



**AGENDA  
OXFORD CITY COUNCIL REGULAR MEETING**

**COURTHOUSE**

**TUESDAY, FEBRUARY 17, 2026 AT 7:30 PM**

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Michael Smith, Mayor

Alex French, Vice-Mayor  
Jason Bracken  
William Snavely

Amber Franklin  
Roxanne Ornelas  
Jim Vinch

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**MEETING PROCEDURE:** Comments from the Public are welcome at two different times during the course of the meeting: (1) Comments on items not on the Agenda, and Consent Agenda items, will be heard under Public Comments – and (2) Comments on all Resolutions and Ordinances will be heard during Council consideration of said item. Please wait until you are recognized by the Mayor, state your name and address so that your comments may be properly recorded and limit your remarks to a period of five minutes or less.

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1. Roll Call.
2. Pledge of Allegiance.
3. Approval of Agenda.
4. Public Participation.
  - A. Proclamation - 'Akiva Greenberg Bar Mitzvah Day'
  - B. Public Comments

**The purpose of the public comments section is for members of the public to speak to the City Council on any subject not scheduled on the Agenda, except consent agenda items. To speak, you may approach the podium and wait to be addressed by the Mayor. You will need to state your name and address for the public record. City Council values your**

**comments, and Council rules limit public comments to five minutes for each person. Presentations are not to be in the form of public debate, personal attacks on Council, City staff, or other members of the public, and Council shall not act except to direct the City Manager to take action or schedule the matter for discussion at a later date.**

5. Consent Agenda.

All matters under the Consent Agenda are considered by the City Council to be routine and will be enacted by one motion. Any City Council member may, however, remove an item from consent by request. Items removed for separate discussion will be considered after the motion to approve the Consent Agenda.

- A. Minutes from the January 30, 2026, City Council Retreat Work Session (Heather Barbour, Clerk of Council)
- B. Minutes from the February 3, 2026, City Council Meeting (Heather Barbour, Clerk of Council)
- C. A Resolution Approving Then And Now Certificates For Purchase Orders Issued Above \$3,000 Where An Invoice Was Received Prior To The Purchase Order Date, As A Requirement Of Ohio Revised Code 5705.41 (d) (Heidi Ridenour, Finance Director)

6. Resolutions.

- A. A Resolution Of The City Council Of The City Of Oxford, Ohio, Accepting The 2026 Action Items Toward The Comprehensive Plan As Exhibit A And Accepting The 2027 Research Items As Exhibit B (Jessica Greene, Assistant City Manager)
- B. A Resolution Authorizing The City Manager To Execute An Amended And Reinstated Lease Agreement As Described In Exhibit A, Between The City Of Oxford, Ohio, And CSX Transportation, Inc. (Jessica Greene, Assistant City Manager)
- C. A Resolution Accepting The Proposal And Authorizing The City Manager To Enter Into An Agreement With Pros Consulting Inc. For The Parks And Recreation Master Plan And Conceptual Feasibility Analyses For The TRI Community Center and TRI Community Center Site (Chad Smith, Parks and Recreation Director)
- D. A Resolution Accepting The Bid And Authorizing The City Manager To Enter Into An Agreement With Alpha Construction Indiana, Inc. For The Installation Of Equipment And Materials To Remove Phosphorus From The City's Wastewater Treatment Plant Effluent As Required By The Ohio Environmental Protection Agency At A Cost Of \$599,950.00 Plus A 10% Contingency In The Amount Of \$59,995.00 For A Total Cost Not To Exceed \$659,945.00. (Michael Dreisbach, Service Director)

- E. A Resolution Authorizing A Payment Of \$111,096.73 To The Conservation Fund In Conjunction With The U.S. Fish & Wildlife Service, Ohio Department Of Transportation, And The Construction Of The Oxford Area Trail System (Phase V). (Michael Dreisbach, Service Director)

7. Ordinances.

**Ordinances are adopted using a two-step procedure. First reading introduces the Ordinance and provides an opportunity for public input on the subject as well as allowing Council to request more information as needed. Second reading is to provide Council with the opportunity to consider new information and to deliberate.**

