

## **SPECIAL**

**June 11, 2016**

### **OPENING OF MEETING**

Mr. Ritter called the meeting to order at 9AM with all Board members in attendance. He said this is a work session for the 2017 budget. Mr. Rowan said that our main focus will be on the general fund and other non-safety areas.

### **BOARD SURVEY RESULTS**

Mr. Rowan presented the Board survey results. A copy of his presentation is Attachment 1 to these minutes.

### **BUDGET PRESENTATION/DISCUSSION**

Mr. Rowan discussed the budget process and said the tax budget doesn't give spending authority. A copy of the budget presentation is Attachment 2 to these minutes.

He said the capital plan for the IT Department includes the following items:

- New video recording system in Chambers -- \$15,000
- Replace parks security cameras in Colerain Park, Clippard Park and Heritage Park -- \$64,320

Mr. Rowan said that he's not saying we need to do everything in the capital plan right away. We don't depreciate assets like the private sector. Some items are placed in the plan to have them on the radar for long-term planning. Many items are not just dreams, but pieces of equipment which need to be replaced. He doesn't want to invest in capital assets until collective bargaining contract finalized.

Mr. Meloy said that training/travel is important for the agencies. He said the average is \$1,000 per employee, but we spend \$300-400 per employee.

Chief Denney said that any training requested must be approved by committee of supervisors.

Mr. Ritter requested that since we're on the subject of travel, we pause for a moment to give Mr. Insco an opportunity to ask questions of the department

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heads concerning the frequency, purpose and benefit of the travel they undertake.

Mr. Insco said it depends on what we're getting out of it. Other communities don't do this.

Mr. Ritter said that it's all about sharing ideas and thought leadership. We are able to partner with peer agencies and learn how they're doing things, lessen costs. He said this is a good thing for a modest investment. He said the trip to the International Council of Shopping Centers convention in Vegas is our one opportunity for marketing our Township to the national developers.

Mr. Rowan said this is an intense three or four days, as 37,000 people are there to meet with the national developers.

Mr. Birkenhauer said it is important to meet with new and prospective tenants for the mall and the other three million square feet of space on Colerain Ave. It's too expensive to meet with major stakeholders at each of their locations, but they are all in one place at this conference. He said that 50-75% of leases are conceived at ICSC. Other communities locally do attend this. The real estate brokers like having us there to show our commitment to their success.

Mr. Rowan said he attends an leadership conference on a specific topic, transforming internal culture. He said he can't get this level of training at the Auditor's Local Government Officials or Ohio Township Association conferences. It's important as CEO of this Township, to manage change and culture, moving forward as one team.

Mr. Meloy said they now attend the international chief conference as guest presenters. We're leading a large organization.

Mr. Rowan said Mr. Meloy and Chief Cook have done great job driving down the budget for the fire department. The variances are things we can't control like insurance and the communication center.

Mr. Ritter said he would like to wait for the FAC to get back to them with fund balance recommendations. He spoke about a levy in November. He said we have not been successful in the past. He said we could tap into the four year

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cycle at presidential election. If the parks levy should pass, fireworks and summer camp should be funded first.

Mr. Inderhees said that he is hesitant to put a levy on the ballot as he doesn't think there is support for additional taxes.

Mr. Ritter said if we don't offer a levy in November, then he is done. We need to think about public safety in 2020. He said there is some truth to the "called wolf" comment as we did have some flexibility with TIF money coming back on-line.

Mr. Insko said that we have to have a way to get money. The simpler of the two is a parks levy because roads are just not exciting. He agrees with 2016 and people are sick of being levied. He's not sure of size or continuous or 5-year.

Mr. Ritter asked who would handle the administration of campaign levy. We need someone to own it.

Mr. Insko suggested a survey. Mr. Birkenhauer discussed the survey from the Northern Kentucky University Master of Public Administrator program.

Mr. Ritter said we should have a discussion about the size of the levy.

Mr. Birkenhauer said the opposition says that you have enough money.

Mr. Rowan suggested Mr. Insko should reach out to the opposition to see their interest in this.

Mr. Birkenhauer said there are upgrades needed in the parks, namely Megaland in Colerain Park and the Clippard Park sprayground.

Mr. Rowan said the tax budget is based on no levy. We might need to have special sessions for this.

### **WAYCROSS/COMMUNICATIONS STRATEGY**

Mr. Rowan said we have received a lot of negative feedback by not having someone answer the phone. We are now covering it three days a week. He suggested two part-timers to avoid benefit costs. He also suggested we do the video for meetings in-house. He also discussed an electronic or paper newsletter

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Mr. Meloy said he feels we are exposing employees to concerning situations the front desk. Mrs. LeCount said we have about 30 people visit each day. It would be helpful to have more of a physical barrier, without being shutout. Mr. Rowan suggested an alarm to the police department.

Mr. Rowan will talk to NWLSD about Waycross contract.

### **CLOSING THOUGHTS**

Rob Shepard said we need to decide soon about the cameras for the chambers.

Mr. Birkenhauer said he welcomes comments for the levy.

Emily Randolph said the lack of support for the recent levy was disappointing. She said we are working toward a one team approach and atmosphere, but are not there yet. She said the lack of support for the Summer Events Committee is also disappointing. It takes staff time and a lot of work and effort, with only five of them to do this. We could have township residents step-up and we need to get by-in.

Mrs. LeCount said the front desk and administrative help really alleviates stress on the department. She said they have utilized interns and kept costs down. Chief Denney said they are operating budgets as thin as they can get. The capital budget is not a wish list.

Chief Cook said they will continue to see grant funding. They do have a need for support vehicles.

Mr. Meloy said the last fire levy was in 2010 and will go until 2022. He said he appreciates the support from employees to allow us to fulfill needs.

Mr. Rowan said he appreciates the time from the leadership team this morning.

Mr. Insco said this was a productive meeting and thanked the team for their time.

Mr. Inderhees said that his priority is roads and road repair. Without a park levy passing, we shouldn't spend money on fireworks or programs with tax payer

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monies. He wants to see the money from the Hughes Road vacation to go to roads.


### ADJOURNMENT


With no further business to come before the Board, Mr. Insco motioned for adjournment. Mr. Inderhees offered a second. The roll was called:

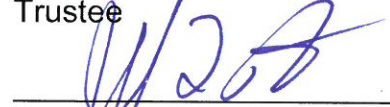
Mr. Inderhees. "Aye"


Mr. Insco. "Aye"

Mr. Ritter. "Aye"

  
Fiscal Officer

  
Trustee

  
Trustee

  
Trustee



# **2017 Budget Planning Work Session**

**June 11, 2016**

# Situational Assessment

- **We have a unique situation of two new Board members at the same time**
- **We have spoken peripherally about budget priorities and preferences, but nothing formally that will identify a consensus on specific issues**
- **The Budget should be a reflection of the Board's priorities**
- **The first iteration of the 2017 Budget is the “Tax Budget”, due to Hamilton County on July 20, 2016**

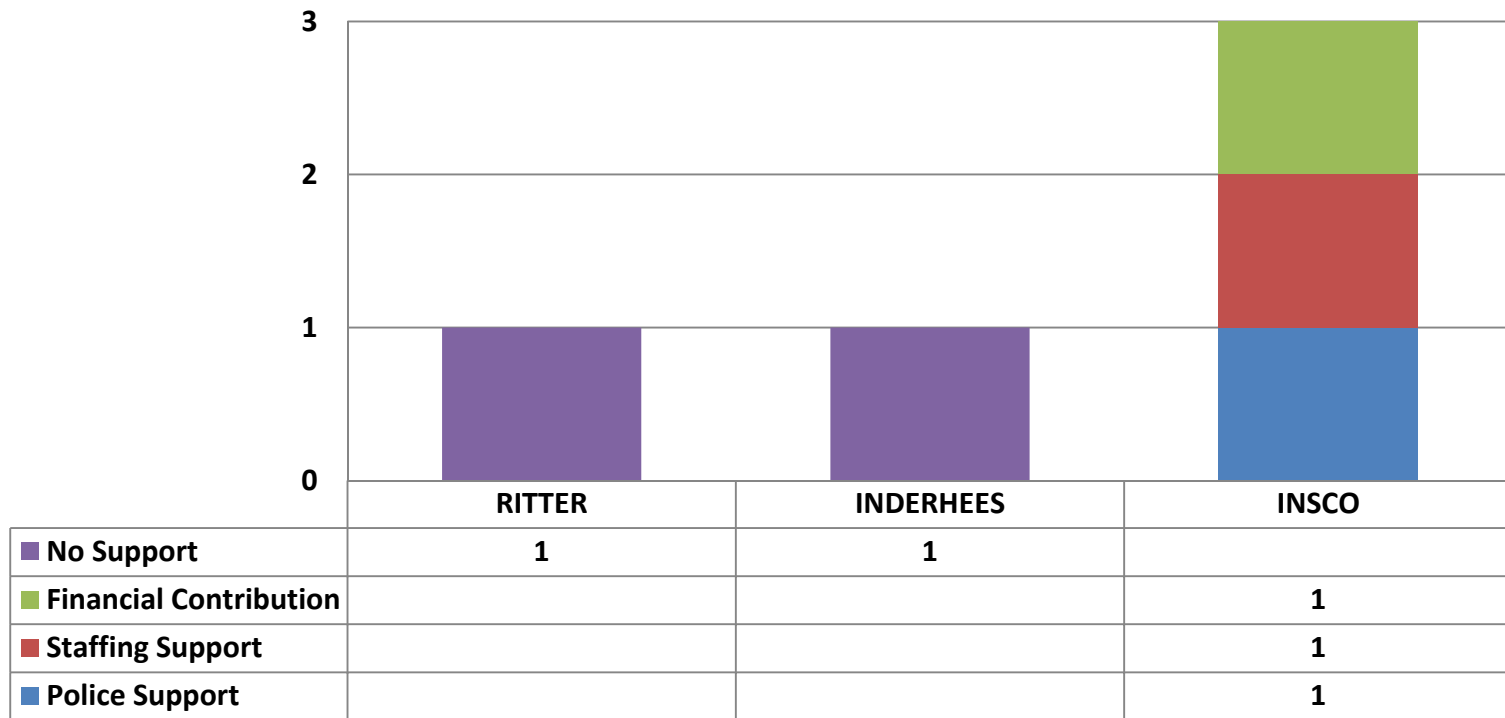
# **Purpose of Today's Session & Expected Outcomes**

