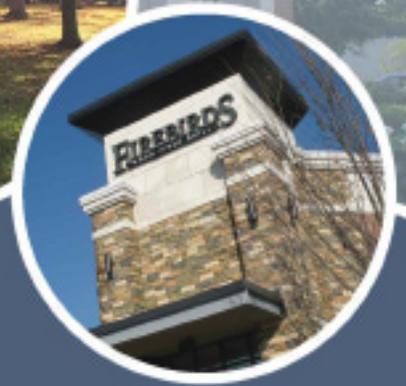




MIAMI TOWNSHIP

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MONTGOMERY COUNTY, OHIO



2014

ANNUAL REPORT

Miami Township Board of Trustees



Douglas Barry
Trustee President
Miami Township, Ohio

Looking back over 2014 the Township experienced a lot of positive changes. Not only were all three Trustees new, Greg Rogers was hired as Administrator. The Board set out to map a new direction for Miami Township, one that focused on setting a strategic vision for the future, rebranding, compliance, and a master plan for the Dayton Mall area. Mukesh Singh was brought in to oversee a new employee manual, and audit each department within the Township to assure best practices are in place. The Board and employees of Miami Township are here to serve our taxpayers. We felt it was important to hear directly from the citizens on our goals and direction. The Board held four public meetings that helped set the priorities for the strategic plan. The voice of the public was heard and we are moving forward to rolling out the strategic plan in the coming months.

Another big step taken by the Board in 2014 was our rejoining the Miami Valley Regional Planning Commission (MVRPC). This membership opens up the possibility for Township projects to receive state funding. Our efforts have already paid off with the MVRPC announcing the funding of a \$1,059,390 project to improve pedestrian access on Lyons Road. Without the membership in MVRPC this project would not be possible.

It has been a rewarding experience this past year to serve Miami Township and look forward to serving for years to come.



Robert Matthews
Trustee Vice President
Miami Township, Ohio

Like the old Frank Sinatra song, "It was a very good year"! The year 2014 has brought many events to the Miami Township government, most of them very good.

The biggest success was the ultimate resolution of some difficult issues left over from the previous years. Staff and officials are optimistic moving forward and believe the changes will benefit the township long into the future.

In spite of the amount of effort required to accomplish these resolutions, the staff still had time to move forward in many positive directions. The least flashy but most powerful accomplishment in this area was completing the majority of the work required for the Township Strategic Plan. This will lead to more productive and efficient government in the years to come. Additionally, the departments continued to sustain and move ahead with daily operations. A few of the significant accomplishments:

Police – addition of officers and captains to smooth out operations; passage of the police levy

Planning/Zoning – additional development of Austin Landing; Dayton mall Master Plan; kickoff of Austin Park; many other new businesses zoning approvals; staff enhancements

Administration – addition of the full time Township administrator; staff enhancements

Finance – Permanent financing of the Austin bonds

Public Works – staff enhancements; leaf collection improvement; road salt shortage mitigation

Compliance – Addition of Compliance Office; Policies and Procedures manual rewrite

IT – New support contract; Police computer upgrade; Admin server and network upgrade

All in all, an amazing year of accomplishments. Hats off to our wonderful staff and elected officials!



Andrew J. Papanek
Trustee
Miami Township, Ohio

As I write my 2014 annual report it is hard not to reflect back without it almost feeling surreal when I realize that fourteen months have gone by since I was elected and trusted with the responsibility of serving the residents of Miami Township as one of three trustees. While campaigning I promised that I would bring change, transparency and fiscal responsibility to the township and I believe I have delivered on my promises in the following manner:

Change: I and fellow trustees Barry and Matthews have worked hard and diligently to repair the image of the township, which when elected was inundated with nothing but negative publicity from all forms of the media. Currently the news is nothing but positive. The image of the township has been enhanced and improved at all levels of government and most importantly with the local residents and business community.

Transparency: We have also worked diligently to be more open and transparent with the residents of the township. We encourage and welcome input from the citizens and the business community and whenever possible we encourage participation from both. We are working to improve distribution of the newsletter in an effort to insure that we reach as many residents as possible. Some of the areas that are being considered are establishing an email listing and having all data available to be downloaded from the township web-site.

Fiscal Responsibility: We have seen the township prosper this past year and we have been able to start rebuilding the cash reserves that suffered during the downturn in the economy. The former Board of Trustees deserve credit for putting in place the mechanisms that are currently beginning to show a positive return on the investments. This past year we have worked to rebuild the workforce that was reduced when the economy suffered and the incoming revenues were reduced at the state and federal levels. We have been able to re-staff the police department, public works and the administrative staff to levels that will adequately serve the current needs of the residents and the business community. The township is still below the previous staffing levels and the trustees will continue to bring the staffing levels to the authorized staffing levels in a fiscally responsible manner.

This past year has been a very active and busy for the board of trustees. We hired a full time township administrator and have put together a professional staff that will work with the trustees to accomplish the goals and objectives that have been set by the trustees. We have successfully put together a strategic plan with the assistance of residents from the north, south and central areas of the township as well as input from the business community. We are working with the Dayton Mall JEDD and are very excited and optimistic about the Dayton Mall master plan that is being developed. The master plan will enhance the area around the Dayton Mall which is the central core as it relates to the continued development of the economic growth of the area and the township.

The continued growth and expansion of Austin Landing is without question one of the most rapidly expanding areas of its kind within Montgomery County as it continues to grow north up the 741 corridor to the Dayton Mall. It's an exciting time for the township and would not be possible if not for the cooperative effort put forth by Miami Township, Miamisburg, Springboro, Montgomery County and the City of Dayton.

As I complete my first term I can say with pride that I am proud of the accomplishments we have made in the first year. I pledge to continue to serve the township in responsible and professional manner and first and foremost always with what is in the best interest of the township as a whole.



Miami Township Administration Department



The Township Administrator is the Chief Administrative Officer of the Township and reports directly to the Board of Trustees. Gregory S. Rogers is the current Township Administrator and has served in the position since March 31, 2014. Before he was appointed to Administrator, he served as the Assistant Township Administrator for seven years.

Under ORC 505.032, the Township Administrator is responsible for a number of job duties such as assisting in the daily administration, enforcement, and execution of the policies and resolutions of the Board of Trustees and also supervises and directs the activities and the affairs of the divisions of township government under the control or jurisdiction of the Board of Trustees. The Township Administrator attends all meetings of the Board, recommends measures for adoption to the Board, and prepares and submits reports to the Board as required or as he considers advisable. The

Administrator's duties also include keeping the Board fully advised on the financial conditions of the township, preparing and submitting a budget for the next fiscal year in cooperation with the Fiscal Officer's Office, and performing additional duties as the Board may determine by resolution.

Our Community Government

Miami Township is a community of partnerships and the 7th largest township in the State of Ohio. Minutes south of the Dayton International Airport and Wright Patterson Air Force Base, our convenient location along Interstate 675 and Interstate 75 between Cincinnati and Dayton has allowed Miami Township to attract the corporate and regional headquarters of companies like LexisNexis, MetLife, Teradata and Verso Corporation (formerly NewPage). Miami Township is a billion dollar retail sales area and is home of the Dayton Mall, Austin Landing and Wright Brothers Regional Airport.

Miami Township is a community of partnerships, because we recognize that our community cannot prosper without increasing the prosperity of our residents, businesses, and neighboring communities. Where it makes fiscal sense to provide services in a joint fashion with our neighbors, we have already committed to take action and continue to look at other areas where we can jointly serve our communities. The Miami Valley Fire District is one example of sharing services.

