

Miami Township  
Montgomery County, Ohio

Strategic Plan



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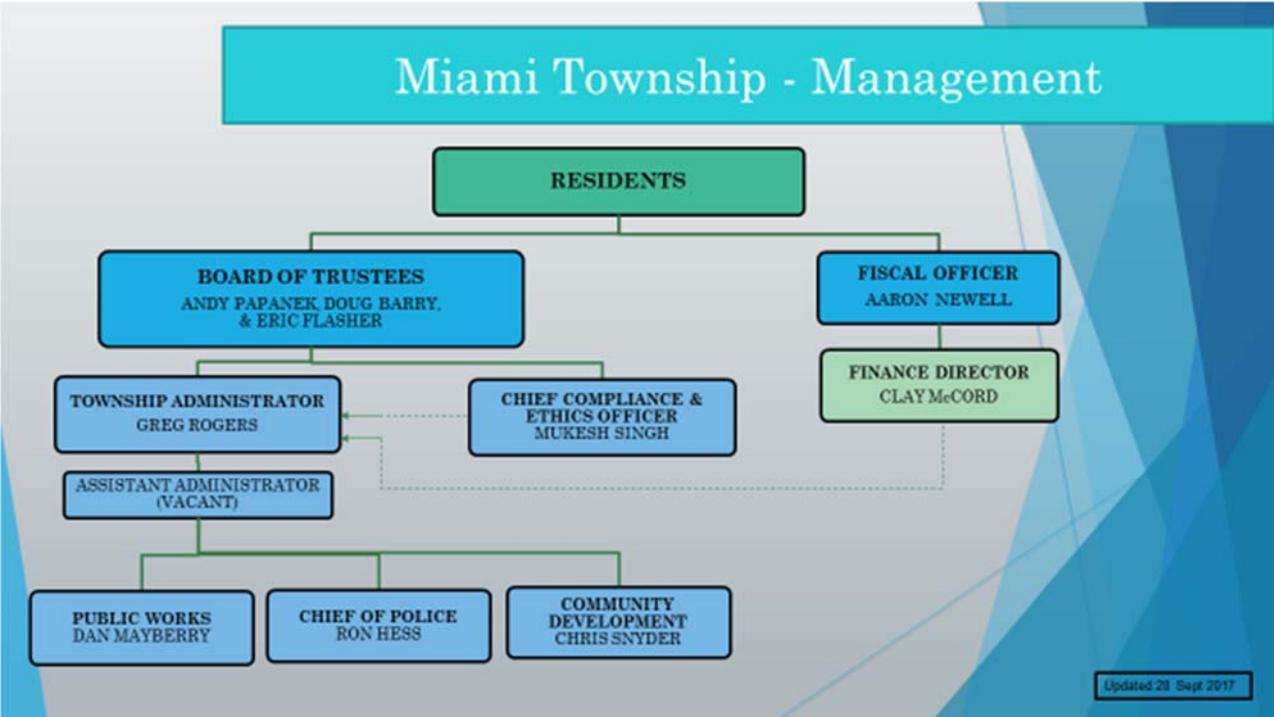
Updated 2017

## Table of Contents

Mission Statement .....	3
Introduction of Miami Township.....	4
2017 Priorities of Miami Township Elected Officials .....	7
Miami Township Parks .....	7
Miami Township Staffing .....	8
Branding and Public Image .....	8
Economic Development and Blighted/Aging Areas.....	9
Communications .....	10
Infrastructure.....	11
Administration Department .....	12
Community Development Department.....	15
Information Technology Department.....	20
Compliance Department .....	23
Finance Department .....	26
Police Department .....	28
Public Works Department.....	31
Miami Valley Fire District.....	35
Conclusion.....	36

# Mission Statement

Miami Township's Mission is to provide excellent services to our residents and businesses, emphasizing integrity, efficiency and fiscal responsibility, positioning the township for future growth and continued success.



## **INTRODUCTION OF MIAMI TOWNSHIP**

### **Who We Are:**

Miami Township, Montgomery County, is the seventh largest township in the State of Ohio with an unincorporated population of 29,131. It is both rural and urban with the convenience of city life and the openness of the country still in view. Miami Township is situated in Southwest Ohio, the crossroads of the Midwest where I-70 east and west connects with I-75 north and south.

Only minutes south of the Dayton International Airport and Wright Patterson Air Force Base, Miami Township is home of the Dayton Mall part of the Miami Crossing District commercial center and Austin Landing. The township is conveniently located along the I-75 corridor between Cincinnati and Dayton where the new Austin Boulevard Interchange has opened, providing easy access to the Mound Advanced Technology Center, Dayton Wright Brothers Airport and exciting new commercial developments.

### **Background:**

Founded in 1829

Trustees:     Douglas Barry  
                  Eric Flasher  
                  Andrew Papanek

Fiscal Officer: Aaron Newell

Township Administrator: Gregory S. Rogers, MA, AICP

### **Demographics:**

With a combined population over 50,000 people within the unincorporated and incorporated portions of Miami Township. The current territory of Miami Township is 20.87 square miles, not including the City of Miamisburg, with 90 linear miles of roadways. Daytime population swells to over 100,000 people including the city of Miamisburg. The population within a 14 minute trade area for the Dayton Mall area was last estimated to be over 216,000 people. Median family income within the same area was estimated to be \$55,669 in 2012. The Dayton Mall has nearly 6 million annual visitors and is part of a \$3 billion retail trade area. Approximately 100,000 vehicles travel along Interstate 75 adjacent to the Dayton Mall daily.

Approximately 66,100 vehicles travel through the intersection of State Route 725 and State Route 741 at the northwest end of the Dayton Mall every day, according to the 2009 MVRPC Safety Analysis Report. Miami Township offers incredible convenience, with 71% of those living in Miami Township commuting less than 25 minutes and 90% commuting less than 35 minutes.

**Proximity:**

Miami Township offers an ideal location on and near several major transportation corridors. The heavily traveled Interstate 75 corridor runs through Miami Township adjacent to our commercial, office, and industrial centers. A new Interchange at Austin Boulevard and Interstate 75 has significantly enhanced access to the southern half of Miami Township. The junction of Interstate 675 connecting the eastern suburbs of Dayton, Wright Patterson Air Force Base and Greene County to Interstate 75 is also located in Miami Township just south of the Dayton Mall. Just 15 miles to the north is the junction of Interstate 70 and Interstate 75, one of the most heavily traveled intersections in the United States.

Miami Township corporations, hotels, and retail businesses benefit from the proximity of the Dayton International Airport and the Dayton Wright Brothers Airport. The two airports provide access to commercial flights and corporate jets bring in out-of-town customers on a convenient and routine basis.

Finally, Miami Township is home to several regional attractions that support both our residents and many out-of-town visitors daily. The Dayton Mall is located at the heart of the central business district known as Miami Crossing, but we also support many recreational opportunities, such as the Cox Arboretum and Gardens MetroPark. The 189 acre collection of gardens and natural areas is yet another example of how public/private partnerships have flourished in Miami Township. Cox Arboretum holds regular public events and festivals each year attracting visitors from around the region to the Miami Crossing area.

**Partnerships:**

Miami Township is a community of partnerships. We recognize our community cannot prosper without increasing the prosperity of our residents, businesses, and neighboring communities. We explore areas where it makes fiscal and practical sense to provide services in cooperation with our neighbors. For example, the Miami Valley Fire District, combining township services with the City of Miamisburg, became operational in 2012. Where there are infrastructure projects that will jointly benefit our communities--but are too large for one community alone to support--we established joint development agreements to provide the necessary investments. Miami Township has become a leader in the region and State in our use of economic development tools to create new opportunities and investments for our future.

Miami Township partners 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 comprised of Miami Township and the City of Dayton.

**Regional Assets:**

Stability, opportunity, and growth potential are all hallmarks of this sample of our regional assets:

- **Dayton International Airport**
- **Wright-Patterson Air Force Base & Museum**
- **Miami Township Library- Dayton Metro Library**
- **Cox Arboretum and Gardens**
- **Wright State University**
- **University of Dayton**
- **Fifth Third Field & the Dayton Dragons**
- **Schuster Performing Arts Center**
- **Dayton Mall**
- **Mound Advanced Technology Center**
- **Austin Interchange and Austin Landing**
- **Dayton Children's Medical Center & Urgent Care Facility**
- **Dayton Wright Brothers Airport & the Wright "B" Flyer Museum**
- **Quality School Districts**

The investments and growth potential of these assets, and many others, will continue to bring new residents, businesses, and customers to our region and the Miami Township area. Our ability to capitalize on the growth of these quality of life assets will continue to make Miami Township a bright spot in a recovering national economy.

## **Strategic Priorities of Miami Township Elected Officials:**

Since February 2015, the township has made substantial progress on the objectives and initiatives described in the strategic plan. We continue to refine our strategies and review our approach to the developments and circumstances that affect our operational and resource needs. During the February 7, 2017 retreat, the Miami Township Board of Trustees added infrastructure to the list of community priorities. They are not presented in order as the board stated each priority is equally important.

- Miami Township Parks;
- Staffing;
- Branding & Public Image;
- Community Blight (including Opioid Epidemic) and Economic Development;
- Communications;
- Infrastructure

### **Parks:**

#### *Challenge:*

Township parks are only funded by inside millage from the General Fund. There has been a steady decline in funds resulting in having to prioritize basic park maintenance over improvements. In 2012, the decision was made to cut park staff to only one position and contract mowing services.

