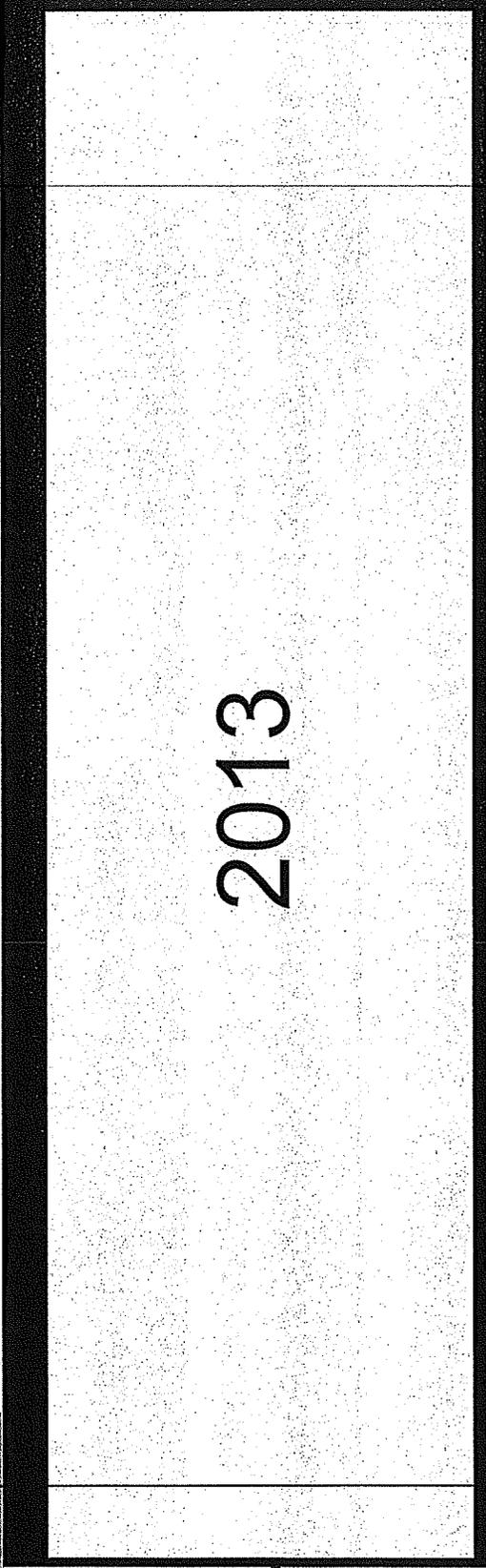




Warren County  
Multi-Year Financial Plan



2013

# The Multi-Year Plan:

- Projects revenues that are anticipated to be available to Warren County over the next four (4) years based on assumptions of projected growth based on assumptions and/or previous budgeting and Board decisions.
- Projects expenses for the programs, services, projects and activities that it is anticipated Warren County will offer or continue to offer over the next four years based on current budgeting, Board decisions, contractual obligations, expected events and anticipated increases in costs.
- Provides a financial planning tool by which County leaders can make decisions with regard to continuation, termination or commencement of new programs, services, projects and/or activities while maintaining acceptable levels of taxes and fees as well as fund balances.

## Warren County's Programs, Services and Activities

- The Multi-year Plan includes various programs, services and activities. Warren County is currently involved in three (3) kinds of activities:

1. Government Activities;
2. Business-Type Activities;
3. Component Unit Activities.<sup>1</sup>

<sup>1</sup>Bonadio & Co., LLP – Managements Discussion and Analysis, pg. 4, Financial Statements a of December 31, 2010 Together with Independent Auditors' Report.

## In the Multi-year Plan, The Funds with the Largest Expenditures

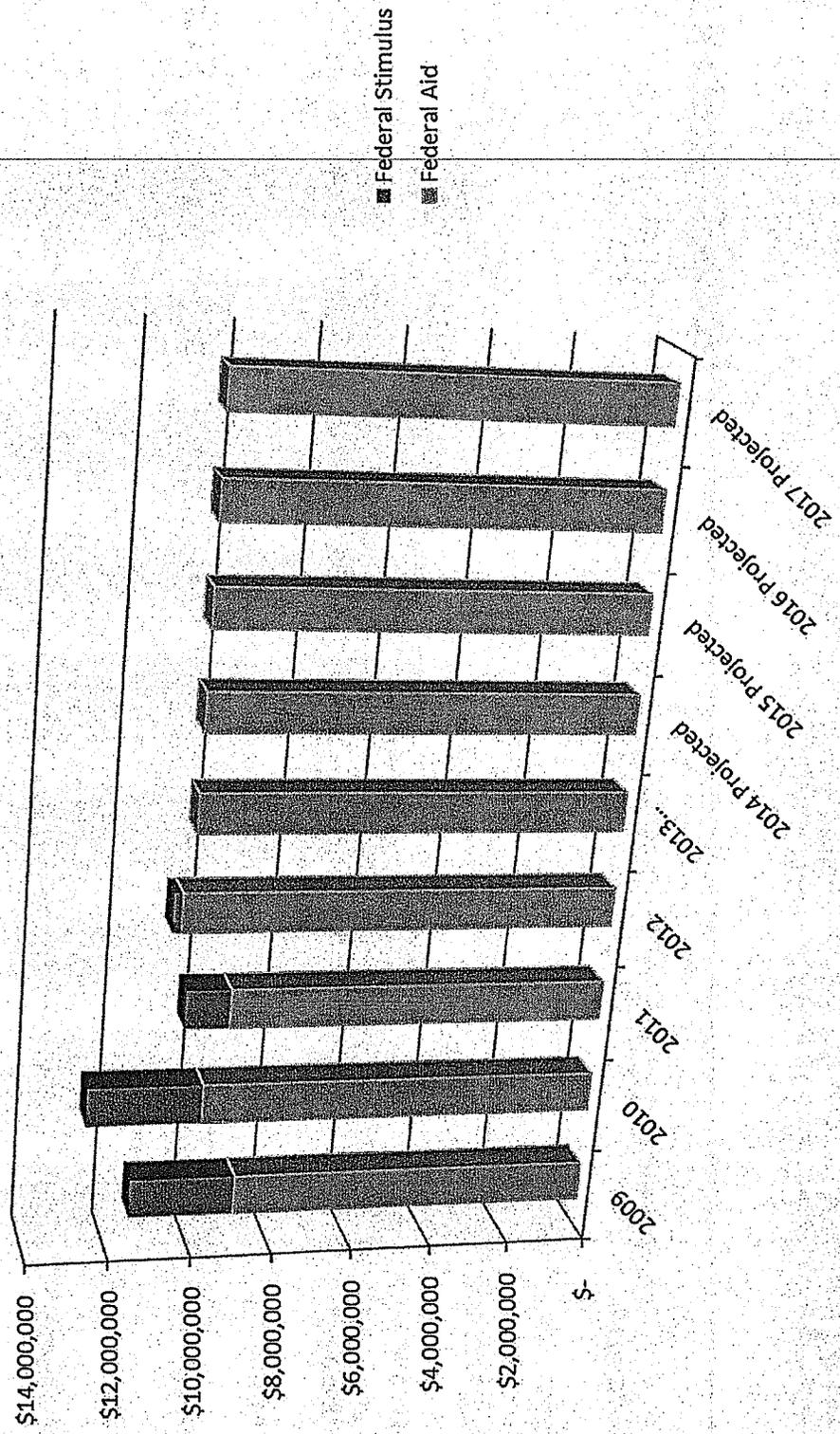
- When you look at the County budget, you will see that the largest expenditures on programs, services and related activities fall under the categories of government activities and business-type activities. These activities are addressed or covered by essentially five (5) different funds of the County – the General Fund, County Road Fund, Road Machinery Fund, Westmount (Enterprise) Fund, and Debt Service Fund.

