

## Hamilton Township Trustees Meeting

January 17, 2020

Trustee Board Chairman, Darryl Cordrey, called the meeting to order at 8:00a.m. Mr. Cordrey, Mr. Rozzi, and Mr. Sousa were present.

Motion made by Mr. Cordrey with a second by Mr. Rozzi to approve of the clerk's journal and accept the tapes as the Official Meeting Minutes of the January 2, 2020 Trustee Meeting.

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|-----------------------|----------------|-----|
| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |

Motion made by Mr. Cordrey with a second by Mr. Rozzi to approve billing invoices for payment cycle January 6, 2020 – January 10, 2020, checks numbered 81033 - 81050.

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| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |

Motion made by Mr. Cordrey with a second by Mr. Sousa to approve billing invoices for payment cycle January 13, 2020 – January 17, 2020, checks numbered 81051 - 81094.

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| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |

### **New Business**

-Resolution 20-0117: Renewing Contract with Ohio Township Association Coalition of Large Ohio Urban Townships

This is a renewal of our membership with the Ohio Township Association's CLOUT, which provides additional backing to legislation that supports Township's of our size and budget. The budget impact is \$200.00.

Mr. Cordrey made a motion with a second from Mr. Sousa to approve Resolution 20-0117.

|                       |                |     |
|-----------------------|----------------|-----|
| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Mark Sousa     | Yes |
|                       | Joe Rozzi      | Yes |

### **Work Session**

Mr. Centers thanked everyone for coming to the retreat. He explained that Frost Brown Todd was generous in letting us use a conference room free of charge for the day. Mr. Yoder offered to spend the day with us but would not be charging us for all of his time, only the time in which he presents. The direction of Hamilton Township moving forward, will be established at this Retreat.

Trustee Goals are as follows: working with our neighbors (Deerfield, South Lebanon, Goshen, Morrow, Maineville, Loveland), look into additional regional, county, state, etc. partnerships, communication, facilities planning, immediate needs, long term plans, budget projections, parks and events.

Our current community Partnerships consist of surrounding communities, Warren County RPC, Warren County Drug Task Force, Police and Fire Chiefs Councils, Area Progressive Council, Little Miami Area Chamber of Commerce, Warren County Economic Development, Warren

County Port Authority, Little Miami School District, Kings School District, and looked into Centers for Local Government.

Police, Fire, Public Works, and Administration all go through training's annually. Some are held in house and some have to be attended elsewhere. These trainings were discussed and explained. All trainings are done to better our employees and our Township overall. Discussion came up about attending the Warren County Economic Alliance 2020 D.C. Fly-in. Mr. Centers expressed that he would like Alex to attend since he is the Economic Developer and that is priority. He believes that Alex will benefit immensely from the trip. All Trustees agreed that each year the Board Chair should attend. This year the attendees will be Mr. Cordrey, Mr. Centers, and Mr. Kraemer.

Mr. Sousa asked if we conduct any type of annual survey to give/receive feedback?

-Currently personnel evaluations are done at the closing of each year. During those evaluations, the opportunity arises to have more in-depth discussions about strengths to continue, what is lacking, or could be improved in the employee's opinion.

Next, comparable metrics with surrounding communities (Clearcreek Twp., Deerfield Twp., Franklin, Springboro, Franklin Twp., Lebanon and Turtlecreek Twp.) were presented. Clearcreek Township is one of our closest comparable communities as far as salaries and budgets.

The current organizational chart for the Township is located on our website. We have proposed a new one that dropped positions we no longer have and added the correct positions that we do have along with promotions for different departments. This was further discussed.

### Finance

The current budget numbers reflect all projects and increases that were discussed extensively and approved at the November 20, 2019 Trustee Meeting.

The Debt Payment Schedule is as follows:

- Administration/Police House Payment is \$132,875 annually. We have 9 more principle payments; 9 more interest payments and our current interest rate is at a 3%.
- Fire Station 76 total remaining debt is \$3,636,453.33. We have 18 more payments and our current interest rate is 3.8%.
- Roundabout total debt remaining is \$415,268.11. We have 36 more payments and a current interest rate of 0%.