Miami Township has and continues to partner with our neighbors through the creation of joint land use plans, joint corridor studies and even joint plans to establish bikeways, and regional parks. One of our largest assets, the Dayton Wright Brothers Airport is located within a Joint Economic Development District (JEDD) comprised of Miami Township and the City of Dayton.

The township is governed by a three-member Board of Trustees who are elected in November of odd-numbered years to a four-year term. Two are elected in the year after the presidential election and one is elected in the year before it. There is also an elected township fiscal officer who serves a four-year term beginning on April 1 of the year after the election.

Administration Staff

Township Administrator: 1

Full-time Administrative Assistant: 1

Part-time Administrative Assistant: 2



The Administrative Assistants are the primary contact for citizens requesting information from the Township Government Center. The department is responsible for putting together the Board packet for the Board of Trustees' monthly meetings, selling dog tags, planning the Annual Veterans Breakfast, managing the newsletter, taking reservations for both the township park shelters and the community room, handling public record requests, presenting proclamations to new businesses during grand openings, and photographing special events within the township. Miami Township also serves as a Montgomery County outpost location selling dog tags from December 1 through January 31. The following represents the four-year sales history.



Administrative Tasks

The Administration Department is the liaison between the elected officials and township staff; it is also the link between the various departments within the township to provide the smooth flow of information from one department to another. The main function is to ensure the efficient performance of all departments and evaluate the goals of the township. In consultation with the Board of Trustees the following items were the department priorities for 2014:

- Ensure an effective communication system was established/maintained between the elected officials and the staff
- Build strong working relationships with elected and appointed officials in the cities of Miamisburg, Springboro, West Carrollton, Montgomery County, State of Ohio, and other regional groups
- Have a strong working knowledge of all township agreements, and service delivery issues
- Hire a Police Department Command Staff
- Assist the township in developing a strategic plan and review current township projects and work with Board of Trustees to align services and projects within the Board's strategic plan and priorities
- Review and catalog the various economic development mechanisms and existing written agreements (MOU, TIF, JEDD);
- Develop strategies and make recommendations to the Board of Trustees regarding future development and funding mechanisms
- Evaluate staffing levels within the township to match growth and service levels and develop a long term financial forecast that identifies any gaps between revenue sources, staffing needs, and reserve levels and make those recommendations to the Board of Trustees
- Implement the policies and procedures being developed by the Compliance Officer
- Make a recommendation to the Board of Trustees concerning the adoption of Limited Home Rule
- Appoint a Law Director as required by the Ohio Revised Code under Limited Home Rule
- Provide IT service recommendations for the township and implement those changes as necessary



Miami Township Community Development



The Miami Township Community Development Department is pleased to present the following annual report on the activities and status of the community from a land use and zoning perspective. This report is intended to provide an overview of the activities conducted by the department as well as a snapshot of the community as it stands at the close of 2014. It is our goal that these reports assist the public and elected representatives in gaining a better understanding of the community and the services provided by this Department.

Christopher E. Snyder, AICP
Community Development Director

Community Statistics

Unincorporated Miami Township Population: 29,131
City of Miamisburg: 20,181

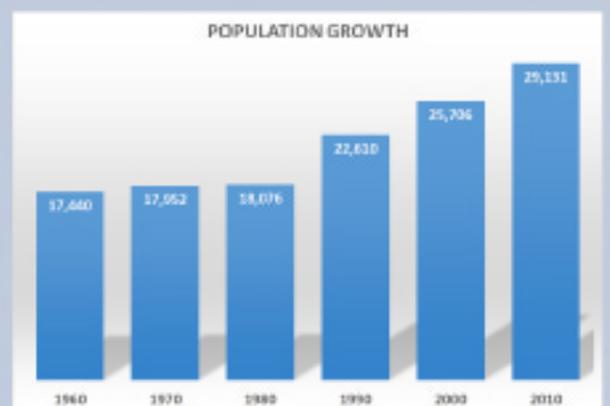
(Total Incorporated and unincorporated population: 50,735)*

Total Land Area: 20.87 square miles or approximately 13,360 acres within the incorporated part of the township. There have been no annexations of territory during 2014.

Area within Public Road Right of Way: Approximately 1,328 acres; there are some additional acres that will likely be added or removed once the right of way transfers for the Austin Interchange roadways have been completed.

Area Covered by Water: Approximately 201 acres or 1.5% of the territory within Miami Township is covered by water, with the largest single source being the Great Miami River at approximately 127 acres.

**Also includes portions of City of Carlisle and City of Springboro within Miami Township.
Note: 2010 US Census Data for the unincorporated area of Miami Township, except where noted. Housing Growth is based on US Census data through 2010. 2014 is based on a Miami Township field survey.*





Community Events

In 2014, Miami Township celebrated with the community the grand opening of many new businesses as well as the ground breaking of a five story multi-use building at Austin Landing.

The Township was also present to celebrate the 21st Annual Lebanese Festival, the 3rd Annual Runway Fest at Wright Brothers Airport, and participated in the 2014 Make-a-Meal Make a Difference charity event. The Township also hosted the 7th Annual Veterans Breakfast at the new Public Works Facility.



Ribbon Cuttings

- Another Broken Egg Café - November 10, 2014
- Anthony Vince Nails
- Dewey's Pizza - October 28, 2014
- Esko (remodel) - December 9, 2014
- Field and Stream - October 10, 2014
- Firebirds Wood Fired Grill - October 27, 2014
- H&M Dayton Mall - October 30, 2014
- Homewood Suites (Remodel) - April 21, 2014
- Roto Rooter - June 17, 2014
- Value Place - December 4, 2014

Austin Landing

Staff worked extensively with the developers of Austin Landing throughout 2014 as this over 100 acre project continues development.

Exchange at Spring Valley

JEA Senior Living announced and received Preliminary approval for a new senior living facility at the Exchange at Spring Valley.

Austin Park

The Ackerman Group announced their desire to build approximately 200 apartment units on land just north of Waldrue Park. The project received preliminary zoning and plan approval.

Lyons Road Access

The Township applied for Congestion Mitigation/Air Quality funds in October of 2014. The decision to award funds will not be known until later in 2015, but this \$1.5 million project would significantly enhance pedestrian access between Byers Road and State Route 741, as well as a portion of State Route 741 from Lyons Road to existing sidewalks on the west side of State Route 741 adjacent to the Frisch's Restaurant, if approved.

Dayton Mall Area Master Plan



Planning for the future of the Dayton Mall Area continued with the execution of a contract between the Dayton Mall Joint Economic Development District (JEDD) and Stantec Consulting Services, out of Boston, MA. The JEDD is a partnership between Miami Township and the City of Miamisburg. The consultant team began their work in November of 2014 with a 12 to 14 month timeframe for completion. The project team held the first public meeting for the event on November 20, 2014 with over 60 people in attendance. The team also held an event at Miamisburg Middle School with nearly 500 8th grade students in December of 2014 to engage them in the planning process.





Property Value Preservation

In 1972, the first Miami Township Zoning Resolution was approved after residents voted to take over zoning responsibility from Montgomery County in order to have greater control over the decisions that affected their community. Many communities throughout Ohio and the United States have adopted zoning standards as the primary method to ensure preservation of the investment that individuals have placed into their properties and to provide an opportunity to have changes to the zoning of neighboring properties heard in a public venue where they can voice support or opposition to changes that may affect the value of their own property. Zoning, while not the only way to deal with many of these issues, has also provided the marketplace with a more predictable environment within which to operate, than might occur if no standards were in place. Zoning generally provides property owners assurance that their neighbor will not suddenly tear down their house and build a non-residential structure in the middle of a neighborhood or place other uses in the neighborhood that are not generally found in a residential setting. The same can be said of a business or industrial owner that locates next to other businesses or industry that are compatible with their own use. Zoning can at times be too restrictive due to its need to often have predetermined standards and outcomes. Measures have been taken over the years, such as the use of Planned Developments, and introduction of form based and other types of zoning standards, to reduce these conflicts, but adjustments will always be needed in certain cases.