#### *Feedback:*

During the Strategic Planning process in 2015, citizens made it clear they want to develop alternative strategies for funding park maintenance and improvements. Over 90% of citizens stated in the community survey that parks are very important or important to the quality of life in Miami Township.

#### *Strategies:*

- Development of alternative funding for parks utilizing private sector resources that minimize the need for additional public sector funding.
- Develop a long-term strategy for park improvements and priorities.
- Partner with neighborhoods and community organizations to develop specific park improvements and funding mechanisms in individual neighborhoods.
- Discuss a consolidated park district with the City of Miamisburg.

#### *Implementation:*

- Negotiated with private development firm to secure first round of funding for park and infrastructure improvements. Initial funding has assisted with the removal of dilapidated infrastructure at Miami View Park.
- Worked with Ohio EPA to identify improvements that could be made to Layer Park as part of a federal restoration project.
- Partnered with the Community Foundation and Dayton Foundation to assist neighborhood groups in raising funds for specific park improvements at Zengel Park, Reeder Park, and Miami View Park.
- Partnered with a private development project north of Waldruhe Park to develop a privately funded extension of the recreational trail in the park.

- Partnered with private developments to assist in future funding and maintenance of portions of the recreational trail network fronting their developments.

**Staffing:***Challenge:*

Reduced state and local funding sources, the ongoing impact of the last recession, and increased operational costs led to a reduction of staffing across the organization over the last 10 years. This has affected the ability of the township to fully deliver services desired by the community.

*Feedback:*

Citizens indicated in the 2015 community survey that additional support for police, code enforcement and park maintenance were priorities.

*Strategies:*

The 2015 plan included priority hiring for several positions that have since been filled as noted under the implementation section. Based upon all of the challenges identified in this plan, the priority hiring list approved as part of the 2017 update is as follows:

1. A Communications Coordinator;
2. Additional full-time Road Department staff;
3. An Information Technology Position;
4. An Assistant Township Administrator;
5. Reclassification of an Administrative Assistant to Office Manager;
6. An Economic Development/Business Analyst

*Implementation:*

- Finance Analyst in 2016
- Compliance Analyst in 2016
- Planner in 2016
- Communication Coordinator hired in 2017

**Branding and Public Image:***Challenge:*

The Community does not have a strong local identity. Multiple zip codes, school districts, and neighboring jurisdictions often make it difficult for residents, businesses, and visitors to associate themselves as being in Miami Township. A strong community identity is necessary to promote economic development and create a stronger sense of place.

*Feedback:*

Residents, particularly new and short-term residents often do not realize who provides their services and do not know who to contact for information. Businesses also experience issues on who to contact for permits or how to brand themselves within the community.

### *Strategies:*

- Develop a more unified and comprehensive branding strategy to identify Miami Township.
- Improve marketing of Township events, services, and community activities to enhance a sense of place through a variety of mediums and staffing.
- Work with businesses to market and identify their location as being within Miami Township.

### *Implementation:*

- Developed a new Township seal and logo.
- Have begun incorporating a new brand into a variety of Township materials and media and within the Township buildings.
- Working with the Dayton Mall Joint Economic Development District to establish a positive brand for the commercial area falling under the Miami Crossing District.
- Updating the Township web site.
- Public Works is installing new township identification signs at all border entry points reflecting the new Township seal.

## **Economic Development and Blighted/Aging Areas:**

### *Challenge:*

Economic development of the community and blight are integrally linked. Aging buildings and infrastructure that are neglected within the commercial areas of the township can reduce private investment and property values. This in turn can lead to an overall reduction of business investment in the community and a reduction of values in the residential areas of the community. Foreclosures and neglect of properties in the residential neighborhoods can also lead to widespread blight.

### *Feedback:*

The Township received considerable feedback during creation of the strategic plan as well as the public meetings for the Dayton Mall Area Master Plan indicating that economic development and blight should be high priorities for the township.

### *Strategies:*

- Utilize Home Rule Authority, adopted in 2015, to update codes and regulations to address blight and economic development issues.
- Hire an additional zoning inspector to increase code enforcement capabilities.
- Improve technology to manage and track property information.
- Focus residential blight mitigation efforts in older portions of the township where housing stock may need replacement through partnership with Montgomery County Land Bank.
- Identify alternate methods to dedicate revenue to the road and bridge fund to address deteriorating roadways.
- Increase commercial property inspections.
- Implement recommendations of the Dayton Mall Area Master Plan.

### *Implementation*

- Revisions drafted to the Property Maintenance Code to utilize expanded Home Rule Authority adopted January 2015.

- Improved efficiency of nuisance abatement process to increase speed of resolution.
- Began demolition of abandoned properties through the Neighborhood Initiative Program.
- Hired planner to assist with enforcing zoning and property maintenance standards.
- Implementing new property management software.
- Implemented marketing campaign to develop Miami Crossing brand.
- Utilizing township media and Communications Coordinator to promote economic development activities and successes within the Township.
- Adopted new commercial design standards for the core commercial areas of the Township.
- Utilizing the Zoning Commission to review updates to the Zoning Resolution with several sections having been forwarded to the Board of Trustees for final approval.

### **Communications:**

#### *Challenge:*

Miami Township has not had staff available to increase the frequency of our external communications. Communication responsibilities have been absorbed across the organization without a dedicated point of contact for outside organizations. Our ability as an organization to be transparent and vocal about our actions and processes has been limited in scope due to staffing constraints.

#### *Feedback:*

During the development of the Strategic Plan we heard from many residents that they did not know or fully understand how the Township operated, what activities we were taking part in, and a lack of understanding about who provides various services in the community.

#### *Strategies:*

- Hire a Communications Coordinator to provide dedicated staff support for communications.
- Expand our communications and improve our utilization of new medium to reach a greater audience.
- Improve coordination of our communication activities within the organization.
- Providing a clear, concise, and coordinated message from the Board of Trustees to staff and residents.
- Explore Township meetings for new residents to meet with administration and staff to discuss Township services and information about the area.

#### *Implementation:*

- Established a regular series of Breakfast with the Board briefings to update business leaders of Township activities and provide businesses with an opportunity to network and showcase their facilities.
- Hired a Communications Coordinator to highlight township services, new residents, departments, employees and businesses and useful information regarding the township's services and functions (Hired July 2017).

- Township is more active with social media and website postings to inform residents about events and services. .
- Upgrading Township entry signage at all border points (Over half signs completed by October 2017).
- Police Department continues to expand involvement in National Night Out through additional partnerships and activities.

### **Infrastructure:**

#### *Challenge:*

Reductions in state and local funding sources, combined with rising costs, have significantly impacted the ability to maintain roadways and other infrastructure.

#### *Feedback:*

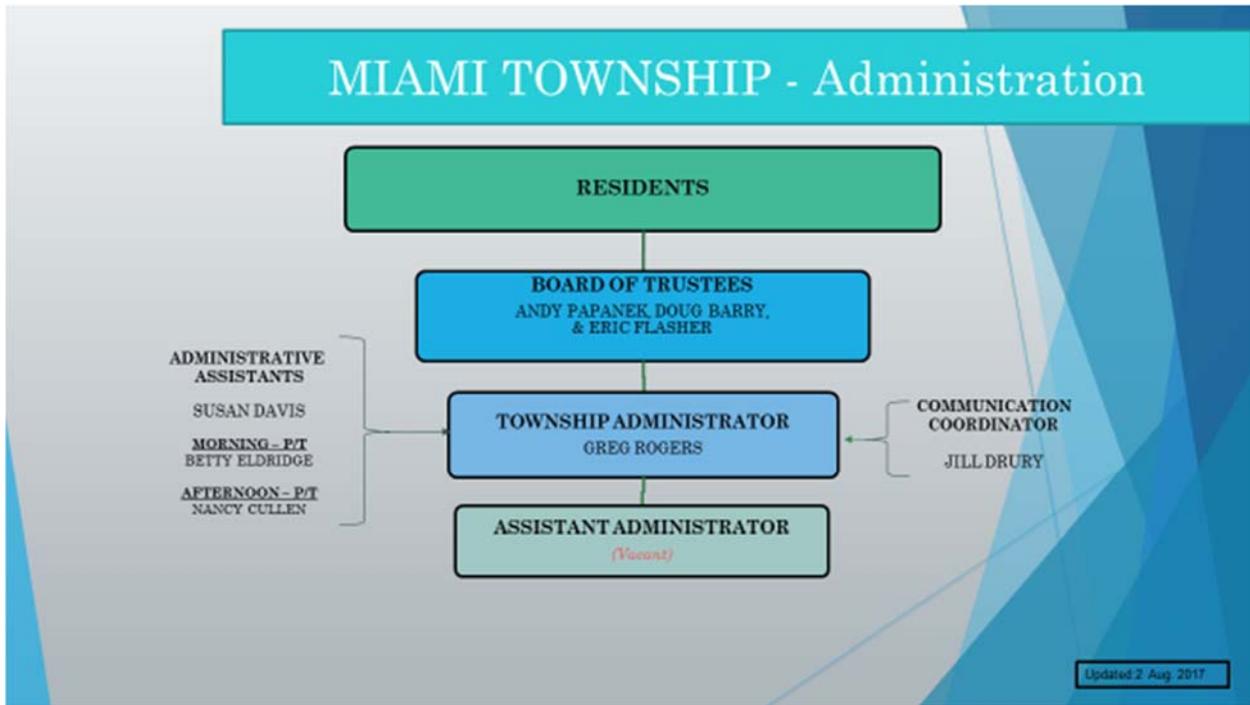
Residents ranked maintenance of streets and roadways as the third highest priority behind fire and police services in the telephone survey that was conducted for the Strategic Plan. On the transportation side, over 50% of respondents felt that improving pedestrian safety should receive priority, followed closely by repairing existing roads.