Mark Hurst, CPA with HurstKelly and Company, LLC introduced himself and explained that he has worked with the township for over ten years. He prepares our year-end financial statements and is available throughout the year to assist with various things if needed. He presented a graph showing the last five years of funds. The General Fund has doubled in five years and all others have substantially increased as well. The only decrease is in the fire fund but that is due to the new Station 76 capital outlay for the building.

Mr. Sousa asked if that is a 25-year loan structure? Mr. Centers explained it is slated through 2038.

Mark Hurst explained that we are much more stable as policies and procedures that were put into place during our Fiscal Emergency days have continued. Ten years ago, the financial information was not reliable. Now, it is both reliable and timely to make decisions that need to be made.

Mr. Centers stated that we have checks and balances to follow for everything. We are striving to be overly transparent with our finances. Chief Hughes commented that it is comforting to know that the budgets are handled by several personnel because that gives him the opportunity to focus on other things in his department.

Jennifer Trowbridge with RedTree Investment Group spoke next. She introduced herself by explaining that she is a co-founder of RedTree. She discussed the mission of the investment group and stated that they work with public entities. The Ohio Revised Code dictates what the township can invest in. The maximum maturity is five years on any investment. Our partnership began in August of 2019 when our portfolio was funded with \$3,074,471 in cash. This money was purposefully invested over a three-month period so that it was not all put into the market at once. The goals are to protect principle, provide liquidity and earn a market rate of return. These investments accrue interest daily; however, they only pay semi-annually or annually.

Chief Reese asked if we track what interest comes from each fund? Ms. Ellen Horman, Assistant Fiscal Officer, explained that we do and it is allocated to each department.

Mr. Rozzi asked if there is a plan for the interest? Mr. Centers responded that we have a strategic plan for the investments and the interest is currently being re-invested directly.

Mr. Centers explained that we will continue to invest and establish this relationship between the township and RedTree and then begin looking into Commercial Paper and/or Municipal Bonds investments in the future. For now, we are comfortable in our current investments.

Ms. Trowbridge thanked everyone for our business!

### Economic Development

Director of Economic Development and Zoning, Alex Kraemer began his department update with a discussion about the Little Miami Industrial Park. Mr. Kraemer and Mr. Centers conducted a mock site visit on December 11, 2019 with Insite Consulting. This property is the most valuable in the township. Utilities are our strong point with this site. Gas, electric, water and sewer are all on site and ready for use. As long as the existing building remains on the site though, this property will be eliminated for promotion to companies. Companies do not want to spend money out of pocket to tear down an old building that has been vacant for years. The developers have too many other options.

Mr. Rozzi asked what the resistance is for the current owner to tear down the building? Ultimately spending money to do the demolition is the hold up.

Mr. Cordrey asked if we know the cost of demolition? Mr. Kraemer explained that it is approximately \$200,000 - \$400,000.

Mr. Kraemer stated that we are working with REDI Cincinnati and Site Consultants for this property and we need to get the consultant and the property owners on the same page to develop this property.

A Burger King restaurant has been proposed at 5463 State Route 48. This item will be coming before the Trustees after the Zoning Commission hears the proposal.

Future goals for our Economic Development were discussed. Those items include developing a Business Retention and Expansion Program, launching our Economic Development website, establishing communications connections for the promotion of Hamilton Township, and possibly enacting a Joint Economic Development District (JEDD).

### Police

Chief Hughes began his presentation discussing our Citizen's Police Academy. The academy is a 9-week course that is taught in 3-hour long sessions on Mondays. Currently 13 individuals are taking this course that covers over a dozen police topics. This has been very well received by all participants.