**REVENUE AND EXPENDITURE ANALYSIS  
AND PROJECTIONS FOR MAJOR FUNDS**

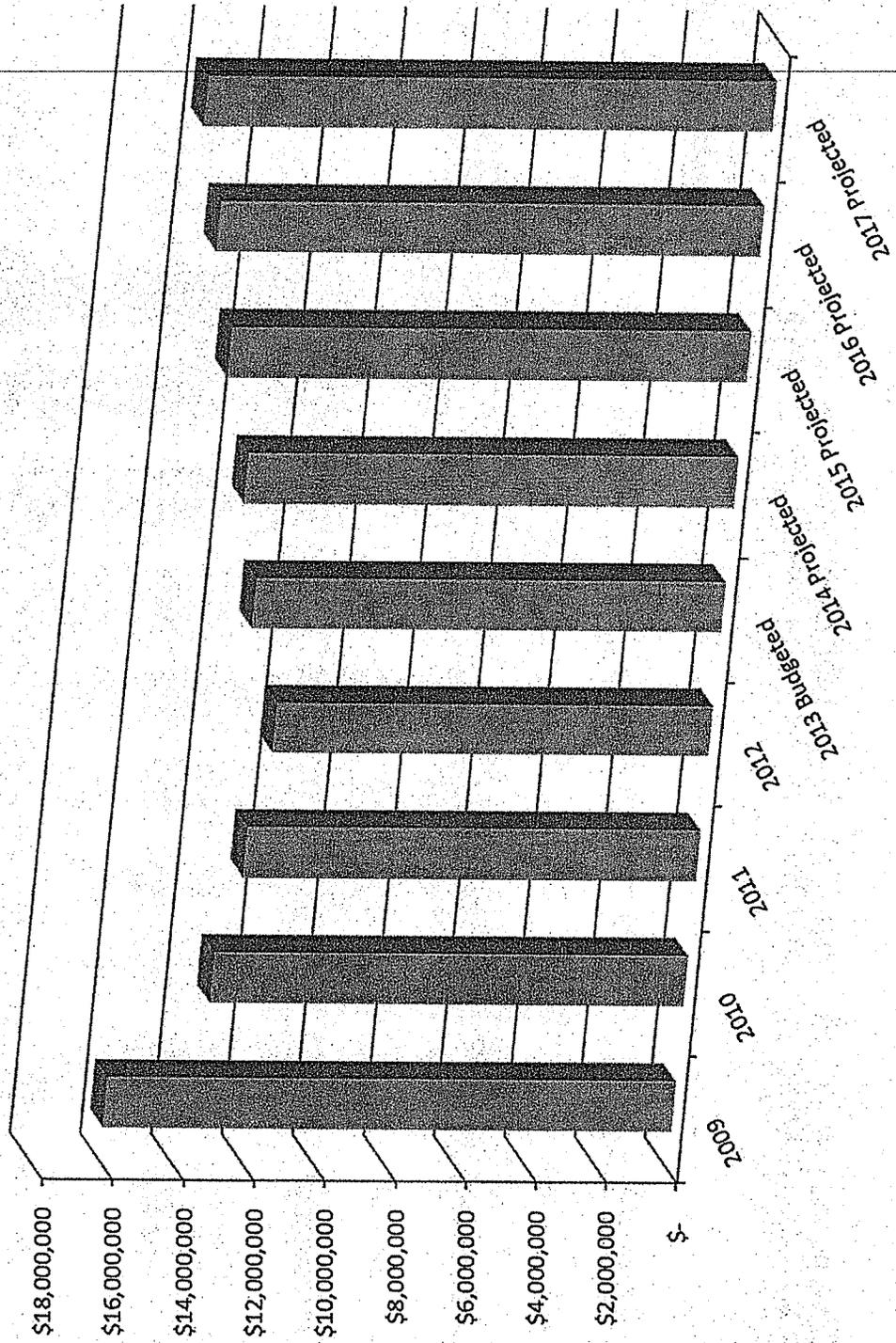
# General Fund Revenues

- Primary or most significant revenue streams
  - Federal Aid
  - State Aid
  - Mortgage Tax
  - Automobile Use Tax
  - Jail Services
  - Sales Tax
  - Real Property Tax Levy