A. First Reading

1. An Ordinance Accepting The Annexation Petition From Miami University For 157.217 Acres Of Land In The Township Of Oxford, Butler County Ohio, And Accepting Said Territory To Be Annexed. (Douglas R. Elliott, Jr., City Manager)
2. An Ordinance Approving A Six Month Extension Of The Approved Clarence Place Final Subdivision Plat And A One Year Extension Of The Clarence Place Final Planned Development Located On 3.464 Acres At 601-607 West Chestnut Street, Oxford, Ohio (Sam Perry, Community Development Director)
3. An Ordinance Repealing Oxford Codified Ordinance Chapter 137 Entitled Housing Advisory Commission, And Adopting New Oxford Codified Ordinance Chapter 137 Entitled Housing Advisory Commission. (Jessica Greene, Assistant City Manager)

B. Second Reading

1. An Ordinance Establishing A Mayor's Court And Establishing Chapter 172 Of The Oxford Codified Ordinances. (Douglas R. Elliott, Jr., City Manager)
2. An Ordinance Accepting The Recommendation Of The Planning Commission To Approve A Preliminary Subdivision, Preliminary & Final Planned Development, Waivers And Conditions For The New Roots 16-Unit Microhome Community To Be Located On 2.19 Acres Of Land At 5234 Hester Road (Sam Perry, Community Development Director)

8. Announcements & Communications.

A. Remarks from City Council and City staff.

**The comments expressed by individual members of Council or City staff during this portion of a City Council meeting do not necessarily reflect the views of the City of Oxford, The Oxford City Council, or the City staff.**

B. Future Meetings.

(Note: Meetings are held at the Court House unless otherwise indicated.)

DATE	Meeting		
1.	Feb 18 Board of Building Appeals	Courthouse	5:30 p.m.
	Feb 19 Police Community Relations & Review Commission	Oxford Seniors Center	4:00 p.m.
	Feb 20 Community Improvement Corporation	College@Elm	12:00 p.m.
	Mar 3 City Council	Courthouse	7:30 p.m.
	Mar 4 Environmental Commission	Municipal Building	7:00 p.m.
	Mar 5 Housing Advisory Commission	College@Elm	5:00 p.m.
	Mar 9 Public Arts Commission of Oxford	Municipal Building	5:30 p.m.
	Mar 10 Planning Commission	Courthouse	7:00 p.m.
	Mar 11 Historic & Architectural Preservation Commission	Courthouse	6:00 p.m.
	Mar 12 Civil Rights Commission	Municipal Building	4:00 p.m.
	Mar 17 City Council	Courthouse	7:30 p.m.
9.	Adjourn.		

*Office of the Mayor*

# Proclamation

**Whereas:**

Akiva Greenberg is celebrating Bar Mitzvah, a milestone marking the beginning of Jewish adulthood, responsibility, and commitment to Torah, Mitzvos, and the Jewish people; and

WHEREAS, Akiva has grown up in a home dedicated to kindness, education, hospitality, and service, reflecting the values that strengthen the fabric of Oxford; and

WHEREAS, the Greenberg family, who have answered the call of the Lubavitcher Rebbe to establish Chabad Houses around the world, have contributed immensely to the spiritual, cultural, and communal life of Oxford through their leadership of Chabad at Miami University, enriching students, residents, and the broader community; and

WHEREAS, the City of Oxford recognizes the significance of this moment for Akiva, his family, and the entire community who join in celebrating this joyous occasion.

NOW, THEREFORE, I, Michael Smith, Mayor of the City of Oxford, Ohio, do hereby proclaim February 21, 2026:

**'Akiva Greenberg Bar Mitzvah Day'**

And encourage all residents to join in recognizing Akiva's accomplishments and wishing him continued growth, happiness, and success as he enters Jewish adulthood, by inspiring others through acts of goodness and kindness that help make our world a better place.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City of Oxford to be affixed this 21st day of February 2026.

