Outlook

Cash Flow Projection Model

From Kristina Kerper <kkerper@manheimtownship.org>
Date Wed 7/15/2026 9:35 AM
To Joseph D'Alessandro [redacted] Michael Kyle [redacted] Steven Geisenberger [redacted] Terry R. McGuigan [redacted] Tom O'Brien [redacted] Tressa Monkman [redacted]
Cc Rick Kane <rkane@manheimtownship.org>; Sam Kulp <skulp@manheimtownship.org>; Porter Stevens <PStevens@manheimtownship.org>; Andy Bowman <abowman@manheimtownship.org>; Carol Gifford <cgifford@manheimtownship.org>

1 attachment (1 MB)
Cash Flow Model.xlsx;

Good morning,

As requested, I've attached the cash flow projection model that I shared with Rick and Sam on Monday.

The model is intended to provide a high-level view of the Township's longer-term financial outlook. The yellow input cells can be adjusted to test different revenue and expenditure assumptions and see the impact on projected fund balance and cash flow.

At this point, the model is limited to the General Fund operating budget. I'm still working through the capital funds and the status of capital projects.

Based on our current June information, the preliminary 2026 projections are:

- **General Fund Revenue:** Budget $37.0M | Projected $38.4M
- **General Fund Expenditures:** Budget $45.2M | Projected $44.4M
- **Estimated General Fund Balance (12/31/2026):** $9.8M

For 2027, the current assumptions include:

- 10% tax increase
- EMS Revenue at 50% collection
- Modest fee increases where feasible
- Reduced interest earnings due to fund balance/rates
- General Fund expenditures are currently modeled using a 5% increase over the projected 2026 expenditures, plus approximately $2.5 million for the remaining Fire Rescue staffing plan and full-time EMS operations (personnel costs only).

Since we haven't started the 2027 budget process yet, those expenditure assumptions are simply a reasonable starting point for cash flow planning. The model will continue to be refined as we work through the budget process, review capital projects, and update our assumptions.

Thanks,
Kristina Kerper, CPFO | Director of Finance
Manheim Township - 1840 Municipal Drive, Lancaster, PA 17601
(717) 569-6408 ext. 1107
www.manheimtownship.org

For planning purposes only. Projections are based on current assumptions and will be refined as the 2027 budget process and capital review are completed.

GENERAL FUND	2026 BUDGET (AMENDED)	JAN 2026 ACTUAL	FEB 2026 ACTUAL	MAR 2026 ACTUAL	APR 2026 ACTUAL	MAY 2026 ACTUAL	JUN 2026 PRELIM	JUL 2026 PROJECTED	AUG 2026 PROJECTED	SEP 2026 PROJECTED	OCT 2026 PROJECTED	NOV 2026 PROJECTED	DEC 2026 PROJECTED	TOTAL PROJECTED
BEGINNING BALANCE	**15,819,379**	15,819,379	13,935,925	14,117,172	12,040,019	11,466,593	19,628,666	20,026,795	17,596,215	17,497,958	18,323,799	13,899,479	13,706,237	
OPERATING REVENUE	**37,070,658**	1,824,429	2,736,386	1,068,180	3,209,064	11,347,336	3,533,458	1,681,734	3,413,071	3,667,579	1,149,217	3,020,087	1,832,417	**38,482,958**
OPERATING EXPENSES	**45,194,715**	3,707,883	2,555,140	3,145,333	3,782,490	3,185,263	3,135,329	4,112,314	3,511,328	2,841,738	5,573,537	3,213,329	5,683,340	**44,447,023**
ENDING BALANCE		**13,935,925**	**14,117,172**	**12,040,019**	**11,466,593**	**19,628,666**	**20,026,795**	**17,596,215**	**17,497,958**	**18,323,799**	**13,899,479**	**13,706,237**	**9,855,314**	
FUND BALANCE AS % OF REVENUES		37.59%	38.08%	32.48%	30.93%	52.95%	54.02%	47.47%	47.20%	49.43%	37.49%	36.97%	26.59%	
FUND BALANCE AS % OF EXPENDITURES		30.84%	31.24%	26.64%	25.37%	43.43%	44.31%	38.93%	38.72%	40.54%	30.75%	30.33%	21.81%	

GFOA recommends fund balance of no less than two months of regular General Fund operating revenues or expenditures