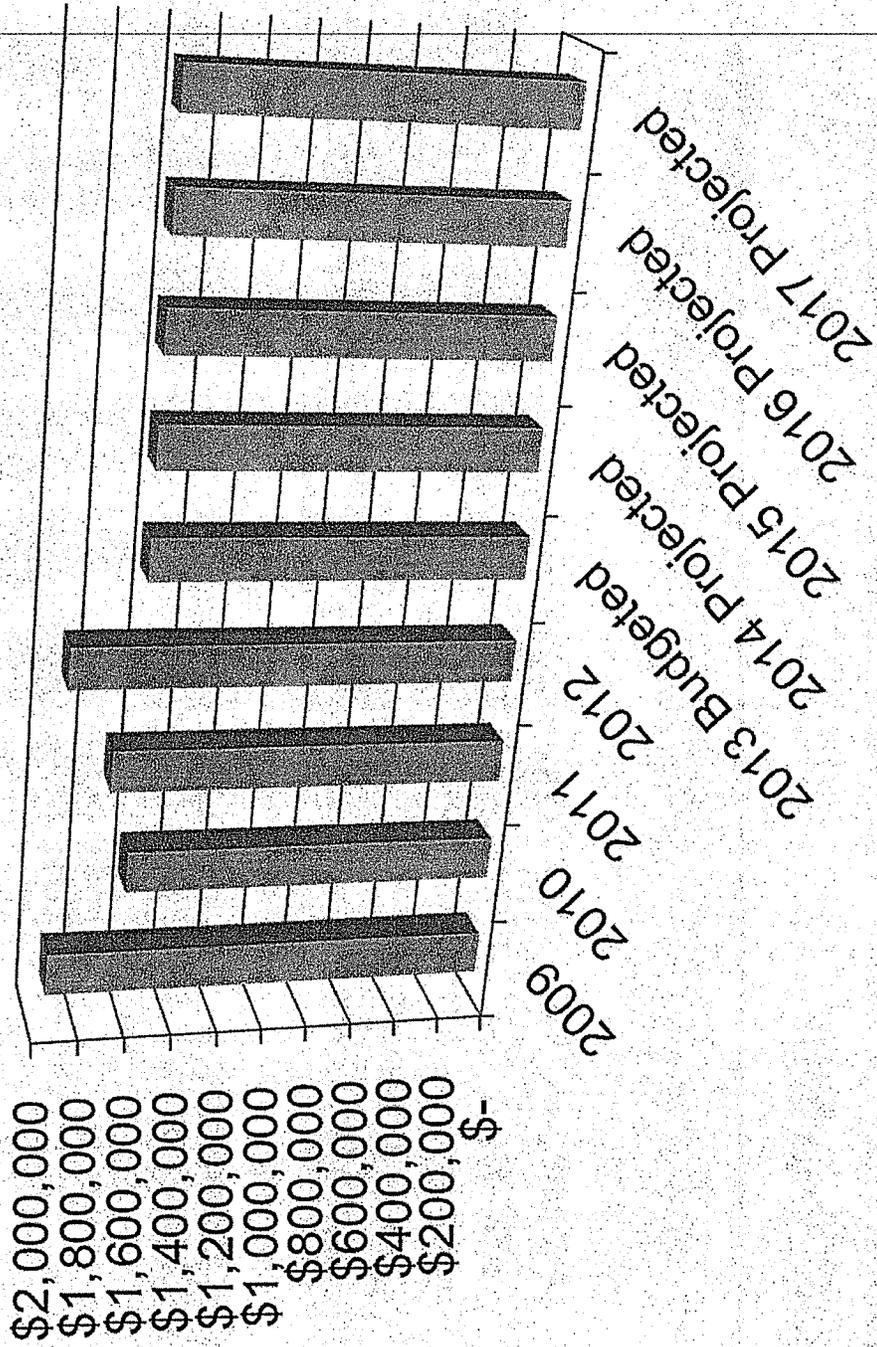
# General Fund Federal Aid



# General Fund State Aid

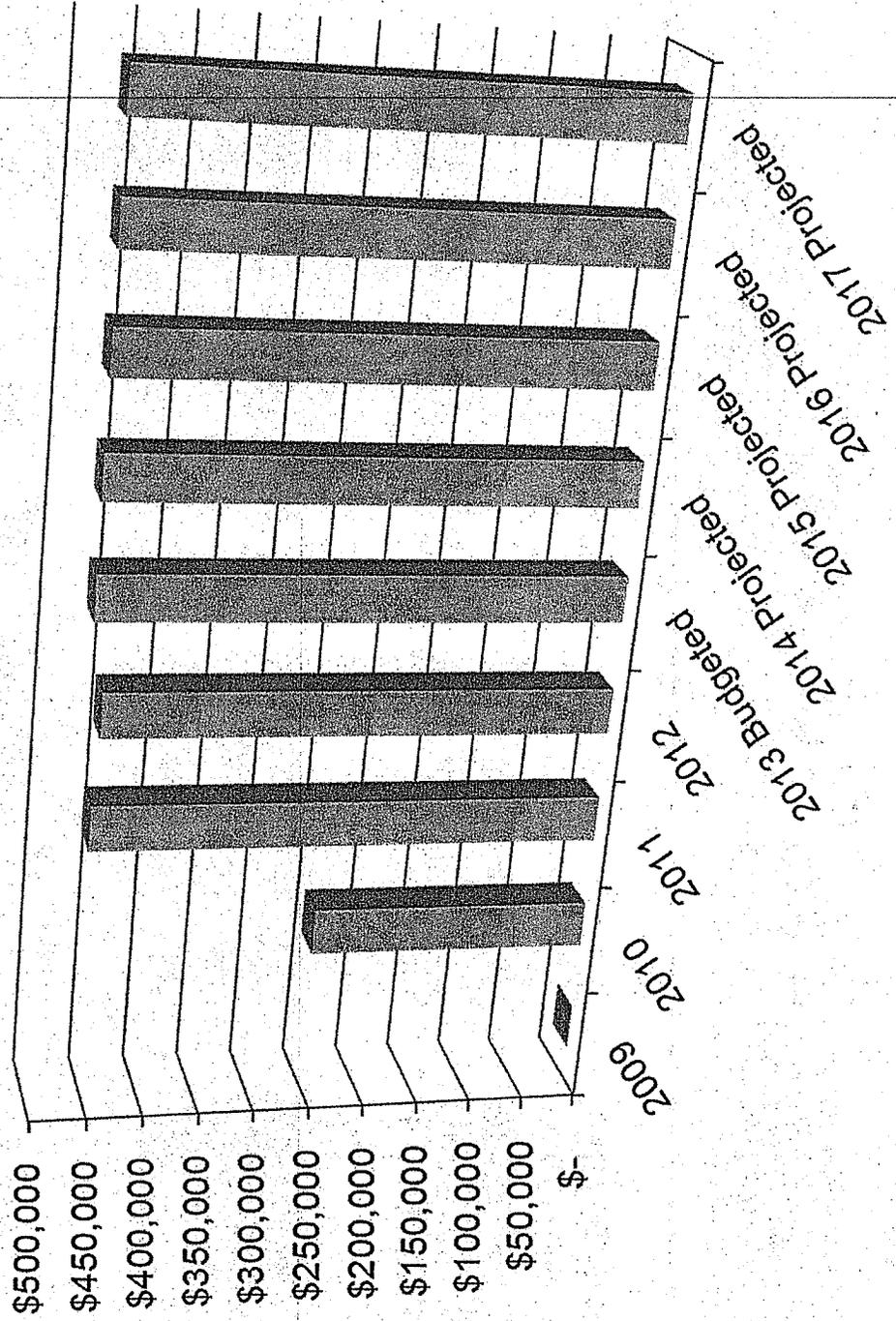