- **Review results of Board survey**
- **Identify areas of agreement and consensus**
- **Evaluate and plan for capital investments**
- **Focus primarily on the General Fund areas**
- **Consider appetite for spending reserves**
- **Listen to Department Heads and their assessment**



# 2017 Budget Planning – Question 1

## July 4 Fireworks

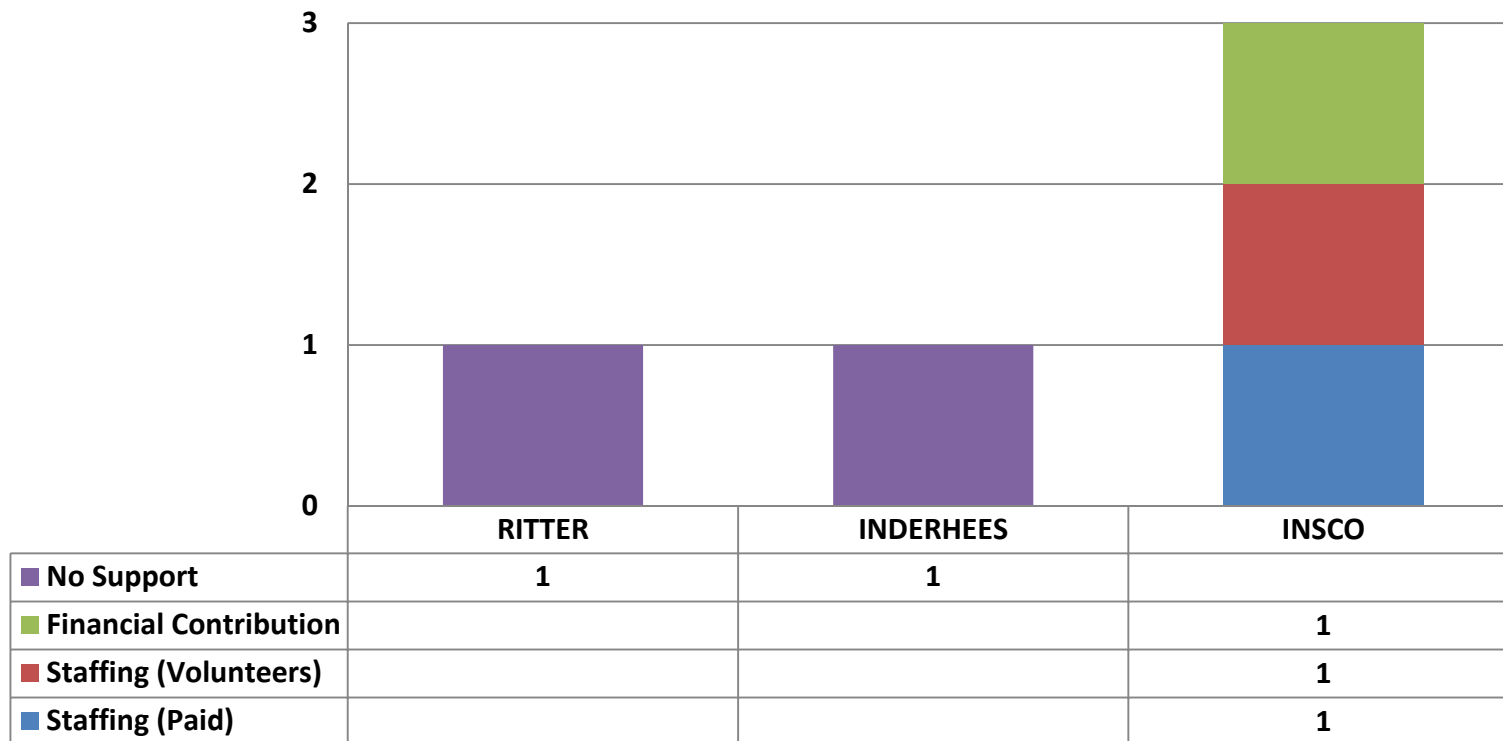


### Verbatim Comments:

<b>Ritter</b>	No Support - Continued cancellation unless a levy is passed
<b>Inderhees</b>	No Support
<b>Insko</b>	Police, Staffing and Financial Contribution of \$30,000

## 2017 Budget Planning – Question 2

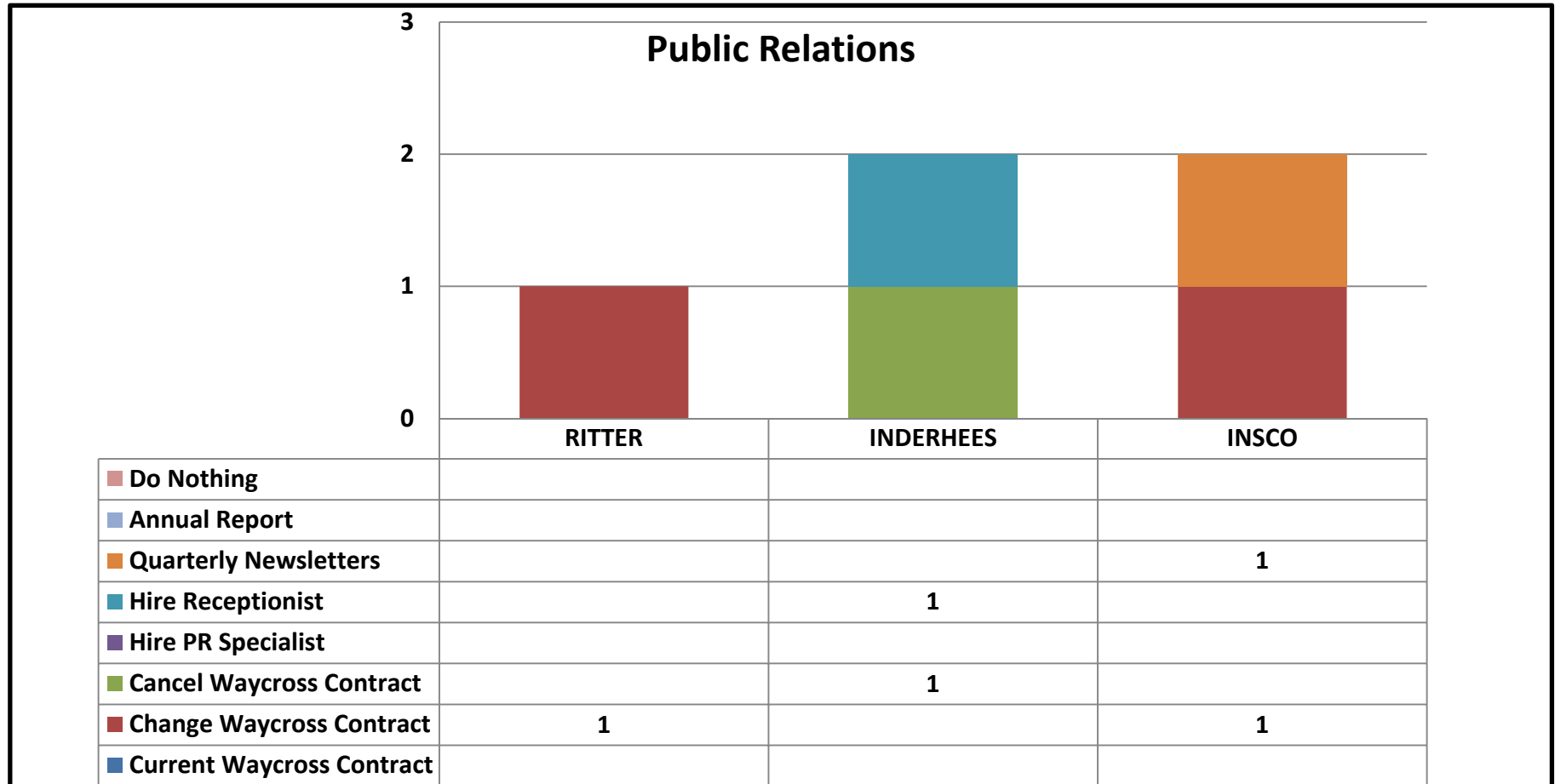
Summer Camps



### Verbatim Comments:

<b>Ritter</b>	Not Interested in Summer Camp Programs
<b>Inderhees</b>	Not Interested in Reinstating Summer Camp Programs
<b>Insko</b>	Staffing Support (Paid and Volunteer) and Financial Contribution of \$30,000 although working on sponsorship

