STATE OF ORANGE TOWNSHIP

Orange Township, Delaware County Ohio

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1. EXECUTIVE SUMMARY

Our mission is to serve the residents, by offering vital services to enhance their value of life and to support those who work and partner with Orange Township.

Orange Township has consistently delivered services to our community which include but are not limited to administrative, fire, human resources, roads, parks, facilities and zoning. Orange Township has just under 100 employees, with a majority of those employees serving in the Fire Department. Orange Township continues to expand our operations to effectively address the needs of our growing community.

In addition to providing essential services, Orange Township has also spearheaded additional initiatives, both internally and for the greater community which you will see outlined within our completed achievements.

Both our mission statement and core values were implemented in 2022. Specifically, the core values below set the stage when categorizing our achievements.

- **Community**: We value honest and respectful relationships both internally and externally

- **Pride**: We value the satisfaction of a job well done

- **Results**: We value accomplishments done with integrity

- **Development**: We value continuous personal and organizational growth

- **Stewardship**: We value the efficient and effective use of resources

2. ACHIEVEMENTS

The following achievements are categorized by each of our Core Values.

COMMUNITY – We value honest and respectful relationships both internally and externally.	DEPARTMENT/S
In addition, to our seasonal mailed newsletters, we began digital monthly newsletters	ADMINISTRATION
Restructured our volunteer committees by establishing the Community Volunteer Board ("CVB"). This board has with new bylaws and allows for subcommittees for various needs at the Township	ADMINISTRATION
Transitioned to a new website company to improve transparency and overall navigation on www.orangetwp.org	ADMINISTRATION
Enhanced audio and visual equipment for better transparency to those who come to our public meetings in-person and to those who tune in on our YouTube channel	ADMINISTRATION
Hosted a 4th of July Bike Parade at Township Hall Park	ADMINISTRATION/OPERATIONS
Offered a variety of events at North Orange Park including - Dive-in Movie - Night Swims - OSU/Notre Dame Tailgating Party - Annual Holiday Event	ADMINISTRATION/OPERATIONS

Initiated economic development tools that create revenue opportunities to lesson the burden on our residents. Those that are in the works include
- Orange Summit Tax Increment Financing ("TIF")
  o A 20-Year TIF that intends to fund major infrastructure projects
- Orange Township/Worthington Joint Economic Development District ("JEDD")
  o Currently three properties have agreed to be in our JEDD which will generate revenue via income tax
	ADMINISTRATION/ZONING

Discussed publicly roads project forecast and need for additional funding	FISCAL/OPERATIONS
Continued our relationship with Delaware General Health District by offering vaccine clinics	HUMAN RESOURCES
A new Parks Master Plan was completed with engagement from our community	OPERATIONS
Installed our first universal changing table at Township Hall Park thanks to our $3,000 grant received by Delaware County Board of Developmental Disabilities	OPERATIONS
Began installation of disc golf baskets at Township Hall Park. Remainder of course will be installed Spring/Summer of 2023	OPERATIONS
Numerous improvements completed at the North Orange Aquatic Center ("NOAC") - Main entrance/ Security enhancements - Parking lot resurfacing and striping - Concrete and tile repairs of pool decking - Audio equipment	OPERATIONS
A completed rewrite of our Field Use Policy to put our residents needs first	OPERATIONS
Playground improvements - Walker Wood – protective surfacing installed - Ro Park – addition of all-inclusive play area and resurfaced existing playground	OPERATIONS

Continued expanding and improving our trail network opening new paths along
- North Road trail
  o Awarded $47,855 grant from Delaware County Commissioners
- Lewis Center Trail
  o Awarded Clean Ohio Trail Fund
	OPERATIONS

Design and engineering finalized for North Road Park Phases 2 & 3. This includes our first pickle ball courts, parking lot expansion, new shelter and restrooms. Construction is anticipated to begin Spring 2023	OPERATIONS
Continuing community engagement for our Zoning Resolution Rewrite	ZONING

Enhanced public transparency by re-organizing our Google Drive account for zoning application views	ZONING
PRIDE – We value the satisfaction of a job well done	
Departmental Pictures. Non-union is completed; Fire Department pictures remain in progress	ALL
Implemented a Staff Recognition Program to identify milestones (anniversaries, performance, etc.)	ADMINISTRATION
Transitioning all new Fire Apparatus to the color Orange	FIRE
Completed overhaul of our Employee Handbook. The handbook applies to all Township Hall staff. A handbook committee was created and met bi-weekly to ensure input from all departments. Some worthy policies to highlight are offering parental leave, telework opportunities and a flexible work environment	HUMAN RESOURCES
Re-surfaced our highly used Township Hall Basketball Court with fun, vibrant colors	OPERATIONS
Converted small meeting room (Thompson Room) to offices specifically for the Zoning Department	OPERATIONS
RESULTS – We value accomplishments done with integrity	
Completed Fire Collective Bargaining Agreement for 2022-2024. - Fiscal assisted by providing detailed salary analysis and tables to support the negotiation sessions	ADMINISTRATION/FIRE/FISCAL
Security enhancements were implemented including - Purchasing cyber security insurance - Fraud protection via Positive Pay - Fraud protection via ACH Filtering	ADMINISTRATION/FISCAL
Our Investment Committee increased our earning via Muni and Commercial Paper	FISCAL
As CBIZ (our payroll company) was in its early stages beginning this year, the following improvements were made - Payroll posting improvements - Implemented Ohio Police and Fire "OP&F" electronic filing - Implemented ESO, a public safety scheduling software	FISCAL
Implemented new Credit Card Policy	FISCAL
Updated and/or amended Cemetery Policy and Procedures	FISCAL/OPERATIONS
Transitioned to a new benefits broker, McGohan Brabender, who negotiated a successful health insurance renewal and now offers a wellness program to our staff	HUMAN RESOURCES
Participated in the Mid-Ohio Regional Planning Commission (MORPC) Wage Survey. This was an excellent tool in conducting our own internal wage study	HUMAN RESOURCES
Roof replacements for Fire Station 361 and Township Hall	OPERATIONS
Annual road maintenance including but not limited to - Estates of Glen Oak - Highmeadows Village - Green Meadows Dr. - Ketch St. - Maple Grove Dr. - Spinnaker Dr. - Lazelle Road culvert	OPERATIONS
Amended Route 23 Overlay District (RCOD) to require all new developments to opt into our Joint Economic Development District (JEDD)	ZONING
DEVELOPMENT – We value continuous personal and organizational growth	
Several trainings were offered to Township staff including the following: - Phishing / Cyber Security Training - Hiring and Interview Training/Procedures - BWC Supervisor Training - Purchase Order Training - Tax Increment Financing (TIF) Training - Joint Economic Development District (JEDD) Training	ALL