  
MICHAEL SMITH, MAYOR





**MINUTES**  
**OXFORD CITY COUNCIL WORK SESSION**  
**BCRTA CHESTNUT STREET STATION 97 WEST CHESTNUT STREET**  
**OXFORD, OHIO 45056**  
**FRIDAY, JANUARY 30, 2026 AT 10:00 AM**

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1. Roll Call.

A work session/retreat meeting of the Oxford City Council was called to order by Mayor Smith on Friday, January 30, 2026, at 10:00 a.m. Members in attendance were Roxanne Ornelas, Jim Vinch, William Snavelly, Amber Franklin, Jason Bracken, and Alex French.

Staff Members in Attendance

Mr. Douglas R. Elliott, Jr., City Manager; Ms. Jessica Greene, Assistant City Manager; Mr. Michael Dreisbach, Service Director; Mr. John Detherage, Fire Chief; Mr. John Jones, Police Chief; Ms. Heidi Ridenour, Finance Director; Mr. Sam Perry, Community Development Director; Chad Smith, Parks and Recreation Director.

2. Topic

A. Department Presentations of Current Projects from 10:00 am - 12:00 pm

Councilors heard reports from Department Heads (slides included in minutes).

B. Council Lunch from 12:00 pm - 1:00 pm

C. City Council Annual Goal Setting Discussion from 1:00 pm - 3:00 pm

Councilors then reviewed the proposed 2026 action items for the comprehensive plan, based on the previous year's work session and budget process. Councilors added in suggestions of additional items they'd like to be addressed in 2026. [2026 Images of Boards from the Retreat](#).

Councilors then shared and brainstormed action items they would like boards and commissions, as well as staff, to research before the 2027 budget is created. [2027 Images of Boards from the Retreat](#).

Both the 2026 action items and 2027 research items will be brought forward as a Resolution for formal adoption.

3. Adjourn.

Motion – To Adjourn at 2:40 p.m.  
(Voice Vote) 1st Mr. Snavely 2nd Ms. French  
AYE # 7  
NAY # 0  
ABS # 0



# Council –Staff Retreat



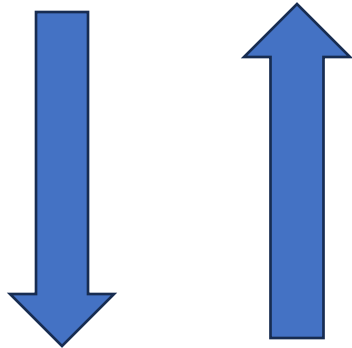
# Goals of Session

- Hear from Department Heads regarding key projects and things impacting the city.
- Confirm and solidify 2026 Action Items Toward the Comp Plan
  - **Proposed:** narrowing new items to only 2 new action items based on consensus.
- Brainstorm and create ways to reach Comp Plan Goals for 2027.
  - Ideas will be researched and brought back to Council in June before the 2027 budget process begins.
  - Research on each topic should include an implementation plan and a budgetary impact.
  - Typically, these ideas go to the Boards and Commissions to guide this work and make recommendations to the Council. (If no B&C, staff lead)
  - **Proposed:** Narrow to no more than 3 items per comp plan goal for research based on consensus.

# It's a 2 way street & tied to the Comp Plan

## Boards & Commissions

B&C's formal recommendations result in a work session with the Council.