# 2017 Budget Planning – Question 3

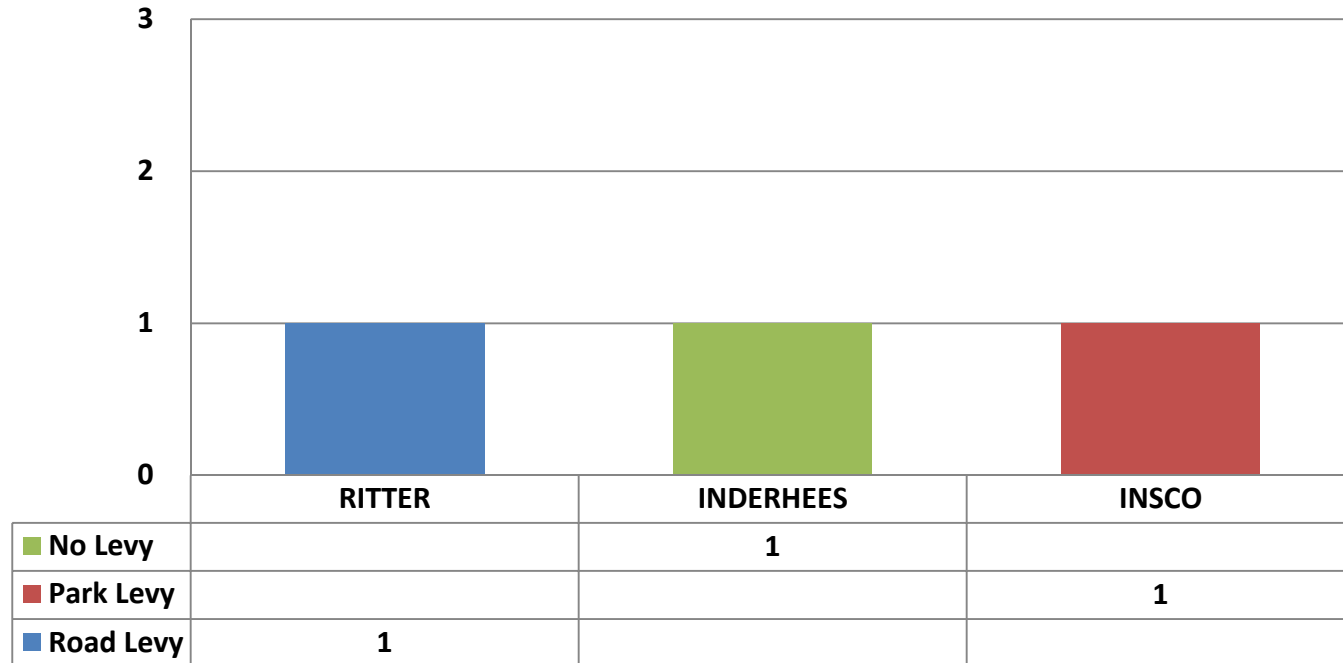


## Verbatim Comments:

<b>Ritter</b>	Propose an la-carte approach where NWLSD pays for their services and we pay for ours. Interested in taping BOT meetings and Zoning meetings. In-house an option
<b>Inderhees</b>	Install in-house system to tape meetings. Prefer to contract with public relations agency, prefer e-newsletter, hire part-time receptionist
<b>Insko</b>	Split Waycross with NWLSD if possible, love idea of a quarterly newsletter

# 2017 Budget Planning – Question 4

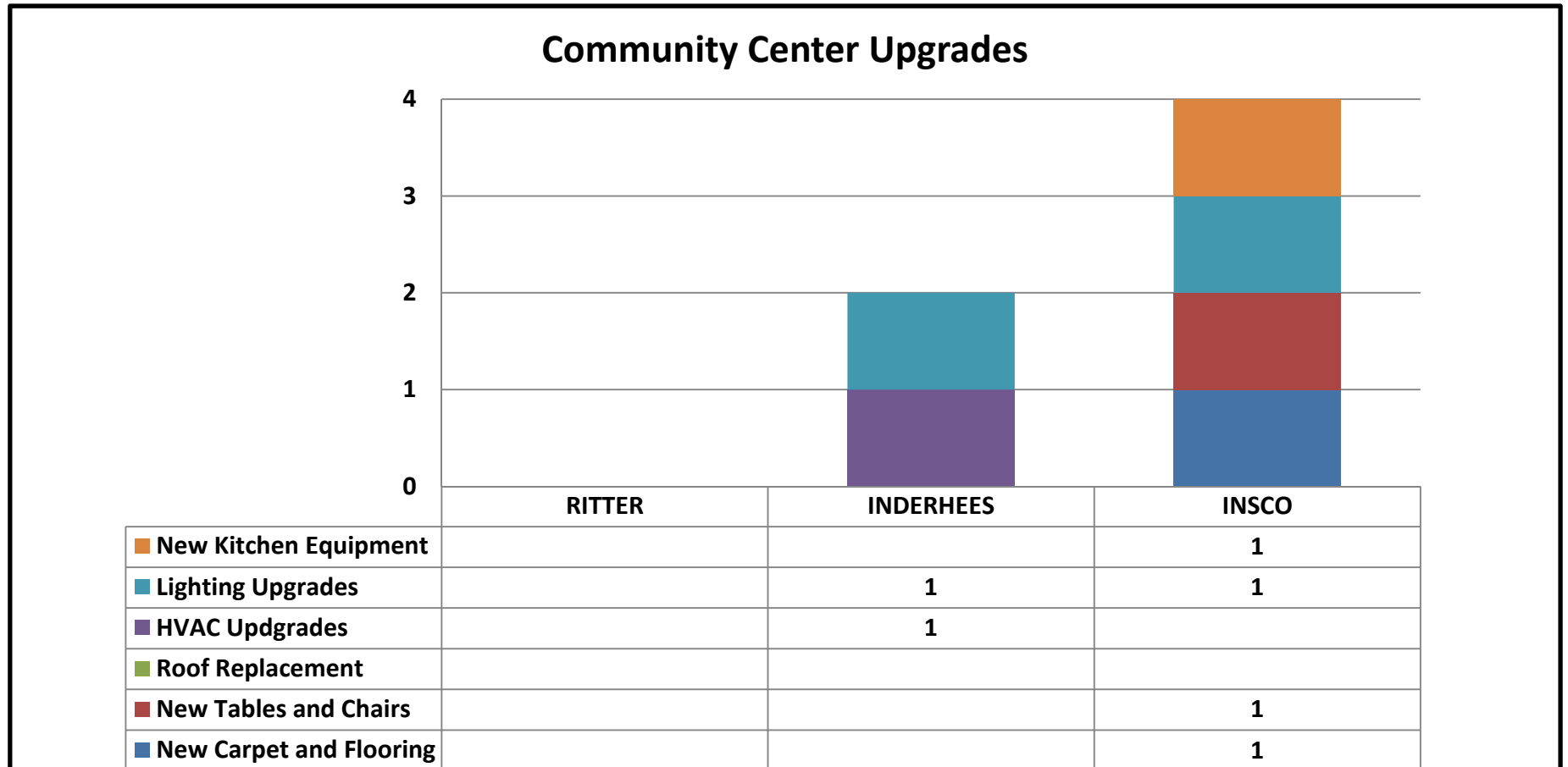
November 2016 Levy



## Verbatim Comments:

<b>Ritter</b>	1.75 mills...Very close call on this; I am flexible
<b>Inderhees</b>	No Levy
<b>Insko</b>	Park Levy – wants and needs appear to be backwards. Residents want parks, but need roads. No one is excited about paying for roads

# 2017 Budget Planning – Question 5



## Verbatim Comments:

<b>Ritter</b>	Bare-bones strategy in order to keep the center viable in its current state or to preserve existing revenue streams
<b>Inderhees</b>	HVAC and Lighting upgrades – Interested in payback period
<b>Insko</b>	New carpet, flooring, tables, chairs, lighting upgrades, kitchen equipment (monitor roof and patch accordingly, hopefully until 2021)

# 2017 Budget Planning – Question 6

Interest in donating Parks to Hamilton County

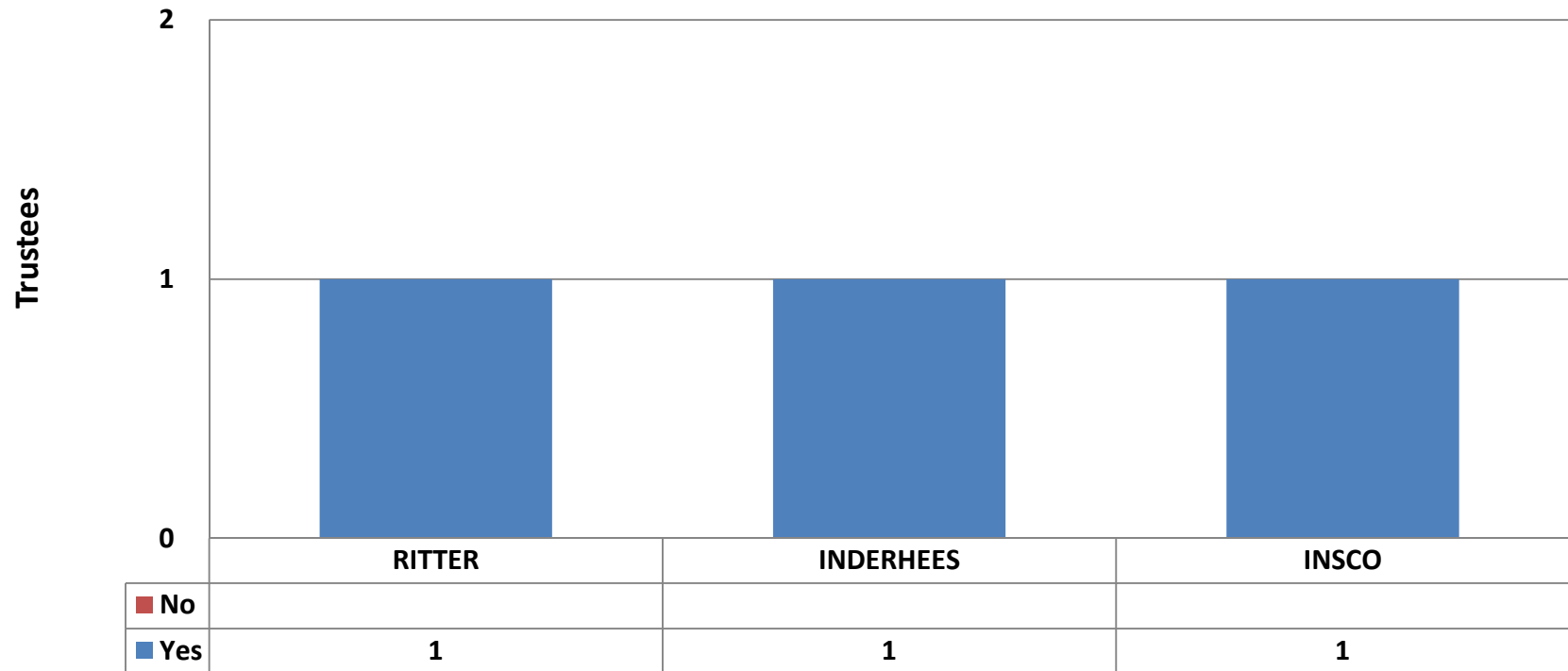


## Verbatim Comments:

<b>Ritter</b>	Yes, Heritage
<b>Inderhees</b>	Yes
<b>Insko</b>	Yes, cemeteries and smaller parks. Would consider selling off rather than giving parks a way. I'd like to put us in a better position to acquire connecting park land to P&G

