



WAYNE TOWNSHIP

BUTLER COUNTY, OHIO

SPECIAL TRUSTEES MEETING AUGUST 31ST, 2026

5967 Jacksonburg Road, Trenton, Ohio 45067 Phone 513-217-7317

Wayne Township Trustees

BILL JONES
ED TRUSTER
MICHAEL TRUSTER

Fiscal Officer/ Zoning

LAURA DALEY

CALL TO ORDER

Trustee Bill Jones called the meeting to order at 5:37pm.

PLEDGE OF ALLEGIANCE

Everyone stood for the pledge of allegiance to our flag.

ROLL CALL

3 present, 0 absent.

AUDIENCE OF PUBLIC

APPROVAL OF MINUTES

- Will be available for approval at the September regular meeting.

LEGISLATION

1. WAYNE TOWNSHIP RESOLUTION NO. 26-21 (see attached)

A resolution whereas, Ohio Revised Code Section 517.01 authorizes the Board of Township Trustees of Wayne Township, ("Board") to purchase real property to "enclose, improve, and protect lands in one or more places within the township as it deems necessary and proper for cemetery purposes" upon unanimous vote of its members and by resolution.

Trustee Ed Truster motioned to approve. Trustee Mike Truster seconded. Roll call was taken; 3 ayes, 0 nays, 0 absent. Resolution No. 26-21 adopted.

EXECUTIVE SESSION

O.R.C. 3358:17(1) To consider the appointment, employment, dismissal, discipline, promotion, demotion or compensation of a public employee or official, or the investigation of charges or



complaints against a public employee, official, licensee, or regulated individual, unless the employee, official, licensee, or regulated individual requests a public hearing by division (G)(1) of section 121.22 of the Revised Code.

Trustee Mike Truster motioned to enter executive session. Trustee Ed Truster seconded the motion. Roll call was taken; 3 ayes, 0 nays, 0 absent. Executive session began at 5:43pm.

Trustee Ed Truster motioned to exit executive session. Trustee Mike Truster seconded the motion. Roll call was taken; 3 ayes, 0 nays, 0 absent. Executive session ended at 6:58pm. The regular meeting session resumed at 6:58pm.

NEXT MEETING

- September 21st, 2026, Monday, at 7pm – Regular Trustees Meeting

UPCOMING EVENTS

- September 12th, 2pm-8pm: Wayne Township Fire Department Fall Festival

ADJOURNMENT

Trustee Ed Truster motioned to adjourn the meeting. Trustee Mike Truster seconded the motion. Roll call was taken; 3 ayes, 0 nays, 0 absent. The meeting was adjourned at 6:59pm.

Whereas, Ohio Revised Code Section 517.01 authorizes the Board of Township Trustees of Wayne Township, ("Board") to purchase real property to "enclose, improve, and protect lands in one or more places within the township as it deems necessary and proper for cemetery purposes" upon unanimous vote of its members and by resolution: and

Whereas, the Board owns a Township Cemetery on Oxford Middletown Road, Butler County Auditor's Parcel Number N6110-011-000-013, and Ohio Revised Code Section 517.13 authorizes the Board to "add to the area of such cemetery if in the opinion of the board of township trustees, it is desirable to add to the area of such cemetery by the purchase of additional grounds"; and

Whereas, pursuant to R.C. 517.01 and 517.13, the Board may authorize the purchase of that real property by contract on reasonable terms as agreed to between the Board and the Seller.

