Regular Beavercreek Trustee's Meeting

Monday, January 12, 2015

Mr. Kretz called the Special Trustee Meeting to order at 1:02 P.M. Those present were Trustees: Carol Graff, Dan Paxson, and Tom Kretz. Fiscal Officer, Christy Ahrens and Legal Advisor Dawn Frick were also present. Staff present: Township Administrator Alex Zaharieff, Assistant to the Fiscal Officer James Barone, Road Superintendent Tim Parks, Fire Chief David VandenBos, IT Manager Jeff Terry, and Zoning Administrator/Inspector Ed Amrhein, and HR Manager Trish Gustafson.

The Purpose of this Special Meeting is to meet in Open Session to review and start discussions to identify the 2015 strategic goals for the Township Administrator and to have discussions on the action items identified in the performance audits completed in 2014.

Mr. Kretz stated that he wished this meeting to be an open discussion of the strategic goals and actions items identified in the performance audits and thinks that the items blend together; therefore, he passed out a worksheet he developed on his idea of an implementation guideline to help facilitate discussion and direction. All elected officials quickly reviewed the worksheet.

Mr. Paxson stated that he thought the goals for the Township Administrator (TA) should be developed around a strategic plan for the Township. He also stated that he would like to see a project management plan developed by the TA to use as an oversight tool. General discussion occurred. Ms. Graff stated that she would like to see an actual example of a project management plan. Mr. Paxson stated that the township doesn't use one so therefore he does not have an actual example. General discussion occurred. Mr. Kretz asked Mr. Paxson if developing and implementing a project management plan would be one of his goals for the TA? Mr. Paxson said yes. Discussion occurred on cause and effect possibilities that might detract the TA from reaching his goals. It was determined the if the TA finds himself in this position that the Board of Trustees would then re-evaluate and decide what goals needed to be prioritized above and beyond his normal daily responsibilities.

Ms. Graff identified the goals for the TA that are most important to her.

1. Start the process of a strategic plan and how to break it up.
2. Priorities from the Novak report regarding staff re-organization and placement.
3. The Classification and Compensation Structure
4. Clear up the Handbook issues – review, vet and implement changes.

Mr. Kretz stated that he thought the township should "get our house in order" before developing a strategic plan. By implementing some of the issues identified in the performance audits, the township would then be in a better starting place for a strategic plan to be developed.

Mr. Kretz identified the following as goals for the TA.

1. Define a list of recommendations from the two performance audits and an implementation plan. He understands that it will create change and that change is sometimes difficult but that he is looking to be cost effective or cost neutral.
2. The Classification and Compensation Structure – he feels it will be a big project and will require legal input as well, with items such as the Cafeteria Plan. General discussion occurred regarding the structure for compensation, reclassification, and benefits modification.
3. Recommend the two audits be broken out so that into Operational and Fire, so that Fire is a goal in and of itself.

Mr. Kretz briefly discussed some of the items, identified in the performance audit, which the township has already implemented or is discussing. The first items implemented were the transition from a part-time to a full-time Township Administrator and from a part-time to full-time Fire Department. IT Staffing has been discussed and while there is not enough information available yet to make a decision, both audits identified the need to maintain the number of hours the IT Department is using, the Trustees just need to decide how they want to move forward.

Mr. Kretz went line by line down his worksheet to discuss staff re-organization and placement. This includes relocating the Fiscal Office staff to the Fire Administration Building and consolidating records. He would also like the TA to have more a hand in the fiscal operations. After consolidation, the temporary secretary position would be eliminated. Mr. Kretz thinks the Township Administration Building could then be used for the Park District and overflow record housing.

Continuing with the worksheet, discussion occurred regarding HR issues. Mr. Kretz would like to see the issues vetted through legal counsel and tested in order to come up with a reviewed handbook, forms etc. Brief discussion occurred on the Zoning fee schedule, developing an Employee Evaluation Program, Evaluating Third Party and Shared Services Agreements, Cost accounting and allocating – the need to know what our internal costs are, Employee Communication and Relations Programs. The Compensation and Budget Policies are important as we know how the budget process works, but how do we make it better. The Succession Planning Program, for all departments, would develop and implement cross training, leadership, management development, and continuing education strategies. The Township-wide Asset Management Program is needed as one plan is used in some areas and not others. Mr. Kretz agrees this is an aggressive timeline worksheet. He also feels that these items need to be looked at before the township gets to a strategic plan.

Mr. Paxson stated that some of the items presented are just a way of doing business and making it more efficient and effective. He had questions regarding the proposed full-time Finance Director position. Mr. Kretz stated that he had spoken to Mr. Paxson regarding this idea in the past, in the hopes of making the position "election proof" so that the position is not tied to the Fiscal Officer, who is elected; therefore, providing continuity and stability in the Fiscal Office. Mr. Paxson asked Mr. Kretz if the intention was to move the Assistant to the Fiscal Officer into this position. Mr. Kretz stated yes, it would be a lateral move for the same individual. Fiscal Officer Christy Ahrens stated that she has had discussions regarding this idea with Mr. Kretz and the TA, but that further discussion would be necessary and that she would only be open to these discussions if the current Assistant to the Fiscal Officer would be the person taking on the Finance Director position.

Brief discussion occurred regarding possible annexation issues and zoning issues with regards to moving all staff to the Fire Administration Building.

Ms. Graff stated that one of her top goals for the TA is the re-organization and placement strategy as Mr. Kretz outlined above.

Mr. Paxson stated that morale seems to be an on-going issue in the township and would like to see the Internal Communications Plan developed. He also spoke about the Fire Department's past issues with employee disability pension.