# 2017 Budget Planning – Question 7

## Continue contract with YMCA to Operate Senior Center



### Verbatim Comments:

Ritter	Yes
Inderhees	Yes (Current Level of Funding)
Insko	Yes (If numbers support it)

## 2017 Budget Planning – Question 8

### Other Budget Priorities (Verbatim Comments:)

<b>Ritter</b>	Broadly speaking, with respect to non-safety/General Fund priorities, I am in favor of a structurally-balanced budget in which in-year revenues are equal to expected expenses, with no further degradation of the General Fund balance. With respect to specific priorities, we either need to get serious about our declining roads, or not. That means a “bare-bones” minimalist approach with the Senior Center and Parks, with all remaining resources devoted to Roads. The ORC does not require us to operate parks or a Senior/Community Center, but it does require us to maintain our roads.
<b>Inderhees</b>	Roads – Road repair and resurfacing.
<b>Insko</b>	ROADS; I'm interested in what strategies we can implement with SCIP grants. I don't think we have nay chance at passing a road levy. We asked the community for money and the next month spent \$2 million on roads. We look like we cried wolf.



## 2017 Budget Planning – Question 9

### Current items you would like removed from the budget (Verbatim Comments)

<b>Ritter</b>	Road maintenance & reconstruction beyond what can be supported thru in-year revenue; Continued efforts to reduce health care costs.
<b>Inderhees</b>	No
<b>Insco</b>	Travel expenses. If we can't fix pot holes, we can't travel.



# 2017 Tax Budget & Forecast

Colerain Township – June 11, 2016 Worksession

By: James M. Rowan, Administrator



# Budget Process

May  
20<sup>th</sup>

Capital Requests received by Department Heads

June  
11<sup>th</sup>

Board Worksession & Survey Results

June  
22<sup>nd</sup>

Financial Advisory Committee (FAC) reflects on budget & capital plan, fund balance policy and provides recommendations

July  
12<sup>th</sup>

Public hearing on proposed budget. Budget approval required by July 15<sup>th</sup> and filed by July 20<sup>th</sup>.

Aug  
10<sup>th</sup>

Filing Deadline for any Tax issues for the November 2016 election

Jan  
2017

Deadline for adopting Temporary Appropriations.

April  
2017

Deadline for adopting Permanent Appropriations.



## Budget Priorities

- On May 16<sup>th</sup>, Board members were invited to participate in a survey seeking input on budget priorities for 2017. Survey results were submitted to the administrator by May 31<sup>st</sup> and the Board held a budget work session with the Leadership Team on Saturday, June 11<sup>th</sup>.
- The Financial Advisory Committee (FAC) will meet on June 22<sup>nd</sup> to consider the proposed tax budget and capital plan as submitted by the administrator. Further, the FAC will recommend a fund balance policy as part of the 2017 budget process.



# Budget Development

- The Tax Budget is the initial step in the budgeting process and represents the latest information included in the five-year forecast.
- Temporary appropriations are developed in December and provides spending authority for the ensuing calendar year. Appropriations are developed at the department head level and require detailed rationale and justification.
- Permanent Appropriations are finalized in March and reflect any changes from the Temporary Appropriations approved in December.



# Five-Year Forecasting

The Township Administrator manages the five-year forecast for all operational functions.

- Five-Year capital plans have been obtained by each department and are integrated as part of the budget process where possible.



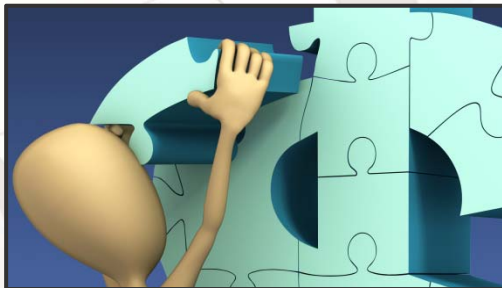


# Benchmarking & Shared Services



- **Benchmarking:**

- Benchmarking will continue as we seek ways to streamline costs and operate in a more efficient manner.



- **Shared Services:**

- Shared service opportunities have allowed us to reduce costs and gain greater efficiency. Shared service/Mutual Aid agreements are in place with Northwest School District, Department, Springfield Township, and multiple public safety organizations.





# 2017 Major Assumptions

- Maintain adequate reserves in accordance with Fund Balance Policy
- Maintain current level of support for Parks & Community Center
- Funding for Public Infrastructure
  - Earmark 50% of Rumpke Statutory Tipping Fee to road resurfacing (Estimated \$393,000)
  - Earmark \$857,000 from 2016 Consent Decree
  - Total Road Commitment = \$1,250,000
- Public Safety
  - Continue focus on sustainability through 2022
- Provide funding for 2017 Capital Plan





# Capital Plan – IT Department

## ➤ Administration

- New Video Recording System – Chambers \$15,000
- Replace Exchange Server - \$840

## ➤ Fire

- Switch Upgrades - \$1,200
- Replace Exchange Server - \$7,080

## ➤ Police

- Replace Exchange Server - \$1,440

## ➤ Community Center

- Switch Upgrades - \$1,200
- Replace Exchange Server - \$600



# Capital Plan – IT Department

## ➤Public Works/Parks

- Replace Parks Security Cameras and DVRs - \$16,000
- Replace Exchange Server - \$1,440
- Add Access Controls to Front and Side Doors - \$3,612
- Add Access Control to Garage Door - \$2,908

## ➤Zoning

- Replace Plotter and add Large Scanning - \$11,000
- IPAD/Tablet - \$600
- New Laptop - \$800
- Replace Exchange Server - \$600

Total IT = \$64,320



# Capital Plan – Grand Total

\$1,645,357	(2017)
\$1,452,730	(2018)
\$1,153,639	(2019)
\$ 525,137	(2020)
\$ 853,970	(2021)
\$8,694,250	(2022)

**Note: 2022 includes \$5 million for a rebuild of Fire House 102 and 26**



# Capital Plan – Police (2017-2022)

CAPITAL ITEMS						
DESCRIPTION	2017	2018	2019	2020	2021	2022
Technology	\$1,440					
6 New (Trade in 4)						
6 New (Trade in 6)	\$107,565					
6 New (Trade in 6)		\$107,858				
5 New (Trade in 5)			\$92,639			
5 New (Trade in 5)				\$100,137		
5 New (Trade in 5)					\$94,970	
6 New (Trade in 6)						\$124,250
Investigator Vehicles 1 new (Trade 1)		\$15,000				
Investigator Vehicles 1 new (Trade 1)			\$15,000			
Investigator Vehicles 1 new (Trade 1)				\$15,000		
Investigator Vehicles 1 new (Trade 1)					\$15,000	
Investigator Vehicles 1 new (Trade 1)						\$15,000
Northwest Local School Vehicle	\$19,000					
SIU Vehicle		\$15,000				
On Body Cameras			\$5,000	\$5,000	\$5,000	\$5,000
Replace Exhaust System in Property Room						
Addition of Track Storage for Property Room						
Water Gear						
Apex 3000 Radios (3)						
Surveillance Gear for Investigative Unit	\$5,000					
Civil Disburbance Gear	\$0	\$0				
Use of Force Training Simulator	\$38,000					
Divide Training Room into two Interview Room	\$10,000					
Video/DVR for Interview Room #2		\$10,000				
Replace Video System in Interview #1					\$15,000	
Uniform Switch	\$15,000					
Total	\$196,005	\$147,858	\$112,639	\$120,137	\$129,970	\$144,250



# Capital Plan – Fire (2017-2022)

## CAPITAL ITEMS

<u>DESCRIPTION</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Cardiac Monitor Replacements		\$102,000				
SCBA Replacement			\$489,000			
Thermal Imaging Camera (TIC) Replacements	\$55,000	\$55,000	\$40,000			
Hurst "Jaws of Life" System Replacement	\$0					\$98,000
1 Staff Vehicle Per Year	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Engine 25 Replacement (1993)	\$0					
Ladder 25 Replacement (1991)	\$0					
Mobile Data Computers (MDC)						
Relocate 102 to Struble/Colerain						\$2,500,000
Rebuild 26						\$2,500,000
Engine 102 (2002)						\$500,000
Engine 103 (2002)						\$500,000
Engine 109 (2002)						\$500,000
Ladder 225 (1994)						\$900,000
SCBA Porta Count Fit Test Machine	\$15,000					
Technology	\$8,280					
Total	\$108,280	\$187,000	\$559,000	\$30,000	\$30,000	\$7,528,000



# Capital Plan – EMS (2017-2022)

## CAPITAL ITEMS

<u>DESCRIPTION</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Life Squad Remounts	\$0	\$0	\$83,000	\$85,000	\$86,000	\$87,000
Cardiac Monitor Replacements		\$238,000	\$102,000			
Tablet Upgrades						
Replace 1997 Horton Squad	\$180,000	\$0				
Squad Cots						
Total	\$180,000	\$238,000	\$185,000	\$85,000	\$86,000	\$87,000



