



**COLERAIN**  
EST. 1794

## **ROAD & FUNDING STRATEGY**



# GOALS

- TO PROVIDE A RELIABLE INFRASTRUCTURE SYSTEM TO FACILITATE PUBLIC SAFETY, COMMERCE AND PUBLIC CONVENIENCE.
- TO PRESERVE OUR NEIGHBORHOODS, PROPERTY VALUES, COMMUNITY AND QUALITY OF LIFE

# TOOLS

- Computerized Pavement Management System (Micropaver)
  - Developed by U.S. Army Corps of Engineers
  - Recommend and promoted by APWA (American Public Works Association)
  - Implemented in Colerain Township in 1989
  - Database contains all of the Township's streets and collected field inspection data.
  - Provides a rating for each street known as a Pavement Condition Index (PCI)
    - Ratings are from Zero (failed condition) to 100 (good condition)
    - Produces a report with a rating for each street

# ASSESSMENT

- Obtain PCI report from Micropaver
- Qualified Public Services personnel evaluates each street for condition and needs
  - This provides us an objective condition report and a current actual condition evaluation
  - Road Maintenance workers interviewed to obtain feedback on streets that have high maintenance issues or ongoing problems
  - Review maintenance history of the pavement and resident complaints

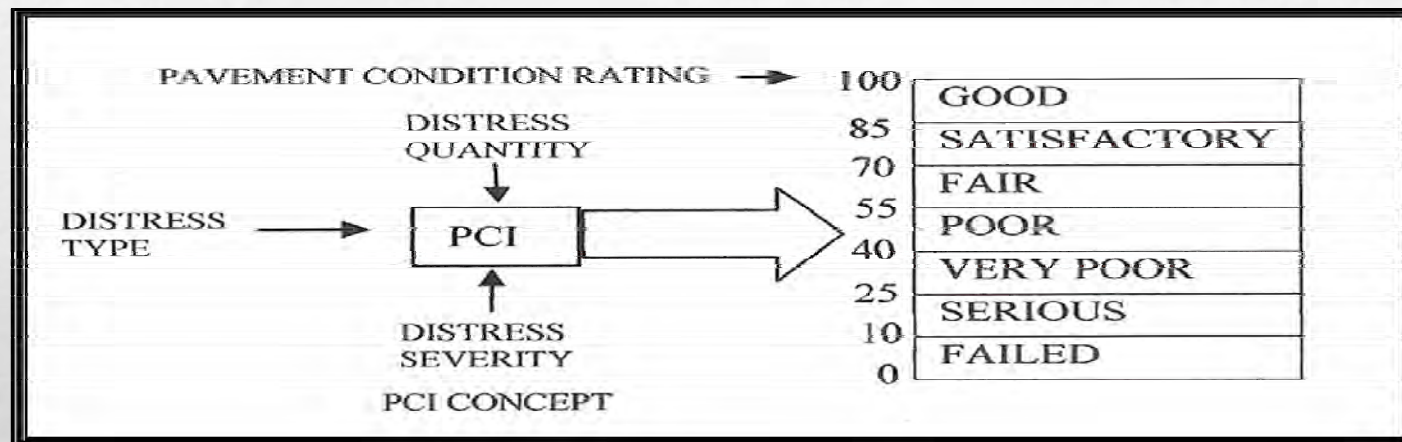


# IMPROVEMENT CATEGORIES

- Preventative Maintenance & Repairs
  - Most likely performed by Township maintenance workers with some work contracted out. This includes crack sealing and patching
- Resurfacing
  - Road resurfacing considers other factors such as utility work (proposed or scheduled), traffic, whether it is a secondary or tertiary street, ride ability, storm sewer issues, other outside funding opportunities
- Reconstruction
  - Projects for reconstruction include SCIP programs that may be available through Federal/State grants. Maintenance and repairs are performed until such time funding becomes available to provide for the reconstruction

# Pavement Condition Index (PCI) Scale

PCI is a rating of pavement conditions based on observed distress.