Mr. Zaharieff stated that he feels the reviewing the status of Fitness for Duty & Respirator Use Examinations for firefighters is a top goal within the Fire

Department set of goals. He thinks the township needs a plan, that is non-punitive, that can be used as a tool for fit for duty and compliance with NFPA standards. A township-wide plan could also help with healthcare costs.

Mr. Kretz asked Fire Chief David VandenBos to organize the goals on the worksheet in regards to importance and ability to complete. Chief VandenBos stated that the department has already started working on three of the goals:

1. Develop and implement an Alarm Registration Program and False Alarm Fee Structure.
2. Review and update the EMS Billing and Collections Policy.
3. Review status of Fitness for Duty and Respirator Use Examinations for firefighters.

The Chief thinks these goals can be achieved by the end of February 2015, unless the Board changes what goals they feel are most important. Completed goals include: transitioning to full-time firefighters, reviewing fire department policies, and fleet evaluation. The Chief stated that the following were his top three goals to tackle outside of the ones already in progress:

1. Develop and implement Standards of Coverage Management Plan – The Chief thinks this goal will be time consuming in nature, but very necessary for the department to complete. He views it as the Fire Department's Risk Management document for the community and hopes to have it complete by the first half of the year.
2. Develop Accurate Response Time Tracking System and Audit Plan.
3. Develop and implement Workload and Performance Measurement Tracking Plan.

General discussion reverted back to the organizational goals set for the TA. Mr. Zaharieff stated that work has begun on many of the issues set forth in the worksheet while other issues such as zoning issues like addressing the wetland corridor, updating the Comprehensive Plan and Zoning Resolution, as well as addressing highway overlay districts are not addressed in the worksheet. General discussion occurred regarding highway overlay districts and signage.

Mr. Kretz gave an update on the US 35 Project and general business concerns and/or issues. General discussion occurred. The goal is to get all parties on the same page concerning the project by the end of summer.

General discussion occurred regarding five possible strategic goals discussed:

1. Define Operations Initiatives to be complete by the end of the year
2. Comprise the list of Fire goals
3. Break out Develop and Implement Classification and Compensation Programs as its own strategic goal
4. Create an Economic Development Strategy – dealing with zoning and overlay districts
5. Challenge the TA to develop at least one shared Agreement that will result in a reduction of expenditure or offset expenditures in the General Fund. This is in addition to the IT project already in progress.

General discussion occurred and the TA accepted the challenge.

Discussion occurred regarding Strategic Goal #1. This shall encompass the first line, on Mr. Kretz's worksheet, through Line 22 &25. These items shall be discussed, implemented, and vetted for legal implications within the first seven months of 2015. Mr. Paxson stated that he would like to see a Project Management plan put somewhere in the list of strategic goals. General discussion occurred regarding: budget, budget hearings, line items and program initiatives. Mr. Paxson would like to formalize the informal into a process so that when a purchase is requested of the Trustees there is a plan that has all the information necessary for the Trustees to make their decisions. Mr. Kretz identified it as a

Purchase Justification Process; something that would identify who's in charge of the project, the cost of the project, a timeline of purchases for the project, etc.

Discussion occurred regarding lines 19, 20, 21, & 23 on the worksheet. The TA will implement a Township Wide Cost Accounting Plan (Line 19) by the end of 2015. As for lines 20, 21, & 23 – these items will not be part of a TA strategic goal but will be items to explore in 2015, as evaluating 3rd party alternatives to the UAN, evaluating 3rd party Automated Time & Attendance Systems and evaluating 3rd party Payroll Software Solutions all fall under the purview of the Fiscal Officer.

Discussion occurred regarding the HR components listed on the worksheet including the Internal Communication Plan, Employee Relations Plan and the Handbook. Discussion occurred regarding internships and utilizing local college students to help with some of the work. Discussion occurred on the proposed change of format for the Handbook in that Policies are broken out, numbered, and dated. Then in the future only policies need to be updated, not an entire Handbook. The changes would follow the pattern of the Ohio Revised Code.

Line item 23 – Deploy and implement Firehouse as a Township Wide Asset Management Program was discussed.

General discussion occurred regarding Line items 9, 1, 15, and 33 which all seem to be together and realistic goals for 2016 not 2015.

The Trustees took a five minute recess.

General discussion occurred regarding Strategic Goal #2 – Fire Initiatives. Chief VandenBos stated that goals 31-37 could be accomplished by the end of 2015.

All Trustees agreed with Strategic Goals #3-5:

Develop and Implement Classification and Compensation Programs as its own strategic goal.

Create an Economic Development Strategy – dealing with zoning, overlay districts, and the Valley Springs project.

Challenge the TA to develop at least one shared Agreement that will result in a reduction of expenditure or offset expenditures in the General Fund. This is in addition to the IT project already in progress.

The Trustees will leave the order of the goals up to the TA to determine and accomplish.

The Trustees took a ten minute recess.

2015-018 Ms. Graff made a motion to approve **Resolution 2015-018**, 2015 Strategic Goals for the TA, as presented and attached, dated January 12, 2015. . Mr. Paxson seconded. Roll Call: Ms. Graff, yes; Mr. Paxson, yes; and Mr. Kretz, yes.

The TA will come back to the Trustees with a timeline for his goals at the February 2 Trustee meeting.

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2015-019 Ms. Graff made a motion to Adjourn at 4:05 P.M. Mr. Paxson seconded. Roll Call: Ms. Graff, yes; Mr. Paxson, yes; and Mr. Kretz, yes.

Trustee: _____

Fiscal Officer: _____