# Mortgage Tax Revenue

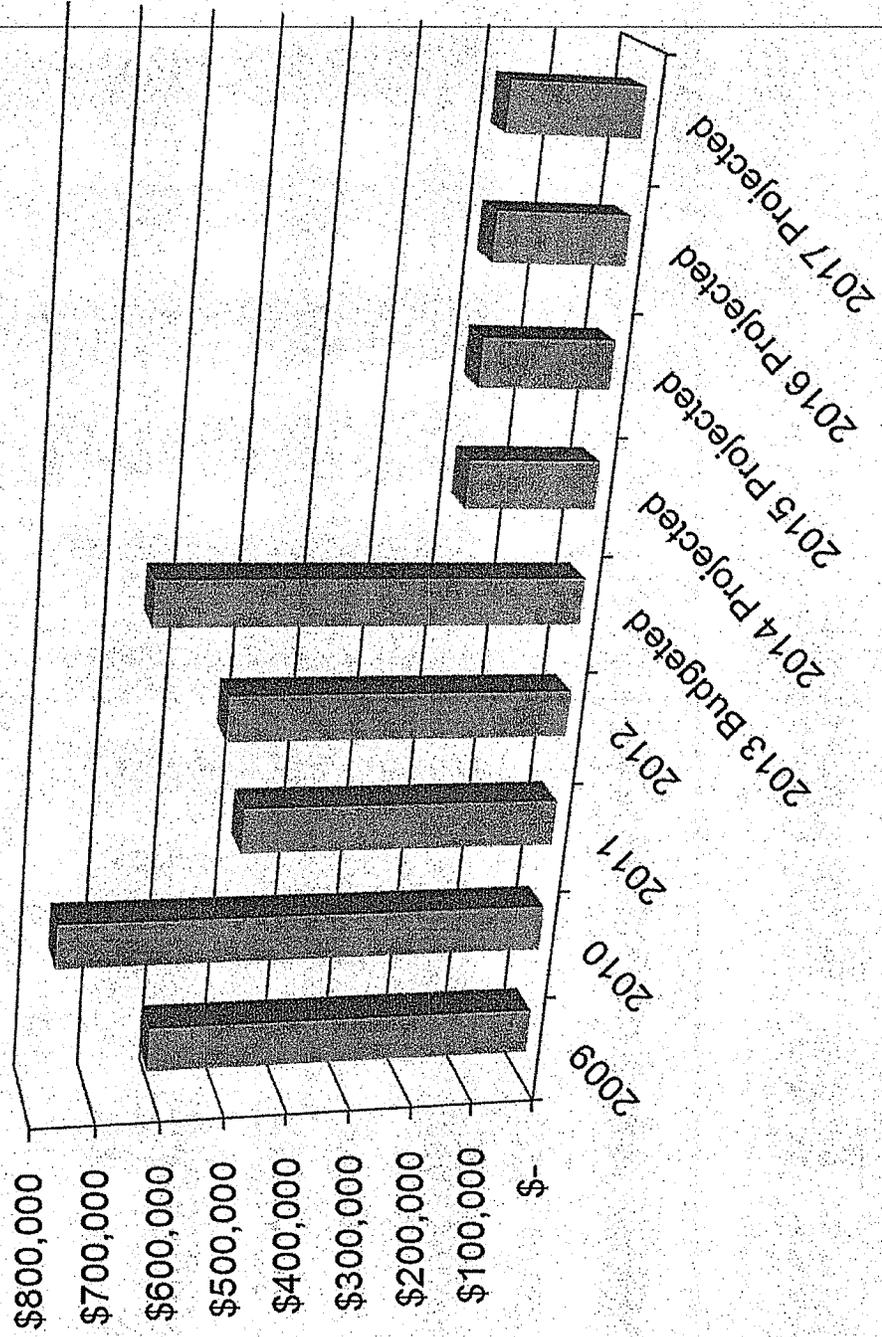


# Automobile Use Tax Revenue

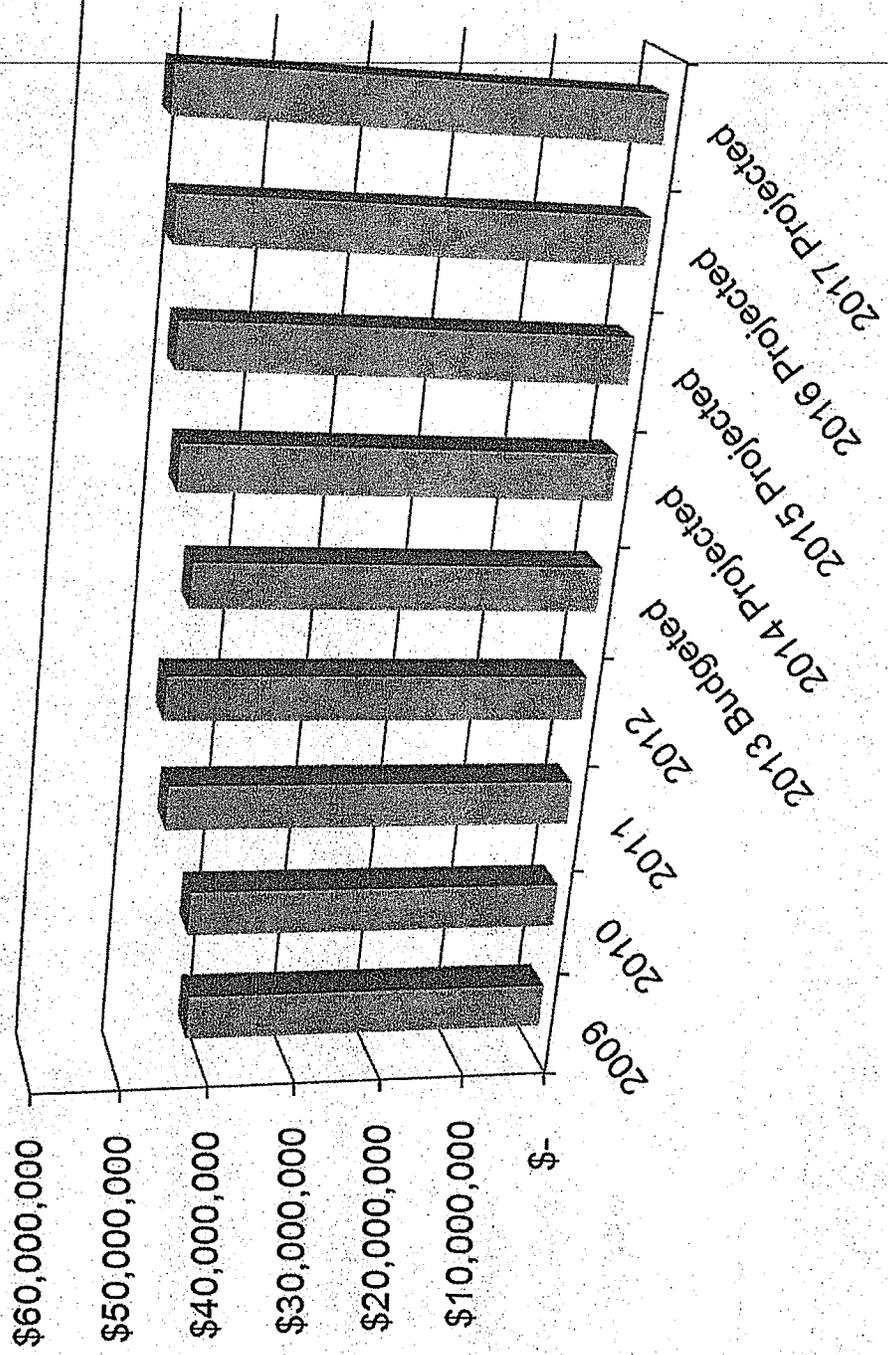
(Effective June 2010)