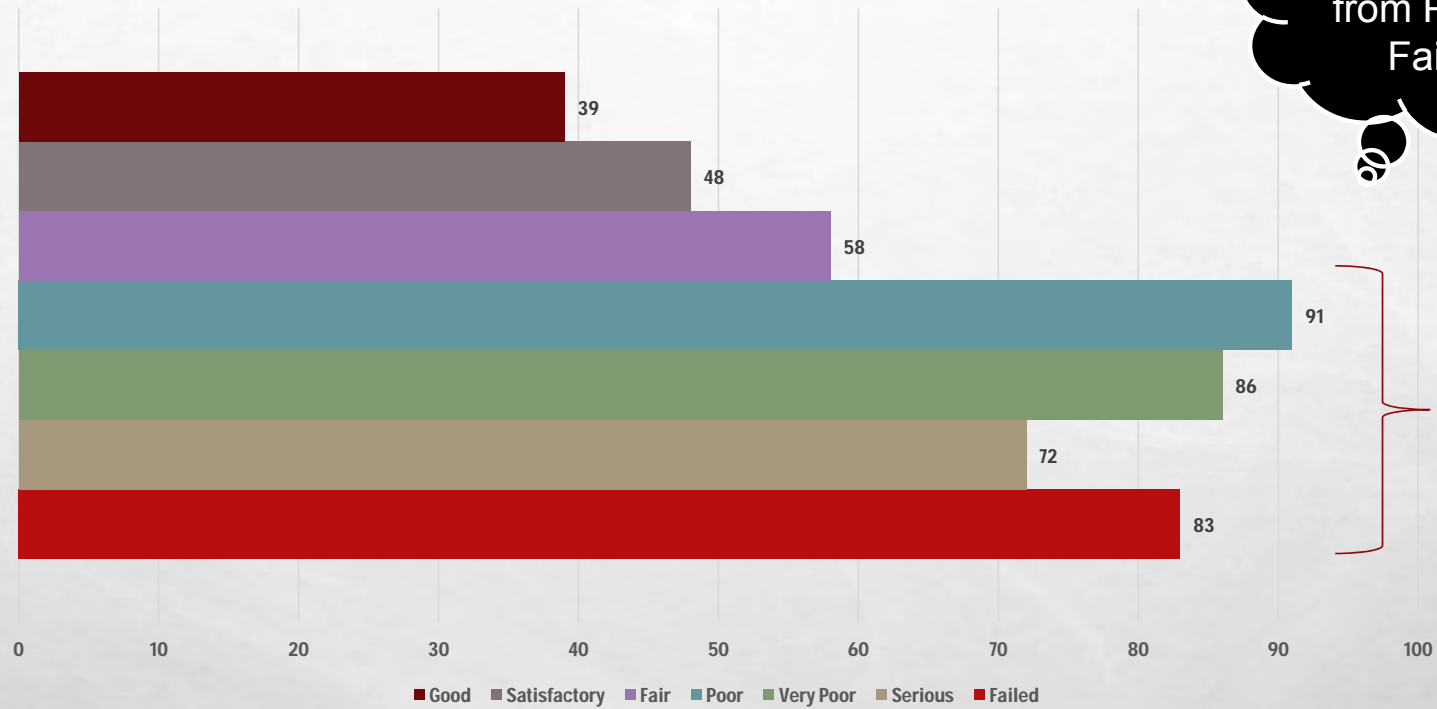


# PCI – TYPE OF IMPROVEMENTS

- Good (85-100) = Routine Maintenance/Crack and Joint Sealing
- Satisfactory (70-85) = Crack and Joint Sealing/Surface Treating
- Fair (55-70) = Crack and Joint Sealing/Surface Treating, 2" Resurfacing –Includes such work as full and partial depth pavement repair, roto-milling, sanitary sewer, storm sewer adjustments, storm line repairs, catch basin rebuilds and adjustments to curb ramps, flat work and curb repair.
- Poor (40-55) = Same as Fair
- Very Poor (25-40) Same as Poor
- Serious (10-25) Same as Very Poor
- Failed (0-10) Same as Serious and/or Reconstruction (Outside Funding)

Note: This is a general rule. The type of improvement needed depends on the types and severity of the distresses for each street.

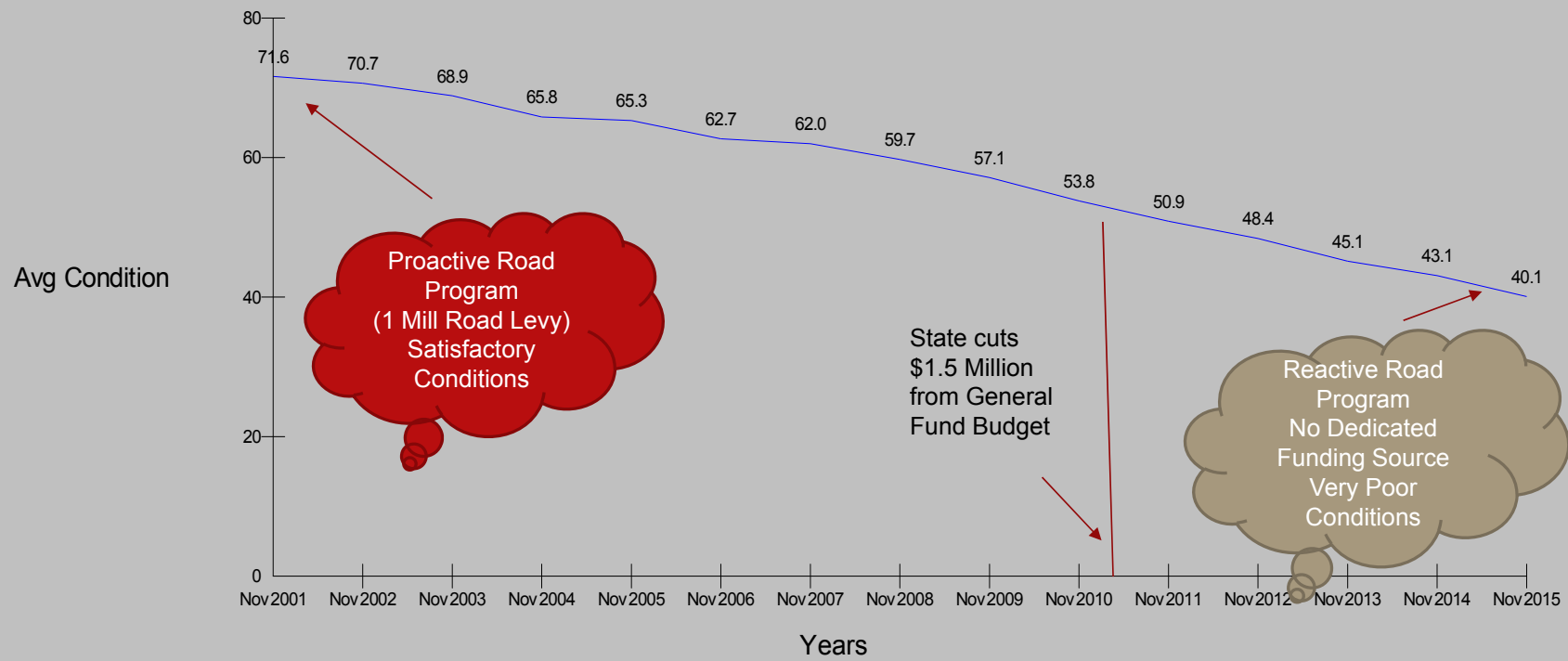
2015 Street Condition (477 Streets)