We have endeavored in this report to also list and describe the other work that the Community Development Department performs during the course of a year. Our primary task is to provide service to the community through the administration of the community standards, assistance with technical and non-technical questions regarding community services, research and analysis of data relating to development projects and other projects carried out by the private and public sector, and numerous other activities ranging from creating and printing maps to assistance with community events as well as management of contracts such as the trash, utility contracts, and street lighting contracts for the community.



Community Development Staff

- Director: 1
- Deputy Director: 1
- Planner: 0
- Part-time Zoning Inspector: 1
- Part-time Administrative Assistants: 2

The Community Development department continued to operate with a reduced Staff throughout 2014 as part of a continuing Township wide effort to cut costs by a reducing Staff levels.

In 2014, Chris Snyder was promoted from his position as the Assistant Director to the Director. Kyle Hinkelman was also promoted from his position as the Township Planner to the Assistant Director of Planning and Zoning (now named the Deputy Director of Community Development).

Pictured Above: Community Development Director, Chris Snyder and Deputy Director, Kyle Hinkelman with Township Trustees, Doug Barry and Andrew Papanek.

Housing Data

Miami Township had approximately 14,124 residential units as of the end of 2014.

Percent of Housing by Type

- Detached Single Family Homes: 52%
- Attached Single Family Units: <1%
- Landominiums/Townhomes: <1%
- Condominiums: 11%
- Manufactured Housing in Parks: 6%
- Apartment/Multi-Family Units: 25%
- Retirement Community: 5%

Subdivision Lot Availability

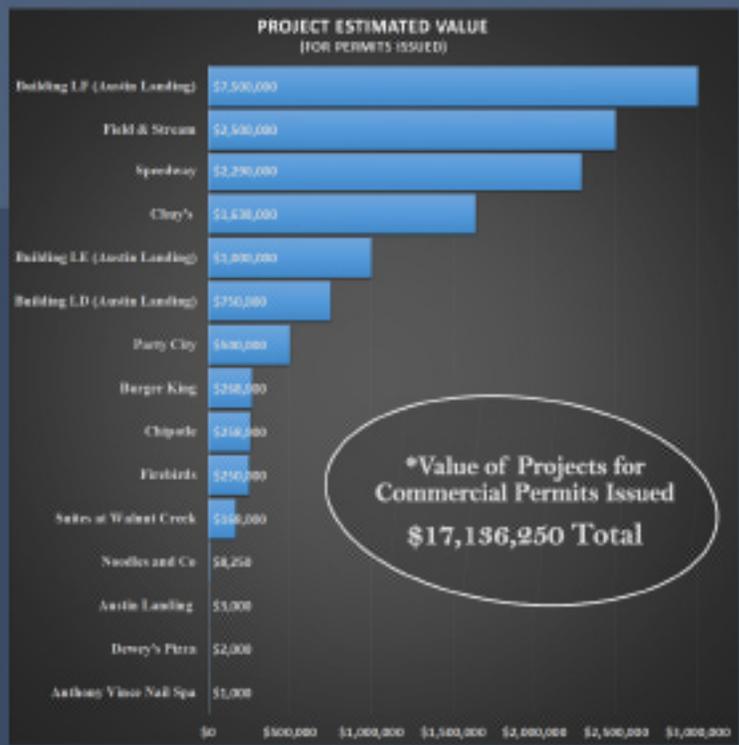
- Crimson Creek – 6 lots vacant
- Rosedcliff – 7 lots
- Vienna Park – 2 lots
- Lorien Woods Landominiums – 1 lot, 3 units
- Bear Creek Ridge Estates – 4 lots

**Data based upon 2013 aerial photo and 2014 construction data. Figures rounded to nearest whole percent.*



Residential and Commercial Services

- Assisting residents, property owners, contractors, and the general public with questions related to planning and zoning and other general inquiries regarding the township
- Review and issuance of zoning certificates for new construction and placement of new signage in Miami Township;
- Administration of the Board of Zoning Appeals – including reviews of variance, conditional use, and appeal requests;
- Administration of the Zoning Commission – including review of zoning change requests and requests for new development in planned development districts and the Austin Center districts;
- Administration of the interdepartmental plan review committee and other special meetings as necessary to discuss and review planning and development proposals
- Zoning Inspections – including ongoing active enforcement of the zoning resolution and property maintenance code;
- Daily inspections of properties and neighborhoods throughout Miami Township;
- Issuance of zoning verifications and responding to general zoning inquiries;
- Maintenance and development of the Township GIS system and printing of maps, such as the Township street and zoning maps;
- Identification of grant opportunities and pursuit of grants as designated;
- Technical support for Board of Trustees and other departments;
- Administration of lighting contracts and the trash and recycling contract for the Township;
- Preparation and distribution of new resident information packets; and
- Maintenance of public records



Other – Non-Profit, Park Facilities, or Public Facilities

- Park at Austin Landing – Project Value: \$2,500,000
- Austin Landing Parking, Area 1 – Project Value: \$1,500,000
- Cox Arboretum – Project Value: \$35,000 – Wedding Arbor
- Maddux Lang School – Project Value: \$14,000 – Shade Structure
- Bike Hub – Project Value: \$300,000
- Library Addition – Project Value: \$3,500,000
- Dayton Christian Schools – Project Value: \$290,000 Baseball Field, dugouts, and related fencing



Zoning Certificate Activity

The Community Development Department maintains the zoning standards for the township in part through the issuance of zoning certificates for construction of buildings and other accessory structures, including decks, pools, fences, sheds, signs, and other similar features.

Zoning certificates are issued through the Community Development Department as one method to ensure compliance with the zoning resolution of Miami Township. Residents and businesses are required to obtain a zoning certificate prior to any new construction covered under the certificate requirements. The cost of the fee is intended to defer in part the cost of staff time to review the relevant materials and printing of documents associated with the certificate request and for any necessary inspections. The fees are based in part on the total square footage of the new construction in the case of most new buildings or additions.

Top Five Township Employers:

- Lewis Nexis—3000
- PNC Bank Mortgage—1550
- MetLife—850
- Teradata—400
- Verso Corporation—300

**all employment numbers are approximate*

2014 Major Retail Centers (by sq. ft.)

- Dayton Mall — 1.4 million
- South Towne Center — 322,000
- Southland 75 — 184,000
- Mad River Station — 152,000
- Shoppes at 725 — 34,000
- Other Retail in Mall area — 1.1 million
- Exchange at Spring Valley — 41,000
- Austin Landing — 354,000 (as of 2014)



Board of Zoning Appeals

The Board of Zoning Appeals is designated by the Ohio Revised Code as the body authorized to hear appeals of decisions of the Zoning Inspector, requests for variances from the terms of the Miami Township Zoning Resolution, requests for conditional uses authorized under the terms of the Miami Township Zoning Resolution, and substitutions of non-conforming uses or structures within Miami Township. The members are appointed by the Board of Trustees and serve as volunteers. Each member must be a resident of the unincorporated portion of Miami Township during the course of their respective 5 year term.

