be reported to local law enforcement, if applicable.
2. If stolen items are not recovered, the City will submit copies of the investigative report and insurance claim to the federal awarding agency.
3. The City will be responsible for replacing or repairing lost, damaged, destroyed or stolen items.
4. Replaced equipment is property of the originally funded program and should be inventoried accordingly.

Property purchased with federal funds may not be loaned or transferred within City departments.

C. Disposition of Property Acquired with Federal Funds

When the City determines that real property, including land, land improvements structures and accessories thereto, acquired under a federal award is no longer needed for the originally-authorized purpose, the Department Director must obtain disposition instructions from the federal awarding agency or pass-through entity administering the program, in accordance with applicable law and regulations.

When the City determines that equipment or supplies acquired under a federal award are no longer needed for the original project or program or for other activities currently or previously supported by a federal awarding agency, the Department Director will contact the federal awarding agency or pass-through entity administering the program to obtain disposition instructions, based on the fair market value of the equipment or supplies. The Department Director will be responsible for contacting the federal awarding agency and determining the process for disposition of equipment or supplies.

Approved property disposition items with a fair market value of \$5,000 or less that are no longer effective may be retained, sold or transferred to other City departments. For items with a fair market value greater than \$5,000 that are sold, the federal awarding agency is entitled to the

federal share of the current market value or sales proceeds, as required by federal regulations or the award agreement.

Upon termination or completion of the federally-funded project or program, for any residual inventory of unused supplies exceeding \$5,000 in total aggregate value which are not needed for any other federal award, the City shall retain the supplies for use on other activities or sell them. Upon either method of disposal, the City shall compensate the federal agency for its share of the current market value or sales proceeds.

If the City is replacing the equipment or supplies, the City may use the existing equipment or supplies as a trade-in or sell the property and use the proceeds to offset the cost of the replacement property.

The City must comply with relevant laws governing the surplus of public property in disposing of unnecessary equipment or supplies acquired with federal funds. Such methods may include the following:

- Public auction and/or online sale – generally conducted by a licensed auctioneer.
- Salvage – scrap sold to local dealers.
- Negotiated sale – normally used when disposing of items of substantial value.
- Sealed bid – normally used for items of substantial value or unique qualities.
- Pre-priced sale – large quantities of obsolete or surplus equipment or supplies may be sold by this method.
- Donation to charitable organizations.
- Disposition to trash for equipment or supplies with no value.

The Department Director or designee will be responsible for maintaining records of obsolete and surplus property disposed of and will report to the federal awarding agency when required.

11. PROCUREMENT

This document is intended to integrate standard City's purchasing procedures with additional requirements applicable to procurements that are subject to the federal Uniform Grant Guidance regulation. The City maintains the following purchasing procedures, in accordance with federal and state laws, regulations and City policy.

A. Responsibility for Purchasing

Management has outlined standard City purchasing responsibility, methods of purchasing, price quotations and bid requirements in the following Council policies and their accompanying administrative regulations or procedures:

City of Erlanger Procurement Policy revised
3/9/2022

Publicly Solicited Sealed Competitive Bids:

For purchases in excess of the small purchase procedures discussed above \$30,000 sealed competitive bids are publicly solicited and awarded to the lowest responsive and responsible bidder as provided in state law and City code.

Procurement by sealed bids occurs when bids are publicly solicited and when a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price.

B. Contractor Selection

Contracts must be awarded only to responsible contractors possessing the ability to perform successfully under the terms and conditions of the contract. Consideration shall be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.

The city shall maintain records detailing the history of the procurement. These records shall include, but are not limited to, the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.

Attachment B

Helpful Questions for Determining Whether Costs are Allowable –

In addition to applying the cost principles and standards described above, City staff involved in expending federal funds should ask the following questions when assessing the allowability of a particular cost:

1. Is the proposed cost allowable under the relevant program?
2. Is the proposed cost consistent with an approved program plan and budget?
3. Is the proposed cost consistent with program specific fiscal rules? For example, the City may be required to use federal funds only to supplement the amount of funds available from nonfederal (and possibly other federal) sources, or only as a match for funds from nonfederal sources.
4. Is the proposed cost consistent with specific conditions imposed on the grant (if applicable)?
5. Is the proposed cost consistent with the underlying needs of the program? For example, program funds must benefit the public service or infrastructure need for which they are allocated.
6. Will the cost be targeted at addressing specific areas of weakness that are the focus of the program, as indicated by available data?
7. Is the proposed cost for the acquisition of unnecessary or duplicative items? Could the procurements be consolidated or broken apart to obtain a more economical purchase?
8. Could the items to be purchased be acquired utilizing state and local intergovernmental agreements or inter-entity agreements for procurement or use of common or shared goods and services?
9. Could the items be acquired through federal excess and surplus property in lieu of purchasing new equipment and property whenever such purchase is feasible and reduces project costs?