GENERAL FUND	2027 BUDGET ESTIMATE	JAN 2027 PROJECTED	FEB 2027 PROJECTED	MAR 2027 PROJECTED	APR 2027 PROJECTED	MAY 2027 PROJECTED	JUN 2027 PROJECTED	JUL 2027 PROJECTED	AUG 2027 PROJECTED	SEP 2027 PROJECTED	OCT 2027 PROJECTED	NOV 2027 PROJECTED	DEC 2027 PROJECTED
BEGINNING BALANCE	**9,855,314**	9,855,314	7,532,630	7,009,651	5,635,157	4,835,423	11,836,733	10,709,354	8,040,934	7,885,161	8,731,112	3,901,238	3,647,754
OPERATING REVENUE	**39,800,000**	1,627,416	3,265,170	2,255,190	2,692,010	10,948,508	3,160,587	1,805,553	3,664,360	3,937,606	1,233,829	3,242,442	1,967,329
OPERATING EXPENSES	**49,169,375**	3,950,099	3,788,149	3,629,685	3,491,744	3,947,199	4,287,966	4,473,972	3,820,133	3,091,656	6,063,703	3,495,926	5,565,210
ENDING BALANCE		**7,532,630**	**7,009,651**	**5,635,157**	**4,835,423**	**11,836,733**	**10,709,354**	**8,040,934**	**7,885,161**	**8,731,112**	**3,901,238**	**3,647,754**	**49,873**
FUND BALANCE AS % OF REVENUES		20.32%	18.91%	15.20%	13.04%	31.93%	28.89%	21.69%	21.27%	23.55%	10.52%	9.84%	0.13%
FUND BALANCE AS % OF EXPENDITURES		16.67%	15.51%	12.47%	10.70%	26.19%	23.70%	17.79%	17.45%	19.32%	8.63%	8.07%	0.11%

GENERAL FUND	2028 BUDGET ESTIMATE	JAN 2028 PROJECTED	FEB 2028 PROJECTED	MAR 2028 PROJECTED	APR 2028 PROJECTED	MAY 2028 PROJECTED	JUN 2028 PROJECTED	JUL 2028 PROJECTED	AUG 2028 PROJECTED	SEP 2028 PROJECTED	OCT 2028 PROJECTED	NOV 2028 PROJECTED	DEC 2028 PROJECTED
BEGINNING BALANCE	**49,873**	49,873	(2,454,041)	(3,133,776)	(4,667,203)	(5,614,603)	1,298,831	(11,339)	(2,885,402)	(3,195,538)	(2,464,795)	(7,585,515)	(7,981,371)
OPERATING REVENUE	**40,198,000**	1,643,690	3,297,821	2,277,742	2,718,930	11,057,994	3,192,193	1,823,608	3,701,003	3,976,982	1,246,167	3,274,866	1,987,003
OPERATING EXPENSES	**51,627,843**	4,147,604	3,977,556	3,811,169	3,666,331	4,144,559	4,502,364	4,697,671	4,011,139	3,246,238	6,366,888	3,670,722	5,843,470
ENDING BALANCE		**(2,454,041)**	**(3,133,776)**	**(4,667,203)**	**(5,614,603)**	**1,298,831**	**(11,339)**	**(2,885,402)**	**(3,195,538)**	**(2,464,795)**	**(7,585,515)**	**(7,981,371)**	**(11,837,839)**
FUND BALANCE AS % OF REVENUES		-6.62%	-8.45%	-12.59%	-15.15%	3.50%	-0.03%	-7.78%	-8.62%	-6.65%	-20.46%	-21.53%	-31.93%
FUND BALANCE AS % OF EXPENDITURES		-5.43%	-6.93%	-10.33%	-12.42%	2.87%	-0.03%	-6.38%	-7.07%	-5.45%	-16.78%	-17.66%	-26.19%

Key Assumptions:

2026 Based on June preliminary actuals and historical spending/collection patterns
2027 revenue assumes a 10% tax increase
EMS revenue assumed at 50% collection
Interest earnings reduced due to declining balances/rates
2027 expenditures = Projected 2026 expenditures x 1.05 + $2.5M Fire/EMS staffing
Capital funds and capital project timing not incorporated

GENERAL FUND OPERATING REVENUE

☐	☐	☐	☐	☐	☐	☑	☐	☐	☐	☐	☐	☐

FY 2026	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
CUR MONTH	**1,824,429**	**2,736,386**	**1,068,180**	**3,209,064**	**11,347,336**	**3,533,458**	**1,681,734**	**3,413,071**	**3,667,579**	**1,149,217**	**3,020,087**	**1,832,417**
CUR YTD	1,824,429	4,560,815	5,628,996	8,838,059	20,185,395	23,718,853	25,400,587	28,813,658	32,481,237	33,630,455	36,650,541	38,482,958
HIST MONTH%	4.09%	8.20%	5.67%	6.76%	27.51%	7.94%	4.54%	9.21%	9.89%	3.10%	8.15%	4.94%
HIST YTD%	4.09%	12.29%	17.96%	24.72%	52.23%	60.17%	64.71%	73.92%	83.81%	86.91%	95.06%	100.00%
PROJECTION	**44,618,152**	**37,101,129**	**31,343,181**	**35,748,213**	**38,645,726**	**39,417,721**	**39,253,177**	**38,981,326**	**38,755,778**	**38,695,670**	**38,556,399**	**38,482,958**
BUDGET	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658	37,070,658
VARIANCE	7,547,494	30,471	(5,727,477)	(1,322,445)	1,575,068	2,347,063	2,182,519	1,910,668	1,685,120	1,625,012	1,485,741	1,412,300
PRIOR MTH PRJ	N/A	44,618,152	37,101,129	31,343,181	35,748,213	38,645,726	39,417,721	39,253,177	38,981,326	38,755,778	38,695,670	38,556,399