# Capital Plan – ROADS (2017-2022)

## CAPITAL ITEMS

<u>DESCRIPTION</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
IHC Dump Truck (1989)	\$130,000					
IHC Dump Truck (1991)	\$0	\$140,000				
IHC Dump Truck (1993)		\$0	\$140,000			
IHC Dump Truck (1995)			\$0	\$150,000		
IHC Dump Truck (1995)					\$150,000	
IHC Dump Truck (2001)						\$150,000
Sign Truck/Boom Truck	\$90,000					
F150 4x4 PU	\$28,000					
Hot Box	\$20,000					
Chevy 4x4 Pick-Up	\$45,000	\$45,000				
Articulating Brush Cutter Skid Steer Att.	\$10,000					
Mini Excavator	\$0	\$75,000				
Backhoe w/extended hoe 4x4					\$0	\$110,000
Loader	\$0			\$0	\$250,000	
4x4 Dodge PU w/lift gate			\$45,000			
4x4 Dodge PU Ww/utility body & crane			\$40,000			
Skid Steer Jack Hammer Attachment	\$15,000					
Lighting Upgrades	\$50,000					
Gas Boy System	\$20,000					
Technology	\$23,960	\$0	\$0	\$0	\$0	\$0
Crack Seal Machine					\$75,000	
Parking Lot Sealing/Repairs						\$50,000
Motorized Gate				\$0		\$20,000
Total	\$431,960	\$260,000	\$225,000	\$150,000	\$475,000	\$330,000



# Capital Plan – PARKS (2017-2022)

<b>CAPITAL ITEMS</b>						
<b>DESCRIPTION</b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
John Deere Tractor	\$0	\$90,000				
Walk Behind Mowers					\$3,000	\$5,000
Bobcat & Attachments	\$0	\$50,000				
Zero Turn Mower	\$20,000	\$10,000			\$25,000	
Power Washers	\$1,600					
Megaland Playground & Safety Surface (Cc	\$0	\$250,000				
F150 4x4 PU	\$28,000	\$0	\$35,000			\$40,000
Zero Turn Mower	\$0	\$0				
Basketball Court Re-Surface	\$50,000	\$0		\$15,000		
Utility Vehicle	\$0	\$8,000	\$10,000	\$10,000		
Dog Park (Heritage)		\$20,000				
Ford Ranger 4x4			\$0			
Shelter House Renovation			\$25,000		\$25,000	\$25,000
F350 Crew Cab	\$45,000			\$45,000		
Walking Trail (Colerain)		\$50,000		\$0		
Entry Gates Install (Clippard/Colerain)	\$45,000					
New Projector and Screen (Colerain)			\$10,000			
Security Cameras			\$60,000			
Baseball Fields (Rehab)			\$15,000			
Soccer Fields (Reseed)						
Trailers	\$30,000					
Fences						\$75,000
Doors and Locks						\$25,000
Sprayground						\$50,000
Picnic Tables						\$5,000
Lighting Upgrades						\$25,000
HVAC						\$250,000
Roof						\$5,000
Parking Lot Sealing				\$70,000	\$80,000	\$100,000
Total	\$219,600	\$478,000	\$155,000	\$140,000	\$133,000	\$605,000





# Capital Plan – Community Center (2017-2022)

## CAPITAL ITEMS

<u>DESCRIPTION</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Replace Flooring (Hall B)	\$35,000					
Roof Repair	\$6,500					
Install Automatic Flushers						
Upgrade Bathrooms	\$20,000					
Landscape Improvements	\$4,000					
Update Kitchen (Hall A)		\$24,000				
Update Kitchen (Hall B)			\$30,000			
Pave and Stripe Parking Lots				\$40,000		
Interior Painting				\$6,000		
Technology	\$1,800					
Total	\$67,300	\$24,000	\$30,000	\$46,000	\$0	\$0



# Capital Plan – ADMIN (2017-2022)

CAPITAL ITEMS						
<u>DESCRIPTION</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Technology	\$15,840					
HVAC Upgrades	\$250,000					
Lighting Upgrades	\$25,000					
Total	\$290,840	\$0	\$0	\$0	\$0	\$0



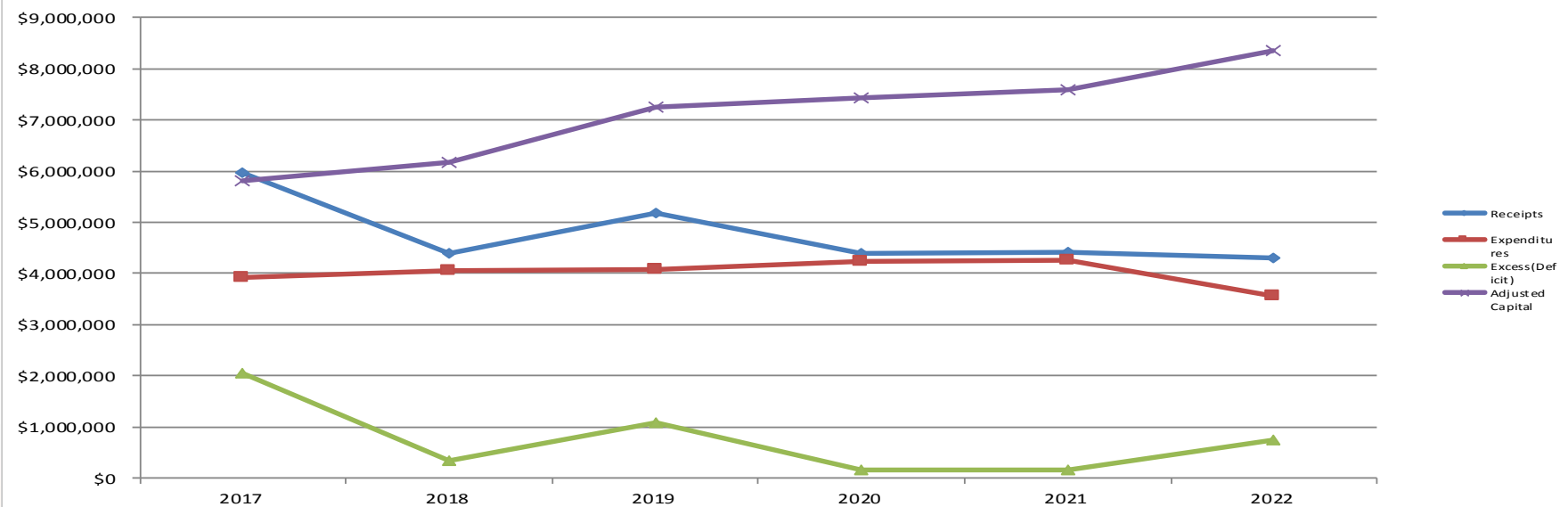
# 2017 Proposed Budget

2017 Tax Budget						
FUND	NAME	2016 Permanent Appropriations	2017 Tax Budget	\$ CHANGE Previous Year	% CHANGE Previous Year	NOTES
1000	GENERAL	\$5,540,933	\$3,918,389	(\$1,622,544)	-29.28%	Reduction of Road Investment, Reduction of Debt, Election Fees, Increase in Park Support
2011	MVLT	\$49,995	\$47,672	(\$2,323)	-5.28%	
2021	GASOLINE	\$334,310	\$349,375	\$15,065	6.63%	
2031	ROAD & BRIDGE	\$1,159,344	\$1,160,989	\$1,645	0.14%	
2081	POLICE DISTRICT	\$7,382,136	\$7,597,854	\$215,718	3.17%	
2111	FIRE DISTRICT	\$11,597,670	\$11,581,518	(\$16,152)	-0.14%	Capital Funding Reductions, 3 Additional Career Firefighters
2181	ZONING	\$352,703	\$335,226	(\$17,477)	-4.78%	Sidewalk Fund Reduction
2231	PMVLT	\$587,309	\$471,289	(\$116,020)	-24.74%	Reduction of Staffing Positions
2261	PD DRUG ENFORCEMENT	\$45,000	\$42,596	(\$2,404)	-2.74%	
2271	PD DUI	\$2,000	\$1,500	(\$500)	-25.00%	Other Expense Reduction
2281	EMS	\$1,599,487	\$1,350,519	(\$248,968)	-14.99%	Capital Funding Reductions
2401	LIGHTING ASSESMENTS	\$153,793	\$158,295	\$4,502	3.01%	
2901	TIF (KROGER)	\$169,425	\$169,425	\$0	0.00%	
2902	RECYCLING INCENTIVE	\$22,243	\$22,864	\$621	2.87%	
2907	TIF (STONE CREEK)	\$609,895	\$1,645,871	\$1,035,976	171.01%	Close out Project
2910	TIF (BEST BUY)	\$90,996	\$97,950	\$6,954	7.69%	Debt Service
2911	PARKS & SERVICES	\$424,108	\$390,404	(\$33,704)	-7.78%	Capital Funding Reductions
2912	COMMUNITY CENTER	\$141,900	\$146,385	\$4,485	2.91%	
3101	BOND RETIREMENT(GOV BLDG)	\$107,888	\$0	(\$107,888)	-102.37%	Debt Retired
3102	BOND RETIREMENT(PARKS)	\$306,671	\$303,492	(\$3,179)	-1.05%	
3103	BOND RETIREMENT(PW BLDG)	\$216,568	\$212,273	(\$4,295)	-1.99%	
3104	BONDS - STREET SCAPE	\$181,675	\$177,550	(\$4,125)	-2.29%	
3301	BOND RETIREMENT(FIRE DIST)	\$242,596	\$242,192	(\$404)	-0.17%	
	TOTAL	\$31,318,644	\$30,423,628	(\$895,016)	-2.81%	

Except for \$1,250,000 for Road Resurfacing/Reconstruction, the above amounts do not include Capital Funding Requests.