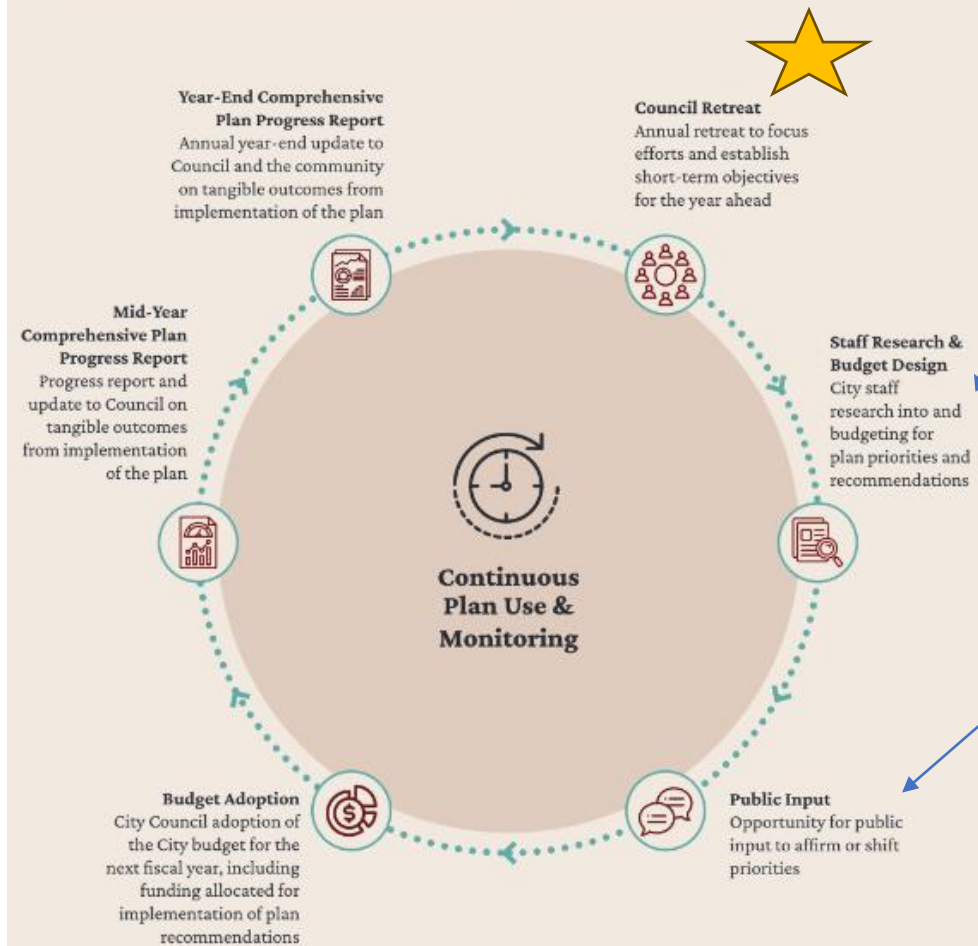
Council directives to B&C results in research, ideation on implementation, and budget impacts.

Council directs staff on next steps

City Council

### Cycle of Plan Stewardship

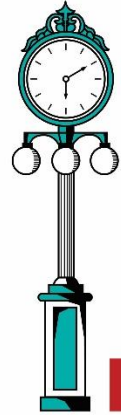
The graphic below depicts the cyclical nature of how the plan will be used by City Council, City staff, and the community to influence and inform other public processes. Additionally, this graphic describes how often plan progress should be recorded and communicated.



By June 2026

# Today's Outline

- Morning:
  - Department Head Presentations- things they are thinking about and want you to be aware of.
  - 10 minutes each with 5 minutes Q&A.
- Lunch- Pickle & Pig social time
- Afternoon:
  - Review of 2026 action items toward comp plan
    - Squeeze Items In/Take Items Off (Narrow if needed)
    - **Proposed**- only 2 total new items from all categories.
  - Brainstorm 2027 action items toward comp plan
    - **Proposed**: Narrow to no more than 3 per comp plan goal for research.
- Afterward:
  - All action items will come back to Council for adoption at the February 17, 2026 meeting



City of  
**Oxford** OHIO

HOME OF MIAMI UNIVERSITY

# Department Head Presentations



# Community Development

# **City Council Orientation**

## **Community Development Department**

2026 Council Retreat

Date: January 30, 2026

# Staff Overview

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## Staff

- Community Development Director – Sam Perry, AICP
- City Planner / GIS Coordinator – Zachary Moore, AICP
- Administrative Assistant II – Eunike Miller – Permits and Cases
- Code Enforcement Officer – Derick Snodderly – Rental Inspections
- Code Enforcement Officer – Ben Braeutigam – Tobacco Retail Licensing
- 2-3 Student Interns

## Contracted Staff – National Inspection Corporation (Centerville, Ohio)

- President – Andrew McKenzie
- Building Officials – Andrew Dickerson and Luke Hurst
- Inspectors (5+)
- Administrative Assistants (2+)
- Plans Examiners (5+)