69.6% of  
Streets range  
from Poor to  
Failed



Annual Condition Plot (Arithmetic Avg.)



## Pavement Condition Index

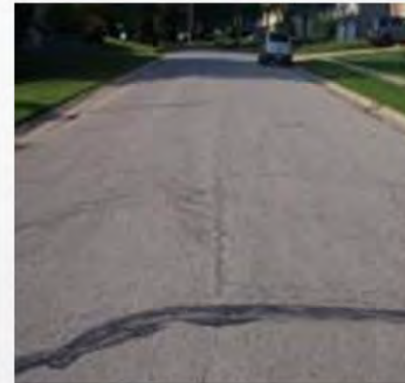
**GOOD**



**SATISFACTORY**



**FAIR**



**POOR/ VERY POOR**



**332 of 447  
Streets**

69.6% of  
Streets  
range from  
Poor to  
Failed

**SERIOUS/ FAILED**





### **Crack Sealing**

Crack Sealing is a preventative maintenance process consisting of filling the cracks in the pavement with a rubberized sealant or asphalt product to prevent moisture from penetrating into the base and subgrade material.





## **Maintenance**

Pothole repair, grinding and patching by township maintenance crews





### **Microsurfacing**

Microsurfacing is an aggregate mixture of asphaltic oil, water and crushed rock that spreads over the street at about 1/4 to 3/8 inch thickness. The microsurface product "cures" when the water evaporates, leaving only the asphalt to coat the crushed rock. This treatment process protects the existing street surface from the effects of aging and oxidization and increases skid resistance.



### **Resurfacing**

includes such work as full and partial depth repair, rotomilling, storm, sanitary sewer and water valve adjustments, storm sewer pipe replacement, curb repair, curb ramps, catch basin rebuild and grade adjustments and 2" asphalt overlay .



### **Street Reconstruction**

Reconstruction is the process of replacing the entire street within the existing right-of-way and consists of improvements to the ground below the pavement; replacing the full depth asphalt or concrete pavement section; all of the curb and gutter storm sewer; sidewalks; and ADA sidewalk ramps. Reconstruction may also incorporate moderate changes to street alignment, profile, cross-section, and roadway width.



# **FUNDING STRATEGY**



# 2001 – 2014: A PARADE OF HORRIBLES

- 2001 – 1 MILL DEDICATED ROAD LEVY FAILS
- 2008 – 2009: THE GREAT RECESSION, STEEP DECLINE IN PROPERTY VALUES
- 2009 – ELIMINATION OF TANGIBLE PERSONAL PROPERTY TAX
- 2011: GENERAL ASSEMBLY ENACTS 50% CUT IN LOCAL GOVT. FUND;  
ELIMINATES ESTATE TAX (\$1.5 MILLION ANNUAL IMPACT)
- 2014: ONE (AND ONLY) ATTEMPT AT A JEDZ FAILS

# MESSAGE FROM FAC

Email Received From Rich McVay  
(Chairperson of FAC)  
February 23, 2012

2016-  
2018

General Fund (Roads, Parks, Zoning et al): - To-date, the township has identified new revenue streams and cost reductions that will reduce the projected deficit in 2012 to approximately \$1,300,000. Deficits increase steadily until 2018 unless there is a change in assumptions. Current assumptions include an inflation index of 1.01 and **NO new spending or capital projects**. You will note a significant reduction in debt retirement expense will take place after 2018. **It is my assessment**, if the Township could identify and implement an additional \$500,000 to \$750,000 / year in annual savings, the current millage rate of 0.49 could be maintained for 4 to 6 years. If achieving these savings is not possible, **one option** would be to **offer up to residents a Road & Bridge levy** to cover the General Funds currently used for that purpose. **Either of these options will not yield a robust Road & Bridge Strategy or allow major capital improvements without additional spending / debt.** The 12/31/2011 robust reserves in the General Fund (Road, Parks, Zoning) of over \$8,400,000 afford time to develop the correct long term strategies.