The next discussion was over the vehicle fleet. Chief Hughes explained that when he started with Hamilton Township in 2016, we had 21 police vehicles. Four of those were “off line” for maintenance issues or deemed unsafe for patrol activities. Out of the remaining vehicles, fifteen were patrol cars that had mileage at or exceeding 100,000 miles. The optimum mileage for patrol vehicles trade-in is around 80,000 miles. Chief Hughes was able to reduce our fleet size by 38% taking us down to 13 vehicles which is a cost savings all around for our township. All manufacturers have a municipal lease vehicle program. The Township owns the vehicles but spreads the payment out over four years which is why it is referred to as a “lease.” We still have 13 vehicles in our fleet. Little Miami School District funds one of the vehicles for the School Resource Officers. They do the same program that we do with payments. The original 6 “leased” vehicles are due for replacement. The majority of these vehicles are at optimum trade-in value. We are looking to see what Ford will give us for the trade-ins. If we do not believe it is enough, we can sell the cars elsewhere. The proposal for 2020 is to re-enter into the Municipal Fleet Program for a five-year term for seven vehicles at a cost of approximately \$250,000.00 which does include the equipment.

Chief Hughes showed comparisons in the Police Department’s Organization Chart dating back to 2008 where the department was very top-heavy. Chief Hughes has currently balanced the department. They are proposing a change in this chart to reflect where we want the department to go with the new hires from the passage of the levy.

Mr. Cordrey asked if moving forward after the passing of the levies, will the restructuring change the original idea to hire six additional officers? Chief Hughes clarified on the process stating that there will be movement amongst current staff as well as hiring additional patrolman and yes, that plan still remains.

Training is recommended to be at least 40 hours of annual advanced training for each officer. Our officers well exceed that. Training includes topics such as legal updates, Community-police relationships, Mental health and crisis de-escalation, refresher training for perishable skills in a reality-based training environment, Use of Force policy review, and many more. We are lucky to be able to host many training opportunities for our department as well as other departments to attend.

Our retention of employees is very good. A lot of our officers have been with us for quite some time. Our Leadership, Management, Equipment, Community, support of Elected Officials, and placement of officers in specialized assignments/Detective/SWAT has helped and will continue to help with our retention.

The next topic of discussion was the Police Departments Firing Range that is currently located at Mounts Park. The goal is to get that moved out of Mounts Park as soon as possible. It is very preliminary but, Munitions Park is a location that they are proposing to move the range to. The big concern right now is the noise that will be generated at this proposed location when firing. This is being addressed and discussed with Mr. Centers, Frost Brown Todd, and other engineering specialists.

Mr. Rozzi asked about potential EPA concerns at Mounts Park with current and past firings? Chief replied that he believes that he is not aware of any EPA issues from the firing range.

### **Executive Session**

Mr. Cordrey made a motion with a second from Mr. Rozzi, to enter Executive Session at 11:17 am in reference to ORC 121.22 (G) (1) to consider appointment, employment, dismissal, promotion, demotion, or compensation of a public employee.

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|-----------------------|----------------|-----|
| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |

Mr. Cordrey made a motion with a second from Mr. Rozzi to come out of Executive Session at 11:31am.

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| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |

### **Work Session (Cont'd)**

#### **Fire**

The Fire Department update began with a presentation by Collin O'Brien with Turner Construction. Collin is the project manager for this build. Groundbreaking took place on May 2, 2019. A 10.5-month schedule was proposed. Turner has completed 11,000-man hours worked to date without a recordable incident. Additional major milestones completed to date are as follows; load bearing CMU, trusses and decking, roof nail base and water shield, base course asphalt paving, exterior concrete aprons poured, shingles installed. Apparatus bays are complete. There are two months left on the project. Mr. O'Brien does not see any issues of obtaining the completion date of March 17, 2020. The entire project is on schedule and budget.

Mr. Centers complimented the outstanding communication with Turner Construction to Township Officials during this process.

Mr. Sousa asked about the landscaping for the fire station. Mr. Hickey explained that the Public Works department will take care of that when the time comes.

Next, Chief Reese referenced the Fire Study that was completed in 2015. He believes that the study lists items that were found during that time that are troublesome and inaccurate. That study is now five years old and does not address or reflect the current Fire Department standings or our community today.