Current Data

FY 2026	**JUNE**
CUR MONTH	3,533,458
CUR YTD	**23,718,853**
HIST MONTH%	7.94%
HIST YTD%	60.17%
PROJECTION	**39,417,721**
BUDGET	37,070,658
VARIANCE	2,347,063
PRIOR MTH PRJ	**38,645,726**
Prior Year Actual	35,002,481

HISTORICAL DATA

Rev by Month

YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	% INC/DEC	
FY 2022	1,115,090.86	2,687,221.39	1,656,121.71	2,513,320.70	8,565,149.44	2,929,594.53	1,388,302.61	3,078,454.48	3,450,869.47	(162,086.01)	2,666,551.99	1,346,961.10	31,235,552.27		
FY 2023	1,472,942.68	2,552,612.02	1,935,779.37	2,293,596.03	9,476,017.17	2,565,230.14	1,441,727.31	3,507,804.99	3,298,870.65	1,317,050.75	2,560,379.71	1,496,377.95	33,918,388.77	8.59%	
FY 2024	1,504,436.64	3,111,637.65	2,037,111.65	2,257,353.44	9,526,967.22	2,689,471.13	1,786,057.44	2,804,283.57	3,561,249.25	1,496,629.35	2,959,499.96	2,538,907.83	36,273,605.13	6.94%	
FY 2025	1,503,678.06	2,838,246.82	2,114,169.71	2,108,479.82	9,944,982.27	2,593,091.74	1,584,634.99	3,114,978.76	3,144,059.70	1,718,713.60	2,920,245.45	1,417,200.42	35,002,481.34	-3.50%	##
FY 2026	1,824,429.20	2,736,386.05	1,068,180.34	3,209,063.51	11,347,335.92	3,533,457.77	1,681,734.20	3,413,071.13	3,667,579.05	1,149,217.47	3,020,086.54	1,832,416.83	38,482,958.00	9.94%	##

Month as a % of Year

YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
FY 2022	3.57%	8.60%	5.30%	8.05%	27.42%	9.38%	4.44%	9.86%	11.05%	-0.52%	8.54%	4.31%	1.0
FY 2023	4.34%	7.53%	5.71%	6.76%	27.94%	7.56%	4.25%	10.34%	9.73%	3.88%	7.55%	4.41%	1.0
FY 2024	4.15%	8.58%	5.62%	6.22%	26.26%	7.41%	4.92%	7.73%	9.82%	4.13%	8.16%	7.00%	1.0
FY 2025	4.30%	8.11%	6.04%	6.02%	28.41%	7.41%	4.53%	8.90%	8.98%	4.91%	8.34%	4.05%	1.0
FY 2026	4.74%	7.11%	2.78%	8.34%	29.49%	9.18%	4.37%	8.87%	9.53%	2.99%	7.85%	4.76%	1.0

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GENERAL FUND OPERATING EXPENDITURES

FY 2026	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
CUR MONTH	**3,707,883**	**2,555,140**	**3,145,333**	**3,782,490**	**3,185,263**	**3,135,329**	**4,112,314**	**3,511,328**	**2,841,738**	**5,573,537**	**3,213,329**	**5,115,340**
CUR YTD	3,707,883	6,263,023	9,408,356	13,190,845	16,376,108	19,511,437	23,623,751	27,135,079	29,976,818	35,550,354	38,763,683	43,879,023
HIST MONTH%	8.03%	7.70%	7.38%	7.10%	8.03%	8.72%	9.10%	7.77%	6.29%	12.33%	7.11%	11.32%
HIST YTD%	8.03%	15.74%	23.12%	30.22%	38.25%	46.97%	56.07%	63.84%	70.13%	82.46%	89.57%	100.89%
PROJECTION	**46,154,359**	**39,795,690**	**40,693,677**	**43,647,359**	**42,814,290**	**41,540,237**	**42,133,299**	**42,505,883**	**42,746,974**	**43,113,052**	**43,278,295**	**43,493,297**
BUDGET	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715	45,194,715
VARIANCE	959,644	(5,399,025)	(4,501,038)	(1,547,356)	(2,380,425)	(3,654,478)	(3,061,416)	(2,688,832)	(2,447,741)	(2,081,663)	(1,916,420)	(1,701,418)
PRIOR MTH PRJ	N/A	46,154,359	39,795,690	40,693,677	43,647,359	42,814,290	41,540,237	42,133,299	42,505,883	42,746,974	43,113,052	43,278,295

Current Data

FY 2026	JUNE
CUR MONTH	3,135,329
CUR YTD	**19,511,437**
HIST MONTH%	8.72%
HIST YTD%	46.97%
PROJECTION	**41,540,237**
BUDGET	45,194,715
VARIANCE	(3,654,478)
PRIOR MTH PRJ	**42,814,290**
Prior Year Actual	39,765,181