#### *Strategies:*

- Utilize slurry seal and asphalt overlays to extend the operational life of existing roadway surfaces and to increase to lineal miles that can be improved annually.
- Investigate alternative funding mechanisms for infrastructure improvements including private partnerships, levies, and reallocation of existing funds.
- Participate in organizations like the Miami Valley Regional Planning Commission (MVRPC) to access federal and state funding sources.
- Review pedestrian crossing locations for installation of pavement markings and ADA ramps.

#### *Implementation:*

- Obtained over \$1 million in grant proceeds through MVRPC to improve pedestrian safety.
- Obtained grant funding through MRPVC for asphalt overlay on township roadways.
- Utilizing the supplemental license revenues to bolster funding for roadway maintenance.
- Partnering with the joint economic development districts to fund and maintain improvements within the respective district territories.



## **ADMINISTRATION DEPARTMENT**

### **Who We Are:**

Miami Township is a Limited Home Rule Township with an annual budget of approximately 20 million dollars. The township is governed by three Board of Trustee members that are elected to four-year terms. There is also a Fiscal Officer elected to a four-year term and is responsible for the township fiscal health and records. The Administrator is the Chief Administrative Officer and reports directly to the Board of Trustees. The Administrator is responsible for daily administration, enforcement, and execution of the policies and resolutions set forth by the Board of Trustees and supervises and directs the activities and affairs of each department.

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 day to day financial duties are the responsibility of the Finance Director, who is appointed by the Board of Trustees under the recommendation of the Fiscal Officer. Each township department is under the supervision of a Director that is responsible for service delivery and daily operations.

The Administration Department has one full-time and two part-time Administrative Assistants; each department is staffed with Administrative Assistants that provide daily support to the Elected Officials, Administrator, Directors and to the general public. Miami Township has a policy of having each phone call answered by a person and directed to the correct location. The only exception to this is if there are unforeseen events or if call volume is unusually high. A phone answering call distribution tree is available if call volume is high or if a call comes in during non-operating hours. Current operating hours are 8 a.m. to 5 p.m., Monday through Friday. The township Offices

may also be accessed by the website, email, and social media. While immediate contact is not guaranteed, normal questions are answered the next business day. There are no projected changes to these policies and the Board of Trustees are committed to outstanding customer service. Miami Township employees do have the right to terminate phone calls and onsite visits if a person becomes threatening, abusive, or utilizes inappropriate language. Each employee has the right to invoke this provision at the time the event takes place.

### **Challenges:**

**Limited Resources:** Like most communities today, Miami Township must operate with very limited resources. In recent years much of the township's revenue stream has suffered reductions, while the cost of most services continue to rise. The township's general fund has been cut by more than 33% over the past five years, which has placed significant pressure on township parks, staffing, and matching grant monies. Revenue reduction has come from different avenues that include property value reductions, state reductions and eliminations of funds, and lower interest rates on investments.

**Identity and image:** Miami Township is developing a stronger community identity and carryover negative images. Currently Miami Township has multiple zip codes that include West Carrollton, Centerville, Miamisburg, and Franklin. We enjoy multiple school districts--West Carrollton, Miamisburg, Franklin, and Valley View. The combination post office names and schools districts and the close associations and physical borders sometimes causes citizens and visitors to name the City rather than the township as their location. This is compounded by a flurry of negative press and high profile incidents a few years back that created a negative perception of the township. There were also major incidents that occurred in the early 1970s and the 1990s that citizens still remember with negative view.

**Aging Neighborhoods and Storefronts:** Miami Township is a diverse community with housing and retail stock dating from 60-year-old properties to areas that are currently under construction. A growing number of the aging housing stock has become blighted and causes increased concern of citizens and requires a greater service burden. These neighborhoods also have an aging infrastructure that include crumbling curbs and gutters as well as sidewalk damage. Within the central and northern retail districts, there are aging and vacant storefronts that give negative perceptions of the entire area. Many of these can be attributed to lack of investment and the fact that they are nearing 50 years old.

**Compartmentalization of Departments:** All Miami Township Departments are funded by different means that include levies, property tax, hotel/motel tax, and JEDD proceeds. The disparities in funding levels and state requirements regarding allocation of funds make department funding challenging and not always equal.

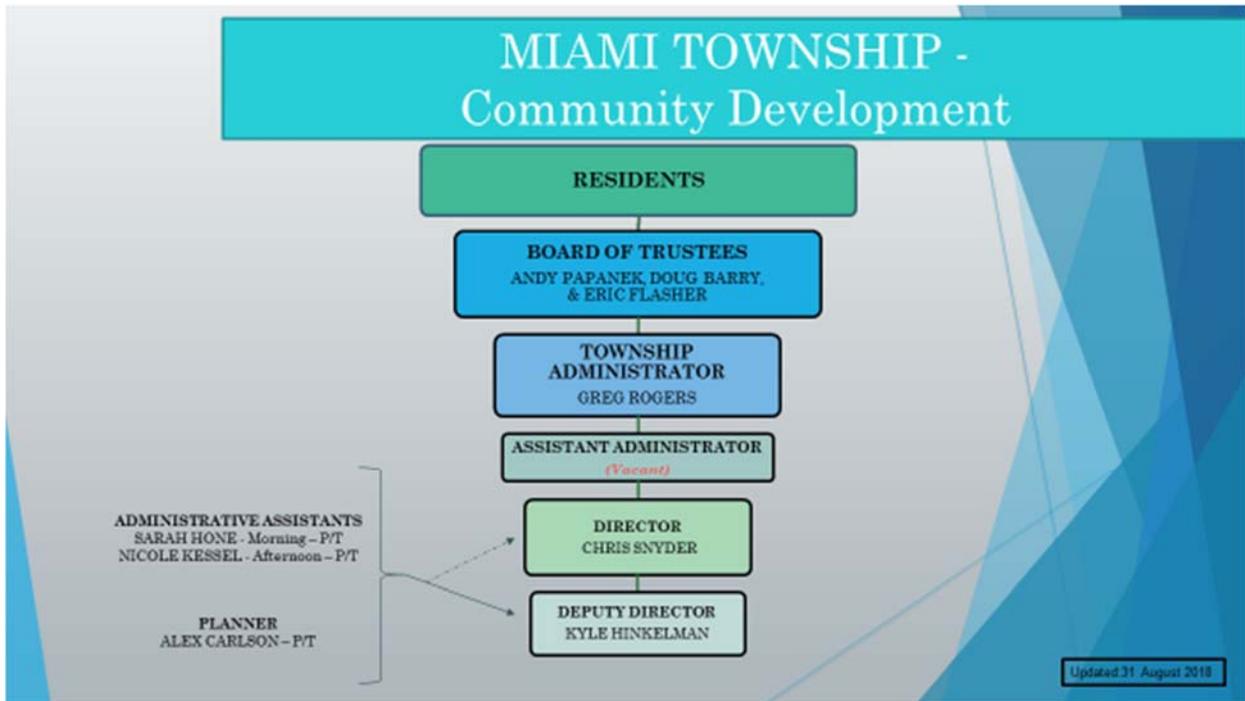
### **Opportunities and Strategic Goals:**

One of the main functions of the Administration Department is to ensure the efficient performance of all departments and evaluating the achievement of goals of the township set forth by the Elected Officials. The updated staffing priority list indicated the hiring of a Communications Coordinator, and as of July 17, 2017 this priority has now been accomplished.

**Location:** Miami Township is located at the confluence of I-75 and I-675 on the Dayton to Cincinnati corridor, which is a highly desired area. Miami Township is within one hour of two international airports and is located just 20 miles south of I-70 and I-75 two major transportation routes. Miami Township is within one day of travel to the top eastern United States markets, such as New York City, Chicago, Washington D.C., Detroit, and Philadelphia.

**Investment:** Over the last five years, Miami Township has had approximately \$200 million dollars of new construction in a down economic market for development. With the construction of the Austin Landing Development serving as the nucleus of new construction, there has also been significant redevelopment in the Miami Crossing District, along with other businesses choosing the township to open new locations or expanding existing ones.

**Economic Diversity:** Miami Township is fortunate to have a diverse economic base that provides stability to township revenues even during difficult economic times. Anchored by the Miami Crossing District, numerous retailers call Miami Township home, which provides a regional shopping destination. Complementing the Miami Crossing District is Austin Landing which is now thriving eight years after opening its first storefront. This mixed use development not only has a strong office presence in the township, it is also a restaurant destination. There are numerous other complementing retail destinations that include the Shoppes at 725, The Exchange at Spring Valley, Mad River Station, Southland 75, and the South Towne Shopping Center. Miami Township has a large corporate presence with such businesses as Lexis-Nexis, Metropolitan Life, PNC Mortgage, Verso, and Teradata.