Moving on, Chief Reese discussed the Fire Vehicles and Equipment. Medic 76 is a 2019, Medic 77 is a 2015 and Medic 78 is a 2008. Engine 76 is a 2015, Engine 77 is a 2011, Ladder 77 is a 2006. Other vehicles and equipment include a soft-sided boat, brush truck, a 1994 Tanker, staff cars and atv/trailers. In the next 2-5 years, Chief Reese would like to replace M78(2008) which will be approximately \$275,000, replace L77 which will be approximately \$1,000,000, and develop a staff car plan.

Fire Facilities updates are as follows;

-New Station 76

-Original Turner Contract was \$4,512,897

- paid to date is \$3,089,270

- remaining balance is \$1,423,626

-Old Station 76

- Appraised \$700,000

- Offers to date \$425,000

-Station 77

- Update living space. Cost approximately \$30,000-\$40,000.

- Would like to consider searching for a new location.

Chief Reese discussed current staffing for the fire department. Full time staff consists of 17 for Shift, 3 on day schedules, 2 additional for shifts in process. The goal is to add at least one more in 2020. If the budget permits then Chief would like to hire additional. Chief also would like to research and propose an Assistant Chief position. Part time staffing current sits at 9 regulars, and continues to change, one more person in process, and one part time Administrative Assistant. He would like to continue to recruit, continue to offer schooling options, and update pay levels in February of this year.

Overall the fire department's run volume has increased. Total runs are up 6%. Fire runs are down 9% however, EMS runs are up 14% and transports are up 4% from 2018.

### Public Works

Mr. Hickey began his presentation by explaining that in 2020 his staffing updates will consist of adding an Administrative Assistant as well as adding a Service Worker.

Next, he discussed the Public Works goals for vehicle/equipment capital purchases over the next four years. In 2021 he would like to purchase a new dump truck and skid loader. In 2022, he would like to purchase a new mechanic truck and a larger Minihoe. In 2023, he would like to purchase a larger roller with a vibrator as well as an air compressor/generator. And lastly in 2024 he would like to purchase a one-ton dump truck.

Road Assessments will consist of sign condition ratings, pavement ratings, pavement marking ratings (Edge Lines, Center Lines, Stop Bars), Guardrail condition ratings/inspections, annual catch basin inspections. Culvert ratings and ditch inspections. This Road Assessment has been budgeted for 2020.

The discussion on Parks updates and Projections began with Mr. Centers touching base on the Mounts Park EPA concerns. In 2020 Mounts Park will be open from April 1<sup>st</sup> through October 31<sup>st</sup>, The Big Lake will be open, and Engineering on the landfill will be complete. In 2021 construction on the landfill will begin. 2022 is the year that we will consider opening Mounts Park year-round, pending the EPA physical work is complete. Also, past projects at Mounts Park include adding the parking lot, upgrading the signage, adding the gates and moving the entrance. Future goals for this park are, adding a walking trail repairing the landfill, hiring a seasonal worker to maintain the park, adding an entry sign, opening the big lake, and removing the firing range.

-Testerman Park past projects consist of playground additions, upgraded walking trails, upgraded baseball fields, upgraded basketball/tennis court, and striping of the front and rear parking lots. Future goals within Testerman would be to upgrade the restrooms, upgrade the shelters, and add an entry sign.

- Marr Park past projects consist of adding the parking lot and upgrading drainage. Future goals for this park are to add a shelter, add trees along the driveway, and add an entry sign.

-Dog Park past projects consist of repairing the gates and maintaining the fence. Future goals would be to upgrade the driveway. Upgrade the fencing and add an entry sign.

-Munitions Park projects have just been to mow and maintain the area. Future goals consist of moving the police shooting range to this location.

-Community Garden improvements and upgrades were done by adding the fencing on the frontage of the property, mowed/trimmed the parameter of the property, cleaned and maintained the garden and we will be adding an entry sign.

-Community Center improvements and upgrades consist of upgrading the exterior, repairing the floor, transferring the property from the Presbyterian Church to the Township, and working a contract with the Church of God.

