

Held

September 25, 2012

OPENING OF MEETING

Mr. Ritter called the meeting to order at 5:30 PM. Mr. Deters, Ms. Rinehart and Mrs. Harlow were in attendance.

GENERAL BUSINESS**Resolution Accepting the Amounts and Rates**

Mr. Rowan read, by caption, Resolution 49-12, "Resolution Accepting the Amounts and Rates as Determined by the Budget Commission and Authorizing the Necessary Tax Levies and Certifying them to the County Auditor." He said this is an annual requirement and he has reviewed the figures included.

Ms. Rinehart made such motion and Mr. Deters offered the second. The roll was called:

Mr. Deters. "Aye"
Ms. Rinehart. "Aye"
Mr. Ritter. "Aye"

Moving Ohio Forward Resolution

Mr. Rowan read, by caption, Resolution 50-12, "Resolution Supporting Colerain Township's Participation in the Moving Ohio Forward Grant Program as a Sub-Recipient."

Ms. Rinehart made such motion and Mr. Deters offered the second. The roll was called:

Mr. Deters. "Aye"
Ms. Rinehart. "Aye"
Mr. Ritter. "Aye"

Mr. Rowan requested the Board's authorization for Mr. Birkenhauer to be able to execute any closing documents for the Buffy Jones property, pursuant to resolution previously passed by the Board.

Ms. Rinehart made such motion and Mr. Deters offered the second. The roll was called:

Mr. Deters. "Aye"
Ms. Rinehart. "Aye"
Mr. Ritter. "Aye"

Rumpke Report

Mr. Ritter offered a report on the meeting at the Rumpke landfill on Thursday, September 20, 2012. He said that Rumpke hadn't communicated and some residents were in the dark about the underground reaction. He said they held the meeting at the landfill to give residents a chance to see the reaction first hand. He said the meeting was well attended, with about 40-50 people as well as representatives from the Hamilton County General Health District and Ohio EPA. He said the engineer at landfill gave a presentation on the reaction, including the status and next steps. Then, there was opportunity for some questions and a tour. He said the next steps for this Board are to continue to engage the residents and establish a formal interval for communication, possibly every six months or sooner. He said they may hold another meeting sooner than that at the Community Center. He said there is no end game in sight with underground reaction. In response to Mr. Deters' question about the status of the reaction, he said because spreading is a possibility, a slurry wall may be installed.

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PRESENTATIONS

BENCHMARKING REPORTS

Mr. Ritter said this is the next two departments' presentations. Zoning is the last one and will be completed after Mr. Milz comes on board.

Mr. Rowan said that at the October work session, Mr. Birkenhauer will present an update on economic development.

Road Division

Mr. Schwartzhoff offered the SWOT analysis for the Road Division.

He listed the division's strengths as:

- Employee experience, knowledge and positive cooperative attitude
- Newer maintenance facility centrally located, organized and designed for maximum efficiency
- 9,000+ street sign inventory on computer in place
- Computerized pavement management program
- Rapport with neighboring communities and County Engineer's office
- Department standard operating procedure in place
- Scheduled training program in place
- Shared services practices in place
- Effective and efficient snow removal program
- Conservative fiscal management
- Ability to grind and patch until funds are available for a more permanent repair
- Successful in obtaining SCIP funding (\$4.6million in the past eight years)
- Mutual aid agreements in place

He cited weaknesses as:

- Aging infrastructure
- Aging equipment (average 16+ years)
- Reduction of personnel
- They have not replaced a mechanic and one full-time maintenance worker. They have reduced the hours of permanent part-time employees to 1,456 hours/year.
- Citizens lack of understanding as to which government jurisdiction maintains Colerain Avenue and County roads

He said that in the pavement condition index (PCI), 100 is good, 55-40 is poor, and 0 is failed. Out of 109.86 miles, our average is rating 56.6. Over the last five years, the PCI condition has gone down 3% each year. In 2007, it was 63.19 and in 2011 it was 56.62.

He offered a comparison between Colerain and Green Townships. Green Township's levy brings in about \$400,000/year. He said the \$2 million/year from the TIF is additional funding.