## COMMUNITY DEVELOPMENT DEPARTMENT

### Who We Are:

The role of the Community Development Department can be summarized as working to meet the following community goals:

- Preserve and enhance property values within the community
- Plan for future development of the community
- Provide assistance with necessary community services and work to improve the overall quality of life within the community

**Property Preservation and Enhancement:** The Community Development Department is responsible for a variety of development related activities within Miami Township. One of the primary responsibilities of the department is management of the zoning regulations of the township. Considerable time is devoted to enforcing the zoning standards through the review and issuance of zoning certificates and property inspections to ensure that new construction and existing properties meet the standards of the zoning resolution and property maintenance code.

**Planning:** Planning, both short and long range, is another area that is encompassed within the responsibilities of the department. This is accomplished through a variety of planning documents and activities that range from the Miami Township Comprehensive Plan, to meeting with property owners and other jurisdictions to plan for future projects and extension of public/private infrastructure within the community.

**Community Development Services:** Community services provided by the department include answering general public questions, economic development, management of

several lighting districts, creation of maps utilized by the public and other departments, applying for and managing grants, staff support to various boards, commissions, and committees, as well as numerous other tasks. The activities of the department work to address the quality of life of the community through day to day activities such as management of lighting districts, to development of infrastructure improvement projects such as bikeway enhancements.

### **Challenges:**

The department faces several key challenges in meeting our primary responsibilities in the coming years. These challenges fall within several broad categories as identified below:

- Staffing
- Technology upgrades
- Regulatory updates
- Blight and the aging of neighborhoods and infrastructure

**Staffing:** The township population has increased over 13% since the 2000 census in and the number of housing units has increased over 28% in the same time frame, yet overall staffing has not increased. The department has also taken on several additional responsibilities in the last 10 years as the community has grown and become more sophisticated in terms of economic development. The creation of tax increment financing districts and joint economic development districts are examples of mechanisms and organizations that are providing the community with tremendous opportunities but also carry management and staff responsibilities. Changes in technology are also creating new opportunities, but at the same time require growing support to manage our information technology systems. Staffing has been increased from a low point reached several years ago, but this has effectively only brought us back to a level consistent with staffing during the early to mid-2000's.

The growth of the community, both in terms of development sophistication and total population, is also done at the same time as neighborhoods continue to age and the housing stock risks deterioration. Deterioration and blight have become issues in certain areas as housing has shifted from primarily owner occupied to rental housing. Our neighborhoods are also experiencing issues as the population and demographics of our neighborhoods change, making it more challenging for residents to maintain their neighborhoods at the same level previous generations may have done. The growth of these issues is further compounded by the limited availability of staff to provide for routine and on-call inspections and enforcement within our neighborhoods of the community standards.

**Regulatory Updates:** The reduction in staffing and numerous changes that the community has experienced over the last 10 to 15 years, combined with changes to state statutes, have increased the need to review and update our local land planning standards. Implementation of the Dayton Mall Area Master Plan will likely require further updates to many of our standards within the commercial districts of the community.

**Blight:** Aging housing, shifting demographics, the demands of our 21<sup>st</sup> century lifestyles, and reduction of traditional funding mechanisms are in many ways leading to a growing challenge to maintain our communities at a level experienced by previous generations. The causes of blight may range from lack of property maintenance, to lack of infrastructure such as sidewalks or water and sewer facilities, to aging infrastructure, among other issues. The challenge is how best to identify and create solutions to address the various, often interrelated problems that our neighborhoods face that may lead to cases of blight.

### **Opportunities and Strategic Goals:**

The department and community face some key challenges, but many of these challenges are the result of the opportunities that our community faces as well. The following strategies will be utilized to leverage our opportunities for growth, while managing the challenges that we face as a community:

- Market and develop the Miami Crossing District while continuing to market and promote development activity throughout the township
- Update the Comprehensive Plan to establish a renewed vision to guide planning and development for the next decade.
- Utilize resources of new positions within the township as well as outside agencies and organizations to supplement staffing
- Partner with the Montgomery County Land Bank to address issues of blight
- Update zoning and property maintenance standards
- Update technology to better meet the needs of residents and those utilizing the services of the Community Development Department

**Miami Crossing, the Dayton Mall Area Master Plan & Township Development:** The adoption of a master plan to address issues within the commercial core surrounding the Dayton Mall was a fundamental achievement reached in 2015. Implementation of the plan has been ongoing through a variety of means ever since. The department intends to continue to remain active in the marketing and promotion of the Miami Crossing District and to continue to work with the Dayton Mall ownership, Dayton Mall Business Association, as well as the many other property owners in the area on potential redevelopment plans within the Miami Crossing district. New design standards have already been implemented and collaboration with the business community remains a top priority. The master plan has better positioned our traditional commercial core for growth and success as we work with investors, developers, and owners in the area. Maintaining the viability of the Dayton Mall area through redevelopment and renewal is critical to the stability of the township.

The department will continue to be heavily involved in development of properties in the Austin Interchange area as well working with the City of Dayton to further develop business opportunities on land within and adjacent to the Dayton Wright Brothers Airport.

**Comprehensive Plan Update:** Updating the comprehensive plan for the community will provide a chance to reexamine the community's vision for the township over the next 10 to 20 years. The community has experienced significant development since the last

major update to the plan. The update process is an opportunity to confirm the direction that our current development standards are taking the community and to examine what changes to these standards and policies are appropriate. The update process is also an opportunity to educate the community about demographic and technology trends that will impact future development patterns.

**Resources:** The department is utilizing the new Communications Coordinator position to assist with business outreach and communications. We are also utilizing the resources of the Miami Valley Regional Planning Commission as well as agencies such as the Transportation Improvement District to supplement internal staff. Future plans include the hiring of an Economic Development/Business Analyst position which would assist with our business outreach services and provide assistance to multiple department in analyzing and tracking information such as the Tax Increment Financing Districts. This position would have the potential to cross-over to other departments bringing additional value to the community. It is a long-term goal as resources become available to transfer the IT management responsibilities to a regular dedicated staffing position. In the near term, the department has filled the vacant planner position which will help to improve processing times for permit applications and supplement our inspection capabilities throughout the township.

Staff works with a variety of local and regional partners to communicate with and address the needs of businesses in the community. Organizations and programs such as the Dayton Development Coalition, the Dayton and South Metro Chambers of Commerce, the BusinessFirst program, and JobsOhio are just some of the ways that we utilize our regional partners to bring resources to issues such as business retention and attraction, workforce development, and legislative issues among others. We intend to utilize the newly created Communication Director position to supplement our ongoing communication programs with businesses to improve our contact points with each of our businesses.

We continue to utilize a variety of methods from the webs site, to newsletters and other media to communicate with residents and the business community. We will evaluate additional opportunities to reach our residents with the new Communications Director.

**Land Bank:** Our partnership with the Montgomery County Land Bank is having a direct effect within the township by removing blighted housing and in other cases rehabilitating housing and returning properties to productive use. The removal of abandoned structures also removes many of the issues generated by abandoned buildings such as illegal dumping, criminal activity, trespassing, reduced neighboring property values, etc. These properties can then become green space owned and maintained by neighbors or be turned back into new housing projects. We intend to continue partnerships with the Land Bank and other agencies provided they remain beneficial to the interests of Miami Township and its residents.

**Update Standards:** Implementation of the Dayton Mall Area Master Plan has already led to several updates of the zoning standards in the commercial district. The department intends to continue to review many of the standards throughout the zoning resolution and property maintenance code to ensure they continue to remain relevant to the needs and desires of the community. Regular review of the existing zoning text by

the Zoning Commission and staff will help ensure compliance with current legal standards and accommodate changes in society. Staff may utilize a separate text review committee as needs and opportunities arise, but the Zoning Commission will likely remain the primary source of review. The zoning text should be utilized and adjusted over time as one among many tools for implementing the policies of the community.

**Update Technology:** The department is currently implementing one of the largest shifts in technology that it has undertaken in the last 15 years. This technology upgrade will set the stage for the department to implement further improvements to its customer service capabilities by making more resources available online. The department recognizes that many residents need access to government services outside of normal business hours and we are working to accommodate these needs. The department will examine and plan for implementation of services such as online database access, online permit submission, and online payments within the confines of available technology and funding. The department is also participating in a process to update the township web site to further improve functionality. Technology upgrades will be an ongoing cycle as people change the way they access information and interact with their local government. We will continue to evaluate new technologies and balance the costs of implementation against the benefits that new processes and procedures can bring to the community.

It takes many tools to address the issues faced by any community and our community has many great opportunities and is well positioned to address issues faced today and that it will face tomorrow. The creation of a strategic plan means taking a more comprehensive look at how we as a community desire to have our local government operate. The strategic goals outlined here will allow us to better utilize the tools we have to focus on the larger and primary goal of seeing the quality of life within Miami Township continue to improve over time and ensure that the community is positioned to handle future challenges. We feel that this strategic direction will guide all the other activities that may be undertaken in the coming years.