# OUR RESPONSE

- GET INTERNAL HOUSE IN ORDER BEFORE ASKING FOR MORE TAXES:
  - TRANSFORM CULTURE, IMPROVE CRITICAL THINKING SKILLS & THOUGHT LEADERSHIP
  - RAISE EXPECTATIONS OF EMPLOYEES REGARDING THE “NEW COLERAIN”
  - CREATE GREATER EFFICIENCY AND ACCOUNTABILITY
  - TRANSITION TO ONE CULTURE (REMOVE SILO APPROACH)
  - CHALLENGE THE STATUS QUO
  - CREATE, INNOVATE, SUCCEED
  - EMBRACE CHANGE
- SEEK SHARED SERVICE OPPORTUNITIES WITH OTHER GOVERNMENTS

# SPECIFIC ACTIONS

- COMPREHENSIVE BENCHMARKING (INTERNAL & EXTERNAL)
  - MONTHLY DASHBOARD (INTERNAL); PEER GROUP ASSESSMENT (EXTERNAL)
- REDUCE OR ELIMINATE NON-CORE SERVICES AND PERSONNEL
  - REDUCTION OF PERSONNEL AND CONSOLIDATION OF SERVICES (PARKS, SENIORS, PW)
- PAY FREEZES (4 YEARS), STEP FREEZES (NEW HIRES), 20% HEALTH CARE
- AGGRESSIVE BUDGET MANAGEMENT (SEE FOLLOWING SLIDE)



# AGGRESSIVE BUDGET MANAGEMENT: 2011 - 2015

	2011	2012	2013	2014	2015
Total Administrative Personnel (non-safety)	16.5	11	11.5	10.5	9.0
Avg. Merit / Cost of Living Adj.	2.3%	1.3%	0.13%	None	.92%
Employee Contribution to Healthcare (All)	15%	15/18%	15/18/20%	20%	20%
Step Increases (New Hires)	Yes	Yes	Yes	No	No
General Fund Expenditures \$(Mil.)	\$5.3	\$5.2	\$4.9	\$4.6	\$4.4
General Fund Ending Cash Balance \$(Mil.)	\$9.0	\$7.9	\$6.6	\$5.2	\$3.9

2015 General Fund Reductions resulting from JEDZ Failure:

- Reduce Senior Community Center funding
- Eliminate Park Seasonal Workers
- Increase Fees (Zoning, Parks, Rentals)

2015 Capital Investment: \$663,000 Underground Utilities; \$375,000 Road Resurfacing; \$135,000 Safe Routes to Schools

Pay Freezes:

- Non-Union (2012, 2014, 2015, 2016)
- Fire (2012, 2013, 2014, 2016)
- Police (2013, 2014, 2015, 2016)
- Public Works (2013, 2014, 2015, 2016)

# FISCAL SUSTAINABILITY!

“Deficits increase steadily until 2018 unless there is a change in assumptions” Rich McVay

\$1,000,000 Strategically Earmarked for Road Resurfacing

## 1000-General

	2016	2017	2018	2019	2020	2021	2022
Receipts	\$3,170,427	\$4,469,667	\$2,908,865	\$3,684,058	\$2,888,918	\$2,911,785	\$2,935,015
Expenditures	\$4,006,154	\$3,812,967	\$2,933,068	\$2,941,494	\$3,068,411	\$3,071,756	\$2,502,432
Excess(Deficit)	(\$835,727)	\$656,700	(\$24,204)	\$742,564	(\$179,493)	(\$159,971)	\$432,583
Fund Balance	\$3,079,650	\$3,736,349	\$3,712,146	\$4,454,709	\$4,275,216	\$4,115,245	\$4,547,828

Assumptions Changed! A balance of cuts and strategic investment stabilizes fund balance

# PROACTIVE FISCAL MANAGEMENT

- Cost Reductions (General Fund, Parks, Community Center, Roads)
- Strategic Utilization of General Fund Balance
- Grant Funding (SCIP and CDBG)
- Lobbying State for Additional Funding (No Success)
- Attempt to pass a JEDZ in 2014 (No Success)

# PUBLIC SERVICES! – CRISIS MODE

The projected deficit for the Consolidated Public Services Fund is illustrated below. This doesn't include the capital investment necessary to improve our public infrastructure. Failure to obtain dedicated funding for our public services department will continue to deteriorate our public infrastructure system and our ability to maintain our parks and roads.

