



# Achieving Financial Sustainability

James M. Rowan

# 2013 Goal Statement

- Achieving long-term financial sustainability while maintaining a culture of value.



# 2013 Goals

- Goal 1 = Budget (Non-Safety Services)
  - Develop a specific five year financial and operating plan for non-safety services in which annual operating expenses are structurally aligned with projected revenues
- Goal 2 = Budget (Police Services)
  - Develop a specific five year financial and operating plan for police services in which annual operating expenses are structurally aligned with projected revenues
- Goal 3 = Budget (Fire/EMS)
  - Develop a specific five year financial and operating plan for Fire/EMS in which annual operating expenses are structurally aligned with projected revenues



# 2013 Goals

- Goal 4 = Budget (Public Safety Assessment)
  - Consider proposals for an external public safety assessment (Police & Fire/EMS) that identifies lower cost delivery models
- Goal 5 = Budget (Benchmarking)
  - Identify at least 5 peer groups based on size and demographics and benchmark key financial and operational indicators for continuous improvement
- Goal 6 = Property Maintenance/Zoning/Nuisance Codes
  - Approval of text amendments to property maintenance, zoning, and nuisance codes that addresses sign issues as well as other issues impacting the image of Colerain



# 2013 Goals

- Goal 7 = Streetscape
  - Complete the Springdale/Colerain Avenue corner project (excluding ODOT Grant portion) and other streetscape improvements at 275/Colerain Ave.
- Goal 8 = Building Permits
  - Incorporate building permits within the township with total budget alignment
- Goal 9 = Collective Bargaining
  - Successfully negotiate collective bargaining agreements with Fire, Police, and Public Service unions
- Goal 10 = Public Engagement
  - Rebrand website to provide more user friendly options for community engagement including notifications and opportunities for public feedback