The Board of Zoning Appeals held 7 meetings in 2014 and heard cases in the following categories:

Appeals: 0	Variances: 7
Conditional Uses: 1	Substitutions: 0

The Zoning Commission

The Zoning Commission is designated by the Ohio Revised Code as the body authorized to make recommendations to the Board of Trustees on amendments to the Zoning Resolution, amendments to the Zoning District Map, reviews of Planned Development projects, and as designated by the Board of Trustees, to act on reviews falling under the architectural and landscape provisions of the Ohio Revised Code and Miami Township Zoning Resolution.

The Zoning Commission members are appointed by the Board of Trustees and serve as volunteers. Each member must be a resident of the unincorporated portion of Miami Township during the course of their respective 5 year term.

The Zoning Commission held 11 meetings in 2014 and heard cases in the following categories:

Austin Center Development Plan: 0	Preliminary Development Plan: 2
Final Development Plan: 23	Major Modification: 8
Rezoning Cases: 2	Text Amendment: 1

Zoning Inspections

In 2014, the Zoning Inspector handled approximately 668 direct calls from residents or businesses, issued approximately 354 violations and handled 20 nuisance abatement proceedings on properties authorized by the Board of Trustees.

Miami Township Finance & Compliance Departments



"As your Fiscal Officer, I can report that I am pleased with the progress being made at the township. We have improved many administrative processes to achieve more streamlined operations. We have increased our financial internal controls to protect your taxpayer dollars. And we have established new procedures that minimize the risk of litigation by ensuring that we are in compliance with state regulations. On top of all of this, through diligence in managing our expenses and the benefit of increased revenues from new development districts, we have achieved a balanced budget. I credit the entire township team with these remarkable accomplishments. Working with businesses in our area and neighboring jurisdictions, we are reaping the benefits that only come through collaboration. It is amazing what can be attained when we work together. I expect this progress to continue as we move through 2015 and beyond. Each township citizen and business should be encouraged as we step into the future, it is a bright one."

Ann Barhorst, Miami Township Fiscal Officer

Finance Department

The Miami Township Finance Department has the fiduciary responsibility of the oversight and proper use of all public funds collected by and for township use. Miami Township is a body politic and corporate established to exercise the rights and privileges conveyed by the constitution and laws of the State of Ohio. The Finance Department follows the guidelines of the State of Ohio, Auditor of State of Ohio, Ohio Attorney General's Office and all other Federal and State agencies. The Township also follows the guidelines established by the Government Finance Officers Association of the United States (GFOA) and the Governmental Accounting Standards Board (GASB) for proper accounting techniques of public funds.

The Finance Department works with all departments of the township as stewards of the public funds entrusted to us. This includes the proper receipt, tracking, and disbursement of those funds, and the assurance that they are being properly recorded within the township's financial records. The Finance Department is responsible for the investments of cash not readily needed for current operations, accounts payable, payroll processing, budgeting, production of annual financial statements, issuance of debt instruments for capital projects, and assists in all financial forecasting for township projects.

The township works on a fiscal year, cash basis of accounting. This means that revenues are recorded when received and expenditures are recorded when they are invoiced and goods or services have been received. The township has its monies divided into multiple funds that designate where and how those funds may be expended. The General Fund is the main operating fund of the township. Within this fund are the main administrative costs that are utilized by all departments. These include: Administration, Building Maintenance, Parks & Recreation, Information Technology, Community Development, Compliance, Finance, and Leaf Collection.

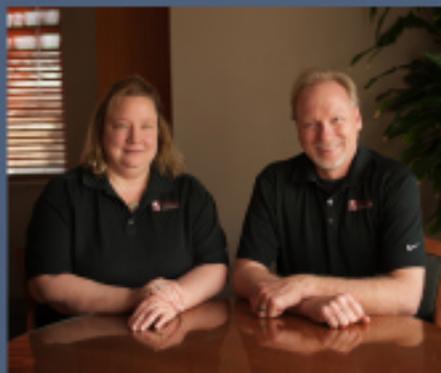
Areas of Responsibility

The Finance Department works with the Township Administrator and the Fiscal Officer to present a budget each year for review and adoption by the township trustees. This budget encompasses all departments of the township and is presented in December. A copy of the budget is available upon request, or on the township website.

The township, in accordance with the requirements of the Ohio Revised Code, produces an Annual Financial Statement. These statements comply with all requirements and are presented on a modified cash basis. They are then audited, along with the supporting documentation, on a bi-annual basis by the Auditor of State of Ohio, or a designee independent audit firm. The township has received an unqualified opinion during its audits, the most positive audit opinion issued.

Finance Department Staff

The Finance and Compliance office operates under the direction of the elected Fiscal Officer, Ann Barhorst. The Finance Department has one full-time Finance Director, Harry Steger, and one full-time Finance Specialist, Penny Bogner. Harry Steger was appointed as the Finance Director in July, 2013. He has over fifteen years of experience in public finance within several municipalities. Penny Bogner started with the township in December 2001 in payroll and was recently promoted to the Finance Specialist position in August of 2014. As the Finance Specialist, Penny has the added responsibility for accounts payable, accounts receivable, and payroll.



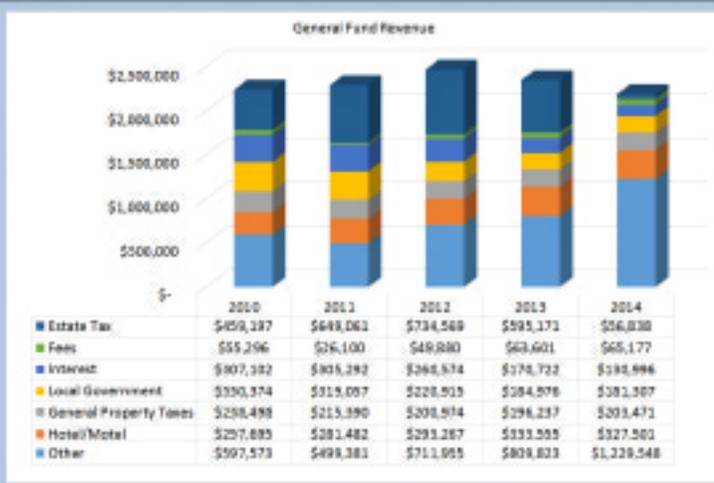
Finance

The township annually adopts a budget that has been prepared with input from all departments. This annual budget is presented to the Trustees by the Fiscal Officer and the Administrator for adoption and includes all anticipated expenditures and projected revenues for the coming year. The township has four levies currently in place; the Miami Township Police Department has two voter approved levies: a 2013 5.25 mills and 2014 5.00 mills, and the Miami Valley Fire District has two voter approved levies: a 2008 3.50 mills and 2011 3.65 mills. The monies generated by these levies are assessed and collected by Montgomery County and twice each year are distributed to the township. These levies fully support the operations of the Police Department and the approved portion of the Miami Valley Fire District, as no additional township dollars are used for their operations. The General Fund and the Road and Bridge Fund are supported by "inside millage", an un-voted levy established by the Ohio Revised Code at 0.18 and 2.32 mills, respectively.



