

Minutes of August 15, 2020

Record of Proceedings:

Special meeting of the Washington Township Board of Trustees was held at the Washington Township Administration Building, 6200 Eiterman Road, Dublin, Ohio, on August 15, 2020, 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. Jan Rozanski, Vice Chair - Present  
Mr. Charles Kranstuber, Trustee – Present

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
  - Maintain accreditation and ISO
- Talented, customer-focused government
  - Revamp BZA Appeal process
  - Develop a Township succession plan
  - Develop a job description for zoning duties
  - Stay on top of problem properties monthly
  - Update community plan and map
  - Establish standards to improve property maintenance
- Strong relationships with regional partners
- Sound fiscal management
  - Work with partners to implement Amlin roadway, stormwater, sidewalks, alleys, and beautification solutions
  - Identify preferred strategy to reduce fund balance to 50% by 2025
- Public confidence in Township
  - Negotiate trash collection paid by Township into new contract
  - Build Township's online/Facebook presence

Denise – Primary goal is to make progress on the goal we adopted last year, which is to reduce General and Fire fund balances to 50% of annual need by 2025, rather than continue to carry large fund balances forward

Jan – Wants to get a better understanding of the inner workings of the Township; has been here for eight months with these circumstances; have had only nine meetings and been separated; feels like he may not be doing enough as a Trustee and misses the interaction; feels comfortable with the Fire department but wants to learn about other aspects and learn from his colleagues

Chuck – Wants to review existing goals and set new goals if applicable

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 work plans.

The Trustees reviewed and reaffirmed the existing 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. The Trustees each shared their top three goals. As part of the discussion, the Township Administrator and Fiscal Officer provided input on the priorities and asked clarifying questions.

The Trustees brainstormed and developed a list of priorities, some of which were combined and placed under the appropriate critical success factor. As the priorities were discussed and clarified, implementation guidance was developed for some priorities and is provided in italics.

## Dependable Fire/EMS

- Maintain accreditation and ISO
  - Ongoing – part of normal cycles and operation

## Talented, customer-focused government

- Revamp BZA appeal process
  - Problem: Zoning resolutions define the process – if we want to change the process, change the rules – people have to have a strong reason (hardship) for appealing. There is no requirement for a give and take – conditions on granting variances. We don't want blanket approval of zoning appeals
  - Review current rules/process
  - Incorporate hardship or other provisions
  - Articulate current process
  - Bring to trustees for changes
    - Determine if changes to rules are needed
    - Are standard reports needed?
    - Is staffing assistance needed?
    - Should trustees have the final decision on cases?
    - Consider the elimination of BZA (doesn't meet frequently and difficult to recruit for)
    - Legal counsel should be involved to determine the legality of options for Township
- Develop a Township succession plan
  - Fire succession plan as model
  - Articulate positions and duties
  - Write/document responsibilities and processes
  - Think about this in terms of processes vs. positions
  - Identify cross-training and backup plans
- Develop job description for Zoning duties
  - Eric/Joyce/Catherine to work together to write down the zoning duties performed by the Fiscal Officer
  - Similar to other Townships' descriptions

- Stay on top of problem properties monthly
  - Memorialize current processes for problem properties (junk vehicles and mowing)
  - Inspections, notices, etc.
  - Identify help for hardship cases
  - Contracts for mowing
  - Find legal solution for junk vehicles
- Update community plan and map
  - Update annexations on map
  - Contact Dublin GIS, Columbus GIS, Hilliard GIS, MORPC, etc.
- Establish standards to improve property maintenance
  - Seek examples from other townships
  - Identify legal options for specific problems (unfinished houses, junk in the yard, abandoned houses, unregistered vehicles in yards, overcrowded homes)
  - Send to Township attorney or other outside counsel

Strong relationships with regional partners

Sound fiscal Management

- Work with partners to implement Amlin roadway, stormwater, sidewalks, alleys, and beautification solutions
  - Phase I – Stormwater: Take consultant study from concept to engineering – stormwater management
  - Phase II – Sidewalks and streetscaping
  - Phase III – Alleys – Leave alleys as-is for now
  - Identify beautification, incorporating resident feedback
  - Get cost estimates for each phase, including a separate estimate for the sign
  - Develop budget for ongoing maintenance
  - Trustees gave staff specific direction on this issue
- Identify preferred strategy to reduce fund balance to 50% by 2025
  - Gather cost impacts from Amlin project
  - Evaluate non-collection of levy – one year at a time (old four permanent fire levies)
  - Before June 2021, can ask County not to collect inside millage for one year
    - Determine 100K and 350K house impact
  - Revisit this in January 2021 with data above
  - Adopt resolution/formal actions by April 2021

Public confidence in Township

- Negotiate trash collection paid by Township into new contract
- Build Township's online/Facebook presence
  - Develop videos to boost followers
  - Bring update of views and metrics
    - Current, past, goal for future
  - Ask Dublin to have a post to sign up for Township social media
  - Wikipedia page corrections

Additional Items from the Township Administrator

The Township Administrator requested to spend some time discussing operational issues that may be brought to the Trustees for legislative action in the near future. These items are identified below, with the action items in italics.

- Change purchasing authorization for Township Administrator (or Acting Township Administrator) – up to \$10,000
  - Township Administrator to bring resolution to Trustees to make this change

- Staffing with COVID-19 – certain positions may run out of work
  - Continue to find work and projects to keep staff busy and working
- Sending annual report with fall newsletter?
  - Yes – with photo of Trustees
- Inventory audit coming to Board meeting for approval
  - Instead of physical visit with Trustees, this will be done by staff and brought to Trustees for approval; staff will confirm legality of this process
- Firefighter vacation was restricted for COVID-19
  - A one-year COVID-19 policy will include a vacation payout and/or carryover for those impacted
- One-time COVID-19 bonus for all staff
  - A one-year COVID-19 bonus will be brought for Township employees; \$1,000 for FT, \$750 for PT; it will be paid at the end of November or the first of December, if possible

#### Parting Thoughts

#### Adjourn Meeting:

The Trustees thanked the facilitators and adjourned the meeting. Meeting of August 15, 2020, adjourned at approximately 11:40 a.m.

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Ms. Denise Franz King, Chair

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Ms. Joyce E. Robinson, Fiscal Officer