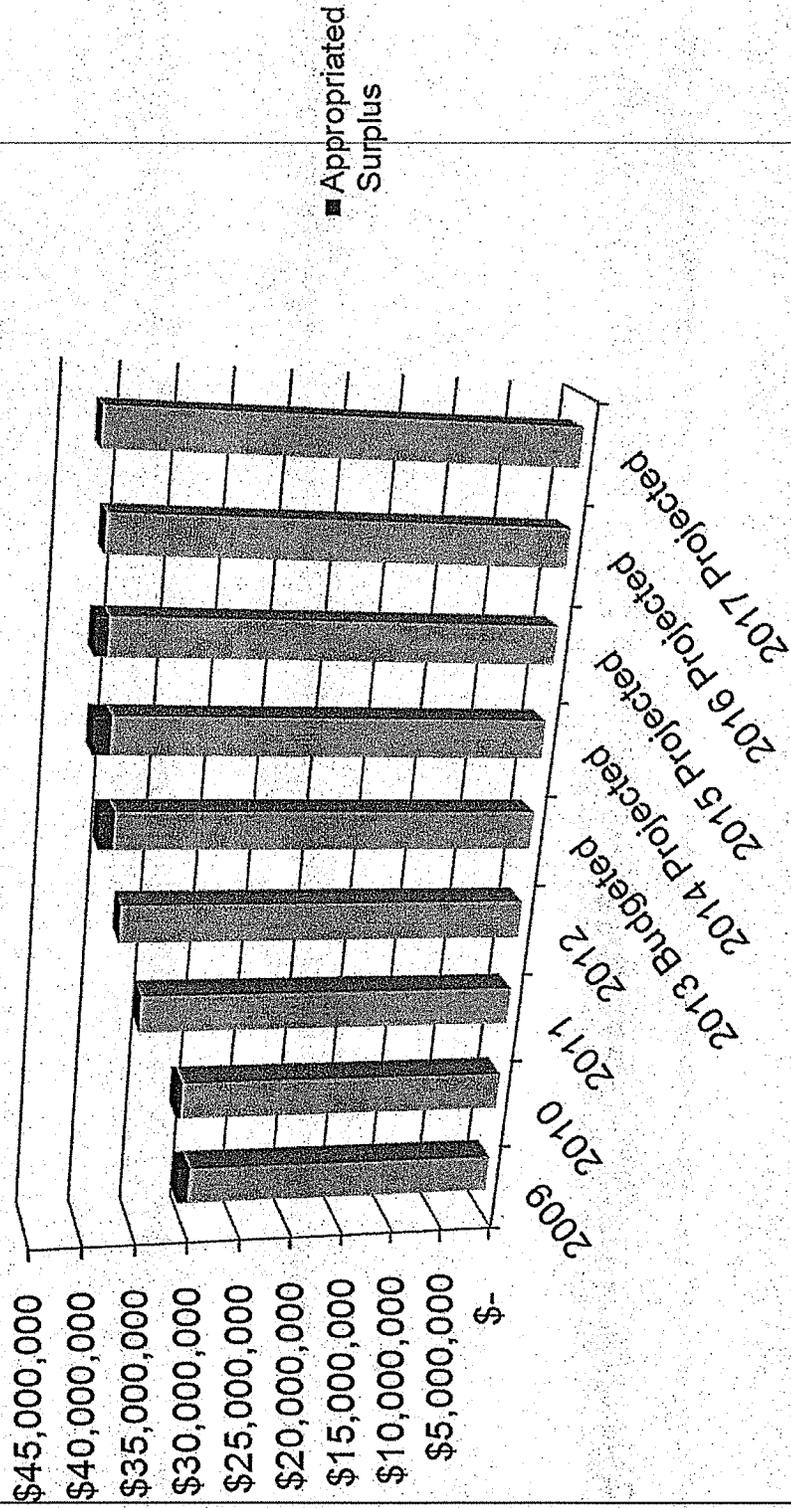
# Jail Services Revenue



# Sales Tax Revenue



# Warren County Tax Levy



# General Fund

## Revenues Summary

	Actual					Estimated			Projected		
	2009	2010	2011	2012	2013	2014	2015	2016	2017		
General Fund											
Revenues	\$115,058,668	\$113,487,982	\$120,811,161	\$123,533,648	\$119,764,872	\$122,880,896	\$125,525,936	\$128,051,919	\$130,666,943		



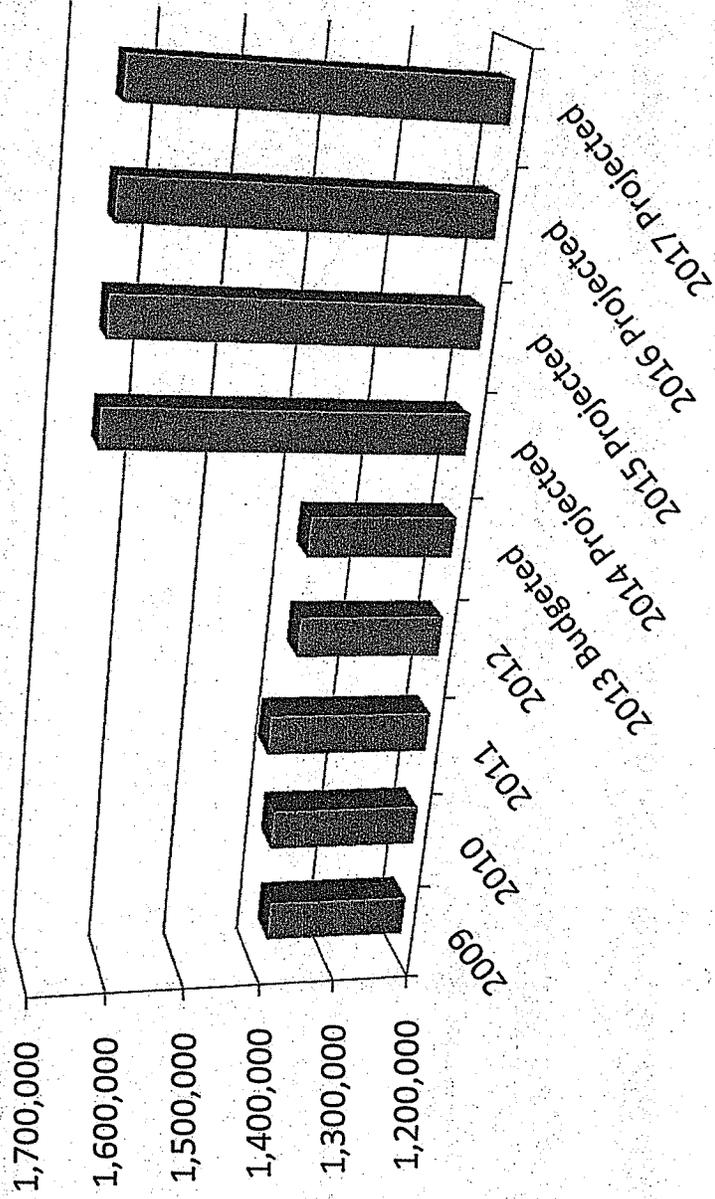
# General Fund

- Contained in the General Fund, but not included in this or the following analysis
  - Occupancy Tax Revenues
  - Program and Tourism Department Expenses