## Five-Year Forecast (General Fund)

1000-General						
	2017	2018	2019	2020	2021	2022
Receipts	\$5,962,730	\$4,396,436	\$5,182,270	\$4,394,869	\$4,426,246	\$4,308,830
Expenditures	\$3,918,389	\$4,054,648	\$4,085,356	\$4,229,775	\$4,252,687	\$3,555,434
Excess(Deficit)	\$2,044,340	\$341,787	\$1,096,914	\$165,093	\$173,560	\$753,396
Fund Balance	\$6,110,149	\$6,451,936	\$7,548,850	\$7,713,944	\$7,887,503	\$8,640,899
Capital	(\$290,840)	\$0	\$0	\$0	\$0	\$0
Adjusted Capital	\$5,819,309	\$6,161,096	\$7,258,010	\$7,423,104	\$7,596,663	\$8,350,059



### Executive Summary:

**2017 Debt Service Payments = \$693,314**  
**2017 Park Support = \$247,435**  
**2017 Zoning Support = \$110,138**  
**No Support for Senior/Community Center**  
**Debt Retired in 2021**  
**2017 Road Resurfacing/Reconstruction Allocation = \$1,250,000**

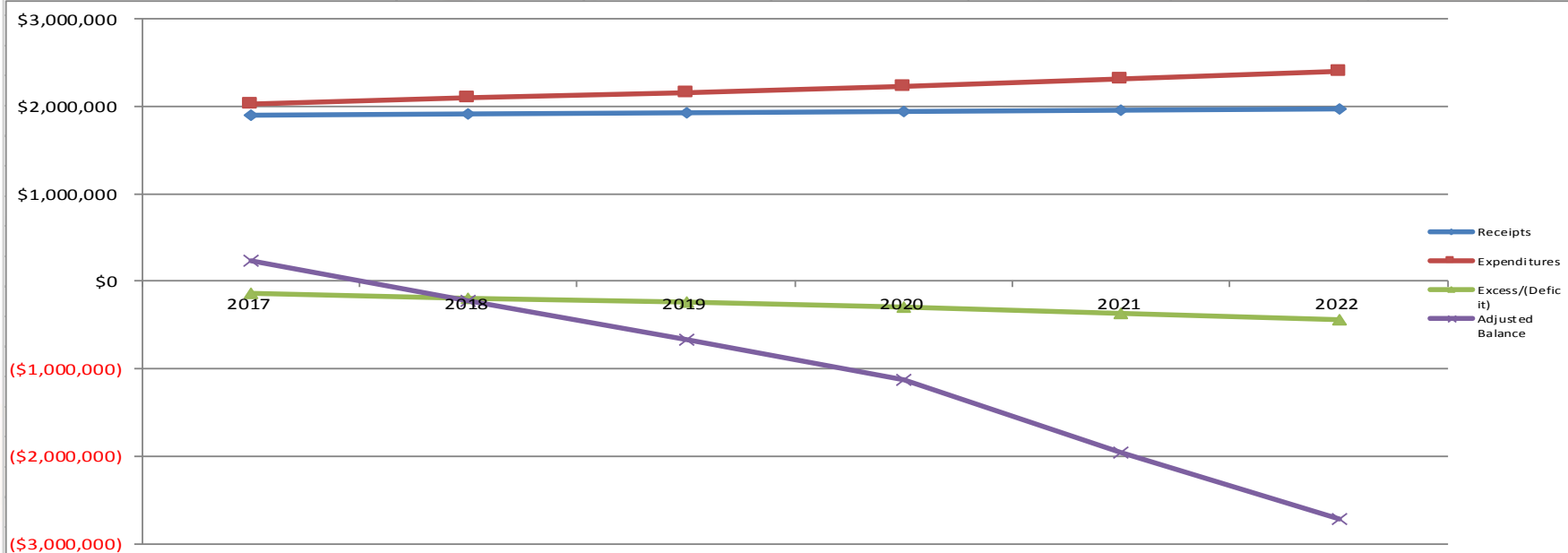
### Training & Travel

**ICSC (Las Vegas and Columbus)**  
**Ohio Township Association**  
**Auditor of State Conference**  
**Annual Leadership Conference**

	2016	2017
Training & Travel	\$18,725	\$19,101

## Five-Year Forecast (Consolidated Road Funds)

Consolidated Roads						
	2017	2018	2019	2020	2021	2022
Receipts	\$1,895,440	\$1,912,314	\$1,924,794	\$1,940,112	\$1,956,151	\$1,972,977
Expenditures	\$2,029,325	\$2,105,049	\$2,156,749	\$2,236,513	\$2,319,997	\$2,407,554
Excess/(Deficit)	(\$133,885)	(\$192,735)	(\$231,955)	(\$296,401)	(\$363,846)	(\$434,577)
Fund Balance	\$668,020	\$475,285	\$243,330	(\$53,071)	(\$416,917)	(\$851,494)
Capital Needs	(\$431,960)	(\$260,000)	(\$225,000)	(\$150,000)	(\$475,000)	(\$330,000)
Adjusted Balance	\$236,060	(\$216,675)	(\$673,630)	(\$1,120,031)	(\$1,958,877)	(\$2,723,453)

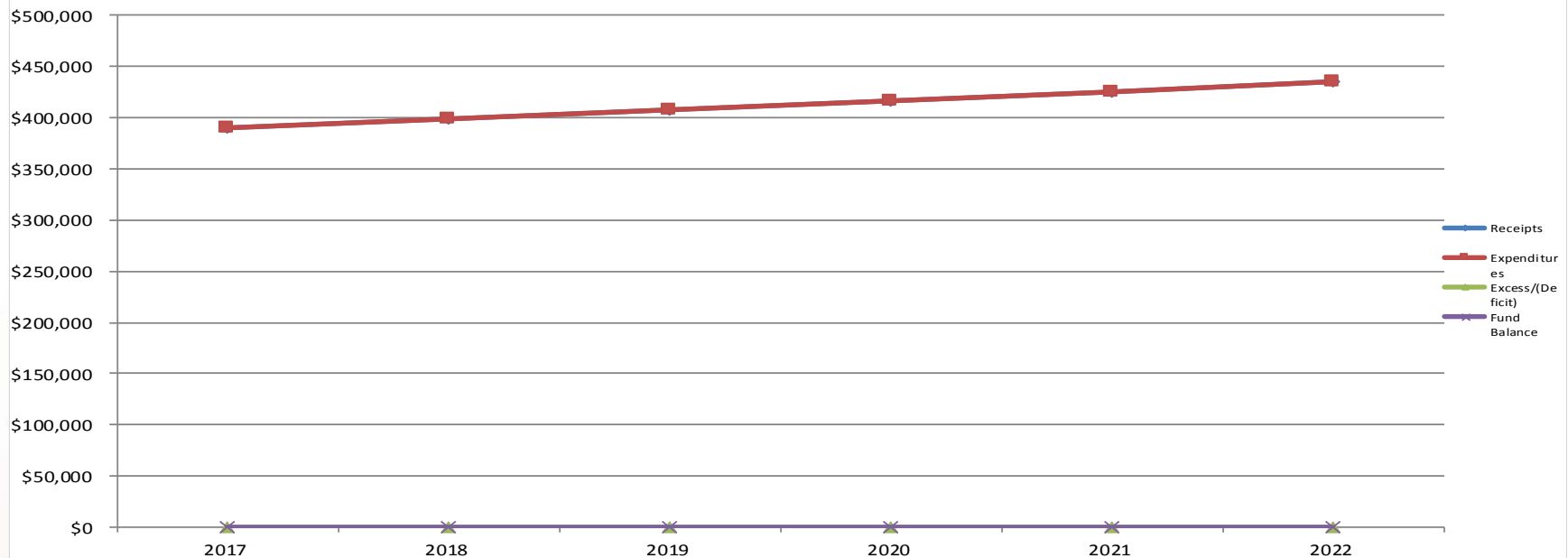


### Executive Summary:

- Funding Source: Motor Vehicle License, Gasoline Tax, Road & Bridge Fund, Permissive Tax Fund
- Funding pays for the salaries and benefits of all public service employees except Seasonal Workers
- Funding pays for all operating costs of the road department
- Funding pays for snow removal, road patching, sealing, culverts, mowing
- No funding for Road Resurfacing
- No Funding for Capital
- Staffing Remains at 2016 Levels

## Five-Year Forecast (Parks & Services Fund)

<b>2911 - Parks &amp; Services</b>						
	2017	2018	2019	2020	2021	2022
Receipts	\$390,404	\$398,727	\$407,387	\$416,398	\$425,775	\$435,385
Expenditures	\$390,404	\$398,727	\$407,387	\$416,398	\$425,775	\$435,385
Excess/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0



### Executive Summary:

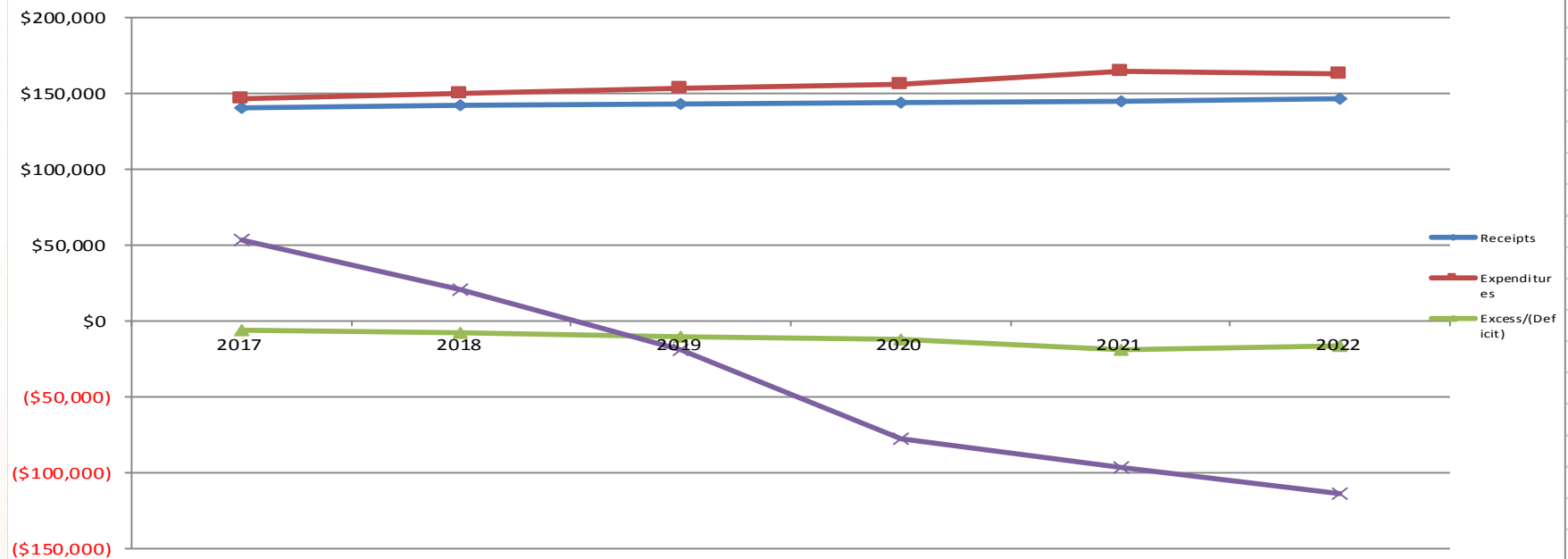
-Assumes continued support from General Fund in addition to program and rental income.