Consolidated Public Services								
		2016	2017	2018	2019	2020	2021	2022
Receipts		\$1,855,852	\$1,878,822	\$1,890,131	\$1,890,497	\$1,901,590	\$1,912,878	\$1,924,367
Expenditures		\$2,052,001	\$2,090,757	\$2,147,767	\$2,133,617	\$2,191,401	\$2,246,625	\$2,303,553
Excess/(Deficit)		(\$196,148)	(\$211,935)	(\$257,635)	(\$243,120)	(\$289,811)	(\$333,746)	(\$379,186)
Fund Balance		\$558,736	\$346,801	\$89,166	(\$153,954)	(\$443,765)	(\$777,511)	(\$1,156,697)



# INVESTING IN OUR FUTURE

- Parks
  - Seasonal workers reinstated for 2016
  - Field rentals return to 2014 levels
  - Parks remain open
- Senior Center
  - Senior Center remains open
  - YMCA continues programming
  - Community Center rental income continues to sustain Senior Programming
- Roads
  - Significant investment in public infrastructure (streets, curbs, gutters, sidewalks, etc.)
  - Retention and reinstatement of critical maintenance workers
    - Necessary to perform ongoing maintenance, snow removal
  - Reasonable capital replacement (dump trucks, tractors)
  - Maintain budgets for salt

# ACHIEVING "BEST IN CLASS"

- 2 Mill Levy = \$2.1 annual revenue for Parks & Roads. \$1.5 earmarked for Road Resurfacing
  - \$1.5 million would pave approximately 3.34 miles @ \$448,800/mile
- Funding Necessary to Maintain 113.30 miles of Road
  - \$2.5 million = 20 year life (5.66 Road Miles/Year)
  - \$3.4 million = 15 year life (7.55 Road Miles/Year)
- PCI has dropped from 71.6 in 2001 to 40.1 in 2015 due to lack of funding (Road Levy Failed 2001)
- Achieving positive improvement would require paving in excess of \$2.5 million/year
  
- Action Plan:    \$1.5 million (2 Mill Levy)  
                      \$1.75 million (Potential Source from Rumpke Settlement)  
                      Result: \$3.25 million or 7.25 miles/year  
  
Or:  
  
                      \$1.5 million (2 Mill Levy)  
                      \$1.125 million (Potential Source from Rumpke Settlement)  
                      \$7.5 million in Bonds (\$625,000 Potential Source from Rumpke Settlement)  
                      Result: \$7.5 million for SCIP/Resurfacing & 5.86 miles/year

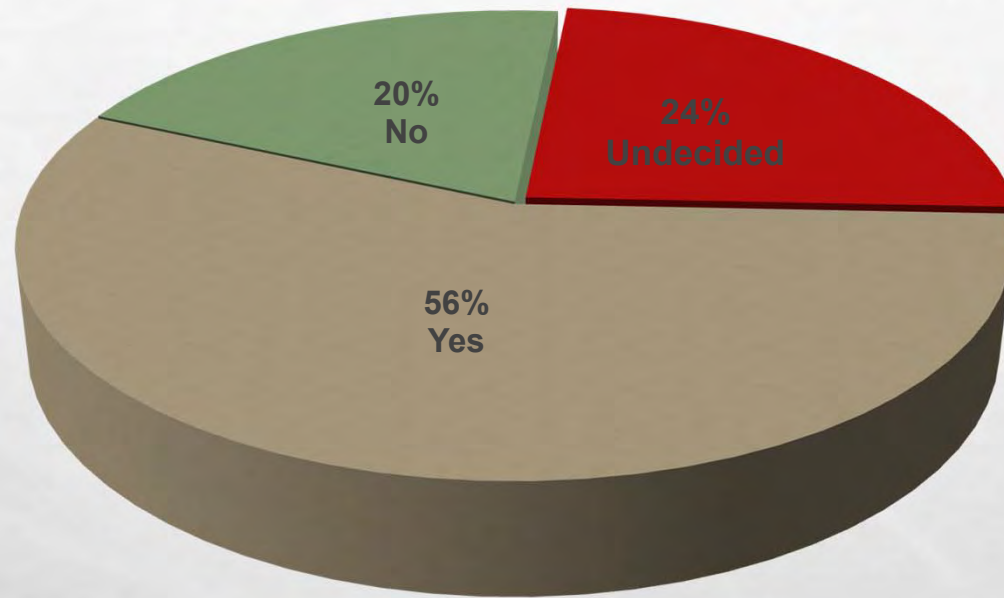
# COMMUNITY OUTREACH – FOCUS GROUP

- Focus Group Meeting (Approximately 75 Residents)
  - Look for opportunities to sell naming rights for parks/fields
  - Seek volunteers
  - Consider subcontracting snow removal
  - Look for partnerships for Community Center
  - Consider Combination Levy for Parks & Roads
  - Close Parks
  - Establish Grass Roots Campaign
  - Sell Community Center