### Comprehensive Plan Update

The Warren County Regional Planning Commission presented on the Comprehensive Plan. A Comprehensive Plan is a reflection of citizen's values and aspirations as well as a guide for the management of change. It is also the foundation for policies, strategies and actions and is used to

implement those actions. Key concepts are to accommodate development and encourage economic prosperity all while protecting the rural community character.

The planning process assesses existing conditions, analyzes and collects data, conducted Stakeholder interviews (land owners and Township residents), gathers public input, drafts a plan and then the last step is to adopt the plan. This plan is a vision for the next 10-20 years.

The Land Use Plan is made to represent what the future is supposed to be for an area. It is important to take seriously.

The approval process will consist of RPC's Full Board recommendation to Township Trustees to adopt the Comprehensive Plan for Hamilton Township, recommendation to Board of County Commissioner to update the Warren County Comprehensive Plan, Township Trustees public hearing to adopt the Comprehensive Plan and then lastly the Board of County Commissioners public hearing to update the Warren County Comprehensive Plan, incorporating the Hamilton Township Comprehensive Plan.

### Human Resources

Human Resources Manager Ms. Kellie Krieger gave an update on insurance reminding everyone that our enrollment date is July 1<sup>st</sup>, but our benefits year is January-December so that is when deductibles reset.

Cemetery rates were increased on January 1, 2019. Our new Columbarium was set this week. It contains 64 niches and the pricing is \$600.00 per niche. We already have one person interested.

Public Records Requests were the next topic to be discussed. In 2018 we had 6 standard citizen requests, 4 company requests, and 6 personnel requests for a total cost of approximately \$4,288.75. We had a substantial increase in requests for 2019 resulting in 23 standard citizen requests, 3 company requests and 8 personnel requests for a total cost of \$39,677.16. When required, we pushed requestors to be specific on what they were looking for in their request. It is not common for all requests to come through the Law Directors Office, however, this past year was quite different. Over half of the \$39,677.16 expense was created by two citizens alone. It seemed very personal and we are now being much more strict to the law when it comes to fulfilling these requests due to these individuals.

Retention: our department employee numbers consist of 5 in Administration, 19 in the Police Department, 35 in the Fire Department and 8 in the Public Works Department.

Ms. Krieger explained that we made some updates to the Employee Handbook/Policies. Topics covered were Bereavement leave, Expense reimbursement, Chain of Command (language added to specify that department heads only can go to the Trustees, all others must go through the Administrator), Disciplinary Process, No tobacco policy, Political Activity, and the Social Media Policy (language stating that there cannot be any Hamilton Township bashing or negative reflection of Hamilton Township).

Chief Hughes asked if that extends to members that are appointed to Boards such as BZA, Zoning Commission, etc.? Mr. Centers stated that is more of a legal questions and we will look into it.

### Frost Brown Todd

Mr. Yoder gave a summary of services provided to Hamilton Township in 2019; general services, Law Director attendance at every Trustees meeting, major public records requests, personnel investigations, Fiscal Officer delegation of duties, assisted with plans to construct new fire station and close the old station, BZA and Zoning Commission training, reviewed township contracts, drafted and updated numerous policies such as the investment policy, political activity

policy, chain of command policy, payroll deductions policy, public records policy and discipline procedure and appeal process.

Next was the discussion on Best Practices for Trustee Meetings. This included topics on the use and publication of meeting packets, the desire to have or not have more than one public comments section on the agenda, the explanation and use of consent agendas (agendas that group routine business and reports into one agenda item that can be approved in one action instead of filing motions for each action separately), and how we can streamline invoices and payments so that residents are aware of what is being paid and not just check numbers like we currently announce.

Mr. Yoder also touched on the conduct of the Zoning Hearings. Like the Trustees meetings, all Zoning meetings should have an agenda. Staff reports are presented with information about whatever the case may be, next they close that portion of the hearing and allow the applicant to speak, then members of the public are given the opportunity to voice their opinions both in support and opposition, the public portion is closed and the applicant has the opportunity to answer any questions or give additional information. Deliberations are then done publicly and then a formal motion is made to approve or recommend approval depending on the hearing and the Board.