Township	Separate Roads/Parks Divisions	2011 Roads Division Budget	Full Time	Part Time	Seasonal	Total	Number of Routes	Average Miles of Snow Paved / Year	Average Age of Surface Paved	Number of Large Dump Trucks	Number of One Ton Trucks	Average Age of Trucks	Average Age at Replacement	Levy	TIF
Green	Yes	\$2,722,890	20	2	6	28	12	3.5	15	12	12	6	12	1/2 mill	\$2 million/yr Used for paving contracts
Colerain	Yes	\$2,000,000	13	2	5	20	9	1.5	26	11	2	14	22	none	TIF areas only Dombush Curbs

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Other weaknesses are:

- To change the average PCI from decreasing to increasing requires resurfacing 4.36 miles per year
- Current 5 year resurfacing average is 1 mile per year
- To resurface additional 3.36 miles per year requires increasing road contracts \$1.5 million

He cited opportunities as:

- Expand shared services
- Expand revenue sources
- Use of electronic and social media for community information
- Form an exploratory committee for a road improvement levy

He listed threats as:

- Increase in cost of fuel, supplies and materials
- Funding reductions impact ability to:
 - Resurface more streets
 - Replace aging equipment

In summary, Mr. Schwartzhoff provided the following analysis:

- Strengths identified as organization and newer operating facility
- Weaknesses identified as aging equipment and lack of annual paving program
- Opportunities identified as improve communication with residents and shared services
- Threats identified as increasing costs and funding reductions

Mr. Ritter said that Mr. Schwartzhoff compared Colerain to Green Township. He asked if other qualitative learnings were obtained from other communities.

Mr. Schwartzhoff said that Green Township is the most comparable. The communities who do most have levies.

Mr. Ritter asked how many have a levy and the amount.

Mr. Schwartzhoff said about 70% have levies, ranging from .5 to 1.5 mills

Mr. Ritter said our road levy was voted down in late 90s.

Mr. Rowan said there is a certain art to the grinding and paving and we seem to have that talent within our team to do this. He asked if we could do this if we had our own equipment and if we would see savings. He said we would need to explore the legal issues and financial issues.

Mr. Schwartzhoff said this skill is not in place yet. We would need different, larger equipment to do a whole street. It is not feasible to do own asphalt work.

Mr. Ritter said the full benchmark presentation was provided previously to the Board and FAC.

Parks Division

Mr. Schwartzhoff offered the SWOT analysis for the Parks Division.

He offered the following strengths:

- Quality park facilities
- Fiscal Responsibility
- Experience and flexibility of staff to provide diverse services

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- Ability to secure outside funding
- Increased revenue generation
- Merging of Parks and Public Works
- Five new parks developed since 2007
- Parks include both passive and active areas
- Equipment diversity allows most maintenance work to be done in house
- Interdepartmental shared services
- Relationship development with other government agencies and community partners
- Planning and organizing township community events
- Parks increase surrounding property values
- Improved quality of family life

He said our shelter rental revenue this year is \$28,000; in comparison, Anderson Township's is \$23,000. Our rental rate is \$80 for residents and \$100 for non-residents. Anderson charges \$105 for residents and \$135 for non-residents. Other communities do not charge for shelter rentals.

He said that many improvements to our parks have been grant-funded. For example, the playground at Clippard Park was paid for in grants, for a value of \$300,000. For Wert Park's playground, we received a grant from Kaboom! For Palm Park, we have a \$60,000 playground for a township investment of \$8,500. He said that volunteers are most helpful for maintenance, such as the Friends of the Great Miami's river sweep.

Mr. Schwartzhoff cited the following weaknesses:

- Inability to generate enough income to be self-sufficient
- Lack of comprehensive parks master plan
- Communication with our residents
- Facilities limit fees that can be charged
- Facilities limit types of programs that can be offered
- Portions of the township lack park facilities
- No plans for expansion
- Lack of Township brand identity
- Difficulty in benchmarking with other communities due to wide variances in services, amenities offered and funding sources

Mr. Ritter said that, given the past investments and current funding, he doesn't see the lack of a comprehensive plan as a big miss. It should be our aspiration to maintain.

Mr. Deters said that the plan need not include expansion, it could be improvements. We can't ignore these gems.

Mr. Rowan said that with grants we need to look at the cost of maintenance and the cost/benefit.