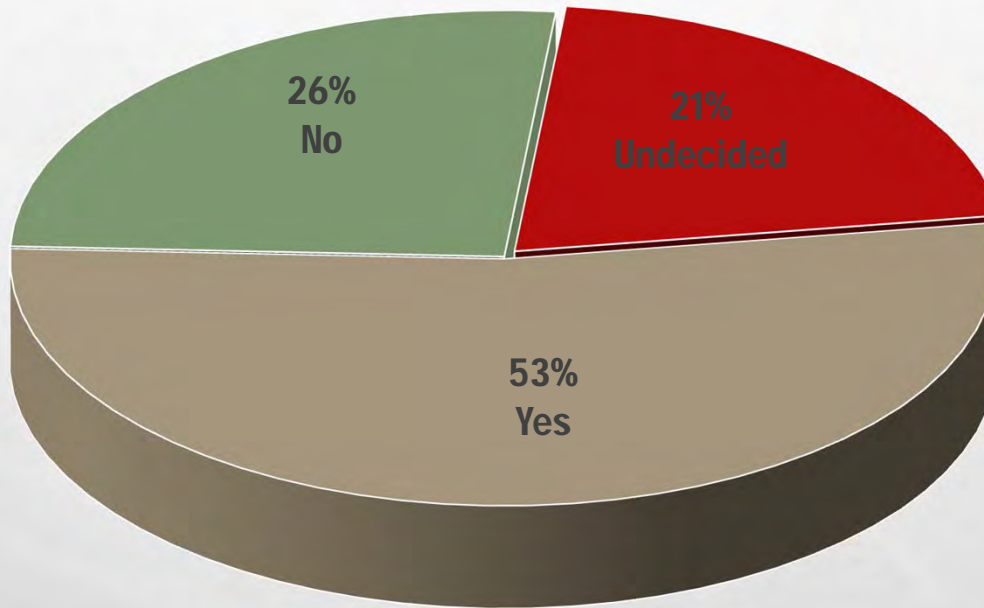
# **COMMUNITY SURVEY– RESPONSES**



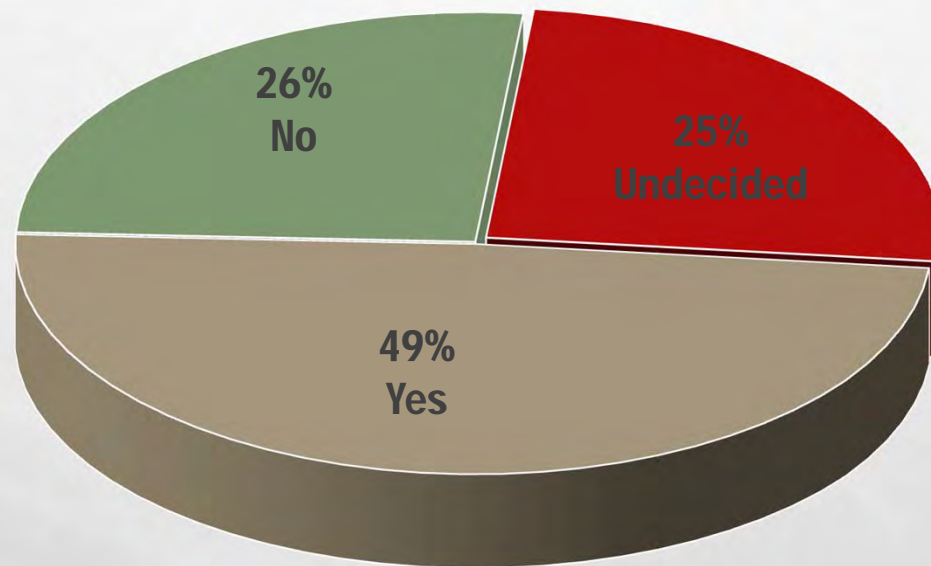
# WOULD YOU SUPPORT A ROAD LEVY?



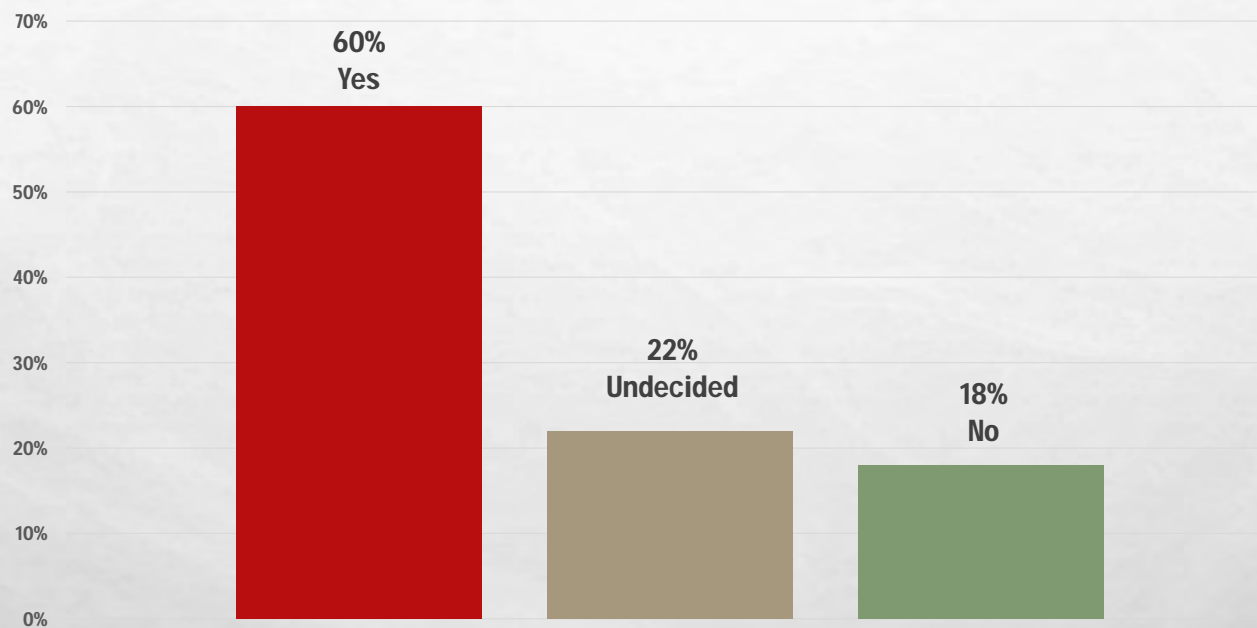
# WOULD YOU SUPPORT A PARKS LEVY?



