



COLERAIN TOWNSHIP

2019 Strategic Plan & Budget

2019 Strategic Plan & Budget

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Budget Message

2019 is an exciting year for Colerain Township. Many of the Initiatives that were sown in 2018 will be visible to the public in 2019. The six transparency initiatives – the new website, the new agenda and minutes software, the new operations performance dashboard, the new budgeting software, and this – the new 2019 budget book and strategic plan – are all slated for public consumption this year. While the township focused on establishing new transparency initiatives in 2018, 2019 will be the year of beautification and engagement.

Major beautification initiatives include the Colerain

Ave. Corridor Plan which will set the vision for the road that carries our name for a generation. It will identify projects that will be executed in coming years - with help from grants - to improve the safety, look and feel of the most important corridor in our township. With the help of a \$150,000 NatureWorks grant from the State of Ohio, a robust private fund-raising effort and Township dollars, we will fund and design the new Megaland play place in Colerain Park. Our planning department will be spending a great deal of time on the mundane task of updating all of the non-conforming use certifi-

cates for old, outdated signs throughout the township so that, when new development occurs, the old signs are replaced with new more attractive ones. The planning department will also be developing walkability wayfinding, promoting lighter, quicker, cheaper interventions in our neighborhoods using a technique called tactical urbanism and developing an urban forestry plan for our neighborhoods to boost property values and reinforce our neighborhoods' charm. The Public Services Department will be planting the area behind the Community Center with sunflowers to brighten our facility and add



enhance the value for brides and grooms who choose to celebrate their marriage at our Community Center.

Every department in the township will be working on initiatives that help us to better engage with residents and businesses. In the Police

Department, we will be holding community and student self-defense courses, meeting with residents through our Coffee with the Chiefs program and giving residents

a glimpse of a day-in-the-life of the officers in our Accredited with Excellence (Gold Standard) Police Department through the Citizens Police Academy. Our Fire Department – one of only four in the state rated



as ISO 1 - will be engaging the community through their Community Risk Reduction, Coffee with the Chiefs and Fire Academy. The Planning Department will continue their work on the Land Use Plan and will need a great deal of feedback from the community on what our future development will look like. Those of us in Administration will be working our tails off developing more effective ways to get our message out about the great things going on in the township – from face-to-face town hall meetings and neighborhood canvasses to our CERKL newsletter and



an improved social media presence. Our focus will be on building the social capital that takes great communities like ours to the next level.

What I am most excited for in 2019 is that – maybe for the first time – we are clearly articulating our vision through the strategic plan found in pages ahead and we are showing you the resources that we are dedicating to achieve that vision. We are sharing with you the priorities of the 250 employees that plow your streets, keep you safe and are there for you when you need them most and aligning those priorities with the resources available to us. This year we will collect \$33,177,663 in taxes, grants, fees and other revenues and we will spend \$41,021,557 to make Colerain a safer, more beautiful, more engaged community. As you flip through the rest of this document we hope you will believe - as we do - that Colerain's best days are ahead and have confidence that we are on the right path.

Organizational Overview

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Organization Chart

TRUSTEES

Daniel Unger
PRESIDENT

Raj Rajagopal
VICE PRESIDENT

Greg Insko

HEATHER HARLOW
FISCAL OFFICER

Geoffry G. Milz
ADMINISTRATOR

Jeff Weckbach
ASSISTANT ADMINISTRATOR

Jenna LeCount
PLANNING & ZONING DIRECTOR

Kevin Schwartzhoff
PUBLIC SERVICES DIRECTOR

Emily Randolph
FINANCE DIRECTOR

Frank Cook
FIRE CHIEF

Mark Denny
POLICE CHIEF

- OFFICE MANAGER
- HUMAN RESOURCE SPECIALIST
- CODE ENFORCEMENT OFFICER
- SEASONAL CODE ENFORCEMENT OFFICER
- SENIOR PLANNER
- PLANNER

MAINTENANCE WORKERS (8)
PART-TIME SEASONAL WORKERS

- ROADS SUPERVISOR
- PARKS SUPERVISOR
- EVENTS COORDINATOR

MAINTENANCE WORKERS (8)
PART-TIME SEASONAL PARKS WORKERS
PART-TIME SEASONAL COMMUNITY CENTER WORKER
BUS DRIVER

- FINANCE SPECIALISTS (2)
- ACCOUNTING SPECIALIST
- IT DIRECTOR

BATTALION CHIEF SHIFT 1
CAPTAINS (4) CAREER
LIEUTENANTS (2) CAREER
EMT FIREFIGHTERS (18) CAREER
EMT FIREFIGHTERS (21) PART-TIME

BATTALION CHIEF SHIFT 2
CAPTAINS (2) CAREER
LIEUTENANTS (4) CAREER
EMT FIREFIGHTERS (18) CAREER
EMT FIREFIGHTERS (21) PART-TIME

BATTALION CHIEF SHIFT 3
CAPTAINS (3) CAREER
LIEUTENANTS (3) CAREER
EMT FIREFIGHTERS (18) CAREER
EMT FIREFIGHTERS (21) PART-TIME

- VEHICLE FLEET MANAGER
- SPECIAL PROJECTS MANAGER
- MECHANIC TECH (2)
- MECHANIC TECH PART-TIME
- DIVISION CHIEF PART-TIME
- ASSISTANT FIRE CHIEF
- ASSISTANT FIRE CHIEF
- ADMINISTRATIVE ASSISTANT

CAPTAIN EMS OPERATIONS
MEDICAL DIRECTOR

CAPTAIN COMMUNITY RISK REDUCTION
FIRE INSPECTORS (1) PART-TIME (1) FULL-TIME
PUBLIC EDUCATORS (2) PART-TIME

CAPTAIN TRAINING & EDUCATION

- PATROL COMMANDER
- SUPPORT SERVICES COMMANDER
- PATROL SERGEANT
- PATROL SERGEANT
- PATROL SERGEANT
- PATROL SERGEANT
- INVESTIGATIVE SERGEANT
- ADMIN SERGEANT
- OIC (1)
- POLICE OFFICERS (6)
- OIC (1)
- POLICE OFFICERS (6)
- OIC (1)
- POLICE OFFICERS (6)
- OIC (1)
- POLICE OFFICERS (7)
- OIC (1)
- DETECTIVES (8)
- K-9 (1)
- SRO (3)
- CIVILIAN SUPERVISOR (1)
- CLERKS (4)
- DISTRICT DETECTIVE (2)
- ACCREDITATION MANAGER (1)
- WEEKEND CLERKS (2)
- IMPOUND (1)
- CHAPLAIN PIO (1)

Summary of Personnel

The business of providing public services is a people-driven endeavor. Our product is our people and the services they provide with their time and their talent. Colerain Township is lucky to have 254 of the most dedicated and talented public servants in the region. Staffing levels are measured on January 1st of each year. In 2018, Colerain Township employed 254 professionals in five departments. Our 2018 census is down 14% or 40 positions from the high-water mark of 294 employees in 2012. Every department except the Police Department - whose role has grown with the exit of the Hamilton County Sheriff Department - has less staff now than they did five years ago. This trend is due to the right-sizing of our organization in 2012 to reflect the new financial reality brought on by the Great Recession. Since 2012 we have invested in technology which allows us to do more with less by increasing the productivity of our administrative staff and we have transitioned from a heavy reliance on part-time personnel in the Fire Department to a full-time model.

Fire Department

On January 1, 2018, our Fire Department was composed of 160 employees - 82 (51%) full-time employees, 77 (48%) part-time employees, and a volunteer. No additional fire fighters are budgeted for 2019, however an additional Fire Inspector is budgeted for 2019 as part of the department's succession planning efforts.

Police Department

On January 1, 2018, our Police Department was composed of 62 employees - 61 (98%) full-time employees including 53 sworn officers, 7 civilians and 1 reserve officer and 1 part-time sworn officer. In 2019, the Department is requesting an additional sworn police officer to assist with school safety. This position will be offset by revenue collected from the local school district.

Public Services Department

On January 1, 2018, our Public Services Department was composed of 16 employees - 15 (93.75%) full-time employees and 1 seasonal employee. Throughout the summer months, this department will hire seasonal workers to assist with the parks (7 employees), community center (3 employees), and to run the department summer camp (7 employees). In 2018, there were 17 seasonal employees in the summer months. No additional positions are budgeted for 2019.

Summary of Personnel

continued

Planning and Zoning Department

On January 1, 2018, our Planning and Zoning Department was composed of 4 employees – all of which were full-time. In order to assist with the peak volume in code enforcement violations that occurs during the Spring and Summer, 1 seasonal employee is added to the total staffing of the department. No additional positions are budgeted for 2019.

Administration Department

On January 1, 2018, our Administration Department was composed of 7 employees – all of which were full-time. By year end, the total staffing complement will be 9 employees, this is due to a vacant position at the start of 2018 and the transition of one employee that was formerly split between the Police and Fire Departments into the Administration Department. A Facility Manager position is budgeted for 2019. This position will handle contracts for service for all facilities and handle routine building maintenance.

Description of Activities of Each Department

Colerain Township is a full-service Township, in that we provide the same basic services to our residents as most cities and villages in Ohio. Our organization features five different departments, each with their own distinct tasks and duties. A general description of the activities performed by each department is below. This list is not exhaustive of everything the Township does, but rather a snapshot of the most important activities of each department.

Fire Department

The Fire Department is responsible for emergency service response for both fires and medical emergencies. In addition to the basic lifesaving functions of the department, this department provides community education on fire prevention and common personal injuries, performs fire inspections, and serves as the tactical response for rescue operations.

Police Department

The Police Department is responsible for crime prevention and response. This is performed through an active patrol of the Township, investigative services, traffic control, and school resource officers.

Public Services Department

The Public Services Department is responsible for three particular operations: Road and Stormwater Infrastructure maintenance, Parks maintenance, and Community Center operations.

Planning and Zoning Department

The Planning and Zoning Department is responsible for administering and enforcing the Township's zoning resolution, property maintenance laws, and nuisance laws. This department is also responsible for issuing various residential permits, maintaining our comprehensive plan, and working with prospective business to provide attractive development to our Township.

Administration Department

The Administration Department is responsible for the overall oversight and management of all departments, including all fiscal operations, information technology, and key human resources practices. This department also serves as the direct link to the elected Trustees.

Financial Structure

Fund Description and Structure	11
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Fund Description and Structure

1. General Fund

The General Fund accounts for and reports all financial resources not accounted for and reported in another fund.

2. Special Revenue Funds

These funds account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The Township had the following significant Special Revenue Funds:

Road and Bridge Fund - This fund receives property tax money for constructing, maintaining, and repairing Township roads and bridges.

Gasoline Tax Fund - This fund receives gasoline tax money to pay for constructing, maintaining, and repairing Township roads.

Motor Vehicle License Tax - This fund receives vehicle

license fees money to pay for constructing, maintaining, and repairing Township roads.

Police District - This fund receives levy tax money to pay staff and equipment in the police department.

Fire District - This fund receives levy tax money to pay staff and equipment in the fire and EMS department.

Zoning - This fund receives funds from the general fund and permit fees to pay for zoning code enforcement.

Emergency Medical Services (EMS) - This fund receives monies from billed EMS services performed by our Fire & EMS Department, and used to fund such activities.

Parks & Services - This fund receives funds from the general fund, shelter rentals and permit fees to pay for zoning code enforcement.

Community Center - This fund receives funds from the general fund and room rental fees to pay for the operations of the Community Center.

Fund Description and Structure *continued*

Lighting Districts – This fund received funds from property tax assessments and pays for artificially lighting residential streets in the Township.

TIF – Kroger – This fund received monies from the issuance of bonds as a result of tax increment financing.

TIF – Stone Creek – This fund received monies from property taxes as a result of tax increment financing.

TIF – Best Buy – This fund receives monies from property taxes as a result of tax increment financing.

3. Debt Service Funds

These funds account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest. The Township had the following significant Debt Service Funds:

Government Complex – Debt transactions related to the construction of the administration and police offices.

Parks – Debt transactions related to the construction of Township Parks.

Public Works Building – Debt transactions related to the construction of this building.

Clippard Park – Debt transactions related to the construction of this park.

Streetscape – Debt transactions related to the construction and improvements of the Colerain Avenue corridor.

Fire – Debt transactions related to the construction of a fire station.

4. Capital Project Funds

These funds account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The Township received no funding for capital project funds.

Department / Fund Relationship

General Administration

The township has a number of funds that fall into the category of General Administration including:

- Fund 1000 – General
- Fund 2401 - Special Assessment – Lighting District
- Fund 2901 - TIF – Kroger
- Fund 2902 - Recycling Incentive
- Fund 2903 - TIF – Colerain Towne Center
- Fund 2907 – TIF – Stone Creek
- Fund 2908 - Community Development Block Grant
- Fund 2910 - TIF – Best Buy
- Fund 3101 - Bond Retirement
- Fund 3102 – Bond Retirement – Parks
- Fund 3103 - Bond Retirement Public Works Building
- Fund 3104 – General Bond Retirement – Clippard Park
- Fund 3105 - Bond Retirement Streetscape
- Fund 3301 – Bond Retirement Special Assessment Fire
- Fund 4401 - Neighborhood Stabilization Program Funds
- Fund 4406 - Hamilton County Community Development
- Fund 4409 - Ohio Public Works Commission

Fire Department

The Fire Department operates primarily from two funds:

- Fund 2111 – Fire District
- Fund 2281 – Ambulance & Emergency Medical Services

Police Department

The Police Department operates primarily from three funds:

- Fund 2081 – Police District
- Fund 2261 - Law Enforcement Trust
- Fund 2271 - Enforcement and Education

Public Services

The Public Services Department operates primarily from six funds:

- Fund 2011 – Motor Vehicle License Tax
- Fund 2021 – Gasoline Tax
- Fund 2031 – Road and Bridge
- Fund 2231 – Permissive Motor Vehicle License Tax
- Fund 2911 – Parks and Services
- Fund 2912 - Community Center

Planning and Zoning

The Planning and Zoning Department operates primarily from one fund:

- Fund 2181 – Zoning

Basis of Budgeting

The Township’s financial statements follow the accounting basis the Auditor of State prescribes or permits based on the financial reporting provisions of Ohio Revised Code Section 117.38 and Ohio Administrative Code Section 117-2-03(D). This basis is a **modified cash basis of accounting** similar to the cash receipts and disbursements accounting basis. The Township recognizes receipts when received in cash rather than when earned, and recognizes disbursements when paid rather than when a liability is incurred.

Financial Policies

In October of 2018, the Colerain Township Board of Trustees established a Financial Advisory Committee (FAC) to review - and in some cases draft - the Financial Policies for the Township. The first meeting of the FAC was held on December 18, 2018. They will meet as necessary to discuss and advise the Township Administrator on these important policies. Policies that will be reviewed or drafted:

- Cash Policy
- Credit Card Acceptance Policy
- Fraud Policy
- Procurement Card Policy and Procedures
- Purchasing Policy
- Revenue Policy
- Budget Development Policy
- Expenditure Policy
- Investment Policy
- Capital Budgeting Policy
- Operating Budget Policy
- Fund Balance Policy
- Debt Service Policy
- Risk Management Policy

Describe Major Revenues

Property Taxes: \$17.35M (55% of all revenue) – This revenue source is based on the value of all properties in the Township. Of this total, the General Fund only receives 2.8% (\$486,000) per year. The majority of this revenue is tied to the Police and Fire Levies (totaling \$14M or 85% of all property tax revenue). This revenue source is also comprised of a road levy and four TIF Districts.

Licenses, Permits, and Fees: \$5.98M (19% of all revenue) – This revenue source is primarily driven by the following categories of fees, licenses, and permits:

- \$1,440,000 – Cable Franchise Fees – these are collected from the cable companies in Colerain Township for the use of Township right of way.
- \$1,360,000 - Solid Waste Fees – these are collected and distributed to Township based on the total amount of solid waste that is deposited in the landfill each year.
- \$1,100,000 - Rumpke 2015 Consent Decree Payment.
- \$91,050 – Building Permit Fees and Vacant Building Registry Fees.

Miscellaneous: \$3.22M (10.2% of all revenue) – 90% of this revenue is related to contracts for police services, drug seizures, the employees share of their health insurance, and other smaller revenue items such as recycling incentive dollars. The other 10% of the revenue collected in this category is for the rental of Township property such as the community center or shelters.

Describe Major Revenues *continued*

Intergovernmental: \$3.11M (9.9% of all revenue) – This revenue source is primarily tied to the state reimbursements for the Local Government Fund and Allocations from the Auditor’s office for property taxes. In general, this revenue represents any direct transfer from another political subdivision. These can be state grants, gasoline tax revenues, and motor vehicle license taxes.

All other revenue: \$1.86M (5.8%) – This is comprised of several different revenue types, none of which individually amount to more than five percent of the Township’s total revenue. Below is a breakdown of the various sources:

- Investment earnings – this revenue is the interest earned by investing the Township’s idle cash.
- Special Assessments – these are property tax assessments for the installation of street lights in residential areas of the Township.
- Other Financing Sources – these are inter-fund transfers between departments. There is a corresponding expense tied to each of these transfers.
- Charges for Services – this charge is for ambulance and emergency medical services.
- Fines and Forfeitures – this is cash that is collected as a result of various police arrests, tickets, and other fines.

Budget & Planning Process

Budget & Planning Process

One goal of this administration is to align our financial resources with the work we want to accomplish. This means that we must understand the priorities of our trustees and residents, articulate those priorities clearly - in the form of a strategic plan - and then align the financial resources of the township - in the form of a budget - to accomplish the priorities. The process for establishing our strategic plan is built around the three-step process for developing a township budget which is dictated by Ohio Revised Code.

