

Minutes of February 24, 2018

Record of Proceedings

Special Strategic Planning meeting of the Washington Township Board of Trustees was held at the Washington Township Administration Building, 6200 Eiterman Road, Dublin, Ohio, on February 24, 2018, at 8:00 a.m. Meeting was called to order by Ms. Denise Franz King, Chair and the meeting opened with the Pledge of Allegiance.

Roll call – Ms. Denise Franz King, Chair – Present
Mr. Charles Kranstuber, Vice Chair, - Present
Mr. Gene Bostic, Trustee – Present

Washington Township, Ohio
Strategic Planning Retreat Report
February 24, 2018

Washington Township Strategic Framework

Vision Statement

Washington Township is respected for providing fire, emergency medical, and other Township services in a caring and professional manner. The Township leverages partnerships to ensure residents have excellent services at a reasonable cost to taxpayers.

Critical Success Factors & Priorities

- Dependable Fire/EMS
 - Implement MOU with Dublin/Disaster Planning
- Talented, customer-focused government
- Strong relationships with regional partners
 - Continue discussion with City of Dublin on TIFs/shared revenue
- Sound fiscal management
 - Financial forecasting (TIF impact/levy planning and staffing/service level analysis)
 - Reduce fund balance in Fire Fund and General Funds to 50% of expenditures by 2025 or 2027
 - Public confidence in Township

Introductions

Catherine Tuck Parrish, facilitator from The Novak Consulting Group, began by reviewing the agenda. The purpose of the retreat was to strengthen the working relationships between and among members of the Trustees and Township Administrator, provide strategic direction for the organization, and identify and prioritize policy initiatives critical to Washington Township's future.

The group agreed to the following norms for the day.

Retreat Norms/Ground Rules

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:

- **BOLD**
- positive and realistic
- candid and honest
- patient and self-aware
- engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of “if” and “and”
- Have fun!

Administrative Update

Township Administrator Eric Richter had provided a binder with information on Township goals, staff goals, and goals articulated by Trustees. He gave an update on his progress on his first-year goals over the last four months and a status update on major initiatives to help inform the discussion.

The Trustees noted that Township staff was receptive of the Administrator’s inclusionary style. Eric asked the Trustees to confirm if the organizational goals he outlined were in alignment with the Trustees’ goals and they indicated they were.

Next, the Administrator presented a long-term financial overview that he developed building on work completed by a consultant before he arrived. The Trustees provided the following input which led to a fruitful discussion about policy implications.

Financial policy discussion:

- What can be done to impact spending?
- Salaries are not split between Fire and EMS funds due to software constraints
- Limit annual increase in expenditures (about 3% or less)
- Spend down reserves to 50% level
- How is the general fund used to augment other funds, including funding freed up from eliminating park functions?
- Millage increase expected in 2025 with current expected expenditures and revenue forecasts
- What are the spending implications if there is no increase in the millage rate in 2025? Decreases/cuts would need to begin in 2020 or 2021
- Level of service = cost of service
- How do we compare in cost and staffing to others?
- What data/metrics are needed to answer if we are staffed appropriately?
- Goals: no new taxes in 2025 and reduce fund balance
- What are impacts of possible growth in Dublin on service levels, staffing, equipment, facilities?
- Peer comparisons – should review cost, tax rate, expenses, staffing
 - Drivers – pay, number, level of staff
 - Run costs/staffing per run
 - Staffing models
 - Services provided

- General fund savings from eliminating Township’s responsibility for parks; are there other opportunities for streamlining?
- What is the cost of runs in TIF areas? What is taxpayer impact?
- Watch EMS revenue – shift as many eligible expenses as possible into EMS fund

Expectations

We enter every relationship and engagement with certain expectations, many of which go unstated. The Trustees and Administrator each articulated their expectations of each other. This is especially important to do when there is a new Trustee and/or a new Administrator.

What do the Trustees expect from the Township Administrator?	What are the Trustees willing to give the Township Administrator?
<ul style="list-style-type: none"> • Keep doing what you are doing • Professionalism • Maintain honesty; high ethical standards • Provide accurate numbers/data • Provide clear information on Township’s financial position • Provide transparency with staff and trustees • Retain excellent relationship with staff, trust • Be available to employees • Be the office manager • Hold staff accountable • Be face of the Township with community • Inform Trustees in advance when Township staff have public/neighborhood meetings so Trustees can attend • Provide timeline for all goals (when items are expected to be completed) • Maintain tradition of partnerships to serve the community • Be prepared for Dublin’s plans and implications on the Township • Represent the Township with issues (Dublin, state, etc.) • Help Fire and EMS to anticipate future impacts on their services, staffing, etc. with future plans, future development 	<ul style="list-style-type: none"> • Complete support • Make timely decisions • Let the Township Administrator do his job • Donate expertise and experience • Provide institutional knowledge on issues • Provide staff with resources to do the job • Provide policy direction for the Township

What does the Administrator need from the Trustees in order to be effective?	What is the Administrator willing to give the Trustees?
<ul style="list-style-type: none"> • Provide vision and policy direction for Township • Have a unified voice whenever possible • Tell the Administrator if staff goals and work 	<ul style="list-style-type: none"> • Ensure staff is accountable – timeliness of reports • Professionalism • Allow staff to share their expertise and do

<p>are aligned (or not) with policy direction of Board</p> <ul style="list-style-type: none"> • Provide feedback to Administrator (is communication, level of detail, etc. working for them?) • Prioritize goals and/or tell the Administrator if priority or timeline is not in step with Trustees' expectations 	<p>their job</p> <ul style="list-style-type: none"> • Engage employees • Tell the trustees the financial story of the Township • Provide clear, timely, helpful communication that can be used for decision-making • Represent the Township well in the community, with partners, other jurisdictions, etc. • Provide six-month goal update (timelines, key milestones)
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This I Believe

Each member of the Board of Trustees was given 5-7 minutes to share "what they believe" about the future of Washington Township. This exercise is loosely based on the "This I Believe" essay format initiated by Edward R. Morrow on National Public Radio in the 1950s.