# Scope Overview

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- From a long-range perspective, the department finds solutions to community problems and guides the community to its desired long-term goals. The department processes approximately **60 planning/zoning cases per year**. The department oversees the management of all long-range planning documents such as the Comprehensive Plans. The department advises private property owners on long range plans.
- From a short-term perspective, the department assists residents, builders, investors, architects, engineers and contractors with permits for construction projects, land use changes and any other private property changes. The department processes approximately **400 building permits per year**.
- The department licenses approximately **5,000 rental properties per year**. The properties are inspected every other year by trained staff.
- The department inspects and **licenses 23 tobacco retailers** annually.

# Board/Commission Assistance

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- Direct Assistance
  - Planning Commission
  - Board of Zoning Appeals (BZA)
  - Historic & Architectural Preservation Commission (HAPC)
  - Oxford Parking & Transportation Advisory Board (OPTAB)
  - Building & Housing Board of Appeals
- Indirect (As-Needed)
  - Climate Action Steering Committee
  - Public Arts Commission
  - Housing Advisory Commission
  - Environmental Commission

# Current Projects / Initiatives

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1. Bicycle & Pedestrian Master Plan with BCRTA
2. Unified Development Code (Subdivision & Zoning Update)
3. First Ever Historic Preservation Plan
4. Historic District Design Guidelines Update
5. Development of 24/7 Permit Submittal and Renewal Software
6. Funding, Design and Construction of Uptown Restroom
7. Short Term Rental Policy Development and Implementation
8. Award-winning Web-based GIS mapping
9. Code Enforcement Improvement Processes
10. Oxford Area Trail- short and long-term planning

# Challenges / Opportunities

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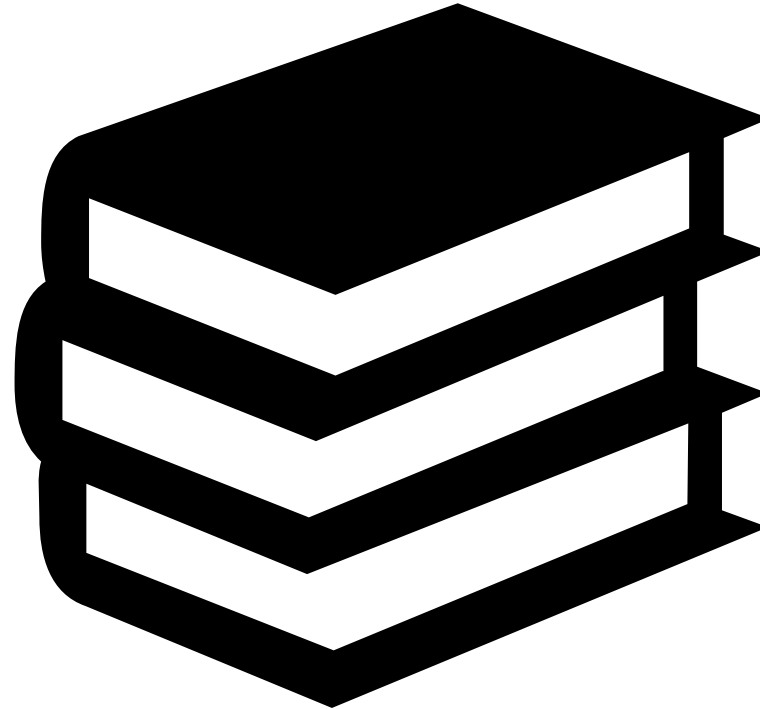
1. When to expand code enforcement staffing
2. Mayor's Court
3. Adoption and implementation of new Zoning Codes
  - a) Number of unrelated per dwelling unit
  - b) Density and proximity of new housing
  - c) Increased lot coverage/water runoff
  - d) More staff latitude / less public hearings
4. Historic preservation technical and enforcement staffing
5. Mobile Home Park regulations
6. Cost of infrastructure for new housing development
7. Future of Miami's on-campus versus off-campus housing needs – communication/awareness of potential policy changes