Step 1: The Tax Budget - July

Each year in July, the township prepares a Tax budget for the next fiscal year. The purpose of the tax budget is to let the County Budget Commission know that we they will need to collect the voted tax levies for the following year for Colerain Township. The tax budget is a very general financial plan for the operations of the next calendar year. It identifies how much money is expected from local, state, and federal sources, the anticipated carryover fund balances, and how much is needed to carry out governmental functions in the next calendar year. After a public hearing on the Tax Budget, it is submitted to the county budget commission and used to fix property tax rates.

Step 2: Temporary Appropriations – August through December

Once the Tax budget is submitted to the County Budget Commission, the administration begins to organize our strategic priorities for the next year.

This year we added an additional level of community engagement in the prioritization of initiatives. In August, using our CERKL newsletter and individual conversations at our Senior Center, we solicited feedback from residents on what the Township's priorities should be in 2019. The 2019 Priorities Survey was sent via CERKL to over 750 residents, 362 of whom read the post. We received 110 responses from residents sharing with us the direction they would like to see the township move.

With this resident feedback in hand, we held a leadership retreat where Department Heads spent several days together discussing each department's needs for the up-coming year. It was a time to reflect on the work of the current year and to course-correct if necessary. It allowed the leadership team to revisit the organization's mission, vision and values and to get input from Trustees who are invited individually to participate and share their vision for the up-coming year.

Once the big themes and strategic initiatives were developed, our attention turned to funding. Our highest priority is providing exceptional service within the limitations of our revenue sources. Budget meetings between our administration and department heads lasted through September, October and November as we honed in on the dollar amounts necessary to provide the

level of service demanded by our residents.

As part of our 2018 Transparency Initiative, Colerain Township invested in budgeting software that made the budgeting process more accessible, easier to understand and participate in. When the ribbon is cut on the new Colerain Township website, the OpenGov Transparency Portal will be there for residents to use to slice and dice the budget so that everyone is aware of how Township tax dollars are budgeted and spent.

For the first time, the Township has published its budget in the book you are reading now. The preparation of this document was no simple undertaking but it is our hope that with this additional communications tool, residents and businesses will have even greater access to information about the financial health of the Township.

All of this work culminates in the adoption of the Temporary Appropriations at the December Trustee's meeting. The Temporary Appropriations represents the official budget for 2019 and allows us to legally open purchase orders on January 1st.

Colerain Township leaders are committed to providing a safe, fiscally responsible and innovative place to live, work and grow businesses through proactive collaboration and communication.

Step 3: Final Appropriations – March

Three months into the new year, the township has the opportunity to review how revenues and expenditures are trending and make final adjustments to the Temporary Appropriations. At the March Meeting of the Board of Trustees, they are presented with the Final Appropriations for adoption.

Step 4: Amended Appropriations – throughout the year

Try as we may, it is impossible to see too far into the future. Major projects come up, non-tax revenues like grants come in and it becomes necessary to amend the Final Appropriations.

Administration Strategic Plan & Budget

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Message from the Leadership



Geoff Milz

The administration has worked tirelessly to improve access to information in 2018. Our 2018 Transparency Initiative involved 6 projects that changed the way we share information about our budget, operational performance, agendas and minutes and the way we communicate with the world through our website. While Transparency was the big theme for 2018 and we will continue to focus on that important aspect of our operation, the Big Themes of 2019 are Engagement and Beautification. This strategic plan and budget includes 91 initiatives across our five departments. 40 of the 91 deal with either beautification or engagement. Within the administration we will be focused on developing better ways to communicate critical information about the work of the Township to our residents and businesses. We will continue to support the incredible and ongoing efforts of our neighborhoods to improve the quality of life street by street. 2019 is going to be a good year!



Jeff Weckbach

Throughout the course of 2018, the Township has made significant strides in improving internal operations. Through consolidation of Human Resources functions and development of a new and complete policy book, the Township has continued to identify and create efficiencies. In 2018, the Township placed a heavy emphasis on bringing more transparency to the residents. This entire document (the strategic plan) is part of the larger transparency theme for 2018.

There were several key initiatives that will bridge from 2018 through the beginning of 2019 related to transparency. Two of these initiatives will culminate in a new website for the Township and a dashboard of data and performance measures. The new website will be crisp, simple, and provide a more intuitive user interface, allowing residents to quickly obtain the information that they need. The dashboard of data and performance measures will allow residents to begin to see more of what the Township does on a daily basis. Residents will also be able to dive into our finances and budget at a heightened level and explore where their tax dollars are spent.

2019 should also be a landmark year as the Township will increase its efforts to manage to policy and manage

to data in order to leverage those inputs to better engage residents. 2019 should also be a great year because it is Colerain Township 225th birthday! The Quasquibicentennial will be a celebration of all things Colerain and will hopefully be a very special year for all of Colerain's residents



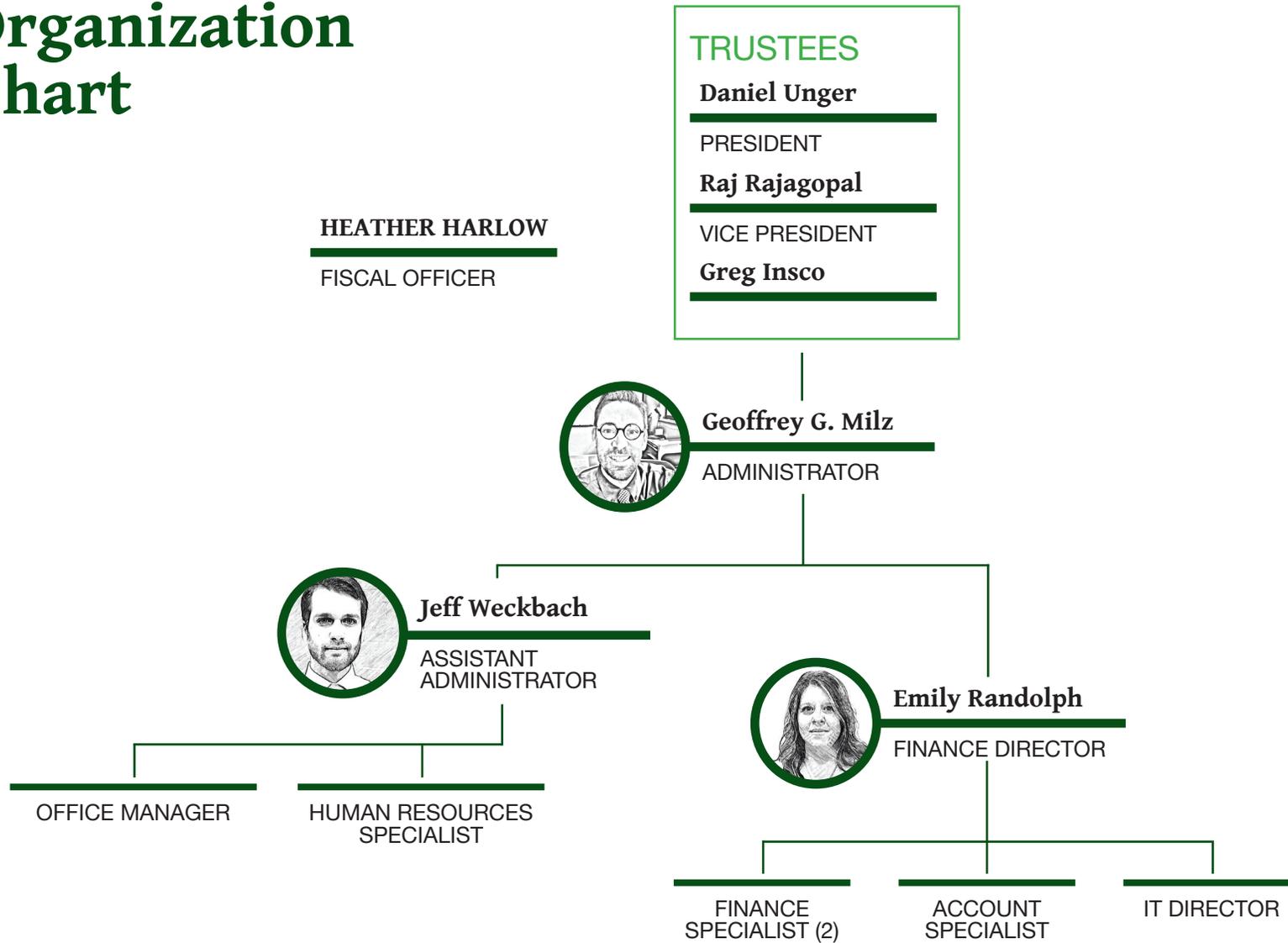
Emily Randolph

The Finance Department has a broad set of responsibilities and activities covering internal financial systems including cash management, payroll, forecasting, 41-million-dollar operating budget, financial reporting, accounting and Township financial management systems; policy including fiscal, lodging tax, accounting policy and investment of public monies; and information technology including network infrastructure, server and hardware support, software management and support, backup devices, security policies, disaster recovery plan, Internet Protocol Telephony, and user account maintenance.

In developing and the management of the Department's plan, careful consideration has been given to the strategic direction of Colerain Township. This plan identifies priorities requiring action by the Department of Finance

to help Colerain Township to fulfill its overall strategic outcomes. Moreover, this plan provides an overview of the department's direction and identifies the key strategic goals to be accomplished. We manage our departmental responsibilities by providing honest and ethical management of the public's money; valuing integrity, trustworthiness, responsiveness, productivity and reliability in all our activities; adhering to professional accounting and financial standards; respecting and cooperating with residents, business partners and staff; and providing financial leadership while aiming for innovative, straightforward and transparent outcomes. To provide sound fiscal and financial planning, advice, analysis and coordination in support of informed government policy and decision-making with the department heads.

Organization Chart



By the Numbers

1/1/18 through 11/30/18



984

CERKL
Subscribers



170

CERKL Posts



86

2018 Strategic
Plan Initiatives



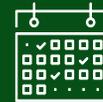
\$5.1M

Grant Dollars
Received



\$42M

2018 Budget



282

Trustee New Business
Agenda Items

Our Mission

To engage our residents, businesses and visitors to create a vibrant and safe community through innovation, continuous improvement and our commitment to excellence.

Our Vision

In pursuit of excellence.

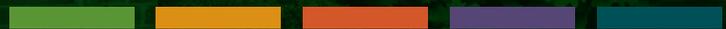
Our Values

A word cloud of corporate values. The words are arranged in a roughly circular pattern, with 'COMMITMENT' being the largest and most prominent word at the top. Other large words include 'OUTCOMES', 'LOYALTY', 'EXCELLENCE', 'RESPECT', 'ACCOUNTABILITY', 'INTEGRITY', and 'NEIGHBORHOODS'. Smaller words include 'CUSTOMER SERVICE', 'COLLABORATION', 'OPENNESS', 'LEARNING', 'EFFICIENCY', 'ETHICS', 'RESPONSIVENESS', 'IMPROVEMENT', 'ACTION', and 'ORGANIZATION'. The words are in various shades of green and blue, with some having a white outline.

CUSTOMER SERVICE
COMMITMENT
ORGANIZATION COLLABORATION
OUTCOMES OPENNESS
LEADING
LOYALTY LEARNING
EFFICIENCY
EXCELLENCE
ETHICS
RESPECT
ACTION RESPONSIVENESS
ACCOUNTABILITY
INNOVATION
INTEGRITY IMPROVEMENT
NEIGHBORHOODS



Strategic Goals and Initiatives



Strategic Goals and Initiatives *continued*

1 HUMAN RESOURCES

- Payroll, Time and Attendance
- Onbase Updates
- Policy Training
- HR Software
- Centralized Purchasing
- Occupational Injury Reduction
- Wellness

2^{IT}

- Data Committee

Strategic Goals and Initiatives *continued*

3 OPERATIONS

- Street Lighting Upgrade
- Federal Task Force
- Disaster Preparedness
- Succession Planning
- ID Badge
- Business Retention & Expansion

4 FINANCE

- Point of Sale

Strategic Goals and Initiatives *continued*

5 ENGAGEMENT

- Building a Culture of Engagement
- Town Hall Series
- Social Media
- Website
- Branding
- Paper Newsletter
- Internal Survey
- Citizen Township Academy
- Volunteerism
- Communication Plan
- Communication Staffing
- Senior Engagement
- Phone Communication - Design Thinking
- School Engagement

Implementation Schedule

Q1

Q2

- Policy Training
- HR Software
- Wellness
- Data Committee
- Street Lighting Upgrade
- Disaster Preparedness
- Federal Task Force
- ID Badge
- Business Retention & Expansion
- Point of Sale
- Town Hall Series
- Social Media
- Website
- Branding
- Communication Plan
- Communication Staffing
- Phone Communication - Design Thinking

Q3

Q4

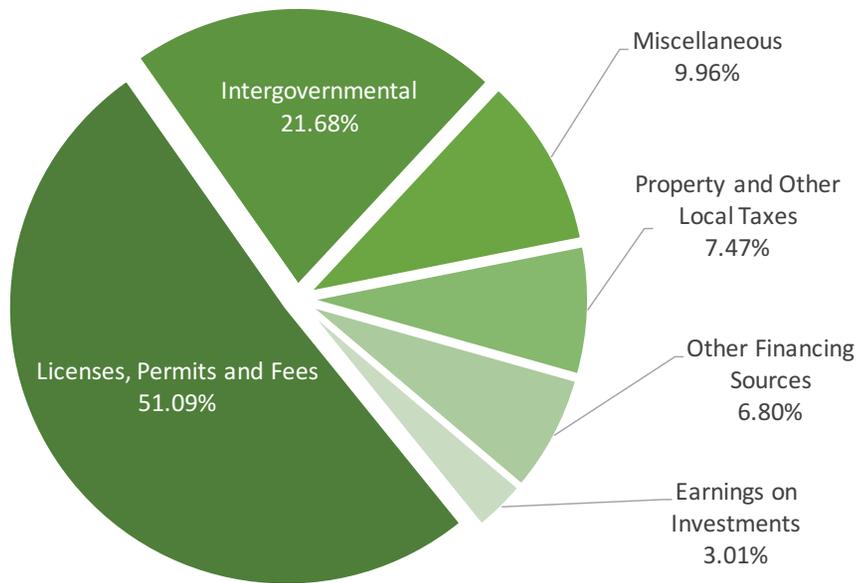
- Policy Training
- Onbase Updates
- Centralized Purchasing
- Occupational Injury Reduction
- Data Committee
- Street Lighting Upgrade
- Disaster Preparedness
- Succession Planning
- Town Hall Series
- Social Media
- Building a Culture of Engagement
- Citizen Township Academy
- Volunteerism
- Senior Engagement
- School Engagement

Budget Charts

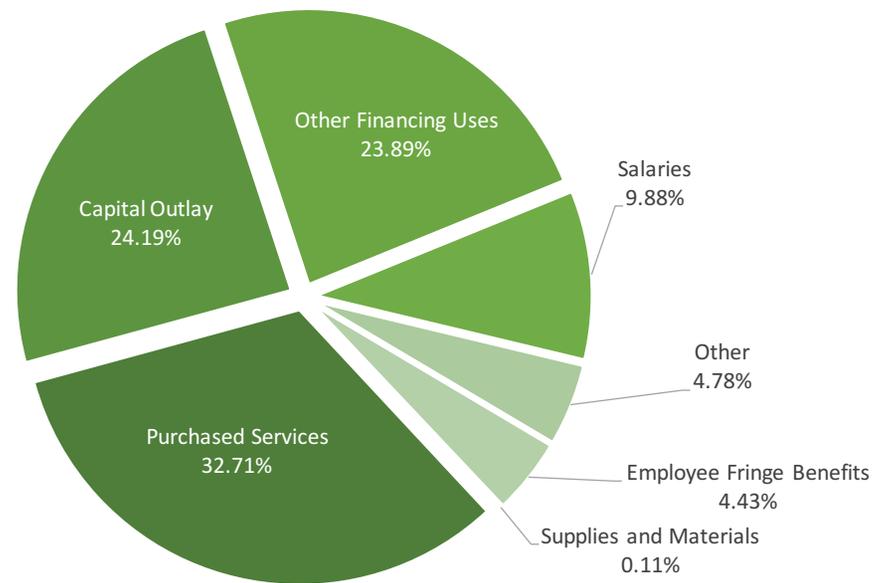
(17 Actual, 18 Budget, 19 Proposed)

General Fund	2017 Actual	2018 Appropriated	2019 Proposed
Expenses			
Personnel & Employee Benefits	\$990,120	\$1,062,372	\$995,360
Other Expenses	\$2,909,489	\$6,848,678	\$6,574,578
Expenses Total	\$3,899,609	\$7,911,050	\$7,569,938
Capital Improvements	\$96,879	\$1,226,309	\$1,827,799
Debt Service	\$0	\$0	\$0
Revenues			
Licenses, Permits and Fees	\$2,768,685	\$3,275,904	\$3,330,020
Intergovernmental	\$639,000	\$787,454	\$1,413,375
Other Financing Sources	\$0	\$1,743,581	\$442,986
Miscellaneous	\$527,323	\$649,420	\$648,989
Property and Other Local Taxes	\$510,657	\$516,796	\$486,849
Earnings on Investments	\$257,016	\$321,594	\$196,000
Total	\$4,702,682	\$7,294,749	\$6,518,220
Beginning Fund Balance	\$5,627,127	\$6,430,200	\$5,813,899
Ending Fund Balance	\$6,430,200	\$5,813,899	\$4,762,181

Summary of Revenues



Summary of Expenses





Fire Department Strategic Plan & Budget

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Message from the Leadership



Geoff Milz

There are only four ISO Class One Fire Departments in the State of Ohio and only one that was named the 2018 Emergency Medical Service Agency of the Year: Cole-rain Township Department of Fire and EMS.