Mr. Schwartzhoff said that we should look at the future of Meehan Park.

Mr. Rowan said the accessibility to the park is limited and dangerous.

Mr. Schwartzhoff said there are no sidewalks on John Grey Road. Mr. Ritter said this is a memorial park and there are deed restrictions from MSD.

Mr. Schwartzhoff briefly discussed the operating budget and total revenues. He said there is no way for them to be self-sufficient.

Mr. Schwartzhoff cited some opportunities:

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- Ability to better react to community needs with combined Parks and Roads division
- Diversity of skill sets with combined departments
- Alternative funding opportunities and revenue generation
- Expansion of special events
- Increase income from current revenue generating sources
- Redesign Day Camp with goal of self sufficiency
- Park Patrol Program
- Fueling Station

He discussed the parking permit program as an opportunity for net income of \$73,500. He said the projection is based on other communities.

Mr. Schwartzhoff offered a comparison between Deerfield and Colerain Townships:

	Deerfield	Colerain
Total Population	36,790	58,500
Total Households	14,084	24,015
Number of Parks	13	11
Acreage of Parks Maintained	256	232
Number of Full Time Employees (with benefits)	7	6
FT Average Pay Rate	\$23.50/hr	\$24/hr
Number of Part Time & Seasonal Employees	10	11
PT & Seasonal Average Pay Rate	\$10.50/hr	\$10.50/hr
Total Operating Budget FY 2012	\$1,068,960	\$1,102,000
Wages & Benefits	\$593,960	\$602,000
Operating	\$375,000	\$500,000
Capital	\$100,000	\$0

Funding Source

1 mil Park Levy - \$841k per year General Fund

Additional Revenue Sources

Summer Camp	\$21,000	\$3,000
Building Rental	\$15,000	
Baseball Field Rentals		\$18,000
Soccer Field Rentals		\$4,000
Shelter Rentals		\$28,000
Concessions		\$6,000
TOTAL	\$36,000	\$59,000

He said that the townships have many of the same functions. However, Deerfield does maintain historic buildings, which we do not. Colerain has several services, which Deerfield does not provide: spray ground, scheduling and maintaining outdoor shelter rentals and a skate park. We also maintain gateway landscaping and provide zoning inspection and abatement, which they do not.

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Mr. Schwartzhoff cited the following threats:

- Decline in funding
- Abandoned and foreclosed properties in park neighborhoods
- Vandalism and misuse of park property and equipment
- He said they have caught two vandals with the security cameras
- Cost of fuel
- Emerald Ash Borer, Asian Longhorned Beetle and Natural Disasters

Mr. Schwartzhoff provided the following summary:

- Strengths identified as merging departments, increasing existing sources of revenue and strengthening partnerships
- Weaknesses identified as communication with residents and inability to generate enough revenue to become self funding
- Opportunities identified as implementing new revenue generating programs and better serving community needs with shared services
- Threats identified as declining neighborhoods surrounding parks and continuing decrease in state funding

Mr. Ritter said the more comprehensive benchmark was done previously, as with the Road Division.

Mr. Deters said the communication weakness, is better with Facebook, etc.

Community Center

Ms. Sprenger said she provided center comparisons and rental comparisons in her analysis. For the center comparisons, she utilized data from Green Township, Springfield Township, Anderson Township, West Chester, Sycamore (Blue Ash) and Mason. For the rentals, she compared Green Township Nathaniel Green Lodge, Springfield Township The Grove, Anderson Center, Sycamore, Pebblecreek, Vinoklet, Donauschwabens, Wunderland, Lakeridge Hall, Mason, Forest Park, West Chester and Miami Township. She looked at both public and private rentals.

Ms. Sprenger listed the strengths of the Center:

- **NATIONAL ACCREDITATION** -- The best possible practice achievement is possessing accreditation or awards. Accreditation proves accountability and program quality. We are the only one of our peers to possess this achievement.
- **VISION** -- Our Department has shown progressive evolvement in updating to a new model of Center. i.e. Dropped "Senior", 50+, facility improvements, updated atmosphere and programs, energy improvements
- **PROGRAMMING** -- We offer the most programming opportunities compared to all other centers. We offer 75 while the average is 35. We set the bar for our peers who ask "What's Colerain doing?". We offer evening programs while many do not.
- **BRANDING/IMAGING** -- Our Center is professional in our marketing and branding efforts.
- **STAFFING** -- An organization's people and culture they create is a competitive advantage. Our staff is extremely knowledgeable, trained and enthusiastic.