# Finance

# Revised Payroll & Accounts Payable Manuals

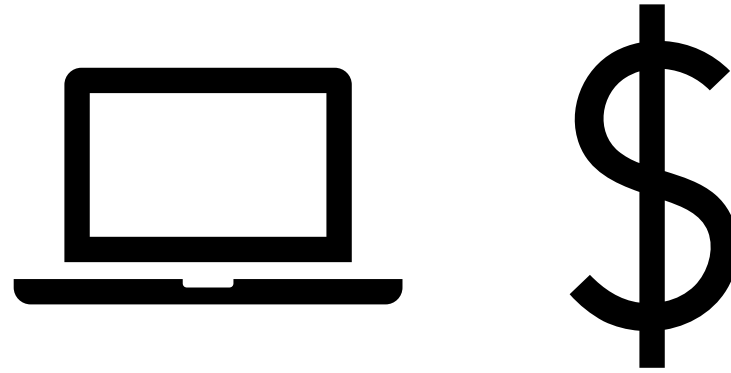
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- Payroll manual will be finalized by June 30, 2026.
- AP manual will completed by December 31, 2026.



# Automated Budgeting Process Initiative

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- Finance staff will research an automated budgeting process in 2026 and implement it in 2027.
- Using the budgeting tool in our current software will:
  - Improve accuracy of budget and budget projections
  - Increase efficiency in the budgeting process



# Financial Policy Review and Revision

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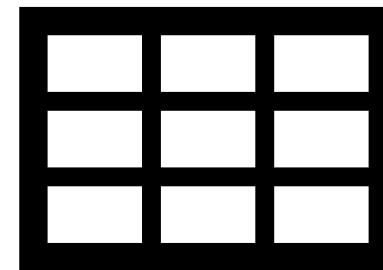
- Financial policies will undergo review for alignment with established procedures.
- Ensure compliance with state law.



# Training

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- Finance staff will continue to pursue changing technology and tools to make positions more efficient.
  - All staff to take additional Excel training



# Fire

## 2026

- Ambulance Purchase
- Assistant Chief (Operations) and Deputy Chief (Training) Hiring
- Blood Products Project
- Additional Part-Time Slot – Full Staff of 8 on duty 24/7/365 - Starts In February
- 2 Employees in Paramedic School finishing later this year, 1 done in February
- Ice Rescue Train the Trainer Class

## 2027

- SCBA Replacement
- Cardiac Monitor Replacement
- Ladder – 4-year delivery
- Battery Powered Rescue Tools

# Parks & Recreation

## 2026

### **Parks Master Plan and TRI Community Center Feasibility Study**

- Evaluate and assess park facilities, operations, and programs
- Needs assessment and analysis of OPRD
- TRI Community Center site redevelopment feasibility

### **An Increased Departmental role in All Oxford Events**

- Begin transitioning toward overseeing "Event" ROW permits for the City
- A more active role in planning and implementing internal events and placemaking
- Assessing all events and programs to ensure community interest and involvement

### **Partnerships**

- Strengthening existing and cultivating new strategic partners
- Offsetting operational costs through sponsorships and other alternative funding i.e. grants

### **Projects**

- New pickleball courts - TRI
- New Playground – Community Park
- New Skatepark Development
- Conservation initiatives – Community Park

# Parks & Recreation

2027

## **TRI Community Center**

-Develop and implement plan for new TRI Community Center

## **New Skate Park Implementation**

-Construction phase of new concrete skatepark

## **Leonard Howell Development**

-Strategic site/facility improvements

-Shelter improvements such as accessibility, dog park improvements such as shade

-Other upgrades, playground, athletic fields, trails

# Police

# Police – Operations

- Surge in social services/mental health calls – BCRTA, Oxford Winter House, Syringe Service Program all bring challenges & increased activity for police
- Quality of Life/Order Maintenance – alcohol, disorderly conduct, noise, litter, high visibility patrol
- Increase in fights/assaults last year – going back to pre-Covid activity levels
- Tobacco & Alcohol compliance checks