Any questions related to specific costs should be forwarded to the Department Director who shall consult with the City's Finance Department and Attorney's Officer for clarification as appropriate.

Attachment C

§ 200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms.

- (a) The non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.
- (b) Affirmative steps must include:
 - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
 - (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
 - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
 - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
 - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
 - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (b)(1) through (5) of this section.

Streets Maintained by City of Erlanger Public Works

Zone 1	Zone 2	Zone 3		Zone 4	
Apple Tree Ln	American Ct	Alice St	Shadyside Dr	Aaron Ln	Nelson Rd
Atlas Air Way	Atlas Rd	Alpha Ct	Shorthill Ln	Amberry Way	Northway Dr
Baker St	Baker St	Arbor Ln	Sigma Dr	Ashmont Dr	Park Place Dr
Bartlett Ave	Birch Ave	Beta Ct	Southway Rdg	Ashridge Ct	Park Ridge Ct
Cave Run Dr	Cardinal Ct	Blue Creek	Susan Lewis Dr	Baywood Cr	Peakview Ct
Cedar Tree Ln	Center St	Bristol Ct	Teakwood Ct	Border Lands Dr	Piperidge Way
Cherry Tree Ln	Church Hill Dr	Canterbury Ct	Terrace Dr	Bottomwood Dr	Pondhill Ct
Cowie Ln *	Cintonya Dr	Carol Lee Ln	Theta Ct	Brightleaf Blvd	Pondview Ln
Cypress Ln	Clay St	Clover Ave	Thomas St	Brook Ct	Raymonde Ln
Elm St *	Commerce Dr	Concord Dr	Timberlake Ave	Brunswick Ct	Ridgewood Dr
Fir Tree Ln	Congress Ln	Creekside Cr	Treeside Ct	Buck Ct	Rising Ridge Dr
Fitzgerald Ct	Coordinator Dr	Creekstone Cr	Westwood Dr	Buckhill Dr	Robby Ct
Forest Ave	Court St	Crestline Dr	Whippoorwill Dr	Candlewood Ct	Rudophl Way
Graves Ave	Cowie Ln *	Debbie Ln	Woodlyn Hills Dr	Carriage Hill Dr	Shade Ln
Holly Ln	Crescent Ave	Doris Cr	Yager Ct	Cascade Ct	Sherbourne Dr
Home St *	Crescent Springs Rd	Elizabeth St	Zeta Ct	Circlewood Dr	Shire Peak Dr
Hope Ln	Divison St	Elmwood Dr		Country Rd	Skye Dr
Houston Rd	Edger Ct	Fieldcrest Dr		Covefield Ln	Spire Cr
Hulbert Ave *	Edwards St	Hallam Ave		Crestside Ct	Southwick Pl
James Ave	Elm St *	Hayden Pl		Deerchase Dr	Spring Valley Dr
Kentaboo Ave	Enterprise Dr	Hillcrest Ln		Deertrail Dr	Summerwood Ct
Lafayette Ct	Erlanger Rd	Ironstone Cr		Deer Walk Ct	Summit Creek Ct
Lewis Cir	Greenfield Ln	Jack Scheben Dr		Delphi Dr	Summitridge Ln
Linwood Ave	Hickory Ln	Jacqueline Dr		Doe Ridge Dr	Surrey Pl
Lloyd Ave	Home St *	Kappa St		Eagleledge Ct	Tailwood Dr
Lori Dr	Hulbert Ave *	Karlenia Ct		Fairlawn Cr	Theodore Pl
Maple Tree Ln	Kirby Ct	Kimberly St		Fairwood Ct	Thorn tree Dr
McAlpin Ave	Lake St	Kingsburg Ct		Farmwood Ct	Tracy Jean Ln
Mel Gin Dr	Liberty St	Kruer Ct		Fawn Dr	Twinridge Way
Mesa Dr	Locust St	Lake Knoll Ct		Fawnridge Ct	Valley Lake Ct
Michelle Ct	Losey St	Lambda Ct		Fernwood Ct	Valleywood Ct
Mimosa Ct	Montgomery Rd	Lexington Dr		Glenaire Dr	Viola Ln
Old Erlanger Rd	North Talbot Ave	Lindenwood Dr		Grand Ledge Ct	Waterpointe Ln
Olympic Blvd East	Place St	Mary St		Greenwood Ct	Waterview Ln
Pacific Ave	Price St	McArthur St		Gregory Ln	Whitetail Cr
Peach Tree Ln	Queen St	Misty Creek Dr		Hawkshead Ln	White Cliff Way
Rankin Dr	Riggs Ave	Misty Wood Cr		Haywood Cr	Winbourne Ct
Redbud Ct	Rosary Dr	Mitten Dr		Heartwood Ln	Windridge Ct
Rosebud Ave	Russell McClure Dr	Oxford Ct		Highspire Dr	Windfield Ln
Spruce Tree Ln	Silverlake Ave	Perimeter Dr		Hillwood Ln	Woodchase Cr
Sunset Ave	South Talbot Dr	Phelps Ct		Jenny Ln	Woodgate Ct
Sycamore Tree Ave	Woodward Ave	Rainbow Terrace		Kelli Ln	Woodgate Ct South
Taylor Ct		Rho Ct		Lakemont Dr	Woods Eagle Dr
Tulip Tree Ln		Sagebrush Ln		Lakerun Ln	Zora Ln
Viox Dr				Laura Ln	
Virginia Ave				List Ct	
Watson Rd				Lofty View Pl	
* South of Commonwealth	* North of Commonwealth			Lynn Haven Way	
				Narrows Rd	