We should all be proud of the work these brave men and women do each day. This year, in addition to the daily response to fires and medical emergencies, the Department will be working on initiatives that help them to deepen their engagement with the community. They will continue the work that they have done on community risk reduction through smoke detector blitzes, the citizen's fire academy, coffee with the chiefs and their presence at community events and parades. If you see them in your neighborhood give them a wave and thank them for their service to our community. We are truly lucky to have such a first-class group of men and women ready to help when we need them most.



Chief Frank Cook

It is my privilege to have collectively developed for submission the Department of Fire and Emergency Medical Services' (EMS) proposed budget for 2019. The

priority of the budget is to be fiscally responsible with revenues the department receives from the citizens of the Township and other sources, while promoting the long-term fiscal health of the department.

The department's budget team encompasses its administrative staff. Additionally, we include our employees that provide managerial oversight of the department's various areas of operations and support by requesting them to compile, prioritize and justify a listing of the needs for their respective programs.

Each year there is a challenge to recommend not only a well-adjusted budget but a plan of service for the Township that must acknowledge that all requests and competing needs cannot be met to the degree necessary or desired by the department's divisions and areas of support. That is inherent in any budget process and 2019 is no different. We also no longer plan for the next year on an incremental basis, but for multiple years recognizing that some years will not provide as much revenue as others which supports the need to have adequate reserves

to achieve our agency goals.

2018 SUMMARY & HIGHLIGHTS

As the 2018 fiscal year draws to a close, the following is a summary of the highlights in working towards accomplishing the department's mission, strategic goals and initiatives.

Specifically, the department has made considerable progress in decreasing regular salary cost for part-time personnel, and overtime cost for both part-time and full-time employees. The change in ambulance and EMS billing service providers has proved beneficial as our collection rate has increased during the year. In an effort to ensure the effectiveness of the opioid and addiction intervention program, a grant from the Ohio Attorney General's Office was awarded to allow the Quick Response Team to operate a second-day during each week in the Township.

To address the imminent threat to the health and safety of employees, the department acquired ballistic personal protective equipment (PPE) for each riding position on fire apparatus and ambulances. The department also purchased PPE decontamination equipment for Fire Station 103 to provide the means of immediately laundering of protective garments used during firefighting operations, thus reducing the prolonged exposure to

carcinogenic substances by employees. In addressing the department's aging fleet of staff and support vehicles; two vehicles were replaced for the primary purpose of transporting personnel, equipment, and bulk supplies on a daily basis. Additionally, one transport ambulance was refurbished in accordance with the department's vehicle replacement plan. Ambulances are heavily used and incur high levels of mileage in providing basic and advanced life support services and transport of patients. Concluding the year's vehicle and apparatus acquisitions, the department accepted delivery of a new E-One 100-foot aerial ladder apparatus. The new apparatus provides enhanced firefighting and rescue capabilities, and replaces a 27-year old 110-foot aerial apparatus.

The department focused on professional development for our next generation of managers through continued work and investment in the Succession Management Program. Several employees attended Maxwell's 21 Irrefutable Laws of Leadership course and the Ohio Fire Chief's Association's Fire Officer I course. We believe this is a continual process to ensure competent leaders at every level are available to integrate into the operation when and where they are needed.

Lastly, during the year there were two major structural deficiencies addressed at the fire tower and burn facility.

The facility was constructed in 1996, and is the department's principal training facility for practical evolutions. The second floor of the burn facility required the complete replacement of the concrete floor and corrugated metal supporting system. It was later discovered that interior stairs have succumb to corrosion and are failing. Both situations create a liability for future firefighter safety.

2019 HIGHLIGHTS

The 2019 budget was also drafted in working towards achieving the department's mission and accomplishing its strategic goals and initiatives. As in previous years, the underlying economic realities of local government funding have not changed and continue to make budget preparation a challenge.

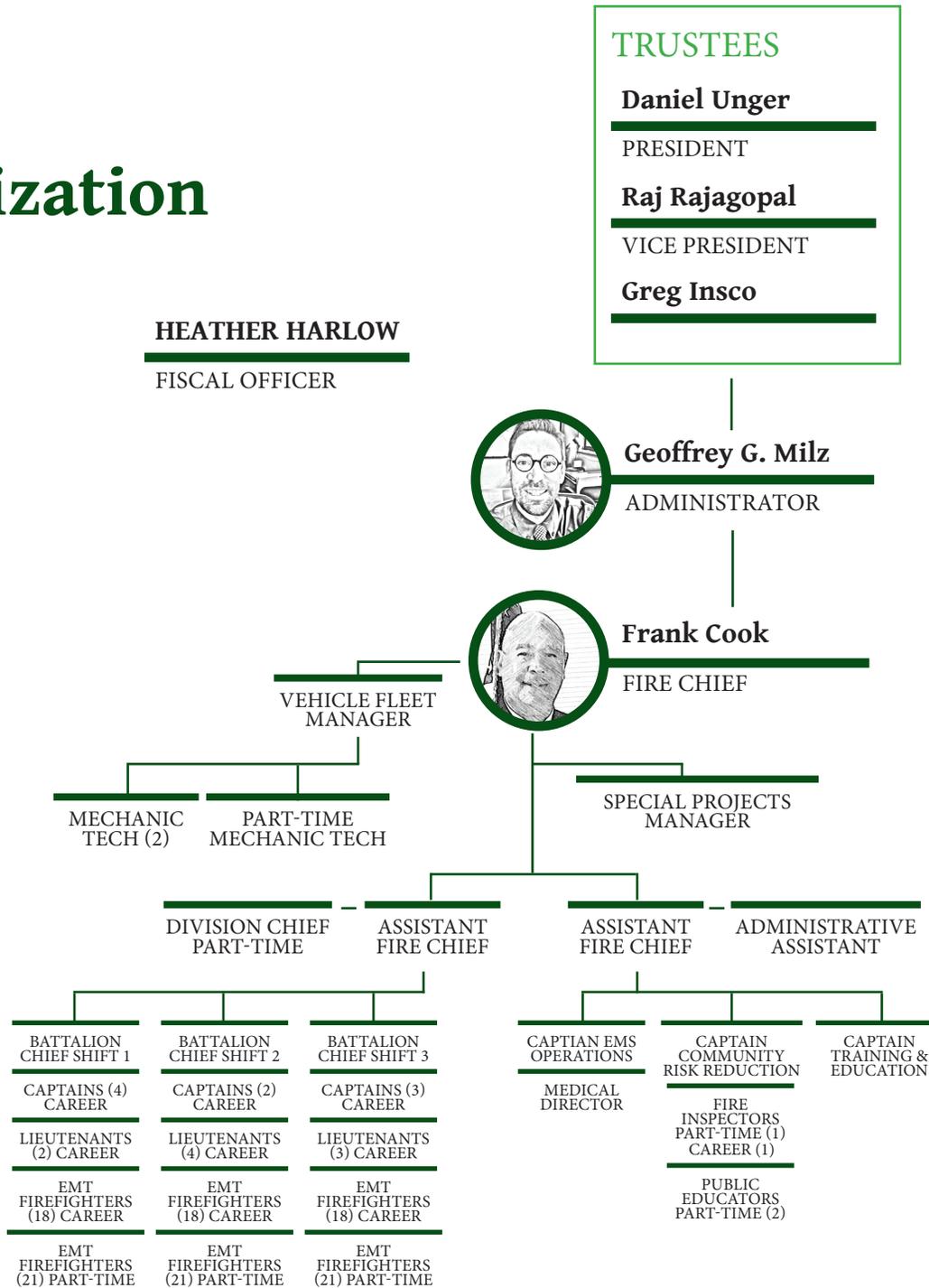
During 2019, the department will continue to focus on succession management as it will continually seek to develop its human resources as future leaders. This will include the recommended hiring of one "full-time" entry-level firefighter paramedic, and the lateral transfer of one full-time incumbent employee to the Community Risk Reduction Division. The department will recommend its continuation of its programmed replacement of two staff vehicles and the refurbishment of one transport ambulance. This will allow for the replacement of

vehicles that have excessive mileage, experience unreliable performance, and have repairs that exceeded the value of the vehicle. During 2019, the department is expected to see a \$3.00 per emergency incident dispatch fee increase from the Hamilton County Communications Center as a result of Hamilton County's Governmental budget deficit situation. The department projects greater than 10,000 emergency incident dispatches for 2019. Additionally, the department will recommend significant repairs associated with various areas of the Township's fire station infrastructure (e.g., concrete, sealing of parking lot surfaces, apparatus bay floor resurfacing, interior space utilization, etc.). Perhaps, the largest expenditure that the department will realize will be the recommended replacement of its complete self-contained breathing apparatus inventory. This is an absolute necessity as this equipment is the sole means of respiratory protection for firefighters when working in hazardous environments. The current equipment will be 15-years old in 2019 and will not be in compliance with the most current National Fire Protection Association standards. In an effort to reduce costs, the Department will apply for alternative funding sources (i.e., FEMA Assistance to Firefighters Grant) and take advantage of trade allowances.

SUMMARY

The Department of Fire and EMS is highly competent and hard-working. The employees' dedication to the citizens, businesses and visitors of this community shines through daily. As Chief of Department, I want to publicly thank them for their dedication to providing first class all hazards services and socially responsible programs to the Colerain community, a noble profession. Their efforts are realized by the feedback received and the awards bestowed upon the department and its employees. Their efforts are noticed and appreciated.

Organization Chart



By the Numbers

1/1/18 through 11/30/18



9,463

Total Fire & EMS Runs



7,783

EMS Runs



1,680

Fire Runs



5:17 *minutes*

Average Response Time



81.4%

Percent of EMS Runs requiring
Advance Life Support

Our Mission

To provide first class all-hazards response and socially responsible programs to the citizens, businesses and visitors of Colerain Township with an engaged team of professionals that values involvement in our community.

Our Vision

In pursuit of excellence.

Our Values

Customer Service

We are dedicated to providing superior customer service.

Teamwork

We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals.

Trust

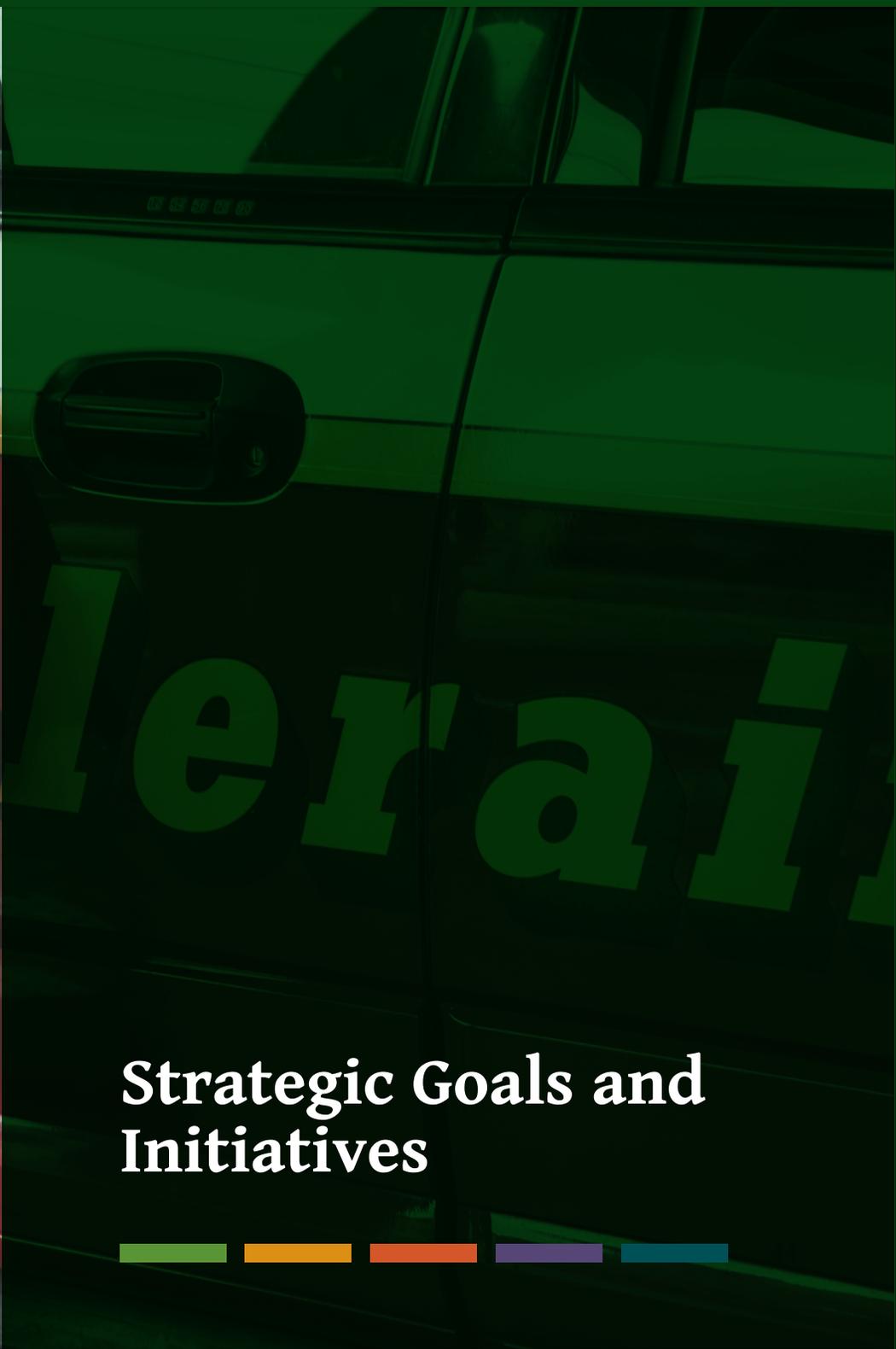
We build trust through honesty, fairness, pride and accountability of all employees.

Mutual Respect

We honor the rights and beliefs of our fellow employees, officers, elected officials, community residents and visitors and treat them with the highest degree of dignity, equality and trust.

Growth and Nurturing

We promote an atmosphere that encourages individual growth, participation, creativity and acknowledge the achievements of our employees.



Strategic Goals and Initiatives

Strategic Goals and Initiatives *continued*

1 Deliver and communicate efficient, effective emergency services and proactive community risk reduction programs.

- Standard Operating Guidelines
- Community Risk Reduction
- Annual Report
- Community Events
- Coffee with the Chiefs
- Citizen's Fire Academy

2 Use data and analytics to improve service delivery.

- Data Analysis
- Performance Measures

Strategic Goals and Initiatives *continued*

3 Develop a professional and diverse workforce that represents and serves our community.

- Standards of Professional Development
- Training Initiative
- Employee Satisfaction
- Subject Matter Expert
- Employee Diversity
- Community Diversity
- PSIN Teaching Tool

4 Provide the appropriate apparatus, equipment and facilities needed to meet the increasing and changing service demands.

- Facilities Working Group
- Apparatus Committee
- Long-range Facilities Plan
- Capital Budget
- EOC Feasibility

Strategic Goals and Initiatives *continued*

5 Recognize and scale to changing budgetary, fiscal and regulatory conditions while promoting the long-term fiscal health of the department.