HISTORICAL DATA

Rev by Month

YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	% INC/DEC
FY 2022	2,382,962.80	2,341,489.63	2,835,642.98	2,106,988.27	2,312,195.33	2,289,687.27	2,148,803.25	2,409,679.18	1,347,284.20	2,232,034.43	2,127,861.92	3,410,601.96	27,945,231.22	
FY 2023	3,028,907.83	3,335,763.73	2,570,132.10	2,745,409.65	1,726,441.94	2,679,755.53	2,190,813.28	3,541,210.89	4,167,424.56	1,924,059.56	2,209,166.04	2,401,623.67	32,520,708.78	16.37%
FY 2024	2,506,886.20	3,140,218.81	2,695,799.14	2,739,474.24	2,736,646.18	3,408,658.13	2,779,360.58	3,450,001.32	2,111,993.68	5,220,623.95	2,609,570.46	3,949,898.66	37,349,131.35	14.85%
FY 2025	3,014,817.63	2,783,891.98	3,000,747.94	2,731,131.03	3,470,831.22	3,306,530.38	4,277,397.76	2,505,803.32	2,752,068.97	4,249,566.58	2,876,202.94	4,796,191.51	39,765,181.26	6.47%
FY 2026	3,707,882.87	2,555,139.88	3,145,332.92	3,782,489.52	3,185,263.20	3,135,328.64	4,112,314.07	3,511,328.18	2,841,738.34	5,573,536.84	3,213,328.99	5,115,340.02	43,879,023.47	10.35%

Month as a % of Year

YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
FY 2022	8.53%	8.38%	10.15%	7.54%	8.27%	8.19%	7.69%	8.62%	4.82%	7.99%	7.61%	12.20%	1.0
FY 2023	9.31%	10.26%	7.90%	8.44%	5.31%	8.24%	6.74%	10.89%	12.81%	5.92%	6.79%	7.38%	1.0
FY 2024	6.71%	8.41%	7.22%	7.33%	7.33%	9.13%	7.44%	9.24%	5.65%	13.98%	6.99%	10.58%	1.0
FY 2025	7.58%	7.00%	7.55%	6.87%	8.73%	8.32%	10.76%	6.30%	6.92%	10.69%	7.23%	12.06%	1.0
FY 2026	8.45%	5.82%	7.17%	8.62%	7.26%	7.15%	9.37%	8.00%	6.48%	12.70%	7.32%	11.66%	1.0

2024 Pension

1,538,378 move from Jan 2025 to Oct 2024

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Manheim Township

Fiscal Sustainability Committee

Fiscal Sustainability and Strategic Roadmap

Committee Mission:

Provide independent analysis and recommendations to help ensure the long-term fiscal sustainability of Manheim Township while preserving the high quality of services expected by residents.

Our Work:

- Conducted public meetings beginning in March 2026
- Met with Township staff and the Board Finance Committee Chair
- Reviewed Township finances, budgets, fees, operations, and long-term financial projections
- Developed recommendations for the Board's consideration

Service Trends and Financial Challenge

A Full-Service Municipality

- Expanded parks, recreation, public safety, and community facilities
- Transitioned to career Fire and EMS services
- Maintained one of the broadest service portfolios of any First-Class Township

The Financial Challenge

- Operating costs grew faster than recurring revenues
- One-time revenues delayed—but did not solve—the structural imbalance

Structural Deficit - The Core Problem

Immediate Financial Challenge

Core Issue

Recurring General Fund expenditures now exceed recurring General Fund revenues.

Why?

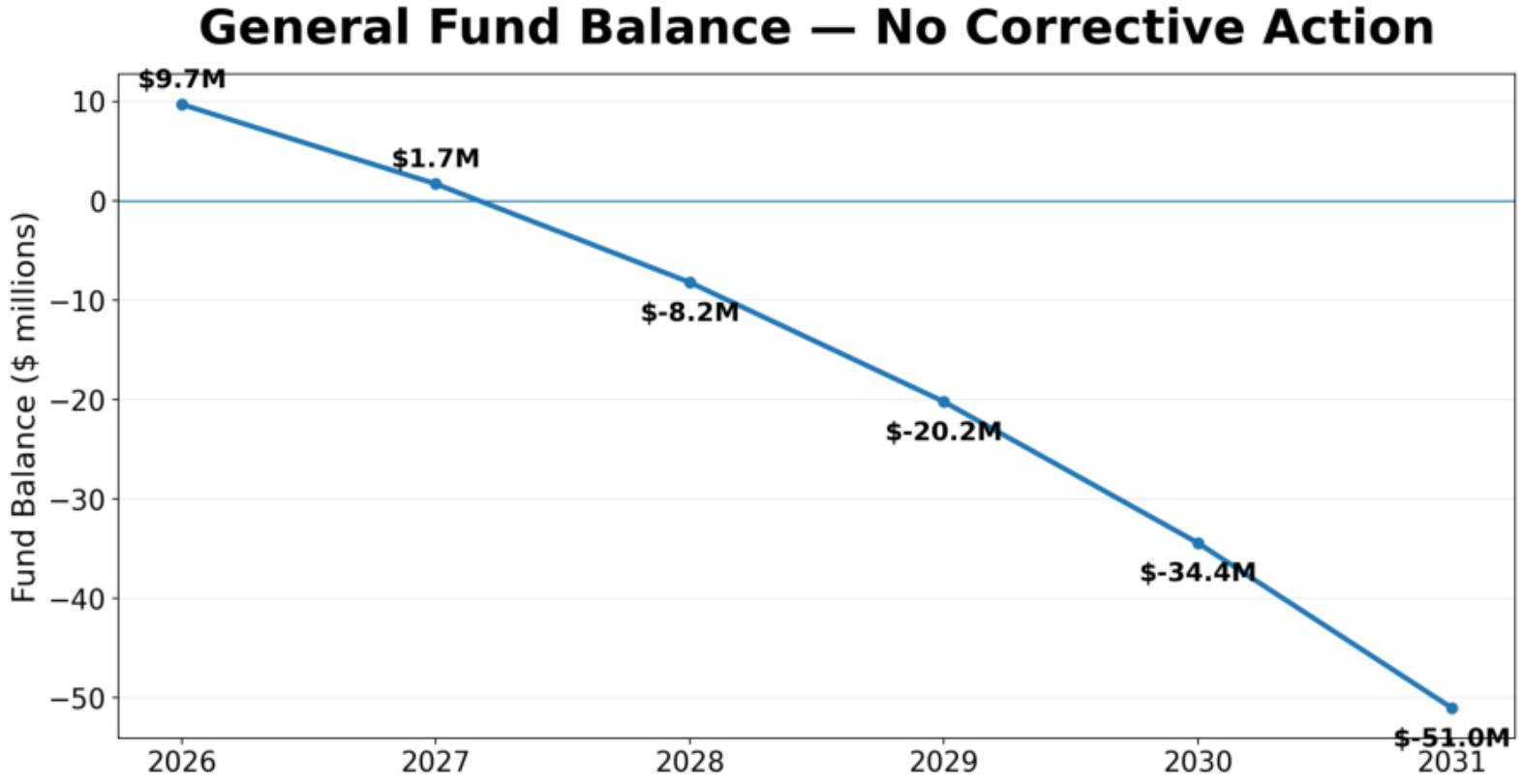
- Long-term structural imbalance
- Reliance on one-time revenues delayed corrective action
- Rising personnel and operating costs