The following streets are maintained by the KY State Road Dept.		The following streets are in City Limits, but maintained by contract with the Kenton Country Road Dept.	
Any issues or problems on these roads, you will need to contact the State Dept. Phone: 859 - 341 - 2700		Any issues or problems on these roads, you will need to contact Kenton County. Phone: 859 - 392 - 1920 Business Hours Phone: 859 - 356 - 3191 After Hours Visit the Web http://kentoncounty.org	
Commonwealth Ave	Old Madison Pk	Bullock Pen Rd	
Crescent Springs Rd	Richardson Rd	Pleasure Isle Dr	
Dixie Hwy	Stevenson Rd		
Dolwick Dr	Turfway Rd		
Donaldson Hwy	Turkeyfoot Rd		
Kenton Lands Rd			
		Non Dedicated Streets	
		Coopers Pass	
		Dry Creek	
		Glenna Ct	
Private Streets not maintained by the City		<div style="border: 1px solid black; padding: 5px;"> <p>Non Dedicated Streets – These streets are private because they do not conform with municipal standards that existed at the time they were built. These streets are not actually “streets” as a term that is understood by a municipality. They are narrower than municipally approved streets, they may not have curbs or gutters, they may be driveways, aprons or access roads. An implied dedication occurs when a municipality undertakes obligations normally associated with public streets.</p> </div>	
Blackberry Dr	Sundrop Dr		
Barkley	Green River		
Barren River	Herrington		
Buckhorn Ct	Twinleaf Dr		
Cave Run	Kincaid Ln		
Charles Lewis Dr	Malone		
Dale Hollow	Meadow Ln		
Dick Combs Dr	Goldenrod Dr		
Eagle Creek Dr	Spring Lake Dr		
Eagle Ridge Dr	Starboard Ln		
Coralbell Ct			
Foxglove Ct			

City of Erlanger - Public Works

Transportation - Three Year Infrastructure Forecast

2022 / 2023 2023 / 2024 2024 / 2025

Budget Year 2022 / 2023

Project	Description	Budgeted Amount
Circlewood Drive	Mill & Overlay (New Sidewalk)	\$342,000.00
Northway Drive	Mill & Overlay (New Sidewalk)	\$222,000.00
Spire Circle	Mill & Overlay	\$ 46,000.00
Summit Ridge Lane	Mill & Overlay	\$ 22,000.00
Crestside Court	Mill & Overlay	\$ 11,000.00
Pleasure Isle Drive	Mill & Overlay	\$ 86,000.00
Glenna Court	Mill & Overlay	\$ 13,000.00
Hillcrest Drive	Mill & Overlay	\$ 89,000.00
Jacqueline Drive	Mill & Overlay (New Sidewalk)	\$546,000.00
Kimberly Drive	Mill & Overlay (New Sidewalk)	\$203,000.00
Debbie Lane	Mill & Overlay (New Sidewalk)	\$ 94,000.00
Mitten Drive	Mill & Overlay (New Sidewalk)	\$105,000.00
Sigma Drive	Concrete Replacement (New Sidewalks & Drains)	\$483,000.00
Kappa Court	Concrete Replacement (New Sidewalks & Drains)	\$113,000.00
Theta Court	Concrete Replacement (New Sidewalks & Drains)	\$125,000.00
TOTAL		\$2,500,000.00