-No Funding for Capital

	2017	2018	2019	2020	2021	2022
General Fund Support	\$247,435	\$255,757	\$264,417	\$273,428	\$282,805	\$292,416
Additional Support (Capital)	\$219,600	\$478,000	\$155,000	\$140,000	\$133,000	\$605,000
Adjusted Support (General Fund)	\$467,035	\$733,757	\$419,417	\$413,428	\$415,805	\$897,416

## Five-Year Forecast (Community Center Fund)

2912-Community Center						
	2017	2018	2019	2020	2021	2022
Receipts	\$140,600	\$141,711	\$142,833	\$143,966	\$145,111	\$146,267
Expenditures	\$146,385	\$149,949	\$152,947	\$156,213	\$164,585	\$163,087
Excess/(Deficit)	(\$5,785)	(\$8,238)	(\$10,114)	(\$12,247)	(\$19,474)	(\$16,820)
Fund Balance	\$120,474	\$112,236	\$102,122	\$89,875	\$70,402	\$53,582
Capital	(\$67,300)	(\$24,000)	(\$30,000)	(\$46,000)	\$0	\$0
Adjusted Fund Balance	\$53,174	\$20,936	(\$19,178)	(\$77,425)	(\$96,898)	(\$113,718)

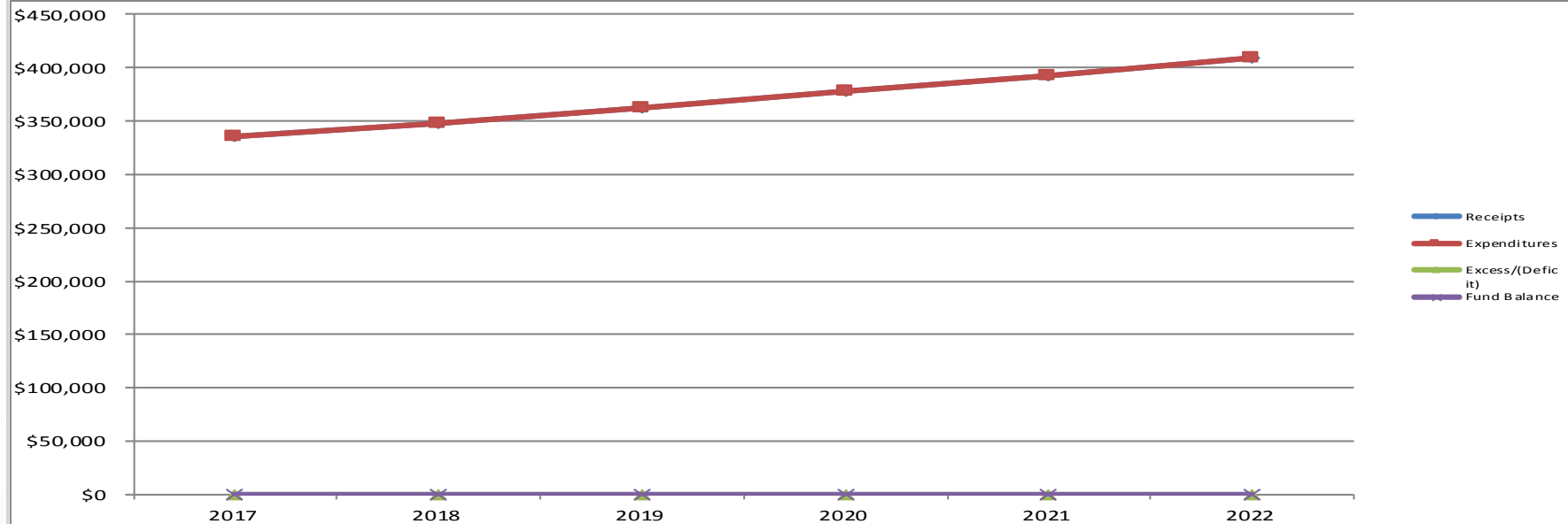


### Executive Summary:

- Assumes no support from the General Fund
- No Capital Funding
- Continues contract with YMCA

## Five-Year Forecast (Zoning)

<b>2181 - Zoning</b>						
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Receipts</b>	<b>\$335,226</b>	<b>\$348,428</b>	<b>\$362,895</b>	<b>\$377,495</b>	<b>\$392,800</b>	<b>\$408,877</b>
<b>Expenditures</b>	<b>\$335,226</b>	<b>\$348,428</b>	<b>\$362,895</b>	<b>\$377,495</b>	<b>\$392,800</b>	<b>\$408,877</b>
<b>Excess/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



### Executive Summary:

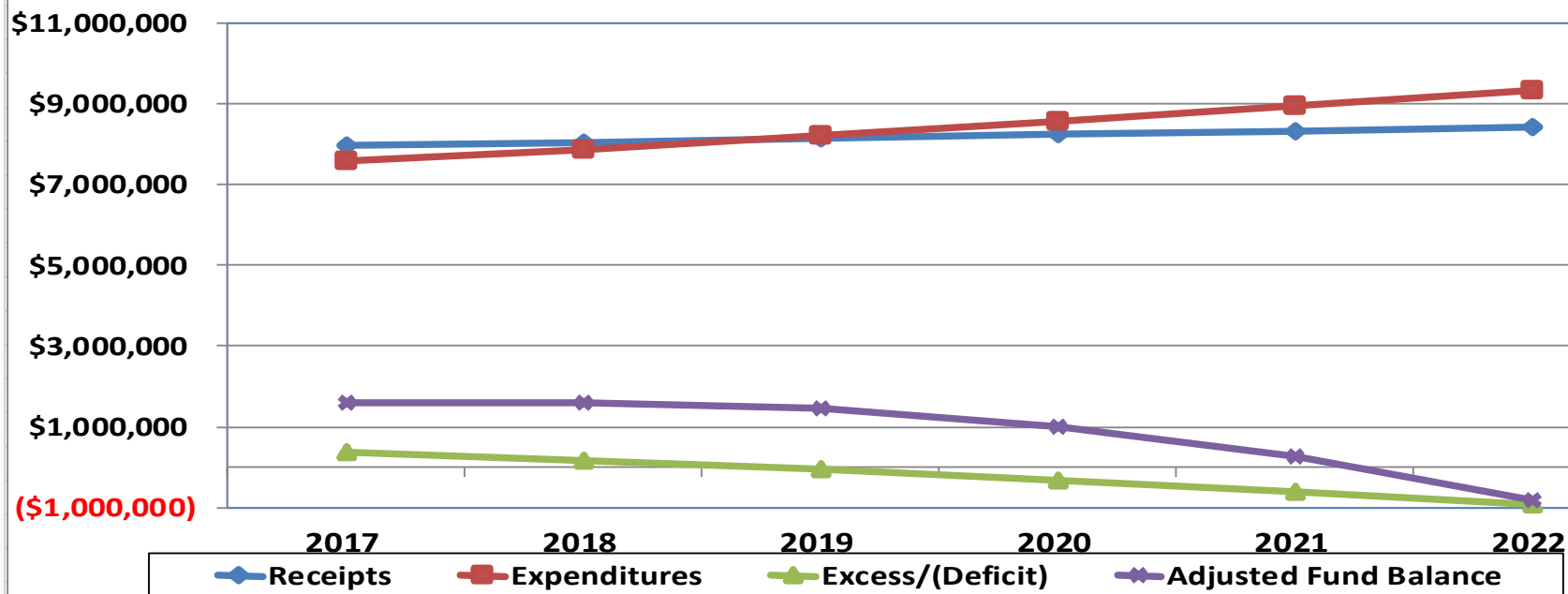
**-Assumes continued support from General Fund in addition to fees**

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>General Fund Support</b>	<b>\$110,138</b>	<b>\$121,973</b>	<b>\$134,867</b>	<b>\$148,262</b>	<b>\$162,241</b>	<b>\$176,859</b>
<b>Additional Support (Capital)</b>	<b>\$13,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Adjusted Support (General)</b>	<b>\$123,138</b>	<b>\$121,973</b>	<b>\$134,867</b>	<b>\$148,262</b>	<b>\$162,241</b>	<b>\$176,859</b>
	<b>2016</b>	<b>2017</b>				
<b>Training &amp; Travel</b>	<b>\$7,084</b>	<b>\$7,226</b>				



## Five-Year Forecast (Police Fund)

Police						
	2017	2018	2019	2020	2021	2022
Receipts	\$7,967,912	\$8,053,762	\$8,159,832	\$8,244,066	\$8,331,148	\$8,421,309
Expenditures	\$7,597,854	\$7,876,152	\$8,209,422	\$8,576,589	\$8,939,743	\$9,344,796
Excess/(Deficit)	\$370,057	\$177,610	(\$49,590)	(\$332,524)	(\$608,594)	(\$923,487)
Fund Balance	\$1,781,177	\$1,958,787	\$1,909,197	\$1,576,673	\$968,079	\$44,592
Capital	(\$196,005)	(\$147,858)	(\$112,639)	(\$120,137)	(\$129,970)	(\$144,250)
Adjusted Fund Balance	\$1,585,172	\$1,614,924	\$1,452,695	\$1,000,034	\$261,470	(\$806,267)