- Grant Identification
- Standards of Cover
- Cost of Future Service

Implementation Schedule

Q1 Q2

- Standard Operating Guidelines
- Community Risk Reduction
- Annual Report
- Community Events
- Coffee with the Chiefs
- Data Analysis
- Performance Measures
- Standards of Professional Development
- Training Initiative
- Subject Matter Expert
- PSIN Teaching Tool
- Facilities Working Group
- Capital Budget
- EOC Feasibility
- Grant Identification

Q3 Q4

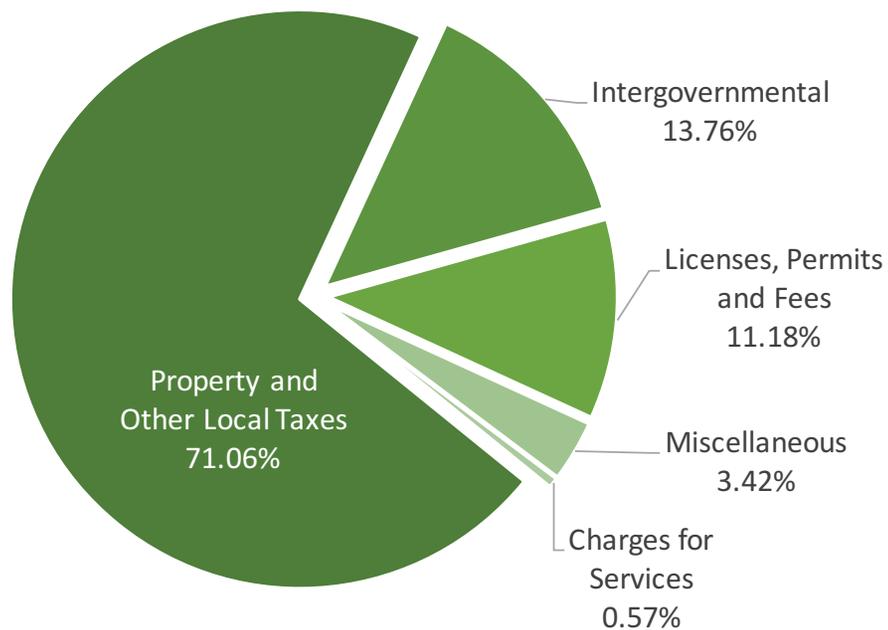
- Standard Operating Guidelines
- Community Risk Reduction
- Community Events
- Coffee with the Chiefs
- Citizen's Fire Academy
- Employee Satisfaction
- Subject Matter Expert
- Long-range Facilities Plan
- Standards of Cover

Budget Charts

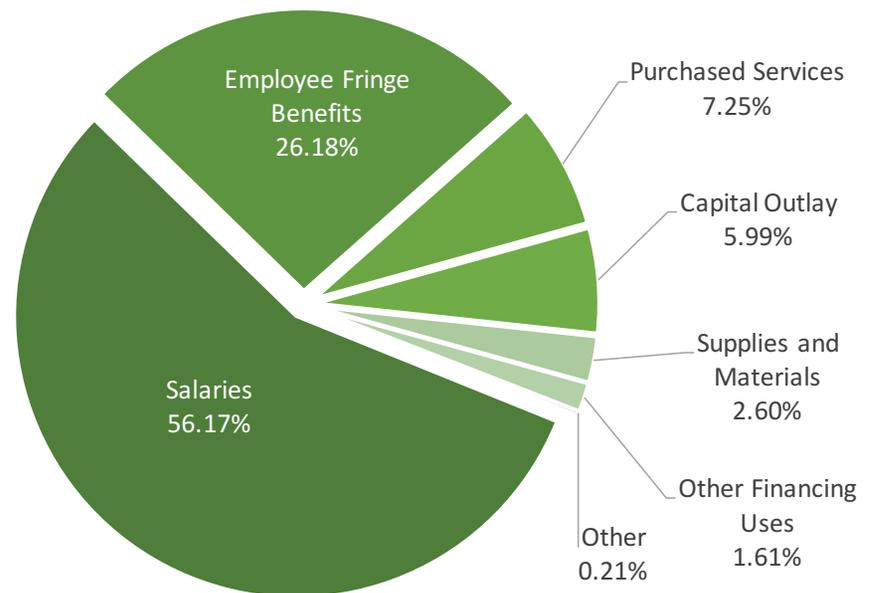
(17 Actual, 18 Budget, 19 Proposed)

Fire & EMS	2017 Actual	2018 Appropriated	2019 Proposed
Expenses			
Personnel & Employee Benefits	\$10,495,867	\$11,747,699	\$12,295,005
Other Expenses	\$3,077,375	\$2,059,423	\$2,630,634
Expenses Total	\$13,573,242	\$13,807,122	\$14,925,639
Capital Improvements	\$1,170,306	\$373,544	\$893,700
Debt Service	\$0	\$0	\$0
Revenues			
Property and Other Local Taxes	\$9,318,726	\$9,476,900	\$8,960,756
Intergovernmental	1,356,830	1,357,813	1,735,821
Licenses, Permits and Fees	1,385,504	1,363,422	1,410,000
Miscellaneous	445,770	399,388	431,826
Charges for Services	65,000	70,000	72,500
Total Revenues	\$12,571,829	\$12,667,523	\$12,610,903
Beginning Fund Balance	\$9,804,839	\$8,803,428	\$7,663,828
Fire District	\$9,206,319	\$8,507,458	\$7,114,311
Ambulance & EMS	\$598,520	\$295,970	\$549,517
Ending Fund Balance	\$8,803,428	\$7,663,828	\$5,349,092
Fire District	\$8,507,458	\$7,114,311	\$4,535,789
Ambulance & EMS	\$295,970	\$549,517	\$813,304

Summary of Revenues



Summary of Expenses



Police Department Strategic Plan & Budget

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Message from the Leadership



Geoff Milz

Colerain Township is blessed with the finest Police Department in the region. The Department is Accredited with Excellence by the Commission on Accreditation for Law Enforcement Agencies, as they have been for 13 years. Our policing philosophy is one of engagement and community-oriented policing and programing. Whether it is our engagement in Quick Response Teams (QRT) for addressing the heroin epidemic or in the Children and Residents Encounter (CARE) program for those with special needs in our community, the Colerain Township Police Department is innovative and engaged. Innovation and engagement is also a common theme in the initiatives we will take part in this year. From block watches to bike patrols, our police department will be making a positive impact in our neighborhoods in 2019.



Chief Mark Denney

2019 Strategic Plan

You can have anything you want if you want it badly enough. You can be any-

thing you want to be, do anything you set out to accomplish if you hold to that desire with singleness of purpose. -Abraham Lincoln

The Colerain Police Department had great success achieving the goals set for 2018. We began the year by developing the Colerain Police Department 2018-2022 Strategic Plan. Within that plan, we identified important initiatives that moved the Department forward and guided us along our mission to provide outstanding service to our residents.

Officer retention and wellness, to include adjustments to salaries and benefits, was a major focus during 2018. Salaries were right-sized, necessary equipment was identified and provided to our officers and creating opportunities for their voices to be heard were made a priority. A “Council of Officers” was created to encourage input from the officers on key decisions.

As the Police Department has done for decades, a main focus on our 2018 initiatives involved connecting with our community. An open house was held in November that included safety seminars. New block watch groups

were formed and existing ones were strengthened. We trained several officers to be bike patrol officers and returned that service to the community. We began offering safety inspections and partnered with the Fire Department in community risk reduction.

Not resting on the success of 2018, the Police Department is excited to tackle our 2019 initiatives that, again, involve community engagement and improvements to efficiency.

Community engagement, giving a voice to our community and working together to tackle issues is the theme of the 2019 Police Department initiatives. Using technology and research to impact crime is another goal for 2019.

While these initiatives are challenging, they are not unattainable. Each was defined with the following vision in mind; to enhance the quality of life among our diverse population and provide an atmosphere of safety and security for our residents and visitors through a community policing partnership.

2019 Budget

The Colerain Police Department has a tradition of being vigilant with our taxpayer dollar. Responsible spending in 2017 allowed for a \$638,635 surplus. In addition to this surplus, revenue outpaced spending by \$938,608. This surplus occurred in a point of our levy that usually sees

spending equaling revenue.

In 2018, The Colerain Police Department presented a budget that placed a high value on officer safety and retention. Officer retention and wellness, to include adjustments to salaries and benefits, was a major focus during 2018. Salaries were right-sized, necessary equipment, such as Tasers and Stop Sticks, was identified and provided to our officers.

In August of 2018, the Police Department lost funding from Northgate Mall through cancellation of our contract for police services. Those funds were expected to last all of 2018. Even with this significant reduction in revenue, the Police Department maintained the Board-approved budget. The Police Department anticipates another year where revenue bests spending and we see another surplus in the budget.

2019's budget will be significantly impacted by a 20% increase in fees paid to Hamilton County for dispatching services. The Hamilton County Board of Commissioners' decision to impose this increase will cost the Police Department nearly \$90,000 in additional communication expenses.

A plan to improve officer safety at the Police Department has also been identified as a budget priority for 2019. The addition of a secured fence and parking lot is planned

to allow for protection of the Department's fleet and to allow for officer safety as they enter and leave the Police Department.

Outside revenue, even with the loss of Northgate Mall's contract, represents nearly 18% of the Department's revenue. This reduced the burden on the taxpayer and extends the Police Department's 2014 levy.

The Police Department enters 2019 with a responsible and sound operating budget. The Department leadership continually look for opportunities to reduce spending and increase revenue.

Organization Chart

TRUSTEES

Daniel Unger
PRESIDENT

Raj Rajagopal
VICE PRESIDENT

Greg Insko

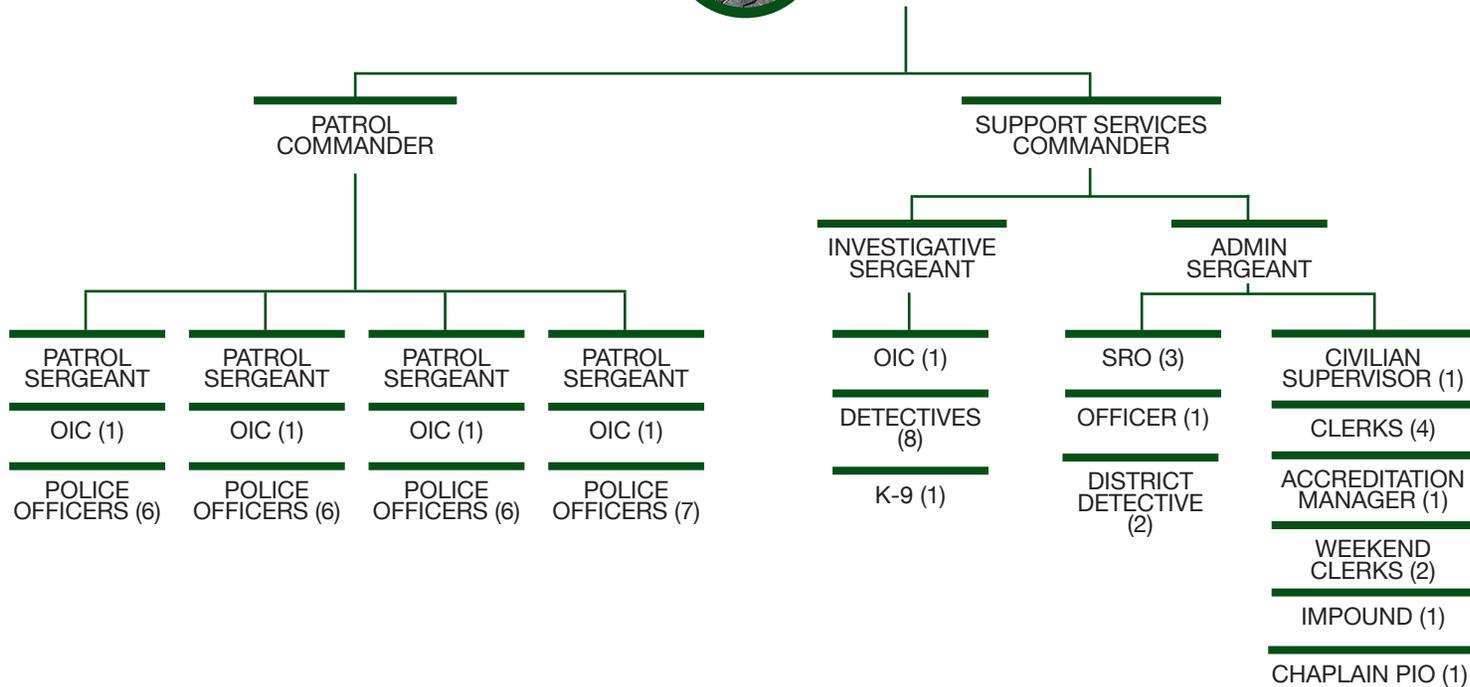
HEATHER HARLOW
FISCAL OFFICER



Geoffrey G. Milz
ADMINISTRATOR



Mark Denny
POLICE CHIEF



By the Numbers

1/1/18 through 9/30/18



2,067

Arrests



1,316

Crimes



93

Violent Crimes



1,223

Property Crimes



34,522

Calls for service

Our Mission

The mission of the Colerain Police Department, an internationally accredited law enforcement agency, is to enhance the quality of life among our diverse population and provide an atmosphere of safety and security for our residents and visitors through a community policing partnership.

Our Vision

In pursuit of excellence.

Our Values

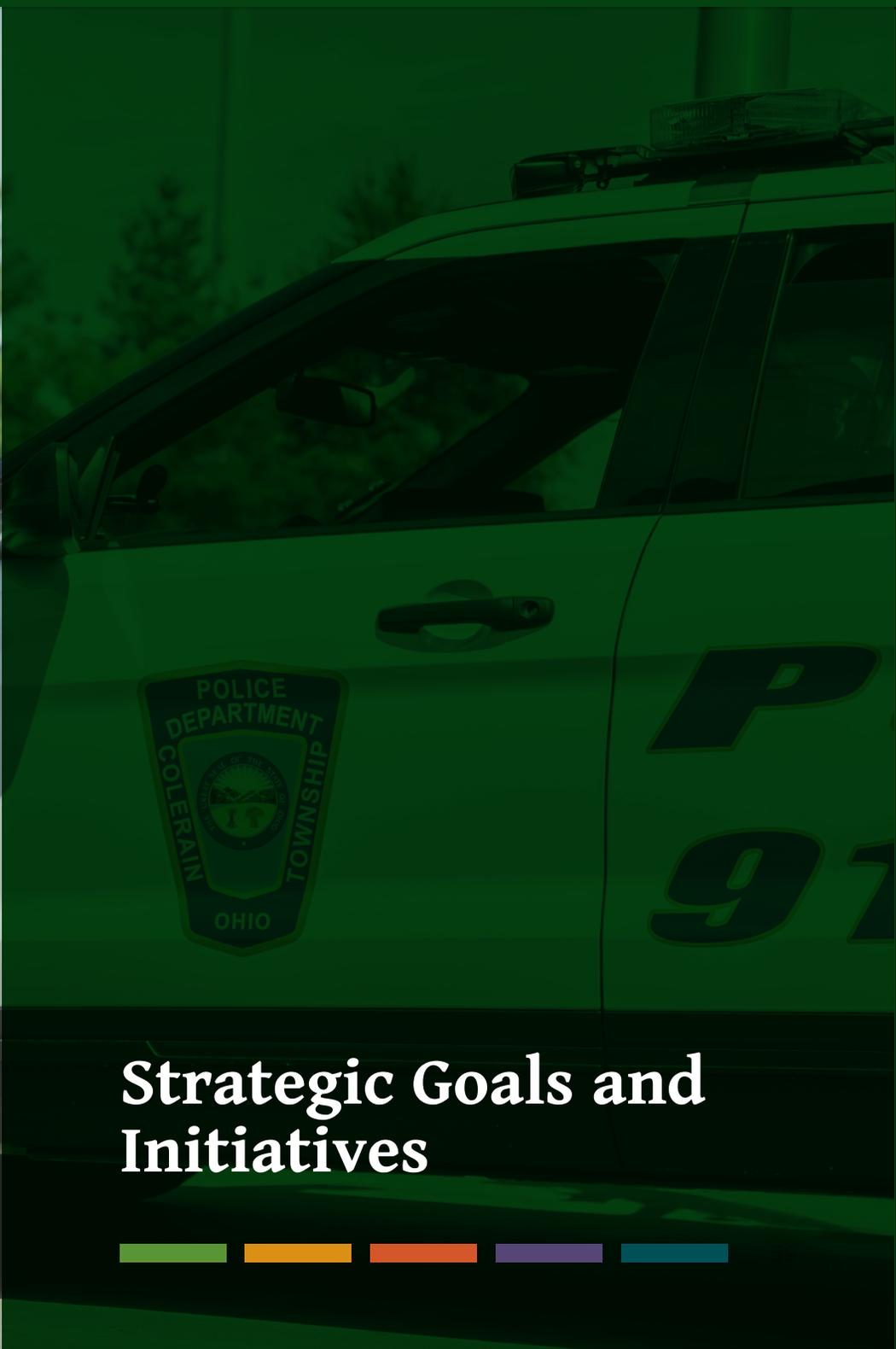
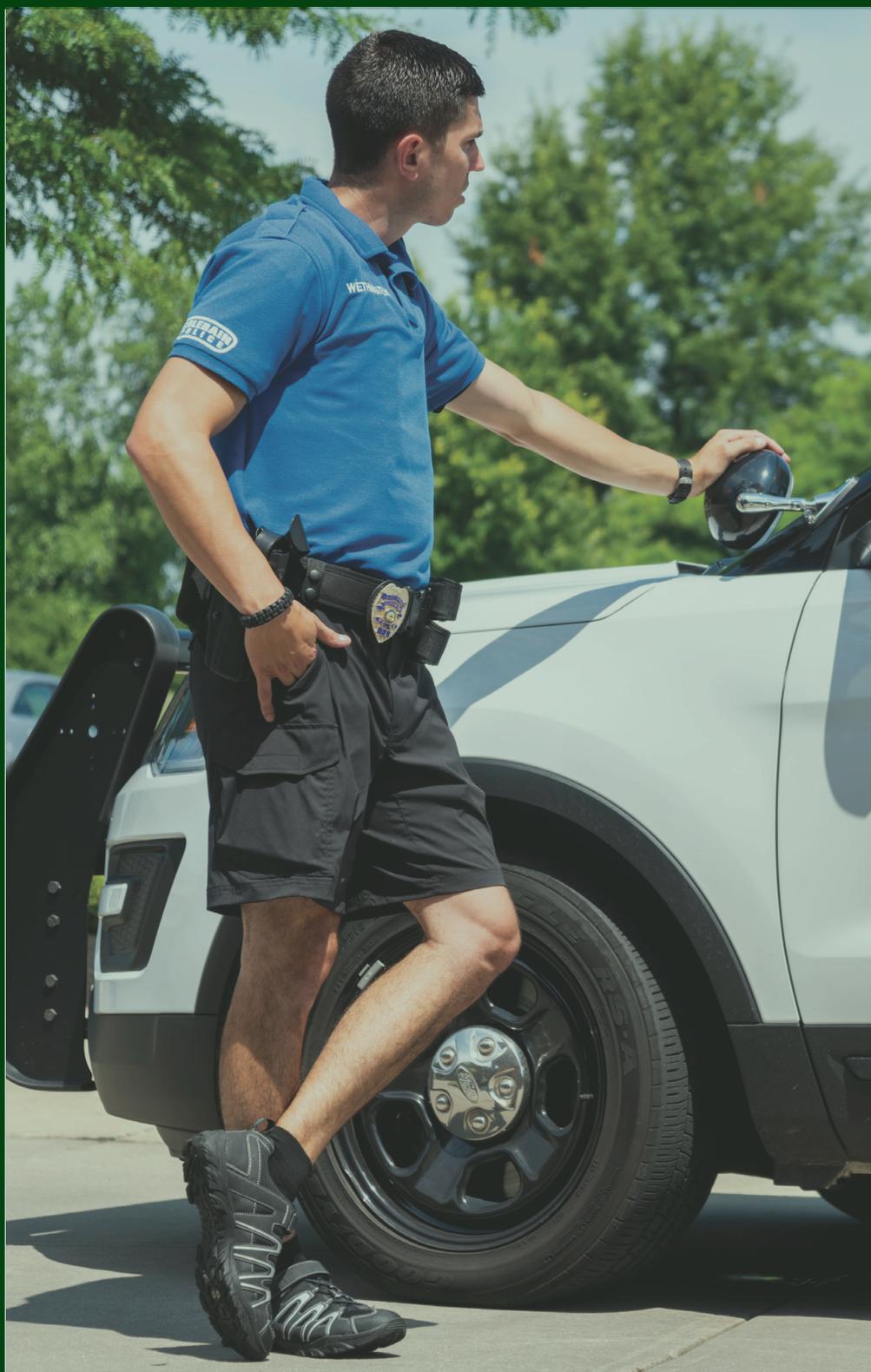
We will treat citizens with dignity, respect, fairness and compassion