Current Financial Condition

Projected General Fund Balance - Current Services Level - Status Quo (No Corrective Action)

In Millions	**Township Projected**		**Calendar Year**			
	2026	**2027**	**2028**	**2029**	**2030**	**2031**
Baseline Revenue	$38.9	$39.3	$39.7	$40.1	$40.5	$40.9
Expense	$45.0	$47.3	$49.6	$52.1	$54.7	$57.4
Yearly Deficit	-$6.1	-$8.0	-$9.9	-$12.0	-$14.2	-$16.5
Fund Bal. (Cumm.) at 12/31	**$9.7**	**$1.7**	**-$8.2**	**-$20.2**	**-$34.4**	**-$51.0**

Current Financial Condition



Current service levels maintained; no additional taxes, fees, or spending reductions.

Property Tax Increase Only Solution

Property Tax Increases Only - Millage Increase (in millions)

	Township Projected 2026	2027	2028	2029	2030	2031
Revenue	$38.9	$40.6	$54.0	$54.5	$56.1	$56.6
Expense	$45.0	$47.3	$49.6	$52.1	$54.7	$57.4
Deficit	-$6.1	-$6.7	$4.4	$2.4	$1.4	-$0.8
Fund Bal. (Cumm.) at 12/31	**$9.7**	**$3.0**	**$7.4**	**$9.9**	**$11.2**	**$10.5**

Revenue (non-Property Tax) Growth projected at 1% per year. Growth in salaries / benefits and general inflation at 5% per year. No fee increases or spending reductions.