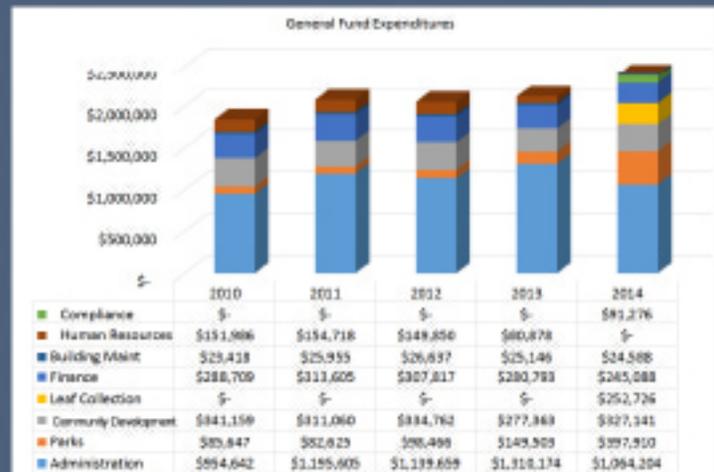
In 2012, the Miami Township Fire Department merged with the City of Miamisburg Fire Department to form the Miami Valley Fire District. A part of this merger included an agreement that Miami Township would operate as the fiscal department for the district, while Miamisburg would take the roles of human resources and payroll. This has allowed the fledgling district to operate without the need for creating an in house finance department to provide these services.

The following graphs show General Fund Revenues and Expenditures for 2010-2014:



The Human Resources Department was eliminated and a new department, Compliance, was created in 2014. In 2014 the Leaf Collection Program was created and moved to the General Fund from Road & Bridge, along with past years' expenditures. Also, the expenditures for Parks were moved to the General Fund in 2014 from the Road & Bridge Fund. Administration includes the elected officials, capital expenditures, overhead costs, Information technology, legal counsel and debt service.

The Estate Tax was eliminated by the state in 2015, and no new dollars are anticipated for this account. Interest income has been declining due to historically low interest rates we have been experiencing. Local Government Funds have been reduced for the past several years by the state. General Property taxes (0.18 mills) have been reduced due to the county revaluations of properties in the township. Hotel/Motel receipts are the bed tax and have increased as new development has occurred. The "Other" category above includes transfers into the General Fund from other funds, revenue from cable franchise fees, and smaller receipts that do not have a separate account.



The remaining funds of the township include Road & Bridge, Lighting Assessment, Police, Fire and Waldruhe Park. The township has also established three Tax Incremental Financing Funds (TIF): Austin East, Austin West and Kingsridge, as well as three Joint Economic Development Districts (JEDD): City of Dayton JEDD, Dayton Mall JEDD and Austin JEDD. The township has several areas for receipts, primarily property taxes, intergovernmental receipts and payments in lieu of taxes (PILOTS).

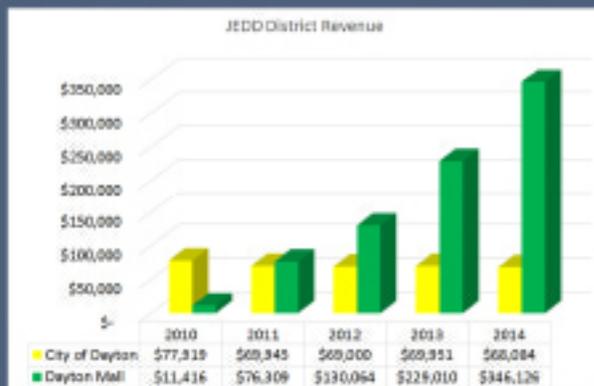


Joint Economic Development Districts (JEDD's)



Miami Township has created three JEDD districts within the township for collection of an income tax from the workers within those businesses encompassed by the districts. The three

impose their income tax on workers within the township, and then share that revenue with the township. The districts purpose is to promote economic development activities in the geographic area comprising the districts. To further the need for economic development within these areas, the JEDD's were created with the collaboration with our neighboring communities. The JEDD's each have a board that helps determine use of the collected dollars.

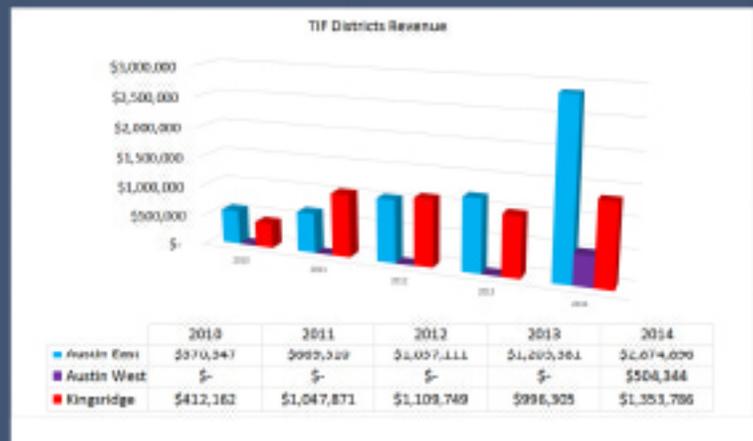


The City of Dayton partnered with Miami Township beginning on January 1, 2006 for the area that includes the Dayton-Wright Brothers Airport and collects an income tax of 1.75%. The City of Miamisburg partnered with the township beginning September 1, 2009 and created the Dayton Mall JEDD. This district includes the areas surrounding the mall and imposes a 2.25% income tax. Also on September 1, 2009, the Austin Center JEDD was created. This JEDD is also administered by Miamisburg and imposes a 2.25% income tax. The revenues are shared by the JEDD Board, Miami Township, Miamisburg and the City of Springboro.

Tax Incremental Financing (TIF)

Miami Township has three TIF districts that were created as a development tool that municipalities and townships can use to help pay for infrastructure to assist in economic development. These were put in place to utilize the monies collected from property taxes within the district to make the debt service payments on the improvements to Kingsridge Drive, the interchange at Austin Boulevard and the associated infrastructure improvements made at Austin Landing.

A TIF district is created through an application to the Ohio Department of Taxation. The boundaries are created and the base value is set for the district properties. The best case scenario is when undeveloped land is in the TIF. The base value of the land is taxed at the current rates for the levies associated with the land. The collections for the undeveloped land are distributed to the various levies that cover these parcels. Any new development (the incremental increase in value) is diverted into a TIF fund and this is called a "Payment in Lieu of Taxes" or PILOT. The PILOT monies are then used to make any debt payments or pay for infrastructure improvements within the TIF district, or for projects directly benefitting the TIF district.



Another aspect of the TIF district is an acceptance and agreement with the affected school district for additional compensation due to the PILOT payments. The school district has agreed to accept reduced payments from the Township TIF funds for the loss of actual property tax revenue due to the development. The Township makes an annual payment to the school district to make up for the diversion of the property taxes associated with the TIF districts and this will continue throughout the time that the TIF district is in place.

When the TIF district has run its course, a thirty (30) year agreement, the property taxes will revert back to the levies and the PILOT payments will be eliminated. A TIF can be eliminated before the full course has run, assuming all debt service has been satisfied.



Miami Township Compliance Department

The Compliance Department works with all the departments at the township, but has a special connection with the Finance department because in large part Compliance deals with financial controls. This Department is Miami Township's newest department. Formed in 2014, it was borne out of a desire to ensure the township's long-term sustainability through good governance at both financial and operational levels. The initial objective was to assist in the implementation of the recommendations of the independent audit report conducted in 2013. However, the scope of the department's responsibilities has continued to expand over time.

It is currently staffed by one part-time Chief Compliance Officer (CCO), Mukesh K. Singh, CFE (Master of Laws in Business and Tax, M.B.A) and one part-time Administrative Assistant, Julie Hunn. It is the responsibility of the CCO to provide in-house compliance services that effectively support the township departments in their duty to comply with relevant laws and regulations and internal procedures. The Administrative Assistant supports the CCO by researching information which helps to evaluate policy, risk and procedures, scheduling meetings, documenting minutes, handling coordination of employee training and many other various aspects related to compliance.