# Police – Recruitment & Retention

- Current Patrol Ranks
  - 18 Officers of 22 available positions (4 openings)
  - 3 of 18 are in academy or FTO
  - Median service time is = ~6 yrs
  - Aging workforce vs. little experience without the middle generation
  - Amplifies need for leadership training and growth at all levels
- Ongoing open hiring process
  - Limited success
  - Have lost several in pre-employment screenings
- New contract is positive progress
- Full-time Dispatcher/Clerk retirement in February

# Police – Training Plan

- 24 hours of state required Continued Professional Training (CPT)
  - 8 mandatory topics – Legal, Communications, Compliance and Control Tactics, Firearms
  - 16 hours electives of pre-approved curricula to the agency's discretion
- Mental Health First Aid recertification for all staff & Crisis Intervention Training for select sworn staff
- First-line supervision training for officers commonly called upon to be OICs (officer-in-charge)
- Executive level leadership training for command staff
- Additional Field Training Officers trained as we expect several recruits to go thru the FTO program
- Academies could take a large portion of training budget

# Police – Equipment & Technology

- Fleet Maintenance
- Police K-9 Program – purchase & training
- IT position – integration into Police Division should improve functioning and efficiency
- Cybersecurity measures will create pinch points
- Flock Safety – data sharing concerns
  - False information from Oxford citizens on social media (also in regards to White Buffalo program)

# Police – Ohio Collaborative

- End of 2025 – received recertification in Groups 1, 2, & 3
  - Use of Force, Recruitment & Hiring, Community Engagement, Body Worn Cameras, Telecommunicator, Bias Free Policing, Investigation of Employee Misconduct
- January 2026 – have submitted compliance documentation for Groups 4-7
  - Vehicular Pursuit, Mass Protest, Agency Wellness, Positive Youth Interactions, Crisis Intervention, Property & Evidence
- Final Group 8 – NIBIN & e-trace will be focus of policy compliance in 2026
- Additional efforts – Lexipol updates, Daily Training Bulletin implementation
  - IACP One Mind Campaign Pledge – on-going training requirements

# Police – Parking Services

- Implementing Council Recommendations from last year
  - Increasing allowable time on side streets to 4 hours maximum
  - 3 Involves 4 blocks – N. Beech, S. Beech, N. Poplar, S. Poplar (zero blocks)
  - Current rate was reduced to \$.50/hour by Council in 2023
- Ongoing maintenance of meters – no changes to infrastructure in 2026 although completion of upgrade to Smartmeters still needed
- Parking garage equipment – gate system for leased & hotel parking will be replaced
- Still in need of functioning surveillance cameras in parking garage

# Police – Animal Control

- Involvement in deer management program – evaluation and future strategies
- Continued training – one PSA is newer to animal control than the other two PSAs
- Ongoing maintenance of meters – no changes to infrastructure in 2026 although completion of upgrade to Smartmeters still needed
- Parking garage equipment – gate system for leased & hotel parking will be replaced
- Still in need of functioning surveillance cameras in parking garage

# Service

# Service Department Organization

## Divisions Within the Service Department

- Water Production and Treatment Plant
- Water Distribution
- Wastewater Treatment Plant
- Wastewater Collection
- Utility Inspections
- Engineering
- Streets & Maintenance
  - Parks and Grounds Maintenance Section
  - Cemetery Maintenance (Woodside and Oxford)
- Property Management
- Environmental Affairs

# Service Department

- 48 Full time positions
- Numerous seasonal positions
- Service Dept. Budget is typically \$15-16M annually. For 2026 – our budget is \$58M with several high value projects planned or under construction.



# Water Production & Treatment



# Water Production, Treatment & Distribution

- Raw water supply (5MGD 10 State Standard) and pumping 2.5 MGD (average).
- Water treatment and storage
- Two well fields (Four Mile and Seven Mile valleys)
- OEPA approved a new well for the Seven Mile well field in 2025. Future water softening will demand a significant amount of raw water for operations.
- Customer service and meter reading
- Maintain a network of over 90 miles of water mains.