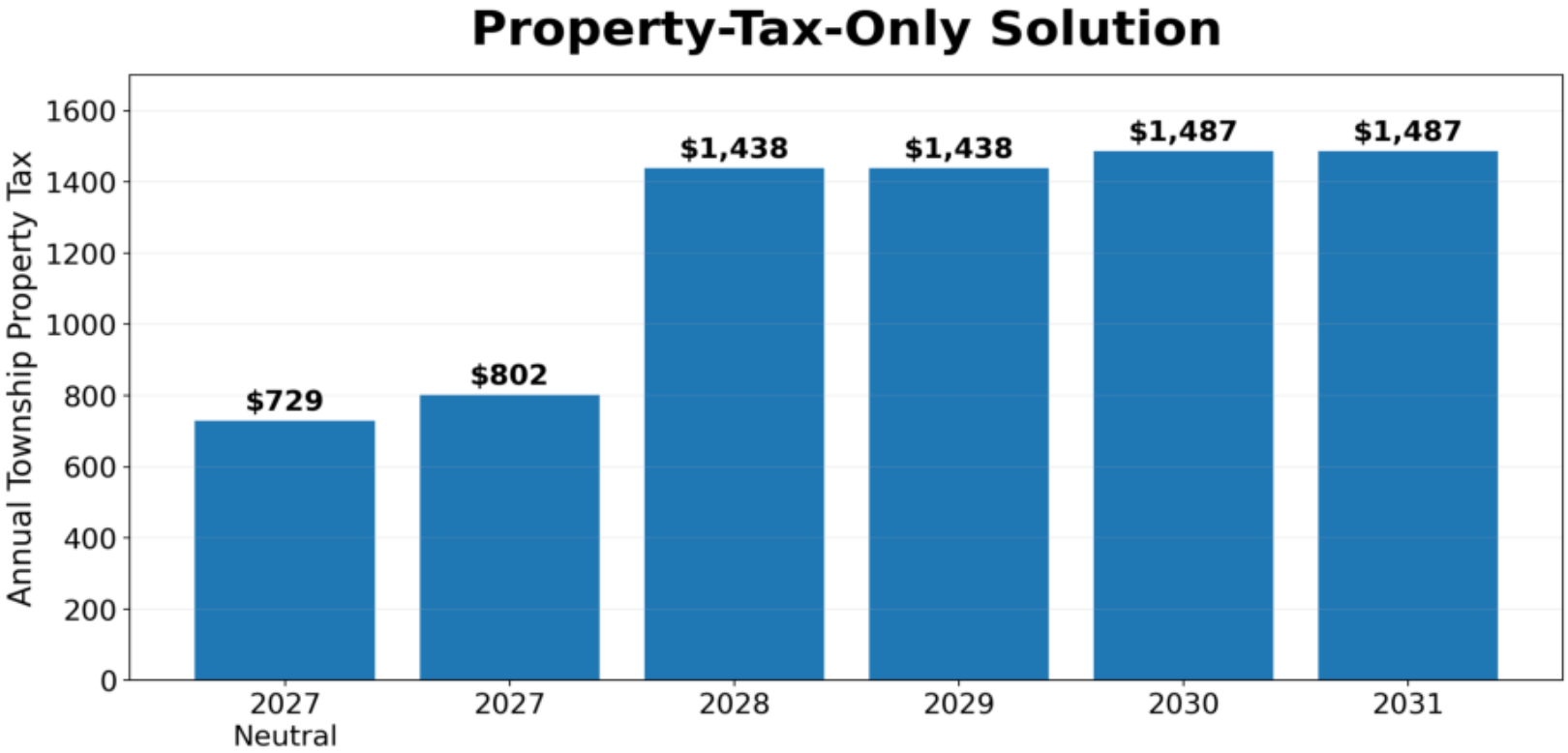
Millage rate increase in 2027 capped at 10% of 2026 property tax revenue. 2027 increase of $1.3. Millage rate increased to generate additional revenue as follows: 2028 = $13.0; 2029 = $0; 2030 = $1.0; 2031 = $0.

Property Tax Increase Solution Only - Impact on Millage

Property Tax Millage

			Property Tax Increases				
		Neutral	$1.3	$13.00	$0	$1.0	$0
	Current 2026	**2027**	**2027**	**2028**	**2029**	**2030**	**2031**
Rate	2.77	1.62	1.78	3.20	3.20	3.30	3.30
Percentage Change		-41.5%	10.0%	79.3%	0%	3.4%	0.0%
Cumm. Percentage Change from 2027 Neutral			**10.0%**	**97.2%**	**97.2%**	**103.9%**	**103.9%**
Tax on a home assessed at $450,000 (yearly tax)		$729	$802	$1,438	$1,438	$1,487	$1,487

Property Tax Only Solution - Impact on Homeowner



Annual Township property tax on a home assessed at $450,000.

2027 Neutral reflects the reassessment-adjusted millage rate.

Fiscal Sustainability Committee Recommendations

Fee Revenue:

The Township took in about $4.2 million of fee revenue in 2025. A review of fees indicates that an increase of $300,000 in 2027 is reasonable of the fees the Township controls (representing a 7.1% increase). The Committee recommends a fee increase of the same amount in 2029 and again in 2031.

Operational Savings:

Every organization can improve efficiency. The committee believes the Township can reasonably identify recurring operational savings averaging approximately two percent annually in each of the next 5 years (about $1 million per year).

Property Tax Increases

Lastly, property taxes will need to be raised substantially to maintain the level of services currently being enjoyed by residents.

Committee Scenario

General Fund Fee Increases / Spending Cuts / Millage Increase (in millions)

	Township Projected 2026	2027	2028	2029	2030	2031
Revenue	$38.9	$40.9	$50.3	$51.1	$51.6	$52.4
Expense	$45.0	$46.3	$47.6	$49.0	$50.5	$51.9
Deficit	-$6.1	-$5.4	$2.7	$2.1	$1.2	$.5
Fund Bal. (Cumm.) at 12/31	**$9.7**	**$4.3**	**$6.9**	**$9.0**	**$10.2**	**$10.7**

Revenue (non-Property Tax) Growth projected at 1% per year. Growth in salaries / benefits and general inflation at 5% per year. Expenses cut 2% per year.