We will uphold high standards of professionalism, integrity and ethics

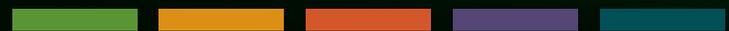
We will utilize and maintain high standards of education and training

We will possess the strength and courage to fight injustice

We will foster productive working relationships with other law enforcement agencies and the business community



Strategic Goals and Initiatives



Strategic Goals and Initiatives *continued*

1 Reduce Perception and Fear of Crime

- Community Liaison

2 Engage with the Community

- Succession
- Student Self Defense
- Community Self Defense
- Recruitment Planning
- Cost of Future Service
- Citizen's Police Academy

Strategic Goals and Initiatives *continued*

3 Increase Retention

- Data Analyst
- Facilities Planning

4 Building Relationships with Outside Agencies

- Street Light

Strategic Goals and Initiatives *continued*

5 Efficient Operations

- Social Service Relationship
- Neighborhood Resource Officer
- Community Engagement Planning
- Coffee with the Chiefs

Implementation Schedule

Q1 Q2

- Student Self Defense
- Community Self Defense
- Recruitment Planning
- Cost of Future Service
- Citizen's Police Academy
- Facilities Planning
- Social Service Relationship
- Community Engagement Planning
- Coffee with the Chiefs

Q3 Q4

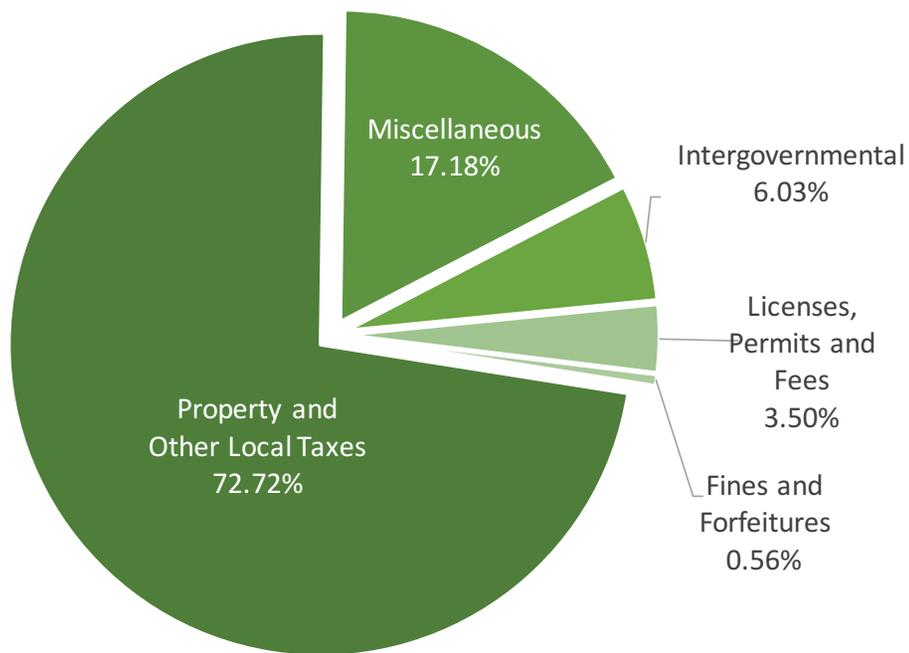
- Community Liaison
- Succession
- Data Analyst
- Street Light
- Neighborhood Resource Officer

Budget Charts

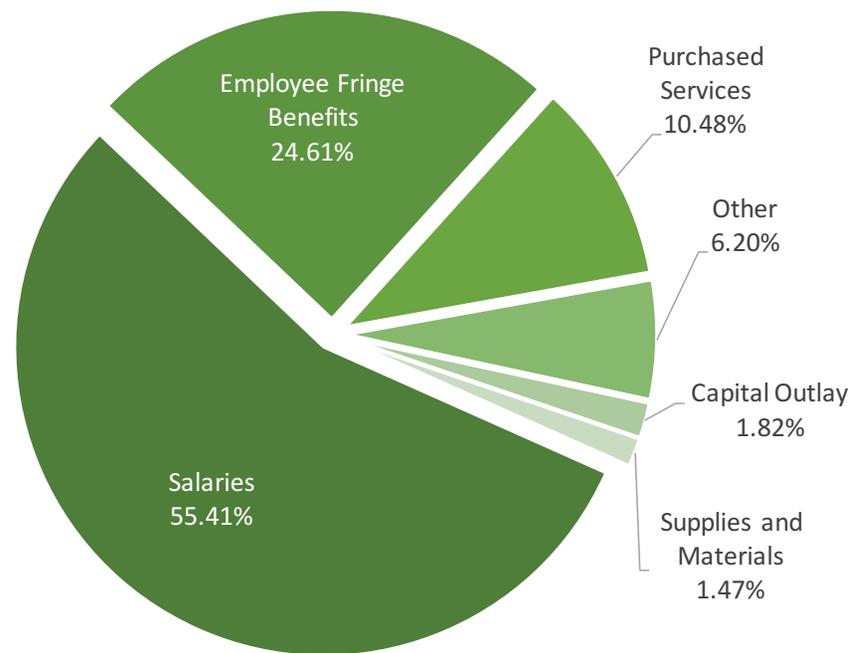
(17 Actual, 18 Budget, 19 Proposed)

Police	2017 Actual	2018 Appropriated	2019 Proposed
Expenses			
Personnel & Employee Benefits	\$5,746,899	\$6,409,909	\$6,703,489
Other Expenses	\$1,338,972	\$1,505,592	\$1,673,208
Expense Total	\$7,085,871	\$7,915,501	\$8,376,697
Capital Improvements	\$230,767	\$226,219	\$152,750
Debt Service	\$0	\$0	\$0
Revenues			
Property and Other Local Taxes	\$5,989,077	\$6,088,657	\$5,818,749
Miscellaneous	\$1,206,195	\$1,368,338	\$1,375,001
Intergovernmental	\$533,159	\$636,545	\$482,775
Licenses, Permits and Fees	\$323,870	\$300,000	\$280,000
Fines and Forfeitures	\$49,255	\$45,957	\$45,198
Total Revenues	\$8,101,556	\$8,439,497	\$8,001,723
Beginning Fund Balance	\$1,874,765	\$2,890,449	\$3,414,446
Police District	\$1,725,363	\$2,768,305	\$3,240,027
Law Enforcement Trust	\$147,517	\$119,729	\$171,644
Enforcement & Ed	\$1,885	\$2,415	\$2,774
Ending Fund Balance	\$2,890,449	\$3,414,446	\$3,039,471
Police District	\$2,768,305	\$3,240,027	\$3,036,697
Law Enforcement Trust	\$119,729	\$171,644	\$0
Enforcement & Ed	\$2,415	\$2,774	\$2,774

Summary of Revenues



Summary of Expenses



Public Services Department Strategic Plan & Budget

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Message from the Leadership



Jeff Weckbach

This Department has done a yeoman job in terms of managing and maintaining the over 114 miles of road infrastructure and the over 40 acres of park land. In addition to this monumental task, the Department has also made progress on a self-assessment for professional accreditation. This work should conclude in 2019 and then the Department will be ready to be assessed by an independent third party. This assessment will help us improve our operations and hopefully provide further evidence of the great work that this department is able to perform on a daily basis.

The Public Services Department also re-implemented the summer camp program for Township residents in 2018. Hundreds of kids attended this daily camp throughout the summer and were able to participate in a number of fun and engaging activities. The staff and volunteers that helped support and run this program performed at a high level and were able to bring a fun, safe atmosphere

for many Colerain kids.

This Department is going to have a great year in 2019 as well. Planned initiatives include a full re-assessment of all Township roads, improvements to street signs, and the planting of a new sunflower field. On top of all of this, the Township is also going to replace Megaland in Colerain Park with a new, state of the art playground that will hopefully be enjoyed by thousands of residents for years to come.



Kevin Schwartzhoff

The Colerain Township Public Services Department provides planning and oversight for roads, infrastructure, parks, community center and historical cemeteries. The ability to generate outside funding sources has allowed the department to accomplish many projects with less impact on Township funds.

We achieved many of the capital goals identified in the “Forward Together”: Strategic Plan 2018-2023. Some of the highlights were Ohio Public Works Commission State Capital Improvement Grants for the rebuilding of roads and infrastructure in two Groesbeck neighborhoods. The grants for over \$3 million allowed for a total rebuild of residential streets. We also received a \$50,000 Communi-

ty Development Block Grant to perform a major renovation to the Senior/Community Center and a \$105,000 OKI Section 510 Grant to replace the aging transportation van at the Senior Center.

With support of the Board of Trustees we re-established our Township wide street sweeping program with the purchase of a new sweeper, paved about 2 miles of roads with the in-house engineered road resurface program, built a heavily used dog park at Heritage Park and crack sealed and re-surfaced walking trail/basketball court at Colerain Park.

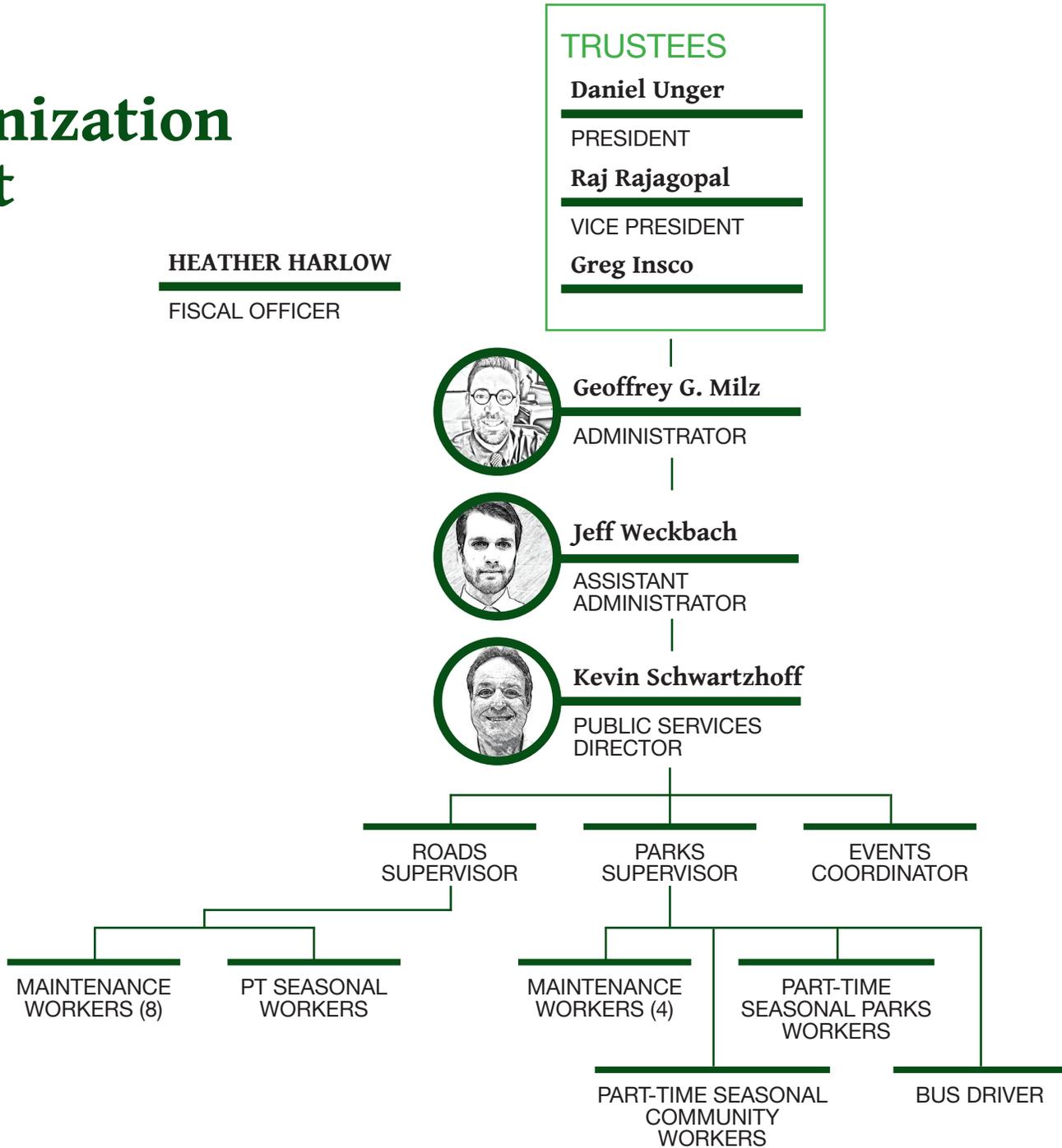
The Board also funded the reinstatement of the very popular Summer Day Camp Program, over 1,500 campers participated in the program that was operated under budget.

The 2019 budget will see the replacement of Megaland Playground with the support of a \$150,000 ODNR Nature-works grant additional funding from local businesses and the Ohio Parks & Recreation Statewide Funding Initiative.

The Service Department is scheduled to complete the Department Sell Evaluation to become only the second Township in Ohio to be an American Public Works Ac-

credited Agency. Our in-house engineered Road Paving Program will be performed with over two miles of roads being paved.

Organization Chart



By the Numbers

1/1/18 through 9/30/18

81

Community
Center Rentals

266

Shelter Rentals

341

Requests for
Service

178

Pot Hole Requests

9

Dead Animal
Requests

Our Mission

“To provide community-oriented public services that improve the quality of life for our residents.”

Our Vision

We are a resident-first department that serves as a regional role model for the efficient and effective delivery of public services.

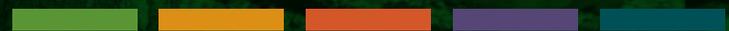
Our Values

A word cloud of corporate values. The words are arranged in a roughly circular pattern, with 'COMMITMENT' being the largest and most prominent word at the top. Other large words include 'OUTCOMES', 'LOYALTY', 'EXCELLENCE', 'RESPECT', 'ACCOUNTABILITY', 'INTEGRITY', and 'NEIGHBORHOODS'. Smaller words include 'CUSTOMER SERVICE', 'COLLABORATION', 'OPENNESS', 'LEARNING', 'EFFICIENCY', 'ETHICS', 'RESPONSIVENESS', 'IMPROVEMENT', 'ACTION', and 'ORGANIZATION'. The words are in various shades of green and blue, with some having a white outline.