Under weaknesses, Ms. Sprenger cited the following:

- **MEMBERSHIP RATES** -- We had the second lowest membership rates comparatively, at \$10 for residents and \$20 for non-residents. We will recommend raising them to meet the benchmark, to \$20 for residents,

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single and \$30 for non-residents, single and \$30 for residents per couple and \$50 for non-residents per couple.

- **GENERAL FUND SUPPORT** -- The centers have always been funded by the General Fund through townships and cities. They didn't have to support themselves through income generation. With the recent major cuts to this fund and the projected budget forecasts, it has become necessary to find new ways to generate income for sustainability.
- **RENTAL PRACTICE** -- Our former practice was to provide hall rentals as a service to our community at a low price and not compete with other rental providers.

For opportunities, Ms. Sprenger listed the following:

- **WEDDING PACKAGE RENTALS** -- Modeling the Best Rental Practices (Springfield and Anderson Townships) and marketing Wedding Packages would provide a great opportunity for income generation. With the large hall recently renovated, we are in a prime position to compete for the wedding dollars. With internet advertising with The Knot, Wendy's Bridal Show at Duke, professional marketing pieces, and leads, we would be able to target this rental segment.
 - She said there are 27,000 brides signed on The Knot website in the area, with 13,000 weddings to be planned now through May 2013. Venues are chosen by availability, location, budget, amenities and package options. She would like to offer the packages to events already booked. There are 16 booked for the large hall in 2012 and 11 already in 2013.
 - She said the potential to make \$2500 profit per wedding rental in the large hall can be achieved with new pricing in a wedding package format, providing beverage/bar services, linens, commissions on approved catering, lighting, AV and other upgrades.

For threats, Ms. Sprenger offered the following:

- **NOT ACTING LIKE A BUSINESS** -- Our biggest threat to sustainability would be to ignore a business opportunity. These economic times call for aggressive targeting for potential revenue. We must compete and constantly reinvent our facilities and operations. We already compete for revenues through our programs for which we charge.
- **NOT RECOGNIZE THE POPULATIONS** -- Our Center serves during the day the largest and fastest growing population (older adults 50+). The Township needs to continue to support this entity. Many city ordinances require financial support be made to provide facilities for this population.

Ms. Sprenger said she will be coming to the Board in the future for approval on items to create the packages, etc., such as new rental rates and policies and contracts with vendors.

Mr. Ritter commended Ms. Sprenger for her thought leadership and said he is excited about the next steps and potential

Mr. Rowan said there will be an action item at next meeting for the liquor permit.

Ms. Rinehart said there might be an opportunity for shared services with the parks for wedding photos.

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EXECUTIVE SESSION

Mr. Rowan requested the Board enter Executive Session for the purpose of discussing the employment of public employees and pending litigation. He said Scott Sollomann with Schroeder, Maundrell, Barbieri & Powers would be in attendance.

Ms. Rinehart made a motion to enter Executive Session and Mr. Deters offered the second. No discussion and the roll was called:

- Mr. Deters. "Aye"
- Ms. Rinehart. "Aye"
- Mr. Ritter. "Aye"

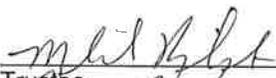
Mr. Ritter reconvened the meeting at 7:39 PM. Mr. Rowan said there was nothing to report.

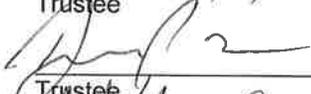
ADJOURNMENT

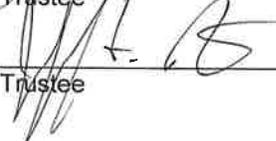
With no further business to come before the Board, at 7:40 PM, Ms. Rinehart motioned for adjournment. Mr. Deters offered a second. The roll was called:

- Mr. Deters. "Aye"
- Ms. Rinehart. "Aye"
- Mr. Ritter. "Aye"


 Fiscal Officer


 Trustee


 Trustee


 Trustee