## **INFORMATION TECHNOLOGY DEPARTMENT**

### **Who We Are:**

The Miami Township Information Technology (IT) Department was created in 2014 with a budget of \$154,693 which includes consolidation of previous budget line items and staffing. The IT department manages all software, hardware, and network infrastructure for employees and is tasked with keeping these systems in efficient working order. Duties of the IT department include the management of a third party IT consultant, phones – both wireless and landline, township social media and website, and the management of contracts with phone, internet, copier, and software companies.

### **Challenges:**

The IT Department was created to facilitate better synergies between all the departments of Miami Township. Duplication of services and infrastructure was a problem for the township IT infrastructure for multiple years. As the network has continued to age without consistent upgrades, considerations needed to be given to finding cost effective solutions to necessary capital costs. The IT department leverages the scale of the entire township to get better costs for infrastructure and software purchases. It also allows for much better consistency with IT policy and planning efforts.

Department Structure:

Employees:

- One Employee – 10-15 hours / week

The IT Department is comprised of one employee who dedicates ten to fifteen hours a week to the functions of the department. Currently, the employee is based out of the Community Development Department. No formal title for this employee and no position description currently exists within the documented township list of positions.

Training:

The IT Budget has a line item for training. This includes IT department staff as well as the entire township staff. The intention of this funding is to provide opportunities to create a more efficient work force through training.

### **Opportunities and Strategic Goals:**

The priorities for the IT Department fall under two primary categories – internal users and external users. Internally, the department strives to continue to evolve the network environment for employees to be on the front end of technological changes and to make all users more efficient and effective with their time. Capital budgeting for large purchases is also a goal for the department. Since most of the network infrastructure is purchased in groupings, large expenses will occur on a schedule. Creating an agreed upon schedule for maintenance and replacement of network infrastructure including desktop PC's, laptops, iPads, and servers is a priority.

Externally, the department wants to implement technologies that will allow residents to communicate more openly with the township, and be involved with township meetings and processes. This includes multiple approaches, but is focused on the website and social media outreach.

The IT Department also serves as a conduit for many of the priorities set forth in the Miami Township Strategic Plan.

**Staffing:** Currently the IT department has one salaried employee who spends a set number of hours a week on servicing the department. As part of the overall staffing model for the township, the Elected Officials have stated that an IT Director is one of the staffing priorities. At this time such a position is not warranted, as there is not enough work to require such a position. The positive to this position would be a much greater time commitment to the department, which would help to build the needed infrastructure. With a third party consultant hired currently, much of this additional potential work load is being done by this outside organization.

Unless there is a change in policy which would require additional IT staffing needs, having a third party provider is a much better utilization of the IT budget. This system provides the township access to multiple individuals who have different skill sets and allows township staff to manage those individuals with less time spent on potentially expensive details.

**Branding & Public Image:** The website is the primary public image for the township for a large portion of the community. The website also serves as a portal to allow people to understand future planning efforts by the community, such as the Miami Township Strategic Plan or the Dayton Mall Area Master Plan. This communication allows for a much more transparent process for residents to be a part of from the beginning to the end.

A core principle of the overall strategic planning effort has been to change the culture and expectations for the township. The IT department will continue to help brand the township through the website and social media, but also push technologies that will allow for residents and the community as a whole to see an open governmental agency who is progressive, flexible, and able to change with the times.

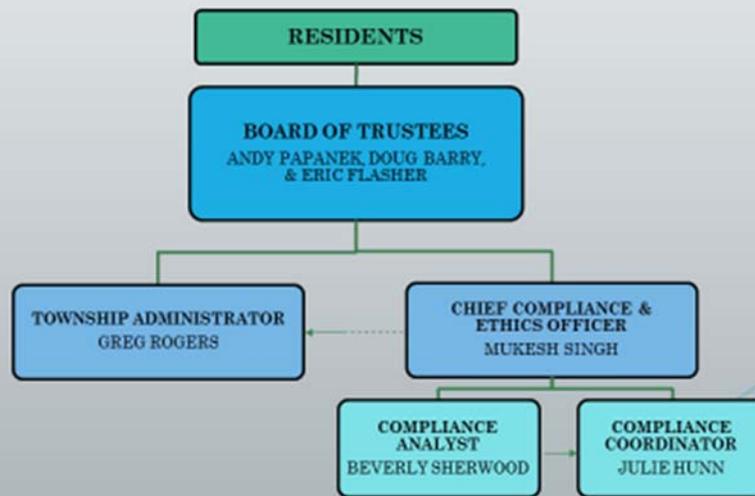
**Community Blight and Economic Development:** The IT Department will work with the Community Development Department to create either a section on the existing website or a new website to better market the township to potential business leaders. Having a strong online presence is expected in today's high-tech business and office environments and the IT department will help to facilitate the marketing of our community within the digital world.

**Communications:** Funding for technology upgrades that allow for additional communications with the general community will be a priority for the IT Department. This includes two way communication, like online payments and permit application and tracking, as well as one way communication like camera systems that can record meetings and place them on the website and systems that create consistent data that can be uploaded to our website for comparison. As technology advances, having the township stay on the front end of these technologies will allow for continued transparency and data driven value to the community.

The IT Department will also be involved in the future evolution of the township newsletter and smart phone apps. Continuing to discover methods to allow the

community to interact with government and to provide feedback will be very important. Finding cost efficient and effective solutions will be vital as budgets continue to be tightened.

# MIAMI TOWNSHIP - Compliance



## **COMPLIANCE DEPARTMENT**

### **Who We Are:**

The Miami Township Compliance Department was created in 2014 and has the duties of ensuring that the township operates within the laws of the State of Ohio and United States Federal Laws. The Chief Compliance and Ethics Officer also reviews all contracts, ensures all labor laws are followed, advises elected officials and departments on correct procedure and works with outside counsel in the area of township litigation.

The Compliance Department has a part-time Chief Compliance and Ethics Officer, a part-time Compliance Coordinator and a full-time Compliance Analyst. The Compliance Department reviews cash reconciliations, financial statements and contracts, performs internal audits and implements employee training on key compliance risks and provides oversight of Public Records Request processing.

### **Challenges:**

The department faces several key challenges in meeting our primary responsibilities in the coming years. These challenges fall within several broad categories as identified below:

- Staffing HR related responsibilities
- Identification of the department; Responsibility in relation to the wide range of functions it performs
- Parks improvements
- Continue building trust across the township staff, residents and businesses
- Continue identifying opportunities to reduce/prevent the occurrence/impact of negative legal, regulatory, or accidental events

**Staffing Needs and Capacity:** In addition to providing guidance to all township departments to minimize risk and ensure adequate governance over key functions and activities, the Compliance Department facilitates some key HR-related activities. Examples include, monitoring FMLA activities, coordinating township participation in programs such as Safety Council and Drug-Free Safety to proactively manage personnel-related costs, In addition, the Compliance Coordinator, in conjunction with Finance, reviews workers compensation injury claims, program oversight, and reporting.

**Identification:** The Compliance Department serves 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.

**Parks:** The Compliance Department will play a vital role in the development and maintenance of the Miami Township parks ensuring the following:

- Generate revenue preventing fraud, waste, and abuse;
- Perform routine audits to ensure funds allocated to park development and maintenance are properly utilized;
- Conduct operational audits to ensure that resources are properly utilized;
- Ensure sufficient internal controls are in place to maintain segregation of duties;
- Ensure that funds are distributed from proper funds;
- Assist Public Works department in writing grants and provide continuous monitoring for the proper use of grant money;
- Perform routine risk-assessment; and
- Ensure implementation of consultant recommendations.

**Opportunities and Strategic Goals:**

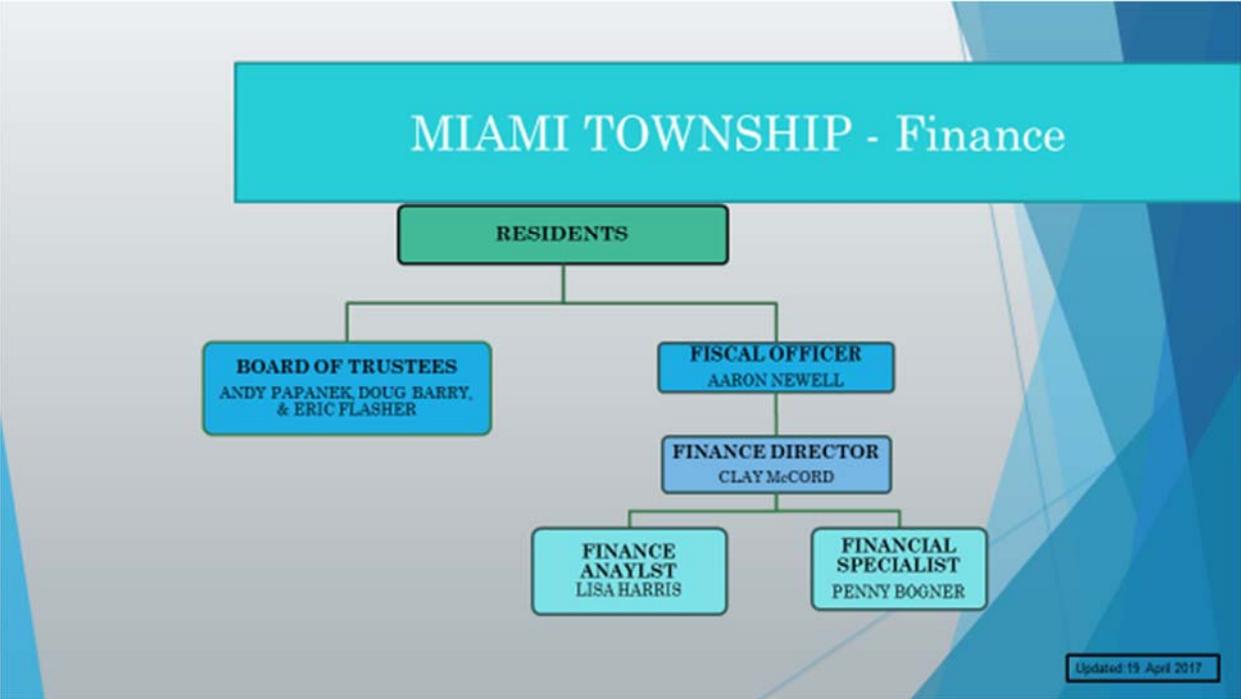
It has already been determined that Home Rule will provide additional assistance in this area. To that end, the township's trustees have declared Miami Township as Home Rule. During this transition, the Compliance Department is already playing a significant role by researching and ensuring proper compliance of Home Rule. The Compliance Department will continue to assist in passage of new rules and regulations to accomplish this goal. Furthermore, the Compliance Department is already assisting the Community Development Department in adopting new nuisance related processes. The Compliance Department continues to assist the Township Administrator by ensuring that all the proper procedures are followed in the nuisance abatement process.