Coming from Frost Brown Todd Law Offices in 2020 is the onboarding of the new Trustee and Fiscal Officer, continued generalized law director services, Trustees' meeting attendance, rollout and trainings on new policies, assistance with bringing new fire station online and closing the old, heavier reliance on staff to manage personnel and public matters, further standardization and review of forms and contracts, maintenance mode, and lowered costs.

### Community Events

A list of event dates was drafted so that it can be released to the public with hopes to have a large attendance at all events. Feedback was gathered and will be used to put a final list of dates out to the public. The idea is to support and enhance the events we already have. Planning the year out in advance will give plenty of notice to everyone in Hamilton Township and will hopefully generate volunteers to help staff with the coordination of each event.

Mr. Rozzi would like to see about working with the Little Miami Area Chamber of Commerce to possibly host a festival in the near future.

A question arose about possibly hosting the Tree Lighting Celebration the Friday after Thanksgiving. It is something that we could look into to determine if we can generate a larger crowd.

Mr. Sousa asked if there is a way that we can schedule events to have/offer service hours to Little Miami students? He mentioned checking into this with the school district.

Mr. Centers said we will look into that.

### Newsletter and Advisory Committee

A quick discussion about the Newsletter began with Mr. Sousa suggesting that moving forward, maybe we should only do two issues a year to highlight current and future happenings.

Mr. Cordrey suggested that we just do a Spring and a Fall issue.

The Board agreed that they like the idea of mailing the newsletters. The concern is getting a price point together to determine if that is possible. Marketing and advertising were both brought up as well. Maybe we could look to businesses both in and outside of the township to allow advertisements to help with the cost of mailers?



The Board of Trustees spoke next about the Advisory Committee. The Committee was established to be something that the Board could meet with to discuss different topics.

Mr. Cordrey mentioned that his idea was for them to advise the Trustees on big issues and meet with residents to be able to provide feedback to the Board. Decisions are ultimately up to the Trustees and not meant to be passed on to the Advisory Committee.

Mr. Rozzi stated that his opinion of the Advisory Committee was to gather feedback about what the residents are wanting and translate that to the Board of Trustees so they are not missing anything. They were meant to be an extension of staff.

Ms. Sousa gave some insight as to how the Little Miami Advisory Committee works.

All three Trustees agreed that the Committee was not intended to be an events committee. They should be meeting on an as needed basis and discussing topics that the Board gives to them. Also, reign in the control of the events to the Township staff with the support of volunteers instead of the other way around.

#### Communications/Website

Mr. Centers explained that Facebook is our main vehicle for messaging and education on issues throughout the Township. Over the last 18 months, we have significantly increased our social media presence. We have gone from averaging tens of “likes” to hundreds of “likes” on posts. This may seem insignificant, but the value is added when we actually need to push information to the residents such as the State Route 48 Water Main break. The Water Main break post had 23,091 engagements. This is why we are so strategic in our Social Media messaging and promotion.

Our website shows our complete transparency and we will continue to add to that. We are updating our stories regularly as well as publishing all Trustee Meeting packet information and all Zoning meeting information.

#### Trustee Comments

Mr. Cordrey thanked all staff for putting this retreat together. It has been very beneficial.

Mr. Rozzi expressed the same sentiments. Thanks to everyone.

Mr. Sousa explained that he was amazed at the investments everyone has and is making for our township. Thank you for getting this together.

Kurt Weber, Fiscal Officer Elect was also in attendance for the meeting and thanked everyone for including him.

#### Adjournment

With no further business to discuss, Mr. Cordrey made a motion with a second from Mr. Rozzi to adjourn at 4:33 pm.

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|-----------------------|----------------|-----|
| Roll call as follows: | Darryl Cordrey | Yes |
|                       | Joe Rozzi      | Yes |
|                       | Mark Sousa     | Yes |