# County Road Fund

- Primary or most significant revenue streams
  - Consolidated Highway Aid (CHIPS)
  - Real Property Tax Levy

# Consolidated Highway Aid (CHIPS)



# County Road Fund Revenues

	Actual						Estimated	Projected					
	2009	2010	2011	2012	2013	2014		2015	2016	2017			
<b>Revenues</b>													
Real Property Tax Items	\$7,062,721	\$7,458,748	\$7,551,147	\$7,258,022	\$ 7,971,384	\$8,130,015	\$8,291,802	\$8,456,809	\$8,625,099				
Non-Property Tax Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
Departmental Income	\$0	\$3,152	\$0	\$0	\$ 2,000	\$2,000	\$2,000	\$2,000	\$2,000				
Other Local Revenue	112,673	97,597	68,262	\$103,635	\$ 92,499	\$92,499	92,499	92,499	92,499				
State Aid	1,383,963	1,392,208	1,409,137	\$1,383,950	\$ 1,385,000	\$1,650,000	\$1,650,000	\$1,650,000	\$1,650,000				
Federal Aid	0	46,186	141,665	\$2,329	\$ 2,329	\$2,329	2,329	2,329	2,329				
Interfund Transfers	54,300	58,500	0	\$11,443	\$ 0	\$0	0	0	0				
<b>Total Revenues</b>	<b>8,613,657</b>	<b>9,056,371</b>	<b>9,170,211</b>	<b>\$8,759,379</b>	<b>\$9,453,212</b>	<b>9,876,843</b>	<b>10,038,630</b>	<b>10,203,637</b>	<b>10,371,927</b>				

# County Road Fund Expenditures

	Actual		Estimated		Projected	
	2009	2009	2009	2009	2009	2009
<b>Expenditures</b>						
Personal Services *	\$2,289,318	\$2,145,497	\$2,218,821	\$2,260,177	\$2,453,452	\$2,566,696
Equipment and Capital Outlay	1,466,771	1,408,278	1,486,835	\$2,188,705	\$1,653,300	\$1,653,300
Contractual	3,375,569	3,196,954	3,256,946	\$3,295,406	\$3,482,782	3,537,472
Debt Service (Principal and Interest)	876,619	846,800	831,732	\$0	405,036	393,574
Employee Benefits	837,738	871,651	1,000,781	\$1,494,897	\$1,853,291	1,988,517
Interfund Transfers to other funds	51,000	67,448	196,065	\$94,833	\$600,079	\$10,380
<b>Total Expenditures</b>	<b>\$8,897,015</b>	<b>\$8,536,628</b>	<b>\$8,991,180</b>	<b>\$9,334,018</b>	<b>\$10,777,416</b>	<b>\$10,508,363</b>

# Road Machinery Fund

- Primary or most significant revenue streams
  - Real Property Tax Levy
  - Other Local Revenue

# Road Machinery Fund Revenues

	Actual					Projected				
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<b>Revenues</b>										
Real Property Tax Items	\$363,255	\$390,109	\$392,098	\$419,314	\$1,226,855	\$1,251,269	\$1,276,170	\$1,301,565	\$1,327,467	
Departmental Income	0	0	0	\$0	0	0	0	0	0	
Other Local Revenue	1,610,033	1,625,139	1,643,083	\$1,672,712	1,616,000	1,616,000	1,616,000	1,616,000	1,616,000	
Federal Revenue	0	11,129	11,613	\$11,613	11,613	11,613	11,613	11,613	11,613	
Interfund Transfers	\$1,000	0	0	\$40,082	0	0	0	0	0	
<b>Total Revenues</b>	<b>2,024,288</b>	<b>2,026,377</b>	<b>2,046,794</b>	<b>2,143,721</b>	<b>\$2,854,468</b>	<b>2,878,882</b>	<b>2,903,783</b>	<b>2,929,178</b>	<b>2,955,080</b>	