# Options to Achieve Financial Sustainability



# Identifying the Pieces?

## General Fund

State Budget cuts amounting to \$1.5 million annually

## Parks & Services

Operates at a \$1.1 million deficit annually

Funded primarily by General Fund

## Community Center

Operates at a \$400,000 deficit annually

Funded primarily by General Fund

## Public Works/Roads

Operates at a \$250,000 deficit annually

No \$\$\$ for Road Resurfacing

## Police

Completing levy cycle. Last levy passed in 2007

Current voted millage = 4.65

## Fire/EMS

Passed a levy in 2010

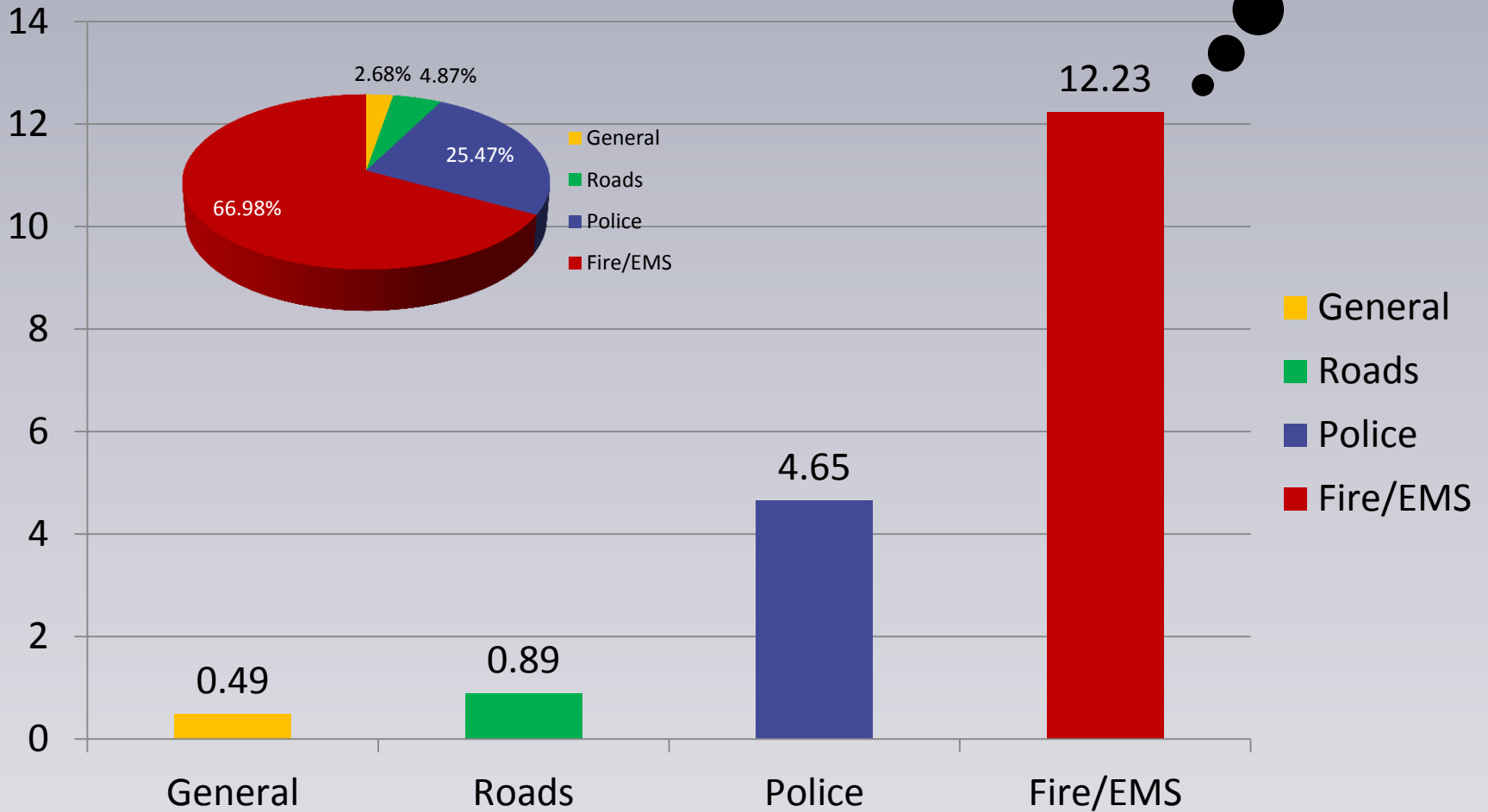
Current voted millage = 12.23



# Colerain Township Millage

Over 92% of Taxes support Public Safety

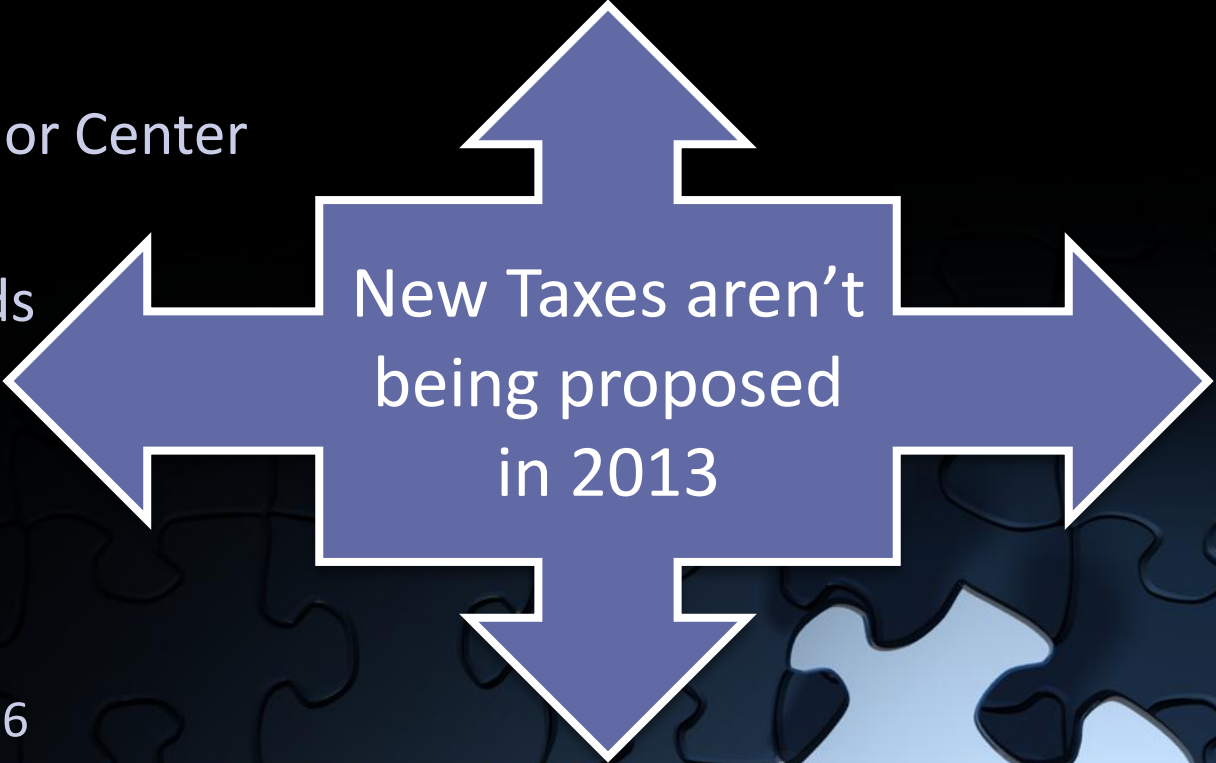
**Total Overall  
= 18.26  
Mills**






# How Much Millage Would it Take?

- Parks & Services
  - 1.1 Mill Levy
- Community & Senior Center
  - .4 Mill Levy
- Public Works/Roads
  - 1.40 Mill Levy
- Police
  - 2.50 Mill Levy
- Fire
  - No Levy until 2016
- Total Millage to Align Budget = 5.40 Mills
- Annual Cost to \$100k homeowner = \$165.38