Compliance by definition is the ability to act according to an order or set of rules, such as a policy, standard or law. Being compliant benefits an organization by conducting business with a high degree of integrity, thereby gaining and building upon the public's trust. At the township this means ensuring that we take steps to comply with relevant laws and regulations according to the Ohio Revised Code.

Miami Township's Compliance Department serves just this purpose. It acts as the central coordination office for matters of ethics, support for meeting legal and regulatory requirements, and promotion of the highest standards of integrity. The department is accountable for identifying compliance risks, communicating and training on compliance requirements, and integrating new practices and policies that help the township achieve its goal of building a first class service organization.

The Compliance Department is an integral part of this goal as it works to:

- Contribute to the establishment of an enduring ethical culture
- Help prevent misconduct and effectively address it when it occurs
- Increase the township's commitment to integrity and best practices
- Provide shelter to the township from negative impacts in the event of legal or regulatory difficulty
- Improve the image of the township in the public's eye
- Build trust across the staff at the township and the residents and businesses of Miami Township

Areas where the Compliance Department has made significant contributions include:

- Legal matters, with a focus on striving for reduction of litigation risk
- Financial Analysis, ensuring that the tax revenues are meeting or exceeding projections on major projects
- Implementing internal controls that improve the operations of the township
- Complete review and rewrite of the employee manual
- Establishment of new policies and procedures that will safeguard the township
- Oversight of contractual issues including Request for Proposals, the bid process, and conflict resolution as needed
- Ensure public record requests are handled expeditiously and correctly
- Provide day-to-day assistance to the Township Administrator on any and all matters that need verification
- Evaluation of many positions at the township that resulted in better defined job descriptions and several reclassifications
- Participation in interview process for employees and provide valuable input on employment decisions (including the appointment of the Trustee vacancy in 2014)
- Strategic analysis and input on township direction and guidance



Miami Township Police Department

Mission Statement

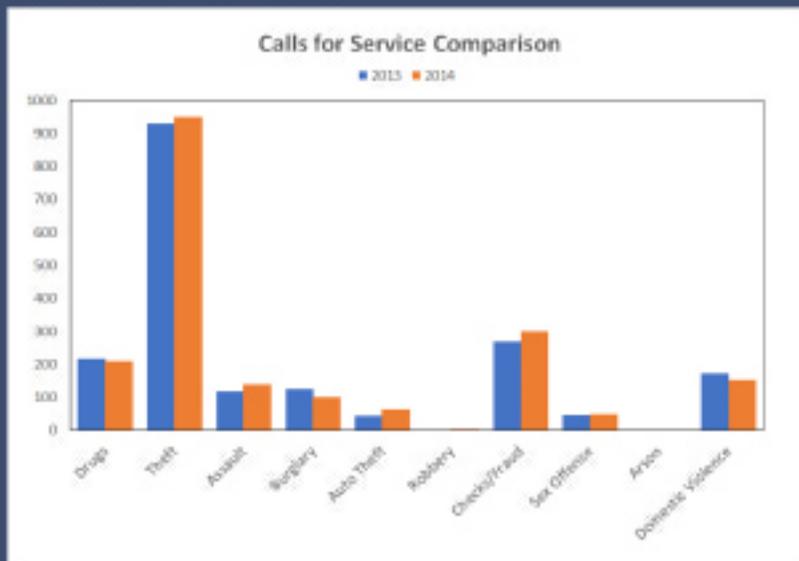
The members of the Miami Township Police Department are committed to excellence in law enforcement and are dedicated to the residents, businesses, and visitors to our community. In order to protect life and property, prevent crime and reduce the fear of crime, we will provide service with understanding, response with compassion, performance with integrity, and law enforcement with professionalism.

"Thank you for taking the time to read the Miami Township Police Department 2014 Annual Report. As you review our accomplishments, I believe you will see 2014 was a year of growth and change for the department. Three employees retired, and six new employees joined the department. We started new programs including a chaplain program and Dog Walker Watch. Probably the biggest change was the addition of Captain Russ Johnson in December. The men and women of the Miami Township Police Department are proud of our accomplishments and look forward to serving the residents, businesses and visitors for many years to come."

Ronald L. Hess, Chief of Police



Calls for Service



A call for service reflects each time an officer responds on a call. Calls for service include activity generated through the Regional Dispatch Center, and officer initiated activity. The number of calls for service did not vary much between 2013 (32,082 calls for service) and 2014 (32,030 calls for service). Interestingly, the types of calls for service also remain fairly consistent. It is important to remember that a call for service does not necessarily mean that a police incident report was generated. Additionally, there are times an officer is dispatched to one type of call, and upon investigation finds it was a different type of call entirely.



Community Outreach National Night Out 2014

The National Association of Town Watch ranked the Miami Township Police Department 8th in the nation, among cities of similar size, for outstanding participation in National Night Out. It is a fantastic example of community-police partnerships working to benefit the greater good. There were 19 different block parties held in neighborhoods throughout Miami Township. The members of the department are honored to have so many people participate in crime prevention efforts.



Dog Walker Watch

In May 2014, a new crime prevention program the "Dog Walker Watch", was launched. This informative program teaches residents about how to identify suspicious behavior while walking through their neighborhood, and encourages them to contact the police department to report unusual activity.

Reading Hero at the Library

Sergeant Jay Phares participated in the Dayton Metro Library's "Reading Hero" program. Sgt. Phares read books to children at the Miami Township Library. The library staff also participated in National Night Out by hosting the public party in partnership with MTPD and Skyline Chili.

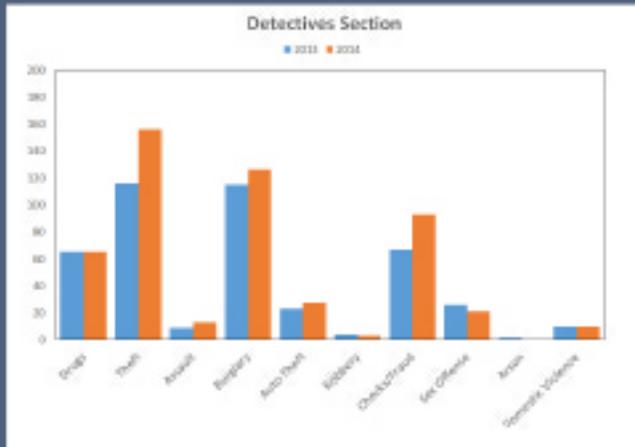


Police Department



Investigations and Records

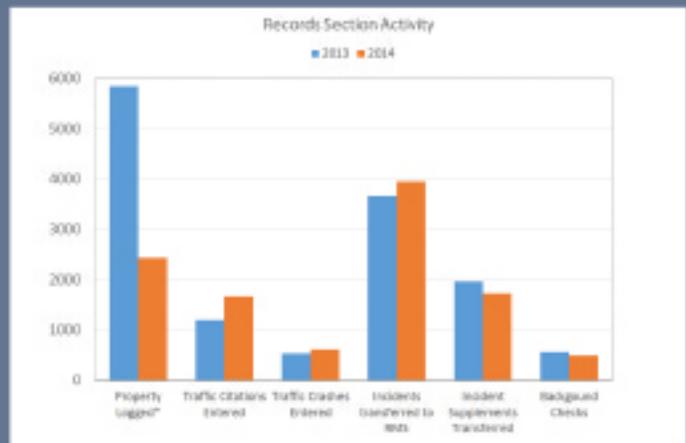
Detective Section



The members of the Detective Section are assigned to follow-up on the initial investigations conducted by Road Patrol Officers. The Detective Section conducts interviews, works with the Prosecutor's Office, conducts search warrants and other investigations which require extensive follow-up. Two detectives are assigned to regional task forces. The RANGE task force handles drug cases throughout Montgomery County, and the OOCIC task force focuses on criminal activity in the hotels.