# WOULD YOU SUPPORT A LEVY FOR SENIOR CENTER?

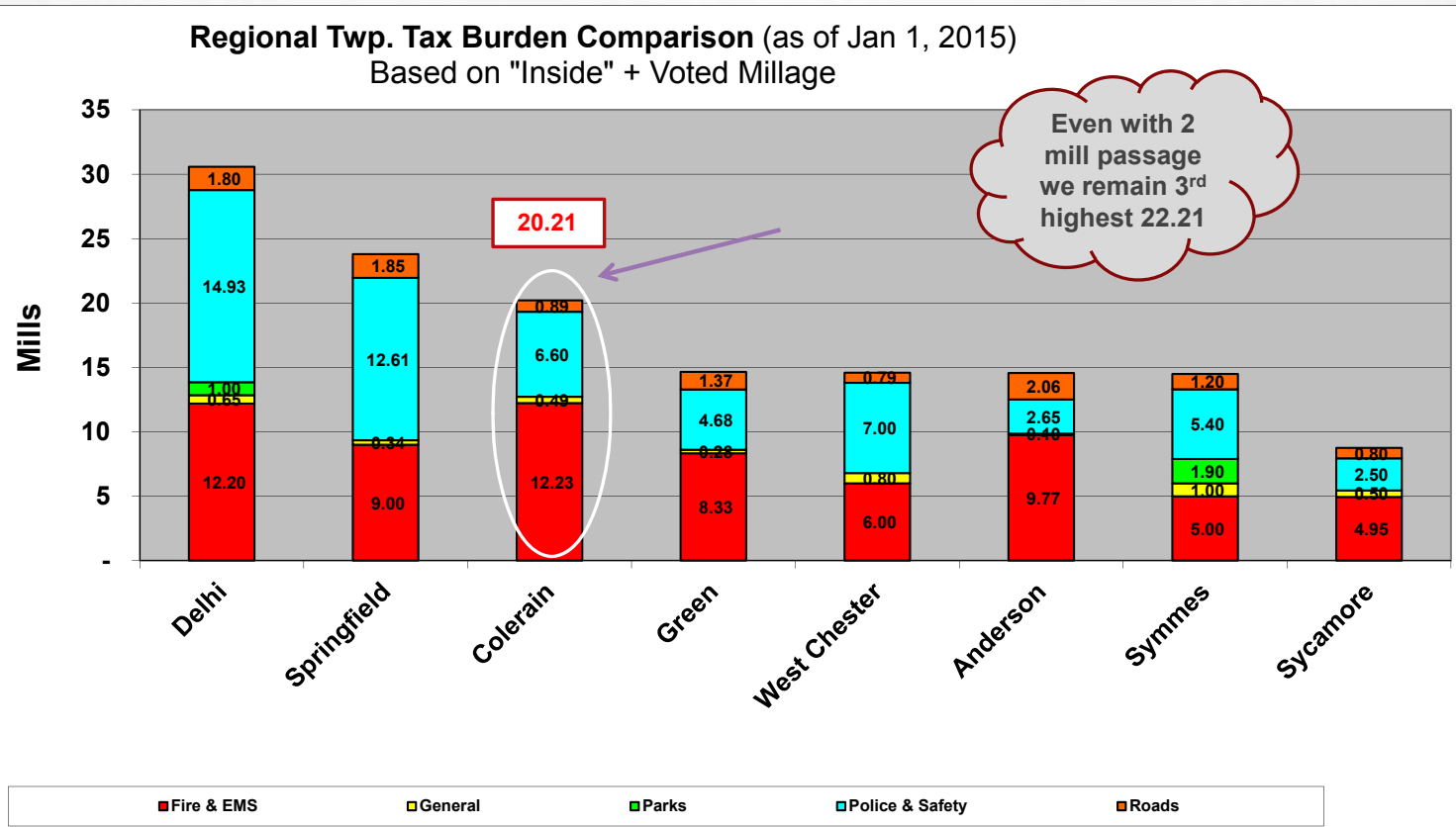


# WOULD YOU SUPPORT \$70 PER YEAR FOR \$100,000 VALUE?





# MILLAGE COMPARISON



# MILLAGE SOURCE – HAMILTON COUNTY

December 30, 2014  
8:52 am

## Tax Rates by Tax Unit

Office of Dusty Rhodes, Hamilton County Auditor

Tax Year 2014 Pay 2015

ACE\_BS\_TaxRateByTaxUnit.rpt  
Page 1 of 2  
ACSIS - BH

Unit Code	Unit Name	Fund Name	Millage Type	Full Rate	Res/Agr Factor	Other Com/Ind Factor	Res/Agr Effective Rate	Other Com/Ind Effective Rate
41251	COLERAIN TWP	FIRE & E.M.S.	Outside	12.23	0.415069	0.297158	9.341119	10.161780
41251	COLERAIN TWP	GENERAL FUND	Inside	0.49	0.000000	0.000000	0.490000	0.490000
41251	COLERAIN TWP	POLICE	Outside	5.45	0.322577	0.186338	4.674736	4.984155
41251	COLERAIN TWP	POLICE & SAFETY SERVICES	Outside	1.15	0.000000	0.000000	1.150000	1.150000
41251	COLERAIN TWP	ROAD AND BRIDGE	Inside	0.89	0.000000	0.000000	0.890000	0.890000
<b>Tax Unit Subtotal 41251 - COLERAIN TWP</b>				<b>20.21</b>			<b>16.545855</b>	<b>17.675935</b>
41470	DELHI TWP	FIRE	Outside	12.20	3.992156	3.501179	8.500306	9.047720
41470	DELHI TWP	GENERAL FUND	Inside	0.65	0.000000	0.000000	0.650000	0.650000
41470	DELHI TWP	PARK	Outside	1.00	0.000000	0.000000	1.000000	1.000000
41470	DELHI TWP	POLICE	Outside	14.93	3.992156	3.501179	9.833197	10.539222
41470	DELHI TWP	ROAD AND BRIDGE	Inside	0.50	0.000000	0.000000	0.500000	0.500000
41470	DELHI TWP	STREETS	Outside	1.30	0.237047	0.039475	0.991838	1.248682
<b>Tax Unit Subtotal 41470 - DELHI TWP</b>				<b>30.58</b>			<b>21.475341</b>	<b>22.985624</b>
42107	GREEN TWP	FIRE	Outside	3.91	0.914461	0.592684	2.035084	2.595515