Budget Year 2023 / 2024

Project	Description	Budgeted Amount
Concord Drive	Mill & Overlay (New Sidewalk)	\$562,000.00
Alice Street	Mill & Overlay	\$ 36,000.00
Thomas Street Stevenson South	Mill & Overlay	\$ 45,000.00
Narrows Road	Mill & Overlay	\$364,000.00
Graves Avenue	Mill & Overlay (Sidewalk Improvements)	\$153,000.00
Deerchase Drive	Mill & Overlay (Sidewalk Improvements)	\$177,000.00
Clover Avenue	Mill & Overlay (New Sidewalk)	\$114,000.00
Shorthill Lane	Mill & Overlay	\$ 39,000.00
Viox Drive	Mill & Overlay	\$ 48,000.00
Hallam Avenue	Mill & Overlay	\$280,000.00
Lambda Drive	Concrete Replacement (New Sidewalks & Drains)	\$160,000.00
Yager Court	Concrete Replacement (New Sidewalks & Drains)	\$175,000.00
Rosebud Avenue	Concrete Replacement (Underdrains)	\$170,000.00
Kentaboo Avenue	Concrete Replacement (Underdrains)	\$128,000.00
Virginia Avenue	Concrete Replacement (Underdrains)	\$ 49,000.00
TOTAL		\$2,500,000.00

Budget Year 2024 / 2025

Project	Description	Budgeted Amount
Borderlands Drive	Mill & Overlay	\$ 72,000.00
Park Place Drive	Mill & Overlay	\$ 60,000.00
Nelson Road	Mill & Overlay	\$132,000.00
Old Erlanger Road	Mill & Overlay	\$ 94,000.00
Elm Street	Mill & Overlay	\$ 42,000.00
Center Street	Mill & Overlay	\$ 44,000.00
Clay Street	Mill & Overlay	\$108,000.00
Cintonya Drive	Mill & Overlay	\$ 66,000.00
Loftyview Place	Mill & Overlay	\$ 30,000.00
Skye Drive	Mill & Overlay (Sidewalk Improvements)	\$ 58,000.00
Shirepeak Way	Mill & Overlay (Sidewalk Improvements)	\$ 82,000.00
McAlpin Avenue	Mill & Overlay (Sidewalks Improvements)	\$169,000.00
Crescent Avenue	Mill & Overlay (Sidewalk Improvements)	\$562,000.00
Talbot Avenue	Mill & Overlay (Sidewalk Improvements)	\$188,000.00
Lafayette Court	Concrete Replacement (Underdrains)	\$198,000.00
Kingsburg Court	Concrete Replacement (Underdrains)	\$237,000.00
Division Street	Concrete Replacement (Underdrains)	\$371,000.00
Linwood Avenue	Concrete Replacement (Underdrains)	\$341,000.00
Hayden Place	Concrete Replacement (Underdrains)	\$123,000.00
TOTAL		\$2,500,000.00

City of Erlanger - Public Works

City Beautification – Forecasted Expenditures

2022 / 2023 2023 / 2024

Budget Year 2022 / 2023

Project	Description	Budgeted Amount
Turkeyfoot / Misty Creek Beautification		\$ 10,000.00
Bonded Lock - Electric		\$ 5,000.00
Turkeyfoot / Stevenson Gateway Sign – Electric and Lighting		\$ 10,000.00
City Signage – Design		\$ 10,000.00
	Gateway Signage – Bottomwood, Dixie and Donaldson	
	Park Signage – Cahill Commons, Silverlake and Misty Creek	
	Facility Signage – Public Works, Fire House 1 and 3	
Bonded Lock - Plantings		\$ 5,000.00
Riggs Ave - Electric		\$ 5,000.00
2022 / 2023 TOTAL		\$ 45,000.00

Budget Year 2023 / 2024

Project	Description	Budgeted Amount
City Signage – Construction		\$ 15,000.00
	City Entrance Signs	
Erlanger Rd SubStation – Beautification		\$ 5,000.00
Dixie Hwy / Stevenson Rd – Beautification		\$ 10,000.00
Cherry Hill Island – Beautification		\$ 5,000.00
2023 / 2024 TOTAL		\$ 35,000.00