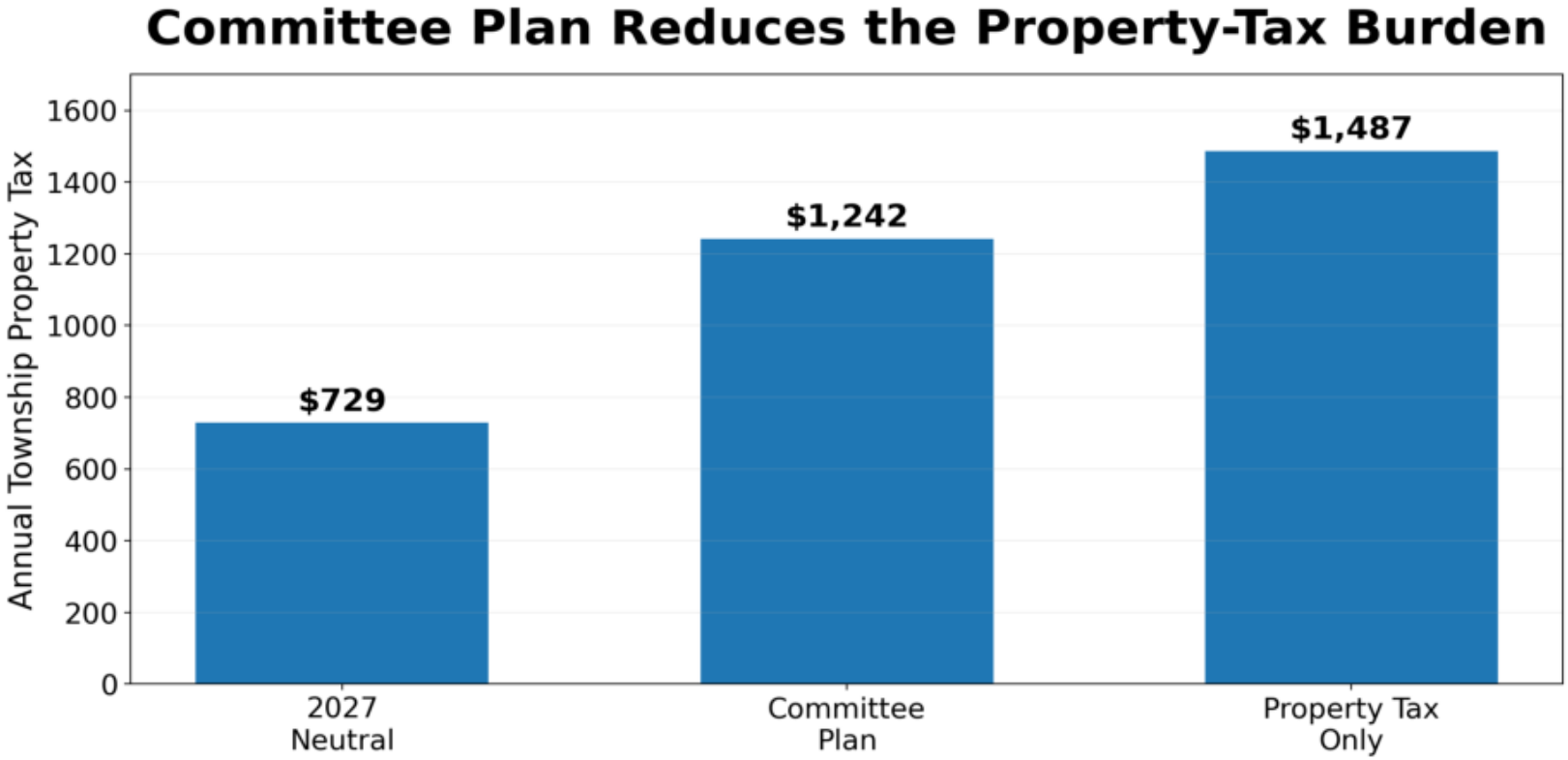
Fee increases of $300k in 2027, 2029 and 2031. Millage rate increase in 2027 capped at 10% of 2026 property tax revenue. 2027 increase of $1.3. Millage rate increased to generate additional revenue as follows: 2028 = $9.0; 2029 = $0; 2030 = $0; 2031 = $0.

Committee Scenario - Impact on Millage

Property Tax Millage

			Property Tax Increases				
		Neutral	$1.3	$9.0	$0	$0	$0
	Current 2026	**2027**	**2027**	**2028**	**2029**	**2030**	**2031**
Rate	2.77	1.62	1.78	2.76	2.76	2.76	2.76
Percentage Change		-41.5%	10.0%	54.9%	0%	0%	0%
Cumm. Percentage Change from 2027 Neutral			**10.0%**	**70.4%**	**70.4%**	**70.4%**	**70.4%**
Tax on a home assessed at $450,000 (yearly tax)		$729	$802	$1.242	$1,242	$1,242	$1,242

Committee Plan vs Property Tax Only



Annual Township property tax on a home assessed at $450,000.
Committee plan combines fees, operating efficiencies, and property taxes.

Potential Revenue and Savings Opportunities

Service Efficiencies and Sales of Assets

Comprehensive Assessment of Property. Conduct a comprehensive evaluation of municipally owned properties to determine whether certain non-essential assets should be retained or sold.

Departmental Review. Review all Departments for staffing levels for efficiency and productivity improvements, including the opportunity for outsourcing services.

General Municipal Authority of Manheim Township. Explore the use of the Authority in the Township's long-term capital strategy and to administer functions, including stormwater management.

Home Rule. The Township should evaluate whether Home Rule could provide additional governance flexibility and revenue options.

Capital Improvement Plan

The Township should have a formal **Capital Improvement Plan (CIP)** and generally finance major capital projects through **long-term debt (bonds)** rather than paying from the General Fund. Capital assets provide benefits over many years and should be matched with a funding source that reflects that useful life. The CIP will also create an inventory of capital assets and needs for the Board to better plan, manage and finance for the long term.