**Training:** In order to better serve the township and the functions of the Compliance Department; the Chief Compliance Officer attended over 80 hours of training and has earned the title of Certified Fraud Examiner. The Compliance Coordinator has attended over 50 hours of training which include: Public Records Requests, beginning and advanced, Beginning Auditors Boot Camp, as well as advanced Excel training. The Compliance Analyst has attended Beginning Auditors Boot Camp.

**Branding:** It goes without saying that the public perceptions—often driven by the media—spoil any organization’s reputation and weaken its brand value, especially for public entities. Lowered trust among township citizens can devastate a township’s ability to attract support for growth. The Compliance Department can play a dual role by implementing measures to prevent and monitor day-to-day operation, such as:

- Oversee assessment of organizational risk for misconduct and noncompliance;
- Establish township objectives for ethics and compliance;
- Manage the township’s entire ethics and compliance program;
- Implement initiatives to foster an ethical culture throughout the organization;
- Frequently inform the Board of Trustees and department heads of risks, incidents and initiatives driven by the ethics and compliance program and progress toward program goals;
- Implement a program of measurement to monitor program performance;
- Convey matters of concern to the elected officials without fear of reprisal or conflict of interest; and ensure timely delivery of citizens’ requests, such as public record requests.

**Communications:** Until recently, the role of the Chief Compliance Officer was simply encompassed within the responsibility of human resources, legal, finance, or audit. Increasingly, the position is now gaining a significant role in assisting the Board and senior management team in the area of communication. The Compliance Department can assist and formulate policies to make Miami Township’s processes and procedures more transparent, which will allow the elected officials to provide all the necessary tools to communicate to citizens that nothing is hidden in today’s environment, but is discoverable and can eventually be made public. In addition, the Compliance Department will also provide regulatory and compliance advice to the elected officials to ensure that citizen concerns are addressed in a timely fashion.



**FINANCE DEPARTMENT**

**Who We Are:**

The Finance Department records and processes all township revenues, payments, and payroll. Finance Department works with the Fiscal Officer, the Township Administrator and the Department Heads to prepare the annual budget of township dollars for projects to meet the goals assigned by the Board of Trustees. With direction and oversight from the Investment Oversight Committee, and the Fiscal Officer, the Finance Director administers the township’s investment portfolio within guidelines defined in the Ohio Revised Code.

The Finance Department maintains the accounting system throughout the year and prepares the annual financial statements in accordance with established guidelines. In addition, Finance works with staff from the Auditor of State to ensure the township remains compliant with established laws, regulations and guidelines. The Finance Department supports the accounting function for the Miami Valley Fire District by processing vendor payments for the district.

**Challenges:**

Key challenges facing the Finance Department include:

- Reduction of State Revenue Assistance
- Evolving Revenue Sources
- Staffing Needs and Capacity

**Reduction of State Revenue Assistance**

The reduction of the Local Government Fund (LGF), roll back and elimination of personal property tax and the estate tax have placed additional burden on the general fund of the

township. The department, with additional support from the Ohio Township Association, will continue to monitor state budget changes for impact to the township.

### **Evolving Revenue Sources**

Property values have been slow to rebound from recent declines placing downward pressure on the general fund. TIF revenues are increasing but have restrictions for how those funds can be expended. The JEDDs are generating some revenue to help offset some of the reductions to the general fund. Historically low interest rates available to the township for investment purposes are beginning to show some slight increases.

### **Staffing Needs and Capacity**

The Finance Department consists of the Finance Director, one Financial Specialist, and one Financial Analyst. This staff is responsible for the accurate tracking, posting and auditing of annual receipts of approximately \$20 million, annual expenditures of approximately \$20 million, 26 payroll cycles, 1,600 vendor payments/checks and over 250 purchase orders. In addition, the Finance Department processes purchase orders and vendor payments for the MVFD.

### **Opportunities and Strategic Goals:**

In addition to incremental changes to content and presentation in the budget documents, the Finance Department is renewing its commitment to increasing communication with township departments. The Finance Department has identified additional opportunities to increase transparency, governance, and support to the township staff and community. These opportunities include:

- Department Web Presence
- TIF/JEDD Auditing
- Revenue/Funding Projections

### **Department Web Presence**

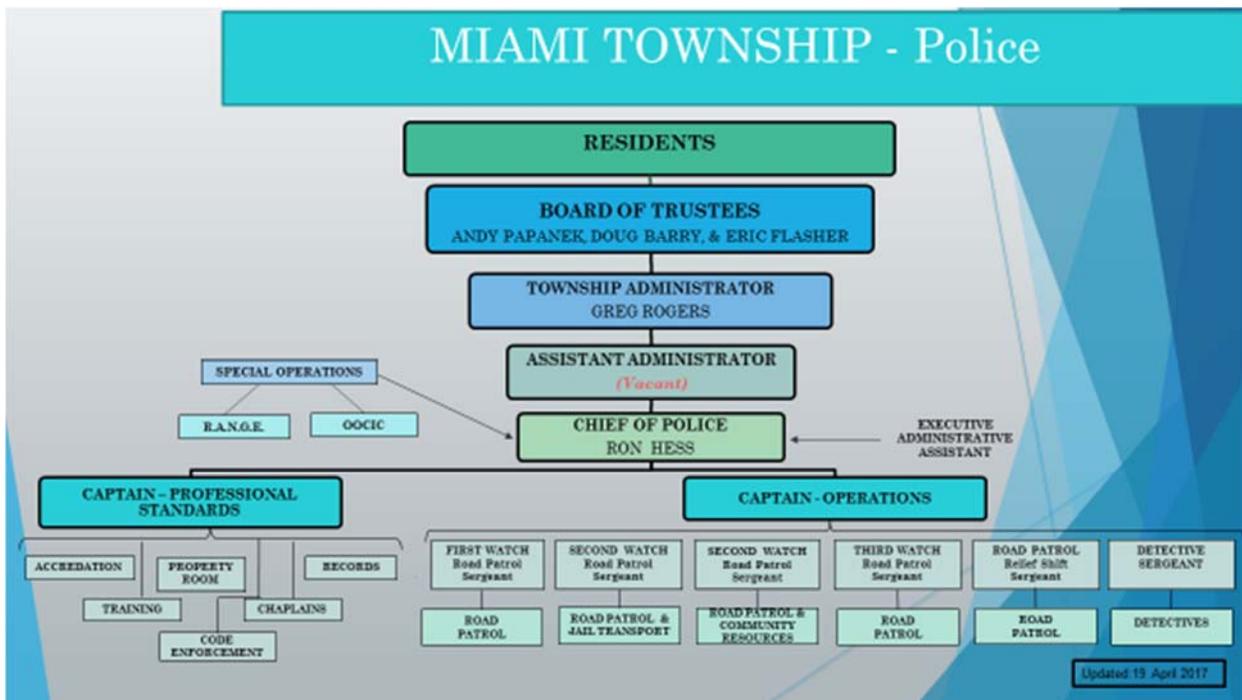
As part of the township website update, a web page will be created to provide additional transparency to residents and other readers. Annual reports, audit reports, and other financial information will be placed on the page.

### **TIF/JEDD Auditing**

The township currently has three Tax Increment Financing (TIF) districts and three Joint Economic Development Districts (JEDDs). Since their inception these unique districts have not had a complete and thorough internal audit of revenues and included parcels/businesses to ensure that all collections are being received. An audit will be another way of showing our fiduciary due diligence to ensure complete participation and collections. Completion of this assessment will take additional time as staffing is not yet sufficient to fully execute this project.

### **Revenue/Funding Projections**

During the next few years, the township will need to consider funding solutions for infrastructure maintenance, fire district operations as well as on-going police operations. The Finance Department will continue to provide support to the Department Heads and Trustees regarding levy decisions.