CUSTOMER SERVICE
COMMITMENT
ORGANIZATION COLLABORATION
OUTCOMES OPENNESS
LEADING
LOYALTY LEARNING
EFFICIENCY
EXCELLENCE
ETHICS
RESPECT
ACTION RESPONSIVENESS
ACCOUNTABILITY
INNOVATION
INTEGRITY IMPROVEMENT
NEIGHBORHOODS



Strategic Goals and Initiatives



Strategic Goals and Initiatives *continued*

1 Improve and maintain the Township road and stormwater infrastructure.

- 2019 Road Program
- PCI Update

2 Ensure that our Township parks and community center facilities are safe, clean and inviting public spaces.

- Megaland
- Sunflowers
- Historical Cemetery Repair Plan

Strategic Goals and Initiatives *continued*

3 Foster a culture of opportunity, continuous improvement and excellence in the operations of the Department.

- Succession Planning
- Data

4 Modernize procedures, equipment and technology.

- APWA SOP Finalization
- APWA Accreditation

Strategic Goals and Initiatives *continued*

5 Improve communication with internal and external stakeholders.

- Public Park Participation
- CERKL Outreach

Implementation Schedule

Q1

Q2

- PCI Update
- Street Signs
- **Megaland**
- **Sunflowers**
- **Historical Cemetery Repair Plan**
- **APWA SOP Finalization**
- **Public Park Participation**
- **CERKL Outreach**

Q3

Q4

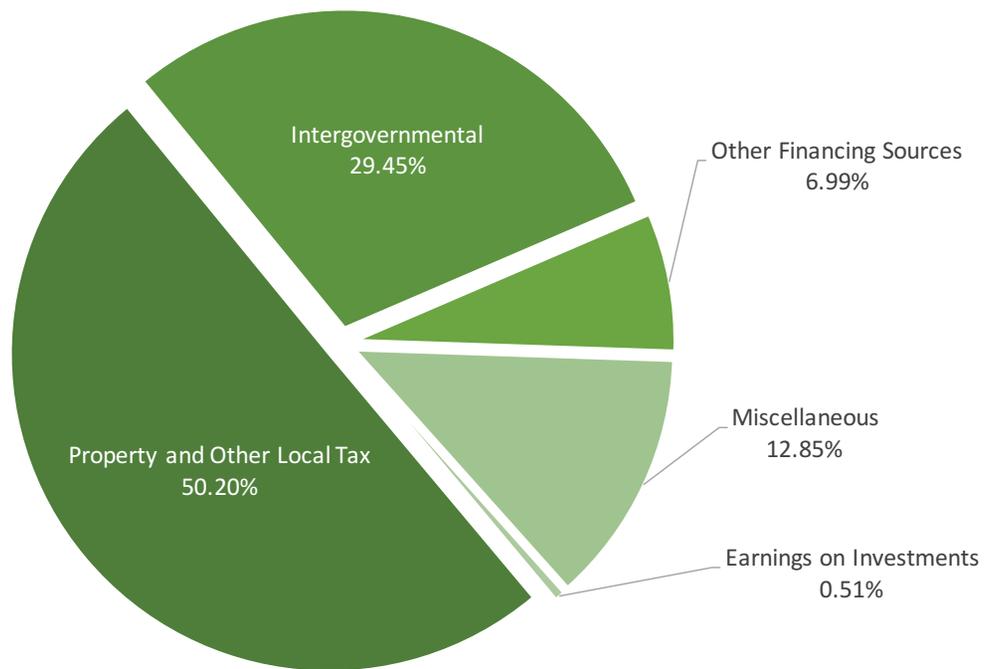
- **2019 Road Program**
- **Street Signs**
- **PCI Update**
- **Succession Planning**
- **Data**
- **APWA Accreditation**
- **CERKL Outreach**

Budget Charts

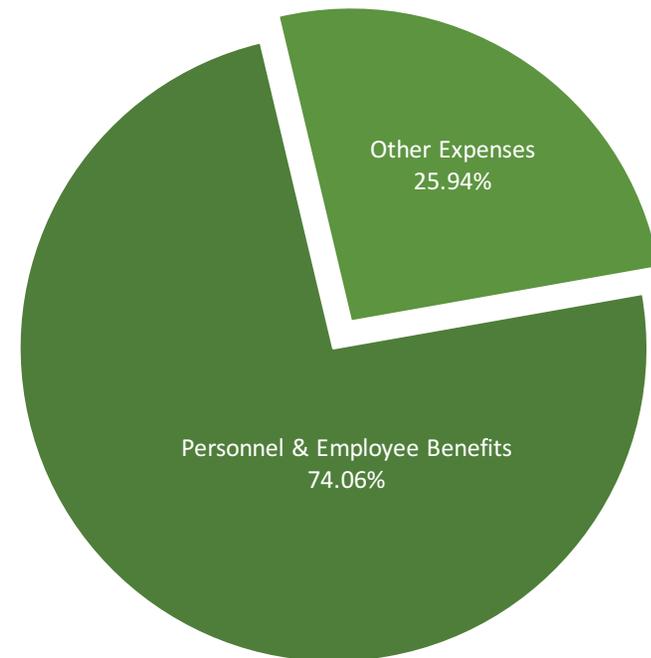
(17 Actual, 18 Budget, 19 Proposed)

Public Services	2017 Actual	2018 Appropriated	2019 Proposed
Expenses			
Personnel & Employee Benefits	\$1,508,762	\$1,708,367	\$1,772,241
Other Expenses	\$528,466	\$821,827	\$1,014,449
Expenses Total	\$2,037,228	\$2,530,194	\$2,786,690
Capital Improvements	\$47,068	\$1,095	\$20,315
Debt Service	\$0	\$0	\$0
Revenues			
Property and Other Local Tax	\$1,149,164	\$1,048,789	\$1,154,179
Intergovernmental	\$674,197	\$813,091	\$659,554
Other Financing Sources	\$160,000	\$714,711	\$791,012
Miscellaneous	\$294,156	\$280,308	\$283,179
Earnings on Investments	\$11,651	\$20,897	\$8,695
Total Revenues	\$2,289,168	\$2,877,796	\$2,896,619
Beginning Fund Balances	\$1,225,465	\$1,477,406	\$1,825,007
<i>Motor Vehicle License Tax</i>	\$97,396	\$119,286	\$112,132
<i>Gasoline Tax</i>	\$522,876	\$739,136	\$892,819
<i>Road and Bridge</i>	\$209,561	\$180,274	\$267,363
<i>Permissive Motor Vehicle License</i>	\$228,300	\$339,008	\$515,910
<i>Parks & Services</i>	\$74,751	\$24,039	\$14,017
<i>Community Center</i>	\$92,581	\$75,663	\$22,766
Ending Fund Balances	\$1,477,406	\$1,825,007	\$1,934,934
<i>Motor Vehicle License Tax</i>	\$119,286	\$112,132	\$93,721
<i>Gasoline Tax</i>	\$739,136	\$892,819	\$962,688
<i>Road and Bridge</i>	\$180,274	\$267,363	\$204,921
<i>Permissive Motor Vehicle License</i>	\$339,008	\$515,910	\$673,605
<i>Parks & Services</i>	\$24,039	\$14,017	\$0
<i>Community Center</i>	\$75,663	\$22,766	\$0

Summary of Revenues



Summary of Expenses



Planning Department Strategic Plan & Budget

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Message from the Leadership



Jeff Weckbach

Our Planning Department started a major undertaking in 2018, by committing to a full update of the Comprehensive Plan.

Typically, an organization can spend \$100,000 or more on a full update of this large and complex document. However, our staff has dedicated their time and resources to finding ways to complete this plan in an incremental manner, and without contracting out. 2018 was also an extremely busy year for this department, as it saw new heights in code enforcement. This Department processed more cases through housing court than in any other year and is working tirelessly to enforce our building and maintenance code standards. The theme of beautification will also be central to many of the projects that this department undertakes in 2019. Through an innovative mini-grant program, the department will be able to help facilitate creative tactical urbanism projects in our neighborhoods. The department will also continue to work with various partners to develop a comprehensive and holistic plan to improve

the overall look and feel of Colerain Avenue.

I am excited to see how all of these initiatives will help to improve the overall look and feel of Colerain Township. I also cannot wait to see how this community changes over the next few decades due to the hard work that this team has put into our Comprehensive Plan as it will have a lasting impact on this community. For that reason, I genuinely hope that residents engage in the process as we bring forward new sections of the plan for approval and provide our team with input on what each residents vision is for the long term look and feel of Colerain.



Jenna LeCount

Two years ago, in 2017, the Planning & Zoning Department sought a better understanding of how to align our everyday activities with achieving the vision

for the Township and identifying exactly how we will get there. We did this through the creation of our five-year Strategic Plan. This plan is intended to provide the Department with a pathway towards more effective and efficient services for the community and we have committed to revisiting this plan annually to ensure we are able to anticipate and adapt to a changing development, land use, and enforcement landscape.

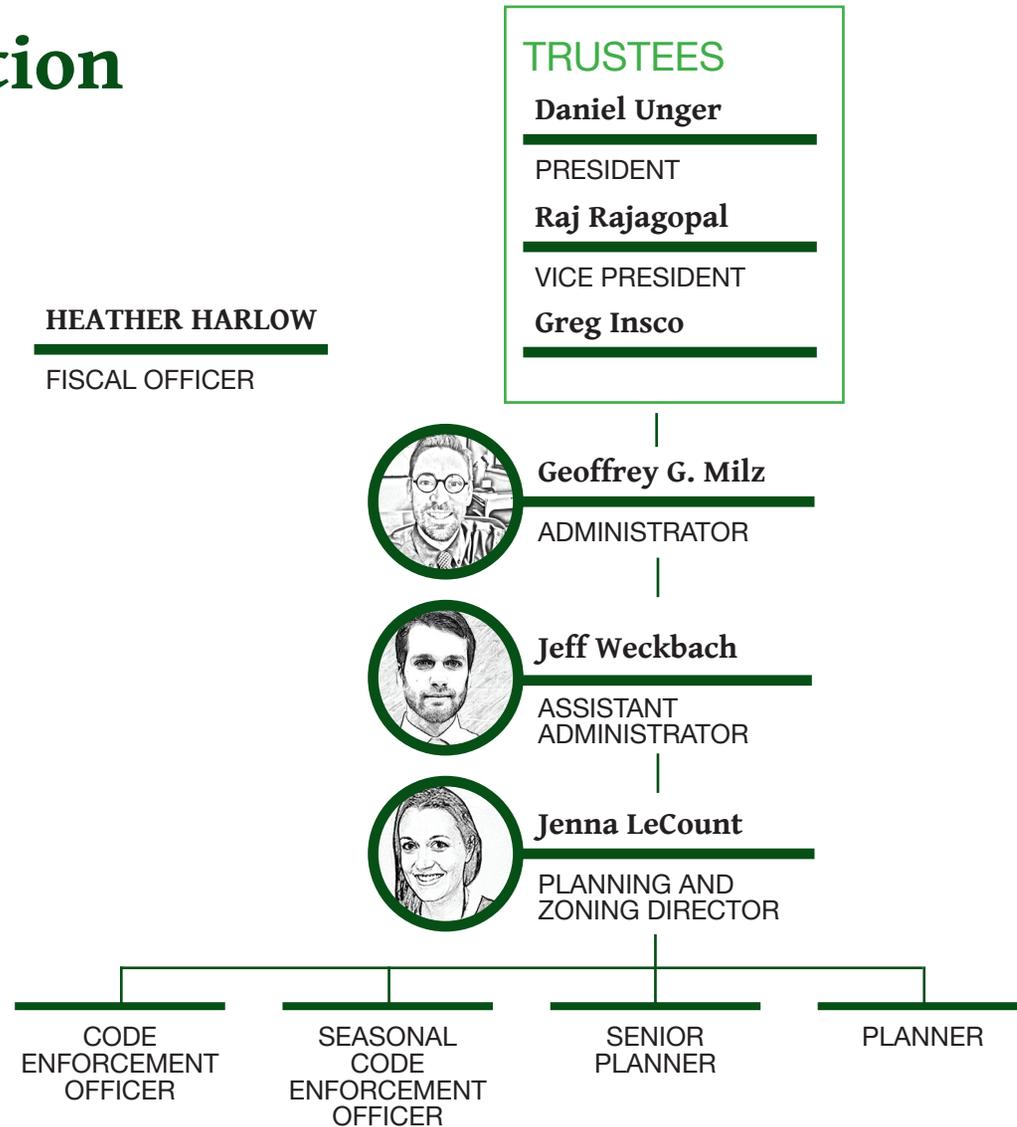
For many years, this department has operated in a reac-

tive manner to address some of this community's most important long-term development and land use needs. This Strategic Plan has already aided in making this department more proactive and forward thinking while maintaining a customer oriented focus. 2018 provided the Department its first full year to begin tackling the established plan. As we reflect on this past year, we are proud to have begun meaningful work on the much needed update to the Comprehensive Plan. The Department produced the Energy Plan as the first incremental element of the Comprehensive Plan. Additionally, the Land Use element of the Comprehensive Plan has made significant headway with a select group of citizens interested in guiding future development within the Township.

Planning Staff is excited to be looking towards the 2019 year and what we plan to achieve. Many of the projects for 2019 align with the overall Township themes of Beautification and Engagement. The Planning & Zoning Department is uniquely positioned to promote these themes through much of our everyday work as well as through our longer-range projects. This department will help move forward with Beautification through such projects as trails planning and walkability signage initiatives. Engagement, the core of what this department

runs on, will be more clearly defined through efforts to increase tactical urbanism and mini-grant programs with community partners. This coming year we also anticipate seeing the implementation of both the Sidewalk Maintenance Program and the New Sidewalk Construction Program, adoption of the first two elements of the Comprehensive Plan (Energy Plan and Land Use Plan), continued work neighborhoods on long-range neighborhood plans, a focus on creation of a Housing Plan, and a more complete transition of our data management into a more current platform.

Organization Chart



By the Numbers

1/1/18 through 9/30/18

1,201

Code Enforcement
Violations

72

Cases
Prosecuted in
Housing Court

91

Tall Grass
Abatements

361

Zoning
Certificates
Issued

189

Vacant Properties
Reported

40

Vacant Building
Maintenance Licenses
Issued

56

Vacant Foreclosed
Property Registrations

Our Mission

“To improve our community by enabling high-quality development and effective code enforcement.”

Our Vision

We are a visible asset to our township’s residents and businesses and a model for how a planning department operates in the 21st Century.

Our Values

A word cloud of corporate values. The words are arranged in a roughly circular pattern. The largest words are 'COMMITMENT' at the top and 'ACCOUNTABILITY' at the bottom. Other prominent words include 'EXCELLENCE', 'LOYALTY', 'RESPECT', and 'INTEGRITY'. Smaller words include 'CUSTOMER SERVICE', 'COLLABORATION', 'OPENNESS', 'EFFICIENCY', 'RESPONSIVENESS', 'LEARNING', 'LEADING', 'ETHICS', 'ACTION', 'INNOVATION', 'IMPROVEMENT', 'ORGANIZATION', and 'NEIGHBORHOODS'. The words are in various shades of green and blue, with some having a white outline.

CUSTOMER SERVICE
COMMITMENT
ORGANIZATION COLLABORATION
OUTCOMES OPENNESS
LEADING
LOYALTY LEARNING
EFFICIENCY
EXCELLENCE
ETHICS
RESPECT
ACTION RESPONSIVENESS
ACCOUNTABILITY
INNOVATION
IMPROVEMENT
NEIGHBORHOODS



Strategic Goals and Initiatives



Strategic Goals and Initiatives *continued*

1 Increase efficiency of core functions and increase utilization of technology to improve operations.

- Accela

2 Improve code enforcement outcomes.

- Code Enforcement

Strategic Goals and Initiatives *continued*

3 Use an incremental “Elements” approach to update Township’s Comprehensive Plan.

- Capital Improvement Plans
- Public Health Plan
- Community Character Plan

4 Ensure our Zoning Resolution continues to reflect the policies of the Township.

- Signage (non-conforming use certificates)
- Parking

Strategic Goals and Initiatives *continued*

5 Complete special projects in furtherance of Township policy.

- Urban Forestry
- Banners
- Tactical Urbanism
- CCA Partnership: Yard Award
- Walkability Signage
- Sidewalk Maintenance Initiative
- Trails
- Mini-Grant Program

6 Develop our staff and volunteer boards.

- Board Member Certification
- Professionalization

Implementation Schedule

Q1 Q2

- Accela
- Code Enforcement
- Street Lighting Upgrade
- Banners
- CCA Partnership: Yard Award
- Walkability Signage
- Sidewalk Maintenance Initiative
- Trails
- Board Member Certification
- Professionalization

Q3 Q4

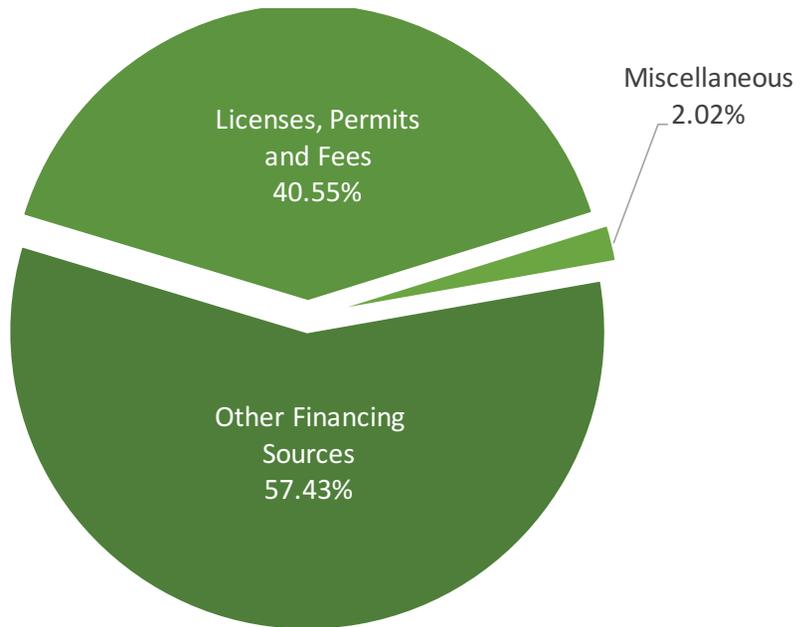
- Code Enforcement
- Capital Improvement Plans
- Public Health Plan
- Community Character Plan
- Signage (non-conforming use certificates)
- Parking
- Urban Forestry
- Tactical Urbanism
- Mini-Grant Program
- Board Member Certification

Budget Charts

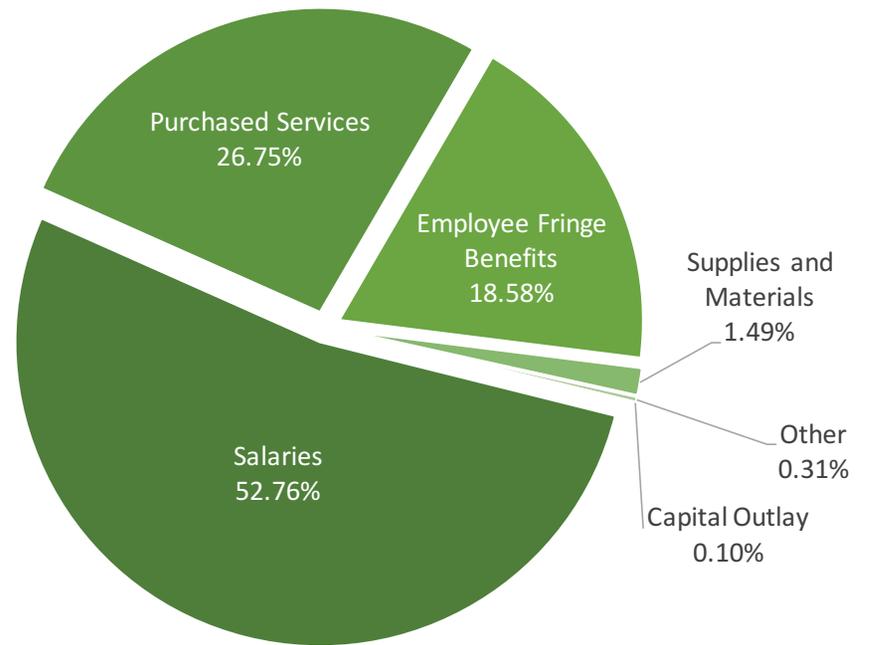
(17 Actual, 18 Budget, 19 Proposed)