42107	GREEN TWP	GENERAL FUND	Inside	0.28	0.000000	0.000000	0.280000	0.280000
42107	GREEN TWP	POLICE	Outside	1.00	0.937276	0.712930	0.531362	0.643534
42107	GREEN TWP	PUB.SAFETY #1	Outside	1.75	0.240977	0.035030	1.328290	1.688697
42107	GREEN TWP	PUBLIC SAFETY #2	Outside	3.40	0.000000	0.000000	3.400000	3.400000
42107	GREEN TWP	PUBLIC SAFETY #3	Outside	2.95	0.000000	0.000000	2.950000	2.950000
42107	GREEN TWP	ROAD AND BRIDGE	Inside	0.87	0.000000	0.000000	0.870000	0.870000
42107	GREEN TWP	STREETS	Outside	0.50	0.240977	0.035030	0.379511	0.482485
<b>Tax Unit Subtotal 42107 - GREEN TWP</b>				<b>14.66</b>			<b>11.774247</b>	<b>12.910231</b>
45310	SYCAMORE TWP	FIRE AND E.M.S.	Outside	4.95	0.239359	0.108753	4.094341	4.520425
45310	SYCAMORE TWP	GENERAL FUND	Inside	0.50	0.000000	0.000000	0.500000	0.500000
45310	SYCAMORE TWP	POLICE	Outside	2.50	0.208915	0.108753	1.977712	2.228117
45310	SYCAMORE TWP	ROAD AND BRIDGE	Inside	0.80	0.000000	0.000000	0.800000	0.800000
<b>Tax Unit Subtotal 45310 - SYCAMORE TWP</b>				<b>8.75</b>			<b>7.372053</b>	<b>8.048542</b>

# COST TO RESIDENTS

- ESTIMATED ANNUAL COLLECTIONS
  - \$2,175,399 (\$1.5 MILLION EARMARKED ANNUALLY FOR ROAD RESURFACING)
- COST TO OWNER OF \$100,000 HOME
  - \$70.00 PER YEAR
    - \$54.24 AVERAGE SAVINGS – WASTE & RECYCLING CONTRACT
    - \$24.50 NORTHWEST LOCAL SCHOOLS MILLAGE REDUCTION - .70 MILLS
  - NET FINANCIAL IMPACT:
    - THE OWNER OF A \$100,000 HOME ON AVERAGE WOULD SEE A TOTAL COST REDUCTION WHEN CONSIDERING THE ABOVE. THIS IS A GREAT VALUE WHEN YOU CONSIDER THE INVESTMENTS THAT WILL BE MADE IN ROADS AND ABILITY TO MAINTAIN OUR PARKS AND COMMUNITY CENTER.

**QUESTIONS?**