Whereas, the Estate of Marc G. Hagen represents it has the authority to convey the real property known as Butler County Auditor's Parcel Number N6120-039-000-040 located at 4762 Oxford Middletown Road in the Township of Wayne, Butler County, State of Ohio (herein the "Property"); and

Whereas, the Property adjoins the Township Cemetery on Oxford Middletown Road, and the Board finds it desirable to add area to the Township Cemetery;

Whereas, the Board desires to purchase from and the Estate of Marc G. Hagen ("Seller") desires to sell said Property; and

Whereas, the Board and Seller have agreed the purchase price for the Property is Fifteen Thousand Dollars (\$15,000.00) to be payable to Seller; and

Whereas, the Board agrees to pay the cost of its due diligence, cost of title exam, title commitment and title policy, deed preparation and the Board's attorney fees; and

Whereas, Seller agrees to pay the cost of its attorney fees (if applicable); and

Whereas, this resolution represents the terms and conditions agreed to by the Board and Seller regarding the subject Property; and therefore, be it

Resolved the Township Fiscal Officer is hereby authorized to execute on behalf of the Board a Sale and Purchase Agreement in the form approved by the Prosecuting Attorney and executed by Seller, and to take any necessary or required actions to effectuate and execute the purchase of such real Property; be it further

Resolved the Board hereby finds and determines that all formal actions relative to the adoption of this resolution were taken in an open meeting of this Board, and that all deliberations

of this Board which resulted in those formal actions, were in meetings open to the public in compliance with law.

INTRODUCTION AND VOTE RECORD:

Trustee Ed Truster introduced the foregoing Resolution and moved its adoption, Trustee Mike Truster seconded the Motion. The roll being called upon the question of adoption of the Resolution by the Township Fiscal Officer, the vote resulted as follows:

Trustees: B. Jones aye E. Truster aye M. Truster aye

Adopted at the meeting of the Wayne Township Board of Trustees this 31st day of August, 2026.

Bill Jones, Trustee

Ed Truster, Trustee

Michael Truster, Trustee

for
signed
Resolution
see clerk
for Resolution

AUTHENTICATION

This is to certify that this resolution was duly adopted by the Board of Trustees, and filed with the Wayne Township Fiscal Officer, this 31st day of August 2026.

Laura Daley

Laura Daley
Wayne Township Fiscal Officer

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PREMIER • PROFESSIONAL • PROACTIVE

SCOPE OF WORK

FIRE DEPARTMENT ORGANIZATIONAL ASSESSMENT

Wayne Township Board of Trustees (Butler County)

5967 Jacksonburg Road

Trenton, Ohio 45067

July 22, 2026

This document outlines the comprehensive scope of work for an organizational assessment tailored specifically for the Wayne Township Fire Department in Butler County, Ohio. Commissioned to support evidence-based decision-making, this evaluation establishes a rigorous, data-driven framework to examine the department's current capabilities, administrative governance, and operational strategies.

Leveraging the established professional standards and best practices of the Ohio Fire Chiefs' Association (OFCA), the study delivers an objective audit of internal organizational health, operational efficiency, and administrative infrastructure. By integrating local community risk profiles with empirical deployment performance metrics, this assessment provides township leadership and fire administrators with an actionable roadmap. The resulting insights will guide strategic planning, optimize service delivery, and ensure long-term, fiscal, and operational sustainability for fire and emergency medical services.

Project Overview: Organizational Assessment & Staffing Analysis

I. Project Goal

The overarching goal of this project is to provide township officials and fire department leadership with a data-driven evaluation of the Wayne Township Fire Department's current capabilities and organizational health. Specifically, the assessment aims to:

- *Audit Administrative Infrastructure:* Evaluate internal governance, leadership workflows, and administrative efficiency against OFCA professional criteria alongside established national administrative best practices.
- *Analyze Operational & Regulatory Alignment:* Synthesize local community risk profiles with empirical response data to measure current service delivery against applicable State

- of Ohio mandates (including Ohio Revised Code and Ohio Administrative Code standards) and recognized national guidelines, such as National Fire Protection Association (NFPA) benchmarks.
 - *Deliver a Strategic Roadmap*: Equip decision-makers with prioritized, evidence-based strategic considerations to guide future planning, optimize resource allocation, and ensure sustainable, high-quality public safety services.
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II. Key Action Points

A. Local Government & Governance

An examination of the Wayne Township Fire Department's governance structure and lines of authority will be conducted. This includes:

- Reviewing current contracts for service and mutual-aid agreements.
- Examining working agreements and legal obligations within Butler County.
- Assessing the impact of existing legislation on department autonomy and funding.