Planning & Zoning	2017 Actual	2018 Appropriated	2019 Proposed
Expenses			
Personnel & Employee Benefits	\$328,042	\$326,018	\$341,091
Other Expenses	\$69,608	\$45,430	\$136,788
Total Expenses	\$397,650	\$371,448	\$477,879
Capital Improvements	\$13,282	\$1,161	\$500
Debt Service	\$0	\$0	\$0
Revenues			
Licenses, Permits and Fees	\$252,195	\$169,248	\$181,050
Other Financing Sources	\$55,000	\$178,631	\$256,396
Miscellaneous	\$15,982	\$14,118	\$9,014
Total Revenues	\$323,177	\$361,997	\$446,460
Beginning Fund Balance	\$115,343	\$40,870	\$31,419
Ending Fund Balance	\$40,870	\$31,419	\$0

Summary of Revenues



Summary of Expenses



Non Departmental Funds

Budget Charts (17 Actual, 18 Budget, 19 Proposed)	95
Capital Budget	96

Summary of Expenses, Revenues and Fund Balances

All Funds	2017 Actual	2018 Appropriated	2019 Proposed
All Funds Expenses			
Personnel & Employee Benefits	\$19,073,680	\$21,264,774	\$22,116,216
Other Expenses	\$9,566,097	\$20,739,155	\$18,905,342
Expenses Total	\$28,639,777	\$42,003,929	\$41,021,558
Capital Improvements	\$1,558,303	\$1,828,328	\$2,934,582
Debt Service	\$1,200,480	\$1,273,975	\$1,265,595
Revenues			
Property and Other Local Taxes	\$17,079,789	\$17,442,259	\$16,723,615
Intergovernmental	\$3,203,186	\$11,413,936	\$5,535,936
Licenses, Permits and Fees	\$4,730,254	\$5,108,574	\$5,201,070
Other Financing Sources	\$1,150,506	\$5,553,623	\$2,427,642
Miscellaneous	\$2,562,489	\$3,019,889	\$2,812,008
Earnings on Investments	\$268,667	\$342,491	\$204,695
Special Assessments	\$156,544	\$154,343	\$155,000
Charges for Services	\$65,000	\$70,000	\$72,500
Fines and Forfeitures	\$49,255	\$45,957	\$45,198
Total Revenues	\$29,265,690	\$43,151,072	\$33,177,664
Beginning Fund Balances	\$21,462,325	\$22,088,238	\$23,235,381
Ending Fund Balances	\$22,088,238	\$23,235,381	\$15,391,487

Capital Budget

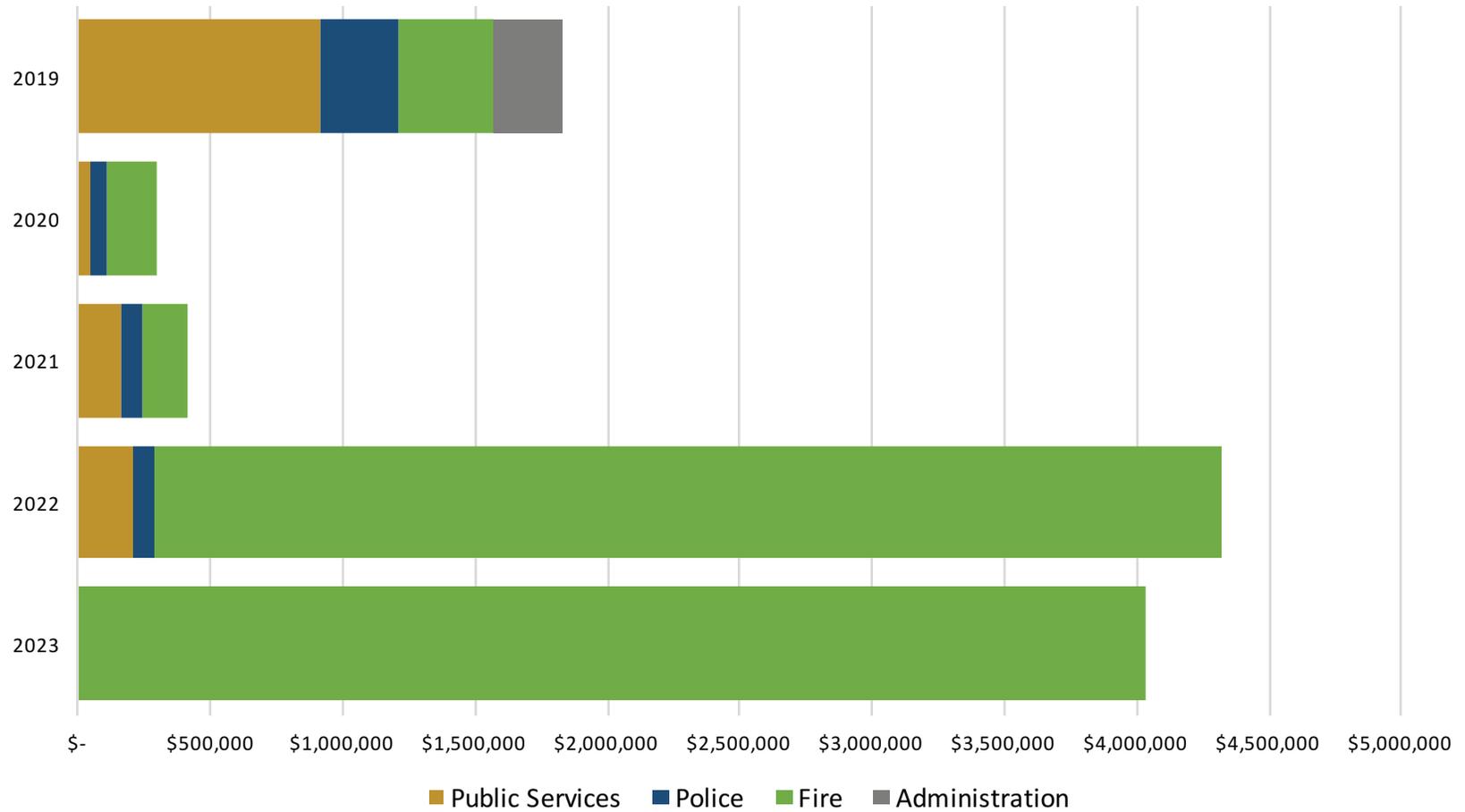
<i>Department</i>	<i>Description</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
Public Services	Dump Medium duty truck (replacement)	\$125,000				
Public Services	Medium duty truck (replacement sign truck)	\$115,000				
Public Services	Light Duty truck	\$28,000				
Public Services	Financing of Excavator	\$24,196				
Public Services	Truck, mower, UTV and trailer	\$78,700				
Public Services	Spray ground repairs, Striping of Heritage & Colerain Parks, Vehicle Counter, Ballfield Groomer, Megland(350k)	\$375,500				
Public Services	Hall A Kitchen Renovation, Patio Improvements, Hall A Painting, Front Parking Lot Striping	\$38,500				
Public Services	New Senior Bus	\$132,350				
Public Services	IHC Dump Truck (replacement)			\$150,000		
Public Services	IHC Dump Truck (replacement)				\$150,000	
Public Services	Walk Behind Mowers			\$3,000	\$5,000	
Public Services	Zero Turn Mower			\$12,000	\$12,000	
Public Services	F150 4x4 PU				\$40,000	
Public Services	Pave and Stripe Parking Lots		\$40,000			
Public Services	Interior Painting		\$6,000			

<i>Department</i>	<i>Description</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
Police	On Body Cameras	\$57,375.00	\$57,375.00	\$57,375.00	\$57,375.00	\$57,375.00
Police	Tasers (year 2)	\$27,480.00	\$27,480	\$27,480	\$27,480	
Police	Trailer	\$19,000.00				
Police	Pick-Up	\$37,000.00				
Police	5 New cars	\$149,472.68				
Police	5 New Cars		\$40,000.00			
Police	5 New Cars			\$42,000.00		
Police	6 New Cars				\$60,000.00	
Police	Investigator Vehicles 1 new (Trade 1)		\$15,000.00	\$15,000.00	\$15,000.00	
Police	On Body Cameras		\$5,000.00	\$5,000.00	\$5,000.00	
Police	Replace Video System in Interview #1			\$15,000.00		

Capital Budget *continued*

Department	Description	2019	2020	2021	2022	2023
Fire	Computers	\$5,000				
Fire	Jaws of Life Replacement on Rescue & Ladder trucks	\$100,000				
Fire	Interdepartmental Communications Network	\$10,000				
Fire	Ladder 25 Replacement (1991)	\$105,000				
Fire	Life Squad Remounts	\$83,000				
Fire	Staff Vehicles	\$60,000				
Fire	Thermal Imaging Camera (TIC) Replacements		\$55,000	\$40,000		
Fire	Staff Vehicle Per Year		\$30,000	\$30,000	\$30,000	\$30,000
Fire	Ladder 25 Replacement (1991)		\$105,000	\$105,000	\$105,000	
Fire	Relocate 102 to Struble/Colerain (new build)					\$3,000,000
Fire	Rebuild 26				\$2,500,000	
Fire	Engine 102 (2002)					\$500,000
Fire	Engine 103 (2002)					\$500,000
Fire	Engine 109 (2002)				\$500,000	
Fire	Ladder 225 (1994)				\$900,000	
Department	Description	2019	2020	2021	2022	2023
Administration	Overpass Sign at 275/Colerain	\$25,000				
Administration	Replacement of Chairs in Conference Room	\$1,000				
Administration	Retro fit Cobra Head lights to LED	\$213,000				
Administration	Backup Server	\$5,725				
Administration	Email Server	\$2,500				
Administration	HVAC repairs	\$10,000				
Total		\$1,827,799	\$296,000	\$417,000	\$4,322,000	\$4,030,000

Capital Budget *continued*



Long Range Financial Plans

Long Range Financial Forecast

	2018 Budget			FY18 FUND BALANCES	2019 Budget		FY19 FUND BALANCES	2020 Budget		FY20 FUND BALANCES	
	12/31/17	Revenues	Expenses	12/31/18	Revenues	Expenses	12/31/19	Revenues	Expenses	12/31/20	
1000	General	\$6,430,200	7,294,749	7,911,050	5,813,899	6,518,220	7,569,938	4,762,180	5,154,015	5,098,448	4,817,747
	Special Revenue	15,658,036	27,210,090	27,121,087	15,747,039	24,602,786	29,720,516	10,629,308	24,603,549	28,491,941	6,740,916
	Debt Service	2	936,700	936,700	2	937,248	937,250	0	941,000	941,000	0
	Capital Projects	-	7,709,533	6,035,090	1,674,443	1,119,410	2,793,853	-	-	-	-
	Permanent	-	-	-	-	-	-	-	-	-	-
	Total	\$22,088,238	\$43,151,072	\$42,003,927	\$23,235,382	\$33,177,663	\$41,021,557	\$15,391,488	\$30,698,564	\$34,531,389	\$11,558,663
	Special Revenue Funds										
2011	Motor Vehicle Lic. Tax	119,286	46,426	53,580	112,132	45,636	64,047	93,721	45,636	59,433	79,923
2021	Gasoline Tax	739,136	328,389	174,706	892,819	321,707	251,838	962,688	321,707	252,534	1,031,860
2031	Road & Bridge	180,274	1,026,466	939,377	267,363	974,961	1,037,403	204,921	974,961	1,057,448	122,434
2081	Police District	2,768,305	8,253,723	7,782,001	3,240,027	7,821,526	8,024,856	3,036,697	7,679,461	8,807,965	1,908,193
2111	Fire District	8,507,458	11,262,050	12,655,197	7,114,311	11,148,403	13,726,925	4,535,789	10,708,723	14,191,734	1,052,777
2181	Zoning	40,870	361,997	371,447	31,420	446,460	477,879	0	457,089	457,090	(0)
2231	Permissive Motor Veh License	339,008	536,470	359,568	515,910	548,158	390,463	673,605	612,062	457,252	828,415
2261	Law Enforcement Trust	119,729	183,915	132,000	171,644	178,697	350,341	0	181,524	181,524	0
2271	Enforcement & Ed	2,415	1,859	1,500	2,774	1,500	1,500	2,774	1,500	1,500	2,774
2281	Ambulance & EMS	295,970	1,405,472	1,151,925	549,517	1,462,500	1,198,713	813,304	1,490,300	1,307,347	996,256
2401	Special Assessment - Lighting Districts	188,131	154,343	172,590	169,884	155,000	223,250	101,634	168,000	172,101	97,533
2901	TIF - Kroger	679	239,425	239,425	679	236,275	236,275	679	238,125	238,125	679
2902	Recycling Incentive	81,768	68,893	53,810	96,851	64,000	54,030	106,821	64,000	54,256	116,565
2903	TIF - Colerain Towne Center	-	2,180,420	78,481	2,101,939	66,807	2,072,070	96,676	498,900	92,070	503,506
2907	TIF - Stone	1,746,151	5,280	1,743,705	7,726	-	7,727	(0)	-	-	(0)
2908	CDBG Com Dev Block Grant	-	109,500	109,500	-	125,000	125,000	-	100,000	100,000	-
2910	TIF - Best Buy	429,154	105,418	99,312	435,260	-	435,260	(0)	-	-	(0)
2911	Parks & Services	24,039	662,636	672,658	14,017	677,167	691,184	0	708,686	708,686	0
2912	Community Center	75,663	277,409	330,306	22,766	328,989	351,755	0	352,876	352,876	(0)
	Total Special Revenues	\$15,658,036	\$27,210,090	\$27,121,087	\$15,747,039	\$24,602,786	\$29,720,516	\$10,629,308	\$24,603,549	\$28,491,941	\$6,740,916
	Debt Service Funds										
3101	General Bond Note Retirement	-	-	-	-	-	-	-	-	-	-
3102	Bond Retirement Parks	-	-	-	-	-	-	-	-	-	-
3103	Bond Retirement PW	-	304,744	304,744	-	306,794	306,794	(0)	308,200	308,200	(0)
3104	Gen Bond Retire-CLI	1	212,688	212,688	1	212,137	212,138	-	216,200	216,200	-
3105	Bond Retirement St. Scape	-	-	-	-	-	-	-	-	-	-
3301	Bond Retirement S.A. Fire	-	178,050	178,050	-	178,400	178,400	-	178,400	178,400	-
	Total Debt Service Funds	1	241,219	241,219	1	239,918	239,919	0	238,200	238,200	0
		\$2	\$936,700	\$936,700	\$2	\$937,248	\$937,250	\$0	\$941,000	\$941,000	\$0
	Capital Projects Funds										
4401	NSP	-	-	-	-	-	-	-	-	-	-
4406	Hamilton Co. Comm.	-	-	-	-	-	-	-	-	-	-
4409	OPWC	\$-	\$45,000	\$45,000	-	-	-	-	-	-	-
	Total Capital Projects Funds	-									