Records Section

Records Clerks are responsible for managing all of the incident reports, property, evidence and telephone calls for the Police Department. Records Clerks handle the release of public records and property. They are an essential support function for the department.



Dedication Employees



Officer Mike Mays retired from MTPD after 25 years of service, and Officer Chrystal Hart began her career with the Police Department.

The backbone of the Police Department is the employees who have chosen to dedicate their careers to protecting and serving Miami Township. In 2014, we had three officers retire. We were able to hire four police officers, one part-time transport officer and a Professional Standards Captain. The new employees are a great addition to continue the tradition of professional service of the department displayed by the retiring officers.

In 2014, the department initiated a volunteer Chaplain Program, and three chaplains joined the program. The Chaplains will be available for counselling MTPD employees and assisting the community during difficult times.



Chief Hess with new Officers: Officer Josh Samples, Officer Tom Hupp, and Officer Dan Wessling



Officer Howard Sloop retired in July 2014.



Chief Hess introduces Professional Standards Captain Russ Johnson during a Board of Trustees meeting.



Sergeant Scott Fitzgerald retired after working for the Miami Township Police Department for 28 years.



Thank you!

In November our residents passed a levy proving their confidence in our sound fiscal management techniques. We value the support and strive to constantly uphold our mission and core values.

2014 was an outstanding year for the Miami Township Police Department:

We were actively involved in the community and working diligently to reduce and deter crime and criminals.

We responded to 32,030 calls for service.

We launched new programs including: Dog Walker Watch, Shop with a Hero and our Chaplain program.

We attended training to ensure our skills are up-to-date and we can provide the most professional service possible.

We look forward to 2015 and dedicate ourselves to providing exceptional service to our community.



Miami Township Public Works

Mission Statement

The Miami Township Public Works Department proudly serves the community through proficient management of Township properties and infrastructure. Four divisions within Public Works are mutually committed to preservation of the Township's roadway network, park system, facilities and fleet with an emphasis placed on strategic assessment of operations to sustain concentrated productivity and fiscal responsibility. Upholding a reputation on delivering prompt, professional infrastructure management to the citizens of Miami Township is the key to our mission of setting a benchmark for the region in superior Public Service.



Public Works Staff

Director:	1
Street Supervisor:	1
Road Foreman:	1
Administrative Technician:	1
Full-time Hourly Road Maintenance Staff:	4
Full-time Hourly Contractual Road Maintenance Staff:	2
Part-time Road Maintenance Staff:	4
Park Supervisor:	1
Full-time Hourly Park Maintenance Staff:	0
Facility Maintenance Technician:	1
Fleet Maintenance Foreman:	1
Fleet Maintenance Mechanic:	1

Winter Weather Activity

During the 2013-14 winter season, there were 30 weather events with varying degree of difficulty. Official local records listed this as the 3rd snowiest winter in modern history. 2,775 tons of rock salt were used at a cost of \$145,224. Each hourly staff worked an average of 140 overtime hours. In July, the price of rock salt rose sharply from \$51.94 per ton to almost \$115 per ton. In August, the Director attempted to independently bid rock salt, but no bids were received by vendors. In reaction to potentially limited rock salt availability and the unexpected bid results, Miami Township will assess each snow event and must work in ways that conserve our salt supplies through prioritizing township streets. What this means is the most heavily traveled streets will be treated first, followed by streets with steep grades and select intersections. Side streets and cul-de-sacs may not receive treatment if a snow event does not warrant immediate action.

Assigned route drivers include 6 full time Road Workers, 1 Road Foreman, 1 Fleet Maintenance Foreman and 1 Fleet Maintenance Mechanic. The Street Supervisor is responsible for monitoring the progress of each route driver in relation to the severity of weather events. Total time necessary to complete one application of rock salt throughout the Township is 4 hours. More complex weather events require up to 36 hours to completely clear all Township roadways for travel. The Township is currently divided into 8 routes for clearing snow and ice. Prior to the 2013 winter, the Township was divided into 10 routes.

Plat and Rural Tree Trimming Program

To ensure the safe passage of vehicles on Township roadways, crews trim overhanging branches in winter as a part of a seasonal program. School buses, emergency response equipment, snow plow trucks, mail delivery and refuse collection trucks are examples of the large vehicles that travel Township roadways throughout the year and may be damaged if tree branches are not trimmed from the right-of-way on a regular basis. The Township is divided into area zones, with a different zone trimmed each year to ensure that all streets receive attention. Trees are vertically trimmed from the back of the curb edge or right-of-way to a minimum height of 14 feet. Shrubs and trees that hinder motorist sight from intersection visibility and necessary directional signage will be trimmed. Shrubs and trees that overhang sidewalks leaving less than eight feet of clearance will be trimmed. The Spring Valley plat, Singing Hills plat, and various rural roadways were completed in 2014.

Fall Leaf Collection

The Road Department provided leaf collection services to township residents beginning November 3rd, 2014. Miami Township did previously report a program start date of October 20th, but the schedule was modified to reduce program expenses. Leaf collection concluded on December 12th, 2014. The street sweeper was not incorporated into the collection program. Crews visited each street in the township 2 times over the duration of the program. The following information is a 4 year summary of the program and illustration of the department's commitment to controlling expenditures.

FINAL LEAF COLLECTION EXPENDITURE RESULTS:

	2014	2013	2012	2011
Township salaries	\$26,407	30,725	33,290	39,717
Temporary staffing	\$6,844	15,971	12,684	15,696
Fuel	\$4,851	9,305	7,013	10,686
Supplies	\$ 358	316	387	363
Equipment repairs	\$5,806	2,860	11,766	16,928
Program totals	\$44,267	59,925	65,140	83,390

Building Maintenance

There are 14 structures under the control of the Building Maintenance Department divided amongst Township Administration, Police, Fire District, Roads, and Parks. Responsibilities include maintenance of electric, plumbing, and HVAC systems, snow removal, renovations, contract management and exterior/interior routine repairs. The Building Maintenance workshop is located within the Public Works complex. The department is managed by the Director. The Building Maintenance Technician performs snow and ice removal throughout the winter at the Lyons Road Government complex.



Street Sweeping Program (EPA Phase II)

The Road Department performs routine sweeping of all Township roadways and documents actions in accordance with EPA Phase II Storm Water requirements. The department has reduced the number of days dedicated for this program in order to complete higher priority projects. All Township maintained roadways are swept at least 2 times during the year.

Storm Water Drainage System Inspection/ Maintenance Program (EPA Phase II)

To meet EPA Phase II Storm Water regulations, all storm water outfalls must be inspected multiple times per year at least 3 days after a rain event and the results must be documented. If an outfall is found to be releasing water during periods of time without rainfall, the water must be tested for contaminants. During or immediately after heavy rain events, crews check all storm water tiles for obstruction and clear if necessary. All dry wells in the Township are cleaned yearly by vacuuming the debris out and removal of obstructions or tree roots protruding through the porous walls of the wells. The rock base of each dry well is assessed and replaced as needed. The Director has completed the annual report and submitted to Montgomery County Water Services. The Director has developed a storm water pollution prevention plan (SWPPP) for the new Public Works Facility.

Roadway Features and Storm Water System Mapping (EPA Phase II)

The Public Works Administrative Technician has developed a comprehensive GIS database for all Township roadway features including traffic control devices, storm water tiles and storm water inlets and outlets. The storm water mapping system maintains compliance with EPA Phase II Storm Water Reporting requirements.