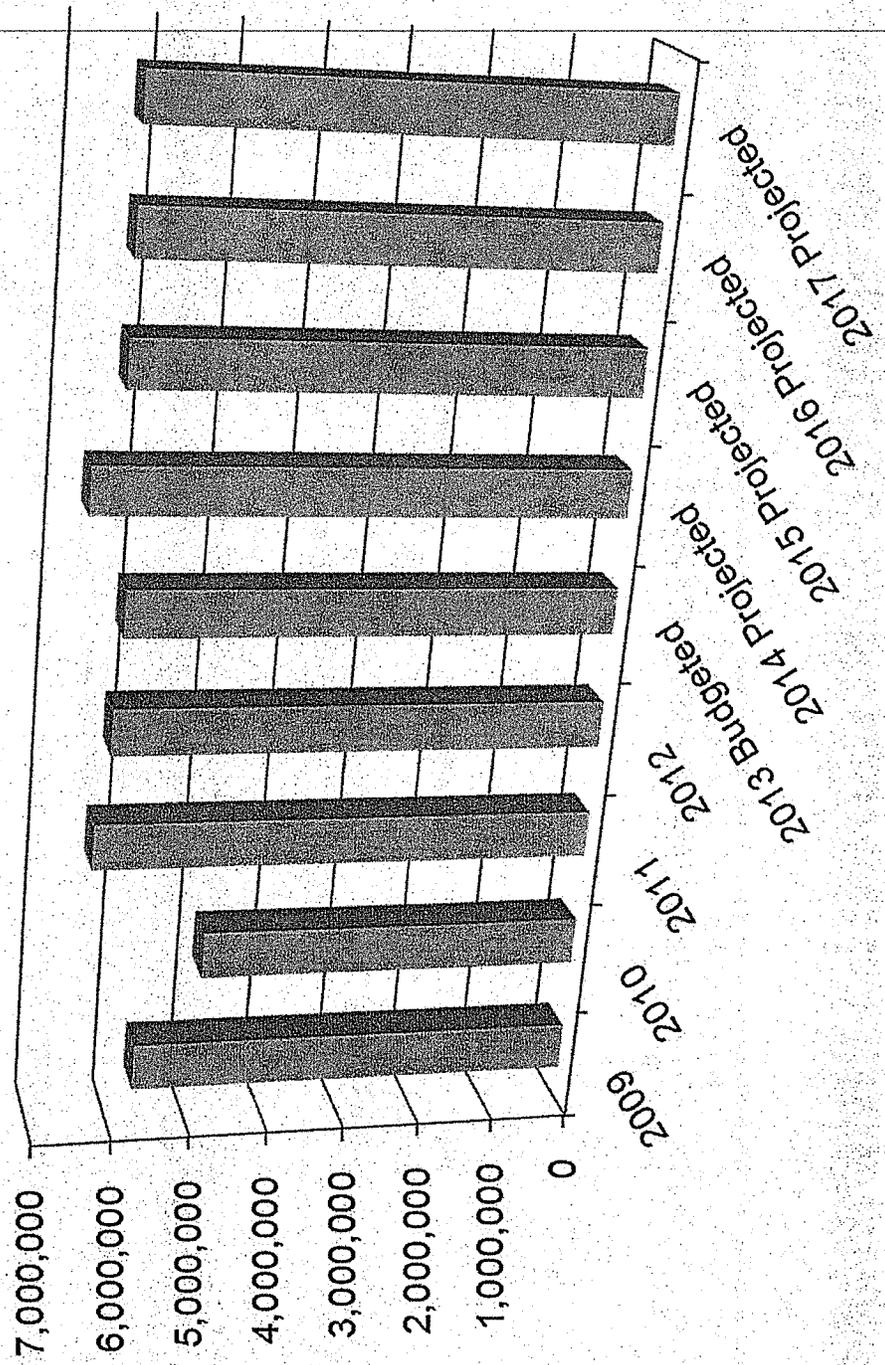
# Road Machinery Fund Expenditures

	Actual						Projected			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<b>Expenditures</b>										
Personal Services*	\$517,598	\$483,395	\$511,759	\$535,512	\$551,437	\$558,810	\$571,914	\$584,770	\$595,537	
Equipment and Capital Outlay	88,301	30,038	50,677	215,258	483,455	\$483,455	483,455	483,455	483,455	
Contractual	838,491	891,028	1,132,897	1,154,683	1,243,325	\$1,262,195	1,253,525	1,253,725	1,253,925	
Debt Service (Principal and Interest)	89,252	0	0	0	0	\$0	0	0	0	
Employee Benefits	185,903	195,118	220,575	350,780	400,111	\$436,188	459,499	468,206	483,819	
Interfund Transfers to other funds	54,300	196,802	176,714	176,386	176,140	164,894	165,042	164,575	164,515	
<b>Total Expenditures</b>	<b>\$1,773,845</b>	<b>\$1,796,381</b>	<b>\$2,092,622</b>	<b>\$2,432,619</b>	<b>\$2,854,468</b>	<b>\$2,905,542</b>	<b>\$2,933,435</b>	<b>\$2,954,731</b>	<b>\$2,981,251</b>	

# Westmount (Enterprise) Fund

- Primary or most significant revenue streams
  - Departmental Income
  - State Aid

# Enterprise (Westmount) State Aid





# Westmount (Enterprise) Fund Expenses

	Actual					Estimated					Projected				
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2014	2015	2016	2017		
Expenditures															
Personal Services*	\$3,513,846	\$3,755,871	\$3,624,683	\$3,556,264	\$3,779,618	\$3,844,628	\$3,910,938	\$3,992,987	\$4,062,264						
Equipment and Capital Outlay	62	1,208	1,346	\$4,369	55,126	\$5,126	55,126	55,126	55,126						
Contractual	1,573,052	1,490,380	1,847,106	\$2,472,389	2,378,396	\$2,378,396	2,378,396	2,378,396	2,378,396						
Debt Service (Principal and Interest)	108,474	96,906	103,323	\$71,774	384,404	\$384,404	384,404	384,404	384,404						
Employee Benefits	2,775,710	2,395,122	2,570,876	\$2,456,344	2,296,044	\$2,482,785	2,594,846	2,613,280	2,667,576						
Interfund Transfers to debt service fund	0	0	0	0	0	\$0	0	0	0						
Depreciation	352,837	342,078	323,986	\$360,155	0	\$0	0	0	0						
<b>Total Expenditures</b>	<b>\$8,323,981</b>	<b>\$8,081,565</b>	<b>\$8,441,320</b>	<b>\$8,921,295</b>	<b>\$8,893,588</b>	<b>\$9,145,339</b>	<b>\$9,323,710</b>	<b>\$9,424,193</b>	<b>\$9,387,597</b>						

# Debt Service Fund

- Primary or most significant revenue streams
  - Interfund Transfers

# Debt Service Fund Revenues

	Actual					Estimated		Projected		
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<b>Revenues</b>										
Non-Property Tax Items	\$0	\$0	\$0	\$0	0					
Departmental Income	\$0	\$0	\$0	\$0	0					
Other Local Revenue	\$157,696	\$59,855	\$25,810	\$983,223	0					
Federal Revenue	\$0	\$0	\$0	\$0	0					
Interfund Transfers	1,804,016	4,675,328	2,156,659	14,911,333	3,262,531	3,282,812	3,225,128	2,915,545	2,866,939	
<b>Total Revenues</b>	<b>1,961,712</b>	<b>4,735,183</b>	<b>2,182,469</b>	<b>15,894,556</b>	<b>3,262,531</b>	<b>3,282,812</b>	<b>3,225,128</b>	<b>2,915,545</b>	<b>2,866,939</b>	

# Debt Service Fund Expenses

	Actual					Estimated			Projected		
	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Expenditures											
Personal Services*											
Equipment and Capital Outlay*				12,317,264							
Contractual*				3,490,719							
Debt Service (Principal and Interest)*	1,901,016	3,366,859	3,607,793	3,432,531	3,282,812	3,225,128	2,915,545	2,866,939			
Employee Benefits*											
Interfund Transfers to other funds											
<b>Total Expenditures</b>	<b>\$1,901,016</b>	<b>\$3,366,859</b>	<b>\$3,607,793</b>	<b>\$15,807,983</b>	<b>\$3,432,531</b>	<b>\$3,282,812</b>	<b>\$3,225,128</b>	<b>\$2,915,545</b>	<b>\$2,866,939</b>		