Municipalities often have access to tax-exempt borrowing rates that are lower than private-sector rates, and lower than may be charged currently for those projects the Township does finance.

Improvements to Process and Controls

Review the Township's Executive Management Structure and Administrative Capacity

Conduct an independent organizational assessment of the Township's executive management structure, financial management function, staffing, technology, internal controls, budgeting, financial reporting, and audit readiness to ensure the organization is appropriately structured to manage a municipality of Manheim Township's size and complexity.

Financial Projections

Adopt and publicly release a five-year financial forecast as part of each annual budget. Multi-year forecasting improves transparency, strengthens fiscal discipline, and allows residents to understand the long-term impact of budget decisions.

Township Administration Proposals

The following were taken from various documents produced by Township staff. All of these proposals should be considered and, if pursued, would collectively improve the financial position of the Township and its efficiency and effectiveness.

Township Proposals

Financial Process & Controls

- Look for ways to reduce credit card fees, which cost the Township about $126,000 in 2023, as well as bank fees. Consolidate credit card processing to one processor between all departments to lower fees. Charge service fees when appropriate to offset the credit card fee.

- Build out the Township's presence and technical expertise in OpenGov, the budget software adopted by the Township in 2023.

- Create a multi-year financial forecast for the General Fund and incorporate an update of this forecast into the Township's budget process.

Township Proposals

Operational Efficiency & Grants

- Coordinate transit and paratransit options to serve areas with high concentrations of seniors, or areas where an increase in senior citizens is projected.

- Aggressively pursue grants to supplant General Funds. Add grant sourcing to the scope of existing positions.

- Explore DCED and PennDOT Multimodal grants for street improvements that contain multimodal improvements.

- Bundle road improvements together when they are on the same street. This will save on the combined costs for paving, curb, multi-modal improvements, and sidewalk repair contracts. Pursue Pennsylvania Infrastructure Bank financing against liquid fuels revenue.

Township Proposals

Development & Economic Policy

- Implement land use policies that increase resilience to shocks in the tax base.
- Encourage a wider variety of commercial and industrial uses within the Township.
- Reduce the acreage dedicated to low-tax-yield uses that could be more productive in nearly any other use, such as surface parking and depreciating commercial spaces.
- Reduce the required footage, setback, and frontage requirements along commercial corridors to increase the per-acre value of developed land.
- Build stormwater abatement requirements into the SALDO to reduce the probability of flooding, which can cause expensive damage to public infrastructure.

Township Proposals

Development & Economic Policy (continued)

- Configure zoning regulations to allow for redevelopment in and near Golden Triangle.
- Study potential TIF districts for key redevelopment sites that could yield more taxes over a 40-year horizon if TIF were in place.

Revenue Diversification

Consider dedicated taxes for popular items, such as a stormwater or Parks and Recreation tax to fund implementing the Parks and Rec Master Plan or a Pools tax to fund the pools.

	Old Assessment	New Assessment	Average Residential Assessment
Total	**$4,753,065,700**	**$8,195,385,800**	**$453,000**

**Based on Preliminary Data from Lancaster County, subject to change until appeals processes are complete.

2027 Final Notice Statistics - New

CURRENT	Current Millage	Total Current Revenue
Real Estate Tax	1.71730	$ 8,162,440
Fire Tax	1.07690	$ 5,118,576
Total	**2.79420**	**$ 13,281,016**

REVENUE NEUTRAL	Revenue Neutral Millage	Revenue Neutral Revenue	
Real Estate Tax	0.99598	$ 8,162,440	
Fire Tax	0.62457	$ 5,118,576	
Total	**1.62055**	**$ 13,281,016**	Preliminary Estimate

REVENUE NEUTRAL + 10%	Revenue Neutral Millage + 10%	Revenue Neutral Millage + 10% Revenue	Adjusted for Discount	2026 Budget	Revenue Increase
Real Estate Tax	1.09558	$ 8,978,684	$ 8,844,003	$ 7,939,000	$ 905,003
Fire Tax	0.68702	$ 5,630,434	$ 5,545,978	$ 4,978,500	$ 567,478
Total	**1.78260**	**$ 14,609,118**	**$ 14,389,981**	**$ 12,917,500**	**$ 1,472,481**

Millage Increase	Additional Revenue Generated	Increase in Average Homeowner Annual Cost
0.25	$2,018,114	$113.25
0.5	$4,036,228	$226.50
0.75	$6,054,341	$339.75
1.0	$8,072,455	$453.00

Assessed Home Value	Current Township Tax	Proposed Township Tax (+10%)	Annual Increase	Monthly Impact	
$250,000	$405	$446	$41	**$3**	
$300,000	$486	$535	$49	**$4**	
$350,000	$567	$624	$57	**$5**	
$400,000	$648	$713	$65	**$5**	
$450,000	$729	$802	$73	**$6**	**Average residential assessment: 453,000**
$500,000	$810	$891	$81	**$7**	
$550,000	$891	$980	$89	**$7**	
$600,000	$972	$1,070	$97	**$8**	