New Taxes aren't  
being proposed  
in 2013



# Options to Align Budgets

## COST/SERVICE REDUCTIONS

- Close, sell, transfer responsibility of Colerain Township Parks
- Convert Community Center to a volunteer center to align budget or close and sell facility
- No further investment in roads (patching/resurfacing)
- Reduction/Restructuring of Police Services
- Reduction/Restructuring of Fire/EMS Services

## REVENUE ENHANCEMENTS

- Fees for Parks & Community Center
- Increase number of rentals, programs and events that provides for budget alignment
- Create an earnings tax on employees working in Colerain Township by developing a Joint Economic Development District (JEDD)
- New Levies



# Assessing Operating Costs/Services

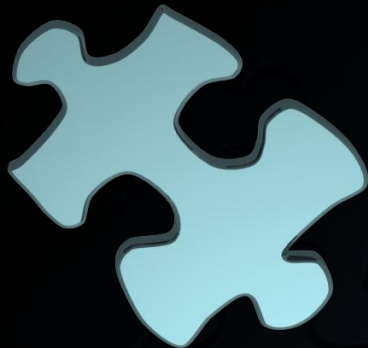
## Internal/External Review

- Internal Review

- Departments Heads developing operating budgets with reduced spending and/or restructured services by March 31, 2013 that will allow for:
  - 50% Reduction in annual operating deficit
  - Total budget alignment

- External Review

- Request for Proposals (RFP) for public safety audits of Police & Fire Departments are under consideration that would:
  - Assess our operations for greater efficiency and accountability
  - Present alternative delivery options for consideration



# Options for Addressing Public Safety

## Police & Fire/EMS Services



- New Police or Public Safety Levy for the Police Department in 2013

- Consolidation of the 1.15 Police Levy (passed in 2007) and the 5.27 Fire/EMS Levy (passed in 2010) into a 6.42 Public Safety Levy (No New Taxes)

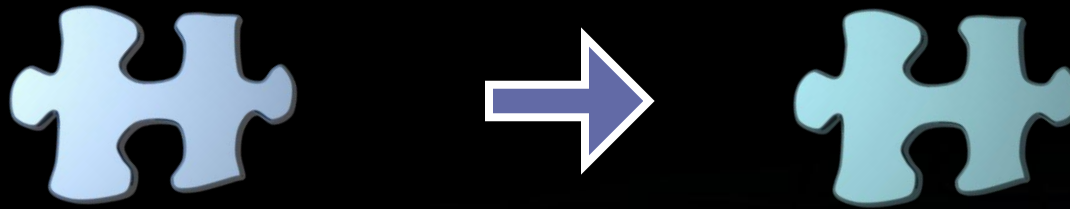
- Results of internal operating assessment by Department Heads

- Results of external operating assessment through RFP

- Town Hall meetings to discuss assessment results, various service models and levy options

# Options for Addressing Non-Safety

## Public Services – Roads & Parks



- 2 Mill Road Levy in 2014 to provide funding for Public Works and Road Resurfacing
- Annual cost \$61.25/year (\$100,000 home)

- Create a Joint Economic Development District (JEDD) which would place an earnings tax on those employed in Colerain Township



# Achieving Financial Sustainability

## 2013

- Continue to use reserves to operate Parks & Community Center
- Options for Police/Public Safety Levy (New Taxes) or Consolidation of Police/Fire Levy (No New Taxes)
- Complete internal budget alignment review for all departments
- Complete external public safety assessment to identify lower cost delivery models
- Hold a series of Town Hall meetings to discuss and engage community in results/options

## 2014

- Continue to use reserves to operate Parks
- Community Center totally self-sufficient
- JEDD or Road Levy to provide for road resurfacing program
- Implementation of new public safety models (if applicable) after community engagement

## 2015

- Total Budget Alignment (Total budget alignment for public safety services must consider levy cycles)

# Maintaining a Culture of Value

- Understanding and responding to a set of beliefs or ideals shared by our community about what is desirable or undesirable



# Questions/Comments?

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