# Major Fund Summary

Warren County Four Year Financial Plan, Fiscal Years Major Fund Summary Financing Plan	2014-2017				Estimated 2013	Projected			
	2009	2010	2011	2012		2014	2015	2016	2017
<b>General Fund</b>									
Revenues	\$115,058,668	\$113,487,982	\$120,811,161	\$123,333,648	\$119,764,872	\$122,880,896	\$125,525,936	\$128,051,919	\$130,566,943
Expenditures by Object	\$113,524,326	\$111,140,387	\$114,939,259	\$117,500,960	\$121,064,872	\$124,525,617	\$126,705,137	\$128,021,927	\$129,981,848
Surplus (Deficit)	\$1,534,342	\$2,347,595	\$5,871,902	\$6,032,688	(\$1,300,000)	(\$1,644,721)	(\$1,179,201)	\$29,992	\$685,095
<b>County Road</b>									
Revenues	\$8,613,657	\$9,056,371	\$9,170,211	\$8,759,379	\$9,453,212	\$9,876,843	\$10,038,630	\$10,203,637	\$10,371,927
Expenditures	\$8,897,015	\$8,536,628	\$8,991,180	\$9,334,018	\$9,769,212	\$10,447,940	\$10,777,416	\$10,149,939	\$10,508,363
Surplus (Deficit)	(\$283,358)	\$519,743	\$179,031	(\$574,639)	(\$316,000)	(\$571,097)	(\$738,786)	\$53,698	(\$136,436)
<b>Road Machinery</b>									
Revenues	\$2,024,288	\$2,026,377	\$2,046,794	\$2,143,721	\$2,854,468	\$2,878,882	\$2,903,783	\$2,929,178	\$2,955,080
Expenditures	\$1,773,845	\$1,796,381	\$2,092,622	\$2,432,619	\$2,854,468	\$2,905,542	\$2,933,435	\$2,954,731	\$2,981,251
Surplus (Deficit)	\$250,443	\$229,996	(\$45,828)	(\$288,898)	\$0	(\$26,660)	(\$29,652)	(\$25,553)	(\$26,171)
<b>Debt Service</b>									
Revenues	\$1,961,712	\$4,735,183	\$2,182,469	\$15,894,556	\$3,262,531	\$3,282,812	\$3,225,128	\$2,915,545	\$2,866,939
Expenditures	\$1,901,016	\$3,366,859	\$3,607,793	\$15,807,983	\$3,432,531	\$3,282,812	\$3,225,128	\$2,915,545	\$2,866,939
Surplus (Deficit)	\$60,696	\$1,368,324	(\$1,425,324)	\$86,573	(\$170,000)	\$0	\$0	\$0	\$0
<b>Enterprise (Westmount)</b>									
Revenues	\$7,440,691	\$5,047,913	\$9,379,390	\$8,270,608	\$7,770,535	\$8,270,535	\$6,610,535	\$6,610,535	\$6,610,535
Expenditures	\$8,323,981	\$8,081,565	\$8,441,320	\$8,921,295	\$8,893,588	\$9,145,339	\$9,323,710	\$9,424,193	\$9,387,597
Surplus (Deficit)	(\$883,290)	(\$3,033,652)	\$938,070	(\$650,687)	(\$1,123,053)	(\$874,804)	(\$2,713,175)	(\$2,813,658)	(\$2,777,062)
<b>All Major Funds (Excluding Enterprise)</b>									
Revenues	\$127,658,325	\$129,305,913	\$134,210,635	\$150,331,304	\$135,335,083	\$138,919,433	\$141,693,477	\$144,100,279	\$146,860,889
Expenditures	\$126,096,202	\$124,840,455	\$129,630,854	\$145,075,580	\$137,121,083	\$141,161,911	\$143,641,116	\$144,042,142	\$146,338,401
Surplus (Deficit)	\$1,562,123	\$4,465,458	\$4,579,781	\$5,255,724	(\$1,786,000)	(\$2,242,478)	(\$1,947,639)	\$58,137	\$522,488
Application of Fund Balance					(\$1,786,000)	(\$2,242,478)	(\$1,947,639)	\$58,137	\$522,488
Net Resulting Unreserved Fund Balance					\$16,375,035	\$14,132,557	\$12,184,918	\$12,243,055	\$12,765,542





# Road Machinery Budgetary Reserves

	Actual						Estimated 2013	Projected			
	2009	2010	2011	2012	2013	2014		2015	2016	2017	
Surplus (Deficit)	\$250,443	\$229,996	(\$45,828)	(\$288,898)	\$0	(\$26,660)	(\$29,652)	(\$25,553)	(\$26,171)		
Budgetary Reserves											
Fund Equity, Beg. of Year	\$716,823	\$967,266	\$1,197,262	\$1,151,434	\$862,536	\$862,536	\$893,876	\$806,224	\$780,672		
Fund Equity, End of Year	967,266	1,197,262	1,151,434	862,536	862,536	835,876	806,224	780,672	754,500		
Reserved Fund Balance - Capital	0	0	0	0	0	0	0	0	0		
Reserved Fund Balance - Other (please specify)	181,967	203,264	\$182,062	\$424,508	424,505	424,505	424,505	424,505	424,505		
Unreserved Fund Balance - Appropriated	250,000	0	\$750,000	0	0	0	0	0	0		
Unreserved Fund Balance - Unappropriated	\$535,299	\$993,998	\$219,372	\$438,028	\$438,031	\$411,371	\$381,719	\$356,167	\$329,995		
	967,266	1,197,262	1,151,434	862,536	862,536	835,876	806,224	780,672	754,500		

# Westmount Budgetary Reserves

	Actual					Estimated					Projected				
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Surplus (Deficit)	(\$883,290)	(\$3,033,652)	\$938,070	(\$650,687)	(\$1,123,053)	(\$874,804)	(\$2,713,175)	(\$2,813,658)	(\$2,777,062)						
<b>Budgetary Reserves</b>															
Fund Equity, Beg. of Year	\$2,242,348	\$1,359,058	(\$1,674,594)	(\$736,524)	(\$1,387,211)	(\$2,510,264)	(\$3,385,068)	(\$6,098,243)	(\$8,911,901)						
Fund Equity, End of Year	1,359,058	(1,674,594)	(736,524)	(1,387,211)	(2,510,264)	(3,385,068)	(6,098,243)	(8,911,901)	(11,688,963)						
Reserved Fund Balance - Capital	1,200,832	1,163,950	1,471,369	1,655,171	1,655,171	1,655,171	1,655,171	1,655,171	1,655,171						
Reserved Fund Balance - Other (please specify)	0	0	0	0	0	0	0	0	0						
Unreserved Fund Balance - Appropriated	5,928	55,228	27,094	13,225											
Unreserved Fund Balance	\$152,298	(\$2,893,772)	(\$1,934,987)	(\$3,055,607)	(4,165,435)	(\$5,040,239)	(\$7,753,414)	(\$10,567,072)	(\$13,344,134)						
<b>NOTE:</b>															
Unreserved Fund Balance			(1,934,987)	(3,055,607)	(4,165,435)	(5,040,239)	(7,753,414)	(10,567,072)	(13,344,134)						
Post Employment Health Benefit Accrual			4,051,589	4,547,033	4,547,033	4,547,033	4,547,033	4,547,033	4,547,033						
Appropriated for Subsequent Budget Year			(638,844)	(1,123,053)	-	-	-	-	-						
Unrestricted fund balance after factoring out the Post Employment Health Benefit			1,477,758	368,373	381,598	(493,206)	(3,206,381)	(6,020,039)	(8,797,101)						



# Recommendations of Committee

## Multi-Year Financial Plan Considerations

- Determine that revenue projections are appropriate.
- Determine whether any programs, services, projects or activities should be undertaken or prior ones enhanced or terminated.
- Determine that the use of fund balance applications are appropriate.
- Consider potential PBA Collective Bargaining Agreement financial impacts in future years.
- Consider the affect of increases in inflation, utilities, vehicle gas, etc.
- Consider proposed County Road Improvement Plan and Machinery Enhancement Plan – not covered in any future projections.
- Consider Court physical space needs not addressed in the multi-year plan.
- Consider whether projected deficits in the Westmount (Enterprise) Fund are appropriately being addressed.