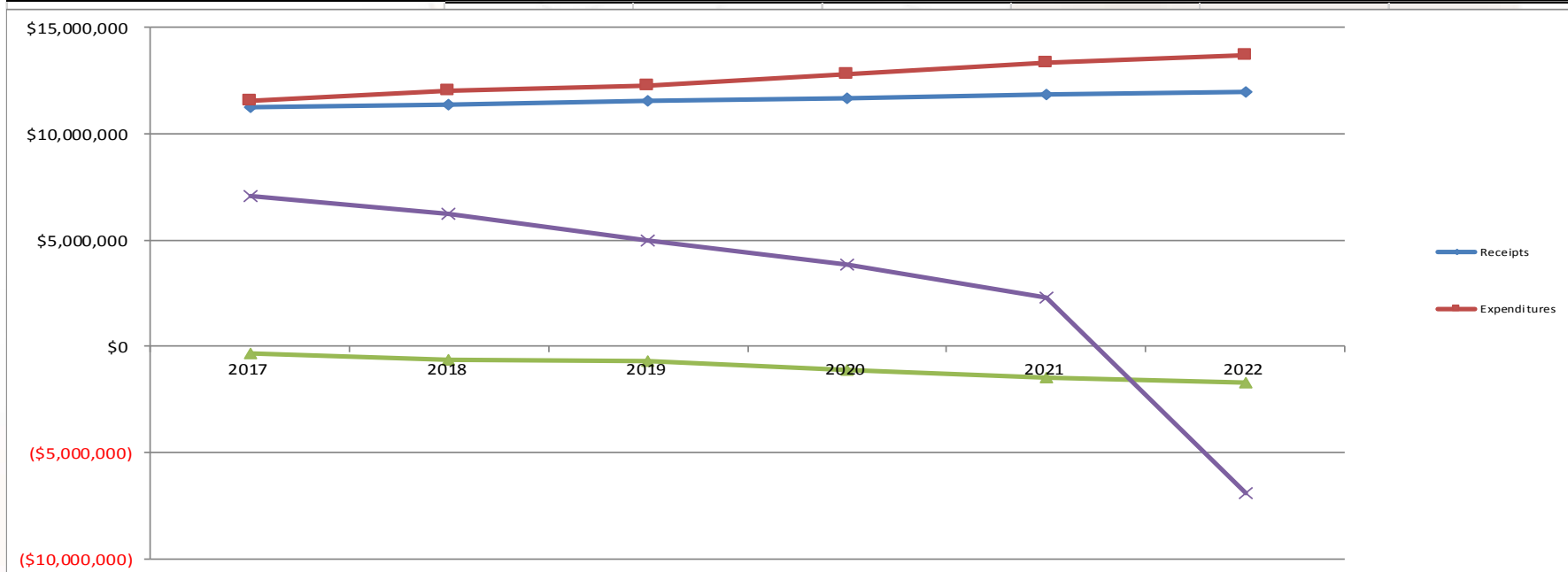
### Executive Summary:

- No Capital Purchases
- Last Levy Passed in 2014

	2016	2017
Training & Travel	\$26,523	\$28,138

## Five-Year Forecast (Fire Fund)

2111 - Fire						
	2017	2018	2019	2020	2021	2022
Receipts	\$11,254,907	\$11,392,409	\$11,563,361	\$11,698,024	\$11,837,396	\$11,981,858
Expenditures	\$11,581,518	\$12,047,551	\$12,285,297	\$12,809,279	\$13,316,392	\$13,686,776
Excess/(Deficit)	(\$326,611)	(\$655,142)	(\$721,936)	(\$1,111,254)	(\$1,478,996)	(\$1,704,918)
Fund Balance	\$7,201,451	\$6,546,309	\$5,824,373	\$4,713,119	\$3,234,123	\$1,529,204
Capital	(\$108,280)	(\$187,000)	(\$559,000)	(\$30,000)	(\$30,000)	(\$7,528,000)
Adjusted Fund Balance	\$7,093,171	\$6,251,029	\$4,970,093	\$3,828,839	\$2,319,843	(\$6,913,076)



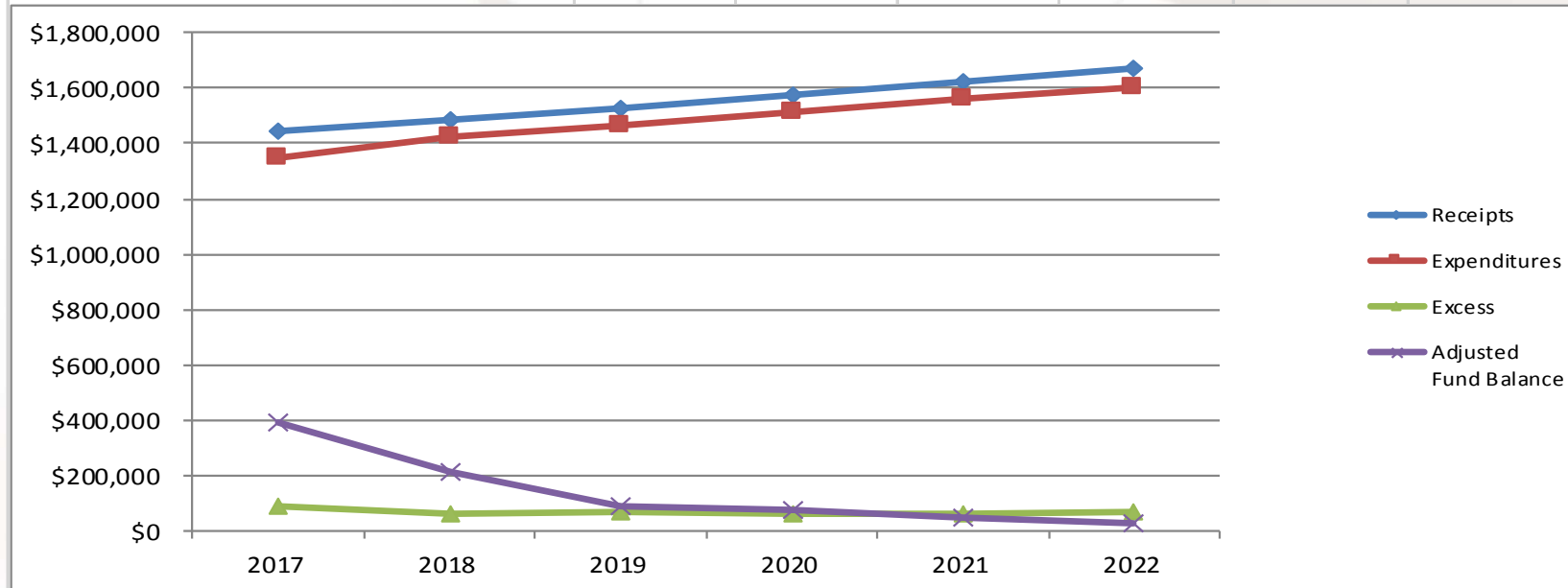
### Executive Summary:

- Last Levy Passed in 2010
- No Capital Requests
- Modeling 9 Career Firefighters

	2016	2017
Training & Travel	\$49,066	\$43,764

## Five-Year Forecast (EMS Fund)

2281 - Ambulance and Emergency Med.						
	2017	2018	2019	2020	2021	2022
Receipts	\$1,442,426	\$1,485,699	\$1,530,270	\$1,576,178	\$1,623,464	\$1,672,168
Expenditures	\$1,350,519	\$1,426,110	\$1,462,873	\$1,510,523	\$1,560,596	\$1,605,953
Excess	\$91,908	\$59,589	\$67,397	\$65,656	\$62,868	\$66,214
Fund Balance	\$569,324	\$628,913	\$696,310	\$761,966	\$824,834	\$891,048
Capital	(\$180,000)	(\$238,000)	(\$185,000)	(\$85,000)	(\$86,000)	(\$87,000)
Adjusted Fund Balance	\$389,324	\$210,913	\$93,310	\$73,966	\$50,834	\$30,048



### Executive Summary:

-No Capital Purchases

## Outstanding Debt – All Funds

Colerain Township - Outstanding Debt						1/1/2017	Principal	Principal		12/31/2017
	Fund	Issue Date:	Rate:	Maturity Date:	Payments:	Balance	Issued	Retired	Interest	Balance
Building	3103	2001	4.73%	12/1/2017	June/Dec	\$170,000.00	\$0.00	\$170,000.00	\$9,435.00	\$0.00
	3103	2011	3.41%	12/1/2021	June/Dec	\$785,000.00	\$0.00	\$5,000.00	\$27,837.50	\$780,000.00
Fire	3301	2001	4.73%	12/1/2017	June/Dec	\$195,000.00	\$0.00	\$195,000.00	\$10,822.50	\$0.00
	3301	2011	3.41%	12/1/2021	June/Dec	\$885,000.00	\$0.00	\$5,000.00	\$31,368.76	\$880,000.00
Park	3102	2001	4.72%	12/1/2017	June/Dec	\$245,000.00	\$0.00	\$245,000.00	\$13,597.50	\$0.00
	3102	2011	3.41%	12/1/2021	June/Dec	\$1,125,000.00	\$0.00	\$5,000.00	\$39,893.76	\$1,120,000.00
TIF (Kroger)	2901	2015	4.50%	12/1/2035	June/Dec	\$3,765,000.00	\$0.00	\$0.00	\$169,425.00	\$3,765,000.00
TIF (Best Buy)	2910	2011	2.44%	12/1/2018	June/Dec	\$185,000.00	\$0.00	\$90,000.00	\$5,550.00	\$95,000.00
Streetscape	3105	2011	3.15%	12/1/2021	June/Dec	\$800,000.00	\$0.00	\$150,000.00	\$27,550.00	\$650,000.00
Total						<u>\$8,155,000.00</u>	<u>\$0.00</u>	<u>\$865,000.00</u>	<u>\$335,480.02</u>	<u>\$7,290,000.00</u>

Note: Please note increased principal amounts beginning in 2018 for the following funds:

Building Fund (2011)	\$185,000.00
Fire Fund (2011)	\$210,000.00
Park Fund (2011)	\$265,000.00