- American Rescue Plan (ARP) Training and Reporting	
In addition to our weekly leadership team meetings, we now have monthly staff meetings for a more inclusive approach	ADMINISTRATION
Partnered with PRADCO, a leadership development company in working one on one with our new leaders including - Mike Kelly, Manager in Parks Maintenance and Facilities - Valerie Bunting, Administrative Manager - Robin Duffee, Development and Zoning Director	ADMINISTRATION
As explained earlier in this report, the Township created a Mission Statement and five (5) Core Values. In addition, the Fire Department established a committee and finalized their own Mission Statement and Core Values to reflect their service to our community.	ADMINISTRATION/FIRE
Fire Department created a hiring board for firefighter applicants	FIRE
Promotional Testing conducted by third party to ensure fairness and unbiased perspective for the open Lieutenant and Captain position	FIRE
We had many new hires to address our growing community. Some were new positions and some were existing positions that needed to be filled - Robin Duffee - Development and Zoning Director - Tyler Walker - Public Works Laborer - Mason Mollohan - Public Works Laborer - Andrew Koenig - Zoning Inspector - Hadley Gabor - Firefighter/Paramedic - Tyler Albaugh - Firefighter/Paramedic - Rocky Booth - Firefighter/Paramedic - Jessica Shaw - Firefighter/Paramedic - Jeffrey Chavalia - Firefighter/Paramedic - Sydney Herbert - Events and Communications Coordinator - Nick Sanchez-Zarkos - Human Resources Intern	HUMAN RESOURCES
Internal promotions - Andrew Sapp to Fire Captain - Donald Jacob to Fire Lieutenant - Dave Gilson to Public Works Assistant Manager - Greg Butts to Parks Maintenance and Facilities Assistant Manager - Brett Wiemken to Senior Zoning Officer - Patti Lewis to Fire Support Coordinator - Lia Lofreso to Staff Assistant - Nico Brias to full time Parks Laborer	HUMAN RESOURCES
Extensive job analysis conducted for every non-union employees. This involved a detailed questionnaire to ensure job descriptions are accurate representations of the duties being performed	HUMAN RESOURCES
STEWARDSHIP – We value the efficient and effective use of resources	
Collaborated with Delaware County IT for a new agreement that involves upgrading to Office 365, implementing multi-authentication and utilizing On-Base software for file archives	ADMINISTRATION
Currently in contract with 3SG for Document Conversion Services, with the goal of having all files digitized	ADMINISTRATION
New security badges for all staff	ADMINISTRATION/FIRE
Reduced legal fees from $216,352 in 2021 to $150,155 in 2022	ADMINISTRATION/FISCAL
New software implemented – ALL DATA for tracking work orders and creating efficiencies for our Township Mechanic	FIRE
Fully transitioned to ESO for fire scheduling and fire prevention tools	FIRE
Working with Ohio First Responders Grants LLC	FIRE
Financing a new fire ladder truck	FIRE

American Rescue Plan (ARP) funding approved for Bale Kenyon Phase 1 and Fire Apparatus	FISCAL
Many fiscal procedures were implemented for efficiency and saving purposes - Closed financial accounts that we no longer needed which improved processes, consolidated fees and increased interest - Changed account type with Delaware County Foundation to decrease service fees - Replaced BP fuel only cards to Voyager gas cards - Implemented remote deposit capture - Corrected EMS billing funds by creating a new fund and bank balances - Created efficiencies with employee's Difference Card by new processes and eliminating the issuance of checks - COVID/CARES spending management, tracking and reporting - Cleaned and transferred OPWC funds for intended use - Implemented "NOAC" expense tracking and reporting - Improved expense tracking for major road and park projects - Implemented Automated Clearing House ("ACH") Policy - Implemented unclaimed funds process	FISCAL
Registered with System for Award Management ("SAM") for federal funding opportunities	FISCAL
Implemented new procedures for vehicle titles	FISCAL
Streamlined a new fiscal year appropriation and purchase order process	FISCAL
Awarded a $400k state grant for construction of our first Veterans Memorial	FISCAL/OPERATIONS
Awarded grants from both the County and State to begin Bale Kenyon Phase 1 in 2023	OPERATIONS
Implemented a standard for Township Street Signs for consistency. In addition, a policy was implemented for HOAs to replace their decorative signs with our standard signs	OPERATIONS
Awarded a $100k grant to have Ohio Department of Transportation (ODOT) and Toole Design create the Township's first Active Transportation Plan	OPERATIONS/ZONING