Long Range Financial Forecast *continued*

	2021 Budget		FY21 FUND BALANCES	2022 Budget		FY22 FUND BALANCES	2023 Budget		FY23 FUND BALANCES	
	Revenues	Expenses	12/31/21	Revenues	Expenses	12/31/22	Revenues	Expenses	12/31/23	
1000	General	5,545,653	5,449,995	4,913,405	4,938,670	4,188,949	5,663,125	5,821,637	4,380,149	7,104,613
	Special Revenue	24,544,902	29,655,044	1,630,774	24,932,795	31,258,294	(4,694,726)	25,631,324	32,906,606	(11,970,008)
	Debt Service	941,200	941,200	0	-	-	0	-	-	0
	Capital Projects	-	-	-	-	-	-	-	-	-
	Permanent	-	-	-	-	-	-	-	-	-
	Total	\$31,031,755	\$36,046,239	\$6,544,179	\$29,871,464	\$35,447,244	\$968,399	\$31,452,961	\$37,286,755	\$(4,865,394)
	Special Revenue Funds									
2011	Motor Vehicle Lic. Tax	45,636	59,832	65,727	45,636	60,242	51,121	45,636	60,664	36,093
2021	Gasoline Tax	321,707	231,639	1,121,928	321,707	230,815	1,212,820	321,707	231,690	1,302,837
2031	Road & Bridge	974,961	988,146	109,249	974,961	1,009,965	74,245	974,961	1,032,514	16,692
2081	Police District	7,484,100	9,433,628	(41,334)	7,611,482	9,817,898	(2,247,750)	7,960,362	10,351,921	(4,639,309)
2111	Fire District	10,795,323	14,637,267	(2,789,167)	10,944,293	15,667,919	(7,512,792)	11,019,568	16,576,557	(13,069,781)
2181	Zoning	429,536	429,536	0	451,030	451,030	0	480,712	480,712	1
2231	Permissive Motor Veh License	633,717	506,831	955,301	657,846	583,506	1,029,640	673,774	674,164	1,029,250
2261	Law Enforcement Trust	173,123	173,123	0	173,123	173,123	0	173,123	173,123	0
2271	Enforcement & Ed	1,500	1,500	2,774	1,500	1,500	2,774	1,500	1,500	2,774
2281	Ambulance & EMS	1,518,656	1,334,091	1,180,821	1,547,579	1,361,444	1,366,956	1,577,081	1,392,417	1,551,620
2401	Special Assessment - Lighting Districts	168,000	172,152	93,382	164,000	172,203	85,179	328,000	172,255	240,924
2901	TIF - Kroger	329,750	329,750	679	332,100	332,100	679	329,000	329,000	679
2902	Recycling Incentive	64,000	54,487	126,078	64,000	54,724	135,354	64,000	55,016	144,338
2903	TIF - Colerain Towne Center	498,900	197,070	805,336	498,900	197,188	1,107,048	498,900	192,073	1,413,876
2907	TIF - Stone	-	-	(0)	-	-	(0)	-	-	(0)
2908	CDBG Com Dev Block Grant	-	-	-	-	-	-	-	-	-
2910	TIF - Best Buy	-	-	(0)	-	-	(0)	-	-	(0)
2911	Parks & Services	735,808	735,808	0	762,300	762,300	0	781,023	781,023	0
2912	Community Center	370,186	370,185	0	382,338	382,339	(0)	401,978	401,977	1
	Total Special Revenues	\$24,544,902	\$29,655,044	\$1,630,774	\$24,932,795	\$31,258,294	\$(4,694,726)	\$25,631,324	\$32,906,606	\$(11,970,008)
	Debt Service Funds									
3101	General Bond Note Retirement	-	-	-	-	-	-	-	-	-
3102	Bond Retirement Parks	-	-	-	-	-	-	-	-	-
3103	Bond Retirement PW	306,800	306,800	(0)	-	-	(0)	-	-	(0)
3104	Gen Bond Retire-CLI	213,200	213,200	-	-	-	-	-	-	-
3105	Bond Retirement St. Scape	-	-	-	-	-	-	-	-	-
3301	Bond Retirement S.A. Fire	176,800	176,800	-	-	-	-	-	-	-
	Total Debt Service Funds	244,400	244,400	0	-	-	0	-	-	0
		\$941,200	\$941,200	\$0	\$-	\$-	\$0	\$-	\$-	\$0
	Capital Projects Funds									
4401	NSP	-	-	-	-	-	-	-	-	-
4406	Hamilton Co. Comm.	-	-	-	-	-	-	-	-	-
4409	OPWC	-	-	-	-	-	-	-	-	-
	Total Capital Projects Funds	-	-	-	-	-	-	-	-	-

An aerial photograph of a city street grid, viewed from an elevated perspective. The image is overlaid with a semi-transparent green filter. The streets are clearly visible, forming a grid pattern. In the lower-left quadrant, there is a large, white, serif font text that reads "Budget Summary".

Budget Summary

Summary of Expenses, Revenues, and Fund Balances

Expenses by Fund

	2017 Actual	2018 Appropriated	2019 Proposed
1000 General			
Personnel & Employee Benefits	\$990,120	\$1,062,372	\$995,360
Other Expenses	\$2,909,489	\$6,848,678	\$6,574,578
Total	\$3,899,609	\$7,911,050	\$7,569,938
2011 Motor Vehicle License Tax			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$23,818	\$53,580	\$64,047
Total	\$23,818	\$53,580	\$64,047
2021 Gasoline Tax			
Personnel & Employee Benefits	\$0	\$2,904	\$0
Other Expenses	\$115,533	\$171,802	\$251,838
Total	\$115,533	\$174,706	\$251,838

	2017 Actual	2018 Appropriated	2019 Proposed
2031 Road & Bridge			
Personnel & Employee Benefits	\$934,556	\$676,703	\$705,273
Other Expenses	\$94,294	\$262,674	\$332,130
Total	\$1,028,850	\$939,377	\$1,037,403
2081 Police District			
Personnel & Employee Benefits	\$5,746,900	\$6,409,909	\$6,703,489
Other Expenses	\$1,234,637	\$1,372,092	\$1,321,367
Total	\$6,981,537	\$7,782,001	\$8,024,856
2111 Fire District			
Personnel & Employee Benefits	\$9,154,203	\$10,956,985	\$11,465,667
Other Expenses	\$2,716,016	\$1,698,212	\$2,261,258
Total	\$11,870,219	\$12,655,197	\$13,726,925
2181 Zoning			
Personnel & Employee Benefits	\$328,042	\$326,018	\$341,091
Other Expenses	\$69,608	\$45,429	\$136,788
Total	\$397,650	\$371,447	\$477,879
2231 Permissive Motor Vehicle License Tax			
Personnel & Employee Benefits	\$434,541	\$359,568	\$390,463
Other Expenses	\$5,095	\$0	\$0
Total	\$439,636	\$359,568	\$390,463

Summary of Expenses, Revenues, and Fund Balances

Expenses by Fund *continued*

	2017 Actual	2018 Appropriated	2019 Proposed
2261 Law Enforcement Trust			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$102,834	\$132,000	\$350,341
Total	\$102,834	\$132,000	\$350,341
2271 Enforcement & Education			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$1,500	\$1,500	\$1,500
Total	\$1,500	\$1,500	\$1,500
2281 Ambulance & Emergency Medical Services			
Personnel & Employee Benefits	\$1,341,664	\$790,714	\$829,338
Other Expenses	\$361,359	\$361,211	\$369,375
Total	\$1,703,023	\$1,151,925	\$1,198,713
2401 Special Assessment Lighting District			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$152,218	\$172,590	\$223,250
Total	\$152,218	\$172,590	\$223,250

	2017 Actual	2018 Appropriated	2019 Proposed
2901 TIF - Kroger			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$169,425	\$239,425	\$236,275
Total	\$169,425	\$239,425	\$236,275
2902 Recycling Incentive			
Personnel & Employee Benefits	\$3,989	\$10,409	\$9,030
Other Expenses	\$47,059	\$43,401	\$45,000
Total	\$51,048	\$53,810	\$54,030
2903 TIF - Colerain Towne Center			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$0	\$78,481	\$2,072,070
Total	\$0	\$78,481	\$2,072,070
2907 TIF - Stone Creek			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$121,657	\$1,743,705	\$7,727
Total	\$121,657	\$1,743,705	\$7,727
2908 CDBG			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$0	\$109,500	\$125,000
Total	\$0	\$109,500	\$125,000

Summary of Expenses, Revenues, and Fund Balances

Expenses by Fund *continued*

	2017 Actual	2018 Appropriated	2019 Proposed
2910 TIF - Best Buy			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$216,324	\$99,312	\$435,260
Total	\$216,324	\$99,312	\$435,260
2911 Parks & Services			
Personnel & Employee Benefits	\$84,673	\$466,430	\$457,533
Other Expenses	\$194,873	\$206,228	\$233,651
Total	\$279,546	\$672,658	\$691,184
2912 Community Center			
Personnel & Employee Benefits	\$54,992	\$202,762	\$218,972
Other Expenses	\$94,853	\$127,544	\$132,783
Total	\$149,845	\$330,306	\$351,755
3102 Bond Retirement Parks			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$303,491	\$304,744	\$306,794
Total	\$303,491	\$304,744	\$306,794

	2017 Actual	2018 Appropriated	2019 Proposed
3103 Bond Retirement PW Bldg.			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$212,273	\$212,688	\$212,138
Total	\$212,273	\$212,688	\$212,138
3105 Bond Retirement - Streetscape			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$177,550	\$178,050	\$178,400
Total	\$177,550	\$178,050	\$178,400
3301 Bond Retirement - Special Fire Assessment			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$242,191	\$241,219	\$239,919
Total	\$242,191	\$241,219	\$239,919
4401 NSP			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$0	\$45,000	\$0
Total	\$0	\$45,000	\$0
4409 OPWC			
Personnel & Employee Benefits	\$0	\$0	\$0
Other Expenses	\$0	\$5,990,090	\$2,793,853
Total	\$0	\$5,990,090	\$2,793,853
Totals			
Personnel & Employee Benefits	\$19,073,680	\$21,264,774	\$22,116,216
Other Expenses	\$9,566,097	\$20,739,155	\$18,905,342
Total	\$28,639,777	\$42,003,929	\$41,021,558

Summary of Expenses, Revenues, and Fund Balances

Revenues by Fund

Fund	Fund Name	2017 Actual	2018 Appropriated	2019 Proposed
1000	General	\$4,702,682	\$7,294,749	\$6,518,220
2011	Motor Vehicle License Tax	\$45,708	\$46,426	\$45,636
2021	Gasoline Tax	\$331,794	\$328,389	\$321,707
2031	Road & Bridge	\$1,023,085	\$1,026,466	\$974,961
2081	Police District	\$8,024,479	\$8,253,723	\$7,821,526
2111	Fire District	\$11,171,358	\$11,262,050	\$11,148,403
2181	Zoning	\$323,177	\$361,997	\$446,460
2231	Permissive Motor Vehicle License Tax	\$526,820	\$536,470	\$548,158
2261	Law Enforcement Trust	\$75,046	\$183,915	\$178,697
2271	Enforcement & Education	\$2,030	\$1,859	\$1,500
2281	Ambulance & Emergency Medical Services	\$1,400,472	\$1,405,472	\$1,462,500
2401	Special Assessment Lighting District	\$156,544	\$154,343	\$155,000

Fund	Fund Name	2017 Actual	2018 Appropriated	2019 Proposed
2901	TIF - Kroger	\$0	\$239,425	\$236,275
2902	Recycling Incentive	\$73,064	\$68,893	\$64,000
2903	TIF - Colerain Towne Center	\$0	\$2,180,420	\$66,807
2907	TIF - Stone Creek	\$11,052	\$5,280	\$0
2908	CDBG	\$0	\$109,500	\$125,000
2910	TIF - Best Buy	\$101,113	\$105,418	\$0
2911	Parks & Services	\$228,835	\$662,636	\$677,167
2912	Community Center	\$132,927	\$277,409	\$328,989
3102	Bond Retirement Parks	\$303,491	\$304,744	\$306,794
3103	Bond Retirement PW Bldg.	\$212,273	\$212,688	\$212,137
3105	Bond Retirement - Streetscape	\$177,550	\$178,050	\$178,400
3301	Bond Retirement - Special Fire Assessment	\$242,192	\$241,219	\$239,918
4401	NSP	\$0	\$45,000	\$0
4409	OPWC	\$0	\$7,664,533	\$1,119,410
Total		\$29,265,692	\$43,151,074	\$33,177,664

Summary of Expenses, Revenues, and Fund Balances

Expenses by Program

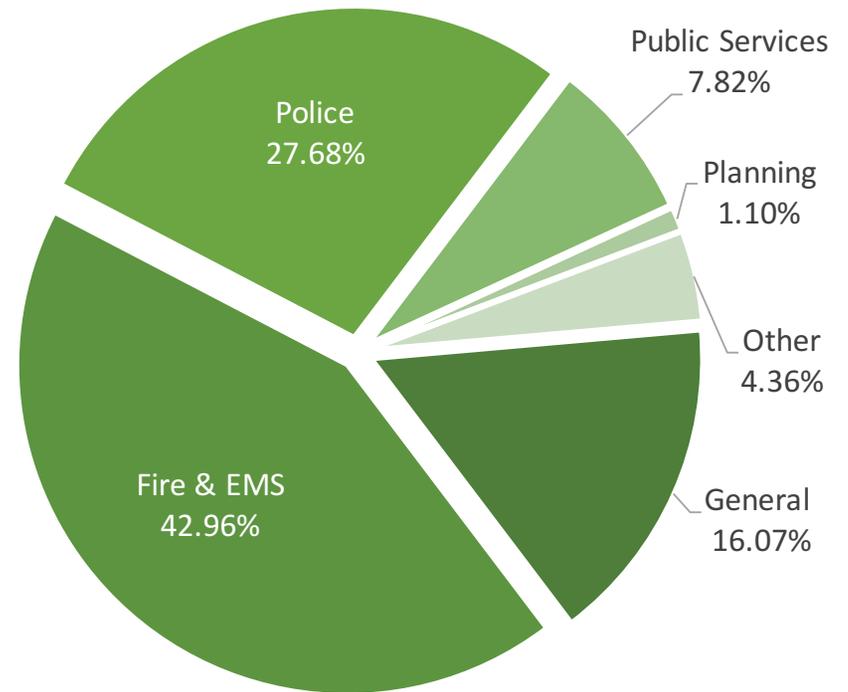
	2017 Actual	2018 Appropriated	2019 Proposed
General Fund			
Personnel & Employee Benefits	\$990,120	\$1,062,372	\$995,360
Other Expenses	\$2,909,489	\$6,848,678	\$6,574,578
Total	\$3,899,609	\$7,911,050	\$7,569,938
Fire & EMS			
Personnel & Employee Benefits	\$10,495,867	\$11,747,699	\$12,295,005
Other Expenses	\$3,077,375	\$2,059,423	\$2,630,634
Total	\$13,573,242	\$13,807,122	\$14,925,639
Police			
Personnel & Employee Benefits	\$5,746,900	\$6,409,909	\$6,703,489
Other Expenses	\$1,338,971	\$1,505,592	\$1,673,208
Total	\$7,085,871	\$7,915,501	\$8,376,697

	2017 Actual	2018 Appropriated	2019 Proposed
Public Services			
Personnel & Employee Benefits	\$1,508,762	\$1,708,367	\$1,772,241
Other Expenses	\$528,466	\$821,828	\$1,014,449
Total	\$2,037,228	\$2,530,195	\$2,786,690
Planning			
Personnel & Employee Benefits	\$328,042	\$326,018	\$341,091
Other Expenses	\$69,608	\$45,429	\$136,788
Total	\$397,650	\$371,447	\$477,879
Other			
Personnel & Employee Benefits	\$3,989	\$10,409	\$9,030
Other Expenses	\$1,642,188	\$9,458,205	\$6,875,685
Total	\$1,646,177	\$9,468,614	\$6,884,715

Summary of Expenses, Revenues, and Fund Balances

Revenues by Program

	2017 Actual	2018 Appropriated	2019 Proposed
General	\$4,702,682	\$7,294,749	\$6,518,220
Fire & EMS	\$12,571,830	\$12,667,522	\$12,610,903
Police	\$8,101,555	\$8,439,497	\$8,001,723
Public Services	\$2,289,169	\$2,877,796	\$2,896,619
Planning	\$323,177	\$361,997	\$446,460
Other	\$1,277,279	\$11,509,513	\$2,703,739
Total	\$29,265,692	\$43,151,074	\$33,177,664



Summary of Expenses, Revenues, and Fund Balances

Ending Fund Balances by Fund

Fund	Fund Name	2017 Actual	2018 Appropriated	2019 Proposed
1000	General	\$6,430,200	\$5,813,899	\$4,762,180
2011	Motor Vehicle Lic. Tax	\$119,286	\$112,132	\$93,721
2021	Gasoline Tax	\$739,136	\$892,819	\$962,688
2031	Road & Bridge	\$180,274	\$267,363	\$204,921
2081	Police District	\$2,768,305	\$3,240,027	\$3,036,697
2111	Fire District	\$8,507,458	\$7,114,311	\$4,535,789
2181	Zoning	\$40,870	\$31,420	\$0
2231	Permissive Motor Veh License	\$339,008	\$515,910	\$673,605
2261	Law Enforcement Trust	\$119,729	\$171,644	\$0
2271	Enforcement & Ed	\$2,415	\$2,774	\$2,774
2281	Ambulance & EMS	\$295,970	\$549,517	\$813,304
2401	Special Assessment - Lighting Districts	\$188,131	\$169,884	\$101,634
2901	TIF - Kroger	\$679	\$679	\$679
2902	Recycling Incentive	\$81,768	\$96,851	\$106,821
2903	TIF - Colerain Towne Center	\$0	\$2,101,939	\$96,676

Fund	Fund Name	2017 Actual	2018 Appropriated	2019 Proposed
2907	TIF - Stone	\$1,746,151	\$7,726	\$0
2908	CDBG Com Dev Block Grant	\$0	\$0	\$0
2910	TIF - Best Buy	\$429,154	\$435,260	\$0
2911	Parks & Services	\$24,039	\$14,017	\$0
2912	Community Center	\$75,663	\$22,766	\$0
3101	General Bond Note Retirement	\$0	\$0	\$0
3102	Bond Retirement Parks	\$0	\$0	\$0
3103	Bond Retirement PW	\$1	\$1	\$0
3104	Gen Bond Retire-CLI	\$0	\$0	\$0
3105	Bond Retirement St. Scape	\$0	\$0	\$0
3301	Bond Retirement S.A. Fire	\$1	\$1	\$0
4401	NSP	\$0	\$0	\$0
4406	Hamilton Co. Comm.	\$0	\$0	\$0
4409	OPWC	\$0	\$1,674,443	\$0
Total		\$22,088,238	\$23,235,382	\$15,391,488

Summary of Expenses, Revenues, and Fund Balances

Ending Fund Balances by Program

	2017 Actual	2018 Appropriated	2019 Proposed
General	\$6,430,200	\$5,813,899	\$4,762,180
Fire & EMS	\$8,803,428	\$7,663,828	\$5,349,092
Police	\$2,890,449	\$3,414,446	\$3,039,471
Public Services	\$1,477,406	\$1,825,007	\$1,934,935
Planning	\$40,870	\$31,419	\$0
All Others	\$2,445,885	\$4,486,784	\$305,809
Total	\$22,088,238	\$23,235,382	\$15,391,488