## POLICE DEPARTMENT

### Who We Are:

Miami Township, Montgomery County is the second largest township in Montgomery County. Miami Township has the largest police department of the 6 townships in the county and sixth largest of the 32 agencies in Montgomery County. The Miami Township Police Department's authorized strength is based on available funding through the two police levies, and as of today, we are staffed at 37 full-time and one part-time jail transportation position.

Our goals can be seen in our mission statement which reads:

“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.”

In addition to our mission statement we have the following core values:

- Professionalism
- Excellence
- Honor
- Integrity
- Dedication
- Service
- Courage

## **Challenges**

**Image:** In 2012 the police department, as well as the township administration, was going through turbulent times on personnel issues. We have made great strides with the image of the police department to be a more professional department both by our image and our performance. This is evident by our ranking in the 2016 National Night Out event, where we finished 5<sup>th</sup> in the nation in communities our size. Even though it has been 4 years since changes in the command staff were made and a total overhaul of policies and procedures were done by the department, there are still references made to those turbulent times.

**Funding:** The funding of the department is based on two operating levies; the first one is 5.25 mils and the second one is 5 mils. Both levies are due for renewal in 2018 and 2019. Our revenues are flat yet our operating costs have risen. We have had to reduce the work force by two police positions, yet our calls for service remain the same. At some point, in the near future, we will have to go to the voters for a replacement levy to support the funding for the department or find alternative sources.

**Operations:** With the passage of the latest levy which was a replacement, we were able to provide additional services that we could not afford in the past. We still participate in National Night Out and we have been awarded full accreditation of the Commission on Accreditation for Law Enforcement Agencies (CALEA) Certificate of Compliance. Though we were able to increase our services to the community, we still are restricted in our operations due to funding short falls.

## **Opportunities and Strategic Goals**

**Image:** Not only have we improved greatly our image within the community we serve, but also within the police community. We have a great following through our Facebook page and plans are to expand our use of social media.

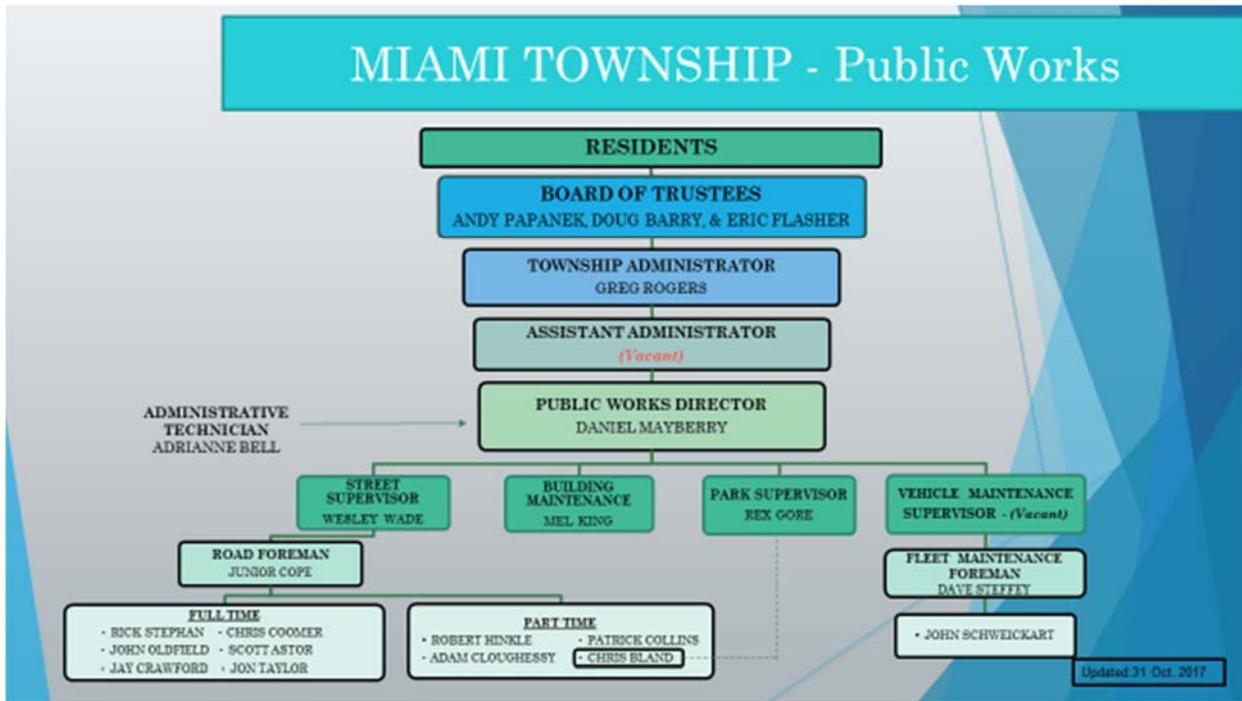
We have reworked our community outreach programs. We had planned to start up the citizen police academy once again, but due to budget restraints we were unable to do so. In addition, the hybrid neighborhood watch program was also put on hold. The proposed "Safe Program" has been adjusted and the new program is in conjunction with the City of Miamisburg. We identify residents with special needs and provide that information to the Regional Dispatch Center including contact information and means to access entry into their houses in cases of emergency eliminating the need for forced entry.

We continue our cooperation with area agencies and are still members of both the RANGE Task Force and the Ohio Organized Crime Investigation Commission's Bulk Currency Task Force. Both our agents are leaders in their respective assignments and both have been selected as Officer of the Year again for their respective task forces. We still have a member on the Montgomery County Regional SWAT team and have been asked to supply a second member. Finally, we have been asked to participate in a project with the Tactical Crime Suppression Unit (TCSU) which is the law enforcement branch of Gov Tech, Gov Tech is an organization of the eight cities that surround us. We are the first non-TCSU agency to be invited to participate with the organization.

**Operations:** In the fall of 2016, we had our mock CALEA assessment which was completed by assessors of local departments. We made a few changes to our policies and in 2017 we had our on-site visit from the assessors. The Miami Township Police Department was awarded the CALEA Certificate of Compliance a highly prized recognition of public safety professional excellence.

We have most of our training in-house and no longer rely on it being provided by the Montgomery County Sheriff's Department. Additionally, we are still utilizing the Ohio Peace Officers Training Academy for specialized training for the officers as well as other training partners. Finally, we have invited other agencies to train with us, in particular the mandatory Ohio Peace Officer Training Academy (OPOTA) and continuing professional training (CPT) that is regulated by the State of Ohio. Five Rivers Metro Park officers are participating with us in this training.

In closing, we have changed the course of the department. We are holding ourselves to a professional standard that our community expects from us. We are moving forward with the plans to make this the premier department in the area. We continue to reach out to the community for their involvement in many of our programs.



## PUBLIC WORKS DEPARTMENT

### Who We Are:

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 services to the citizens of Miami Township is the key to our mission of setting a benchmark for the region in superior Public Service.

At just over 90 linear miles and 200 lane miles of township maintained roadway, the Road Department supervisory staff, 6 full-time hourly and 3 part-time hourly staff performs many yearly functions for the community to ensure safe travels. The most notable yearly programs are: Snow and Ice Control, Plat and Rural Right-of-Way Vegetation Control, Roadside Litter Control, Roadway Preventive Maintenance Crack Sealing, Roadway Resurfacing, Permit Inspections, Roadside Vegetation Control, Street Sweeping, Storm Water System Management, Traffic Control Signage Maintenance and the Fall Leaf Collection Program.

Currently, the Parks Department consists of one full-time supervisory staff member responsible for the preservation of over 130 acres of township open space. Yearly park system turf maintenance is performed by a local independent contractor. Tasks completed by the Park Supervisor and Road Department staff include: Recreational Field Maintenance, Play Equipment and Shelter Maintenance, Irrigation, Park Refuse Collection, Contract Management, Recreational Path Maintenance, and necessary Tree Removal. The Building and Fleet Maintenance Departments provide preventive and routine maintenance for the Township’s Administrative, Road, Parks and Police

Departments as well as providing support to the Miami Valley Fire District. Miami Township owns 14 building structures, 48 vehicles, 30 pieces of large equipment and 75 small engine/attachment tools.

The Administrative Technician performs numerous functions for all Public Works Departments ranging from clerical and accounting activities to recordkeeping systems development. Currently, the Technician is in the process of completing a 4-year GIS mapping project by networking all township owned storm water system features per Ohio EPA reporting requirements. The Public Works Director manages day-to-day operations and long range strategic planning for all Public Works Departments. Routine functions include: Project Bid Specification Development, Yearly Operating Budgets and Capital Forecasting, Employee Development, Efficiency Management, HR Functions, Project Management, Hillgrove Union Cemetery Liaison, Austin Boulevard Aesthetics Management and Miami Township's Community Foundation Trustee.

**Training:** To ensure continued employee development and remain informed on the most current public service trends, all employees participate in yearly formal and internal training opportunities. The most viable source of continued employee training and development is achieved through the Ohio Department of Transportation Local Technical Assistance Program (LTAP). Most Public Works employees possess a Commercial Driver's License, have received National Incident Management System (NIMS) certifications and currently three leadership staff members hold an Ohio Pesticide Applicator's License. The Director receives education through the American Public Works Association's (APWA) Public Works Administration and Public Works Management Practices Manual.