Gene – involved with Fire Department for over half of its 81 years (began in 1937); proud of the fire department; turbulent 1970s but came through this time; 1982-83 Perry and Washington Township split; 1984 – new station; have moved forward ever since; Township will grow as Dublin grows; proud of history; huge strides in EMS; Trustees had vision and commitment and still do

Denise – believes in reducing risk to community; believes in planning for future; providing professional and caring services; believes in preparation and partnerships in service to our community; believes in commitment to ethics and transparency; earned respect

Charles – appreciates the addition of Eric; believes in maintaining high level of services in cost effective manner; believes in running narrowly focused Township like a business; believes in focused services

Vision and Critical Success Factors

The building blocks of strategic planning include a vision for the future, a clear mission for the organization that is executed with common values, and an understanding of the "Critical Success Factors" – those things that "must go well" in order to achieve the vision. The Trustees provide leadership to the organization by articulating their Vision for the future and identifying Critical Success Factors. This framework provides a structure for priorities and workplans.

Before the Trustees discussed their vision, they received feedback from the staff survey which helped inform their conversation. The Trustees developed the following vision and critical success factors.

Vision

Washington Township is respected for providing fire, emergency medical, and other Township services in a caring and professional manner. The Township leverages partnerships to ensure residents have excellent services at a reasonable cost to taxpayers.

Critical Success Factors

- Dependable Fire/EMS
- Talented, customer-focused government
- Strong relationships with regional partners
- Sound fiscal management
 - Public confidence in Township

Township Priorities

The Board had an opportunity to discuss their perspective on priorities and share what they believe is necessary to move the Township forward. They articulated the following goals and then prioritized them. The Township Administrator provided input on the priorities, asked clarifying questions, and confirmed the Trustees wanted the staff to continue with the items in their individual workplans. The Trustees also reaffirmed the accreditation for Fire/EMS. Items that are already in progress and/or on staff's list are still important.

The Trustees brainstormed and developed a list of priorities, some of which were combined and placed under the appropriate critical success factor. The number behind each item is the number of Trustees who rated it a top priority (forced ranking process). Items in bold are top priority items. Items in italics are in process.

Dependable Fire/EMS

- **Implement MOU with Dublin/Disaster Planning/evaluation for unincorporated area – 2**
 - **City of Dublin MOU is in place; Franklin County responsible for disaster planning for unincorporated area; need to articulate shelter and transportation agreements; provide education to all residents about how this is covered**
- *Workforce diversity, language – in process*
- *Implement Township/City waterway safety initiatives; put information in newsletter – in process (Denise to provide information for newsletter)*

Talented, customer-focused government

- *Be prepared for future retirements – 1 (succession planning in process in Fire/EMS)*
- *Revitalize internal recycling – internal; in process; will reinforce with staff and custodians*
- *Develop and implement a plan for building security (parking lighting, staff access tags, security cameras) – in process (parking lighting first to come)*

Strong relationships with regional partners

- **Continue discussion with City of Dublin on TIFs/shared revenue – 3**
- Make decision on whether Township retains zoning/transition zoning/update comp plan AFTER decision to keep or not keep zoning function – 1 (decision to be revisited in 2019)

Sound fiscal Management

- **Financial forecasting:**

- **TIF impact/levy planning (part 1) – 3**
 - **What is needed to keep levy at no new taxes?**
 - **What needs to happen in what year to achieve this?**
- **Staffing/service level analysis (part 2) – 3**
 - **Comparison with other Townships**
 - **Look at staffing in EMS, Fire, zoning**
- **Reduce carryover/fund balance in Fire Fund and General Funds to 50% of expenditures by 2025 or 2027 – 2**

Public confidence in Township

- *Update brand with people we serve – 1 (in process, RFP going out)*
- *Archiving/records retention (policy, location, consistency with state law, Fireproof, digitization) – TA will do*
- *Vacate Amlin alleys after repaving them – in process; 2019*

Next Steps

- Retreat report from consultant to be provided no later than March 2
- Administrator to provide timeline with next steps on each of the four top priority items by April 1
- Update on goals on July Board meeting agenda; this will include all goals (four top priority goals and those in process)
- February 2019 meeting will include a 2018 update, similar to binder provided for this retreat meeting
- Trustees will adopt either the goals or the report

Parting Thoughts/Adjourn

As the retreat ended, each participant shared a parting thought on how they felt about the work done during the meeting.

- **Charles** – Township is a lean, mean machine; does a great job; everything is good; Trustees should stay out of the way
- **Gene** – Hire good people and let them do their job
- **Denise** – Amen
- **Eric** – appreciate Trustees' time in doing this; thanks for Board support; feels synergy with staff; we are all moving together in the right direction; take so many things for granted and should remember those (get along well as a board, good relationships with Dublin); thanks to Catherine for facilitating

Adjourn Meeting:

Meeting of February 24, 2018, adjourned at approximately 1:30 p.m.

Ms. Denise Franz King, Chair

Ms. Joyce E. Robinson, Fiscal Officer