B. Service Delivery & Performance Analysis

The study will analyze incident data from the past two (2) years to determine current performance levels.

- *Geographical Analysis*: Data will be segmented by response districts or sectors to identify high-demand areas.
- *Response Metrics*: Analysis of response times, "turnout" times, and on-scene staffing adequacy.
- *System Resiliency*: Evaluation of overlapping incidents, response delays, and the frequency of mutual-aid reliance.

C. Community Risk Assessment

Utilizing modern risk assessment tools, the study will survey the service area to categorize hazard potential.

- *Occupancy Review*: Evaluation of commercial, industrial, institutional, and multi-family residential structures.
- *Infrastructure*: Assessment of water supply and distribution systems as they relate to fire suppression capabilities.
- *Insurance Services Office (ISO) Review*: A review of the most recent ISO public protection classification and its economic impact on the community.

D. Resources, Staffing, and Deployment

This core component focuses on the human element of service delivery.

- *NFPA 1720 Baseline Evaluation*: Assess the agency's current volunteer turnout and incident response capabilities against NFPA 1720 standards to benchmark minimum assembly times and on-scene personnel counts across established community demand zones.
- *Volunteer Capacity and Availability Assessment*: Evaluate historical volunteer response trends by time of day, day of week, and incident type to identify critical gaps in initial alarm staffing and off-peak operational coverage.
- *Hybrid and Combination Staffing Models*: Explore targeted staffing strategies—including part-time duty crews, full-time supplemental positions, or stipend-based programs—to reinforce volunteer response during high-volume or low-availability windows.
- *Deployment and Resource Allocation*: Analyze physical station location, apparatus positioning, and automatic/mutual-aid agreements to ensure efficient resource deployment and reliable initial unit arrivals.

E. Organizational Structure & Training

The functional hierarchy of the department will be analyzed to ensure it supports the mission.

- *Supervision & Chain of Command*: Determining if work is properly supervised and consistent with township and department policies.
- *Programs*: Evaluation of training programs, fire prevention, public education, and fire investigation services.
- *Support Services*: Review of ancillary functions and their impact on operational readiness.

F. Administration & Policy Review

A deep dive into the "business side" of the department, including:

- *Policies*: Examination of administrative and personnel policies for efficiency and legal compliance.
- *Records Management*: Review of maintenance practices, record-keeping systems, and data integrity.

G. Apparatus, Equipment, and Facilities

The physical assets of the department will be evaluated for serviceability and mission-fit.

- *Fleet Analysis*: Review of the age, condition, and maintenance records of the apparatus.
- *Standardization*: Ensuring equipment meets the specific risks identified in the Wayne Township service area.

H. Community Growth & Economic Development

This section analyzes external factors influencing the department's future.

- *Demographics*: Review of population trends, including the student population and aging residents.
- *Land Use*: Impact of projected land use, economic development projects, and infrastructure improvements on future service demands.

I. Long-Term Fiscal Health & Property Tax Analysis

To ensure long-term sustainability, the assessment will evaluate the agency's fiscal health and tax levy structure:

- *Historical Financial Audit*: Review multi-year revenue and expenditure trends to establish baseline operating costs and fiscal trajectories.
- *House Bill (H.B.) 920 and Millage Evaluation*: Assess current property tax levies against Ohio H.B. 920 reduction factors to measure real revenue yield versus inflationary cost pressures over time.
- *Multi-Year Financial Forecasting*: Build a 5-to-10-year pro forma budget model projecting future operating and capital replacement costs against current revenues to pinpoint deficit timelines.
- *Levy Renewal and Replacement Modeling*: Map expiring levies and model future millage scenarios (renewal, replacement, or additional) required to ensure long-term fiscal solvency.
- *Taxpayer Impact and Revenue Optimization*: Calculate the direct annual cost to property owners per \$100,000 of appraised value while evaluating supplemental funding sources (e.g., EMS billing, grants) to diversify revenue.