Other valuable and routinely used training opportunity sources include: Webinars for updates to recordkeeping programs (Pubworks, Collective Fleet, Bigfoot), APWA Bookstore, Public Works Officials of Southwest Ohio (PWOSO), National Highway Institute seminars, Miami Valley Storm Water Outreach training, ASE Fleet Maintenance certifications, locally sponsored Interactive Fleet and Facility Maintenance seminars, GIS ArcView Mapping webinars and training, Drug and Alcohol Awareness training, Ethics training, Sexual Harassment training, Snowfighters Handbook training, Interactive Equipment Operation training and monthly internal Safety Committee driven Safety Awareness training activities.

### **Challenges**

**Road & Bridge:** The Road department has a long history of reviewing standard practices and instituting changes in operations to maximize services while adjusting to continual reductions in revenue. The annual Leaf Collection Program, Street Sweeping and Roadside Mowing programs have been modified to compensate for staff reductions and budgetary constraints. Part-time and contractual staff has been employed in lieu of permanent full-time staff to reduce personnel costs. We will remain committed to continually assessing efficiencies and practical methods to ensure optimal services are being provided to the community while sustaining fiscal responsibility.

Several years ago, supervisory staff created and has maintained detailed analysis of the township roadway network which includes resurfacing and improvement history, future resurfacing schedules and accompanying costs assessments for work. Hypothetically,

at the current pace of budgeting \$300,000 per year for the resurfacing program and using 2016 material pricing, the entire 90.37 linear mile township roadway network can be resurfaced using an asphalt overlay application in roughly 38 years and 11.5 years if all roadways were to be resurfaced using slurry seal.

Cost to Mill and Asphalt Overlay all Roadways	\$11,308,604
Current Yearly Resurfacing Budget	<u>÷\$300,000</u>
Total Years to Complete all Work	37.695
Cost to Slurry Seal all Roadways	\$3,398,440
Current Yearly Resurfacing Budget	<u>÷\$300,000</u>
Total Years to Complete all Work	11.328

There are many factors and variables considered when compiling yearly resurfacing schedules. In 2017, prices for resurfacing materials rose over 20% from the previous year's figures. Although these comparative examples have been provided to convey the current state of our infrastructure, it is not feasible in application to resurface select roadways with potentially each material (Ex: Heavily traveled roadways do not receive slurry application due to surface wear). Our 5-year capital outlook for resurfacing is routinely updated and measured by budget, physical characteristics and environments, preventive care, repair history, traffic counts and anticipated use.

An additional property tax levy to be used exclusively for roadway maintenance was approved by the Board of Trustees, but unfortunately voted down by residents in 2015 and again in 2016. The 2.0 mill levy would have generated nearly \$1.1 Million dollars yearly to be used to fund pavement maintenance programs and capital roadway improvement projects. In 2017, to maintain fiscal responsibility the resurfacing budget was reduced to \$50,000. The township will continue to research potential funding sources and adjust resurfacing schedules, but the challenge of obtaining the \$1.1 Million dollars in annual revenue for funding resurfacing will be a daunting task.

An additional permissive license fee for vehicle registrations was instituted in 2017. This fee should generate an additional \$125,000 in revenue for the department. The additional funds will be used to address capital equipment replacement needs and any leftover dollars will be used for the yearly resurfacing programs. The Road Department's equipment inventory is valued at over \$2.0 Million dollars and capital upgrades are constant, but an aggressive preventive maintenance schedule performed by staff extends the useful life of this costly equipment.

**Parks Department:** In recent years, the township has assessed all operational angles to restore the Parks Department to its former state. Staffing models, containing full-time and part-time options, were thoroughly examined as well as lease options for equipment to perform park maintenance. This thorough assessment was completed in 2015 by township staff and an independent consultant. The township has since elected to focus on locating alternative funding sources to complete park improvements and was successful in obtaining \$80,000 of funding for this year. This amount is expected to increase by \$5,000 per year over the next 10 years. The funds this year were used to remove severely deteriorated tennis courts at Miami View Park. Future uses of these funds will be directed at upgrading park access, new identification signage and restoring

the tree canopy due to damages created by the Emerald Ash Borer. The department has successfully developed small community funding mechanisms for individual township parks. Zengel Park and Reeder Park funds have already been established through the Dayton Foundation and the township will continue to pursue similar partnerships in the future.

**Staffing:** Overall, the Public Works Department is currently operating at staffing levels comparable to the early 1990s. Over the past 25 years the following position vacancies have remained unfilled or been eliminated: Road Foreman, Vehicle Maintenance Supervisor, 2 Mechanics, 2 Full-Time Parks Workers, 1 Full-Time Road Worker and a Building Maintenance Technician. Four Part-Time Maintenance positions have been added. Numerous program modifications have been implemented to compensate for the staff reductions and additional duties have been added to all Public Works supervisory and subordinate personnel. The Director is managing the aesthetic features along Austin Boulevard on behalf of the Montgomery County Transportation Improvement District and the township receives up to \$25,000 yearly as compensation for providing this service.

**Branding and Public Image:** Staff has completed converting all Public Works vehicles to the newly approved township logo, and most of the township jurisdictional border signage has been updated. The following figures are cost estimates for the aforementioned items:

Jurisdictional Border Signage (50 Signs @ \$58.30)	\$2,915
Street Signage- Black and White Color (810 Signs @ \$44.50)	\$36,045
Street Signage- Regulations (50 Signs @\$19.50)	\$975
Vehicle and Equipment Striping (25 Vehicles @ \$350.00)	\$8,750
Park System Signage Upgrade includes Logo (9 Parks)	<u>\$16,400</u>
Total	\$65,085

**Opportunities and Strategic Goals:**

In 2015, the Public Works Department completed a comprehensive financial, management effectiveness and work efficiency assessment through an independent consultant to fully address priorities established by the Board, clarify the importance of the department’s role and ultimately provide clear direction for future strategic planning. The independent audit’s results were very complimentary to the department and a PowerPoint summary can be viewed on the township’s website under Public Works. The department will continue to address the strategic goals set by the Board within the confines of yearly budgets and will continue evaluating operations and programs to ensure fiscal responsibility. Increase in financial resources for the department is the key factor in our ability to be in step with supporting both the progressive and passive environments found within the community.

In conclusion, the Public Works Department has historically upheld and portrayed an extremely positive public image through staff performance, a heightened level of services provided and the polished display of equipment and facilities. The dedicated efforts of each staff member will continue to preserve a long-standing reputation as a proud, efficient and professional government organization.

## **MIAMI VALLEY FIRE DISTRICT**

The Miami Valley Fire District was established in 2011 as an effort to improve fire suppression and Emergency Medical Services provided to the citizens and visitors of Miami Township and the City of Miamisburg, while at the same time reducing costs. Prior to the operational start date of the District in June of 2012, these services were provided by the Miamisburg Fire Department and the Miami Township Fire Department.

Elected officials from Miami Township and the City of Miamisburg adopted a joint resolution and officially created the district on August 31, 2011. In June of 2012, the Miami Valley Fire District became operational, providing service to roughly a 35-square mile area with a nighttime population of more than 50,000 residents and a daytime population estimated to be between 80,000 and 100,000 people.

Since its inception, the District has evolved into a multi-discipline emergency service organization providing fire suppression, fire prevention, inspection and investigation, emergency medical services, technical rescue operations, emergency management, hazardous materials response and the effective training and administration of these disciplines. The fire district is comprised of four major divisions that include Fire Suppression and Technical Rescue, EMS, Fire Prevention and Training, and Apparatus and Facility Maintenance.

The Miami Valley Fire District performs these functions from five emergency response facilities strategically placed throughout the response jurisdiction. When those companies are not answering calls for service, they are responsible for conducting daily training drills, performing fire prevention and public education activities, performing fire hydrant inspections, testing fire hose and maintaining all equipment necessary to perform their jobs.

The District's mission is to protect life, property and serve the citizens of our fire district to its fullest. It is achieved through the effective training and administration of the following disciplines: fire suppression, prevention, inspection, investigation, emergency medical services, technical rescue operations and emergency management. The focus shall be the strategic planning foundation to provide the greatest public value for our taxpayers based upon District personnel, equipment and fiscal resources. We proudly serve our citizens by striving to provide the highest quality fire & EMS service available and do so with the utmost regard for safety, ethics, professionalism, and compassion.

The Miami Township Board of Trustees will remain supportive of the Miami Valley Fire District and recognizes its achievements. The Board of Trustees will continue to fund the township's portion for the District revenues through the current levies that are in place. The township will provide an elected official and appoint a second member to serve on the Miami Valley Fire District Board. The Township Administrator will continue to serve on the Operational Oversight Committee that serves as direct support to the Fire Chief.

## **CONCLUSION**

Our growing and changing township, along with changes in state funding, requires both tactical and strategic plans to succeed. The Miami Township Trustees have updated the strategic plan to address the changes and priorities needed to meet the township's mission.

Each year, the strategic plan is revisited and adjusted with management and staff progress toward meeting the plan's goals. Additionally, citizen and business input is critical to ensuring the strategic plan sets the proper objectives for future success. It is an honor for all the elected officers to serve the citizens and businesses of Miami Township and are open to new thoughts and ideas on how to improve the township and township services.

Sincerely,

Andrew Papanek, Trustee President  
Doug Barry, Trustee Vice President  
Eric Flasher, Trustee  
Aaron Newell, Fiscal Officer