Road & Bridge Fund Revenues

Road & Bridge revenue sources include 2.32 mills designated from township property taxes and a portion of gasoline taxes, license taxes and permissive license taxes. The gasoline, permissive and license tax revenues totaling \$300,000 are used for funding the annual roadway resurfacing program. In general, all revenue receipts generated by the 4 tax sources have experienced decline since 2009. The phasing out of Tangible Personal Property Tax has created the largest loss in revenue of over \$215,000 per year for the Road & Bridge Fund budget. In 2014 & 2015, TIF monies paid for yearly debt service obligations on the newly constructed Public Works Facility. It is proposed to auction several properties in 2015 to generate

revenues for the Road & Bridge Fund budget. The former Public Works complex on Miamisburg Springboro Road and the vacant land (11 acres) behind the new Public Works facility on Wood Road are being proposed for auction.

OPWC WOOD ROAD IMPROVEMENTS PROJECT

In 2012, the Director was successful in securing grant funding through the Ohio Public Works Commission (OPWC) for improvements to Wood Road. The grant award of \$799,000 was used to widen the two existing narrow drive lanes, add a center turn lane, improve the storm water drainage system, complete the sidewalk network and add combination curb/gutter. The improvements will greatly increase the safety of traveling motorists and the students, parents and faculty attending two Miamisburg City School District campuses located adjacent to the roadway. Since 2006, nearly \$1.5 million has been secured through the OPWC to fund improvements to Township roadways. Most of the Wood Road improvements were completed in 2013 and the entire project was completed in June 2014. The project ultimately was completed \$13,000 under the original contract agreement.

Statistics

Linear Roadway Mileage: 90.37 miles
Lane Mileage: 207 miles
Total Twp Maintained Roadways: 345
Cul-de-sacs: 157
Storm Water Inlet Basins: 2,373
Storm Water Manhole Covers: 674
ADA Ramp Handicap Mats Installed: 538
Entire Township Owned Vehicles: 52
Road Dept- Miscellaneous Equipment: 60

Program and Activity Modifications

The Road Department is continually exploring modifications in activity and material purchasing to control expenditures. This year, minor scheduling modifications to street sweeping, roadside vegetation control, leaf collection services, facility janitorial needs, facility maintenance and snow removal resulted in increased work efficiency and substantial financial savings for the Township. An extensive preventive maintenance program for Township fleet greatly extends the useful life of equipment. The preventive maintenance crack sealing program preserves the integrity of pavement and increases the cycle of roadway resurfacing. Dedicated acts displayed by salaried supervisory staff accelerate the time necessary to complete emergency events resulting in an increase in employee and community safety and lowers expenses for overtime. The hiring of part-time staff was introduced in 2013 in lieu of hiring full-time employees to reduce salary and benefit expenses.

Roadside Turf Maintenance Program

The Road Department performs right-of-way mowing and trimming along unimproved Township roadways per ORC law. The department has reduced the number of days dedicated for this program in order to complete higher priority projects. This year, the department began maintenance of aesthetic rights-of-way using part-time staff in lieu of relying on an independent contractor. This change proved to be successful by lowering costs to complete the task and increasing quality control. The employee was also used to aid in completing winter programs.



Roadway Resurfacing Program

The Road Department prepared all roadways for the 2014 resurfacing programs. The Director is responsible for creating comprehensive bid specifications and controlling the program bidding process for Slurry Seal applications. One (1) street received milling and asphalt overlay through Montgomery County's Asphalt Resurfacing Program. Fourteen (14) streets received a preventative maintenance treatment using Slurry Seal. The following street received milling and asphalt overlay: Bear Creek Road. The following streets were resurfaced using Slurry Seal: Adamwald Court, Alpwoods Lane, Carinthia Drive, Cedarview Court, Cortina Drive, Edelweiss Court, Innsbruck Drive, Pinewood Place, Rhineview Court, Swisshill Court, Swissway Drive, Tiara Court, Tyrol Trail, Vienna Woods Trail.

Routine Maintenance, Tasks and Yearly Programs

- | | |
|---|---|
| Winter Weather Events | Plat Tree Trimming Program |
| Roadside Brush Clearing Program | Catch Basin Inspection/ Cleaning Program |
| Traffic Signage Inspection Program | Right-of-Way Litter Control Program |
| Resurfacing Program Preparation | Preventive Maintenance Crack Seal Program |
| Emergency Roadway Repairs | Scheduled Roadway Failure Repairs |
| Right-of-Way Ditch/Berm Replacement | Storm System Maintenance Program |
| Street Sweeping Program | Right-of-Way Turf Maintenance Program |
| Roadway Obstruction Clearance | Right-of-Way Permit Inspections |
| Leaf Collection Program | Township-wide Facility Maintenance |
| Township-wide Fleet Maintenance | Park Maintenance |
| Administrative Functions | Aid to Hillgrove Union Cemetery |
| Turf Maintenance Contract Management | Resurfacing Program Contract Management |
| Comprehensive Bid Specification Packets | Improvement Projects Contract Management |
| Public Works Website Management | Public Works Facility Janitorial Services |
| Resident Consultations | Right-of-Way Illegal Dumping Control |
| EPA Storm Water Regulation Compliance | Park Tree Removal Program |
| Equipment Preventive Maintenance | Right-of-Way Noxious Weed Control |

Preparatory and Preventive Maintenance Crack Seal Program

The Street Supervisor has developed a program of preventive maintenance crack sealing on designated Township roadways. All streets are evaluated yearly and selections are made due to pavement conditions and deficiencies. Since the program's inception, over 35 percent of roadways have been crack sealed by Township crews. The purpose of the program is to minimize the infiltration of water through the road surface thus preserving the integrity of the pavement and base layer. Crews clear cracks of debris, sweep the area and then apply a rubberized compound to seal all cracks. Flagging is necessary for safety of motorists and staff working in the roadway. As a common practice, crews also prepare road surfaces with crack sealing material prior to the resurfacing of Township streets. The modern, innovative materials used in this process do not result in the sticky tar residue on streets as crews have experienced with past techniques.

Right-Of-Way Permit Inspections

The Street Supervisor and/or Road Foreman performs right-of-way tiling, curb, and driveway apron inspection services throughout the spring, summer and fall seasons. There is an average of 32 inspections performed each year. The inspection process consists of a project preparatory inspection and approval of the final improvements completed by contractors.



Park Maintenance

The Park Supervisor is the sole park staff member and responsible for completing many parks related tasks throughout the growing season not included in the Turf & Landscape Maintenance contract. Routine seasonal tasks include:

- Emptying trash receptacles
- Trash receptacle painting
- Barrier fence repairs
- Bike path maintenance
- Right of way litter control
- Noxious weed control
- Landscape water bag filling

- Weekly playground checks
- Shelter maintenance
- Sign maintenance
- Tree and stump removal
- Hillgrove Cemetery aid
- Sport field maintenance
- Resident concerns

- Picnic table maintenance
- Vandalism repairs
- Walking trail maintenance
- Brush line trimming
- Play equipment maintenance
- Irrigation maintenance
- Landscape maintenance

One part-time Road Department staff member is typically assigned to assist the Parks Department as scheduling permits. Additional staff assigned as necessary. The Parks Department has received 1,500 man hours of assistance from the Road Department this year to complete park related tasks listed above. There are many Ash trees located within the park system that have been damaged by the Emerald Ash Borer. More than 50 trees have been removed this year by the Park Supervisor using road crews and 38 were removed at Waldruhe Park by a reputable independent contractor. 40-50 diseased trees remain and will be removed over the 2015 winter season.



MIAMI TOWNSHIP

MONTGOMERY COUNTY, OHIO