# Water Production & Service

## 2026 Plans and Concerns

- Leak detection survey to identify unknown water loss
- Removal and replacement of lead service lines
- Final permitting and contracting for the construction of a new water softening plant
- Pumping analysis of the Seven Mile well field to determine wells that would benefit from rehabilitation
- Water plant SCADA computer system upgrades to communicate with the new plant
- Potential impact of PFAS on the water system
- Continue Fire Hydrant testing and restoration project

# Wastewater Treatment Plant and Collection Divisions

- Processed over 1 **Billion** gallons of wastewater in 2025
- Adding 1 Megawatt of solar power to the WWTP in 2026
- Plant equipment and technologies need to adapt to ever changing requirements of the Ohio EPA
- Older parts of the City have significant Inflow & Infiltration, allowing stormwater to enter the sanitary sewer system
- The Plant is older and requiring more significant investment for process control and safety
- Maintains over 60 miles of sanitary mains and one lift station

# Wastewater Treatment

## 2026 Plans and Concerns

- Repair of primary clarifiers and mechanical equipment
- Integration of solar power into the Plant's commercial power and emergency generation
- Biotower media and structure replacements
- Continue sewer main and manhole relining projects to reduce I&I
- Two retirements planned in Wastewater Collections staff (of four positions)
- The City has been successful in getting grant funding (PF) for Water, but less is available for Wastewater.

# Utility Inspections



# Utility Inspections

- Manages the Backflow / Cross Connection Program for OEPA compliance
- Completes inspections for water; wastewater; street cuts; curb, gutter & sidewalk; and fire flow testing
- Acts as a liaison between City divisions, departments and outside agencies such as Miami University
- Completes sidewalk inspections for >3" snow events and coordinates compliance activities with City contractors

# Engineering



# Engineering

- Designs and supervises the construction of capital improvement projects for the City
- Reviews subdivision plans for compliance with City regulations
- Major recent projects include completion of the Oxford Area Trail System (OATS) through Phase IV and renovation of the Black Covered Bridge. OATS Phase V is on budget and ahead of schedule.
- City Engineer is ODOT LPA certified and manages federally funded projects without ODOT's 10% cost surcharge.

# Engineering Division

## 2026 Plans and Concerns

- Continued management of the OATS Phase V project including pedestrian bridge over CSX railroad
- Planning for final phase of OATS project back to the Covered Bridge
- OPWC funded Bonham Road stormwater replacement project
- AMTRAK rail platform project
- Installation of Level 3 EV fast chargers in the City
- US27 N safety planning for signalization and possible addition of crosswalks and RRFB's
- ADA traffic signal improvements through the Miami campus area
- Bridge/culvert inspections and improvements
- Parking garage maintenance and improvements
- Limited staff to manage so many high-value projects concurrently

# Streets & Maintenance Division



# Streets & Maintenance

- Manages Grounds Maintenance Section of the Division, including Community Park operations
- Manages the City's annual hanging basket displays
- Maintains 50 miles of roadway and public right-of-way
- Manages the City's stormwater system
- Maintains traffic control signs and signals
- Collects leaves and yard waste from residents and recycles into compost at our OEPA Class IV facility
- Performs snow & ice removal from streets
- Maintains the closed Oxford Sanitary Landfill
- Maintains Oxford's Woodside Cemetery and Oxford Cemetery

# Streets & Maintenance

## 2026 Plans and Concerns

- Significant street maintenance plan with resurfacing, crack sealing, and brick paver maintenance.
- Cemetery road surface improvements
- Curb / Gutter / Sidewalk improvements
- Storm sewer improvements
- Uptown Parks Splash Pad replacement
- Parking Garage north retaining wall replacement
- Concerns include the implementation of new concepts such as Complete Streets and completing gaps in the City's sidewalk network with limited funding and time for planning.
- Our aging workforce will have numerous retirements in the next few years, with the need for succession planning.

# Uptown City Owned Properties

- Maintenance and custodial operations at these facilities:
  - Municipal Building
  - Police Station
  - Courthouse
- Area I Court of Butler is vacating the Oxford Courthouse.
- Staff is seeking proposals from architects to evaluate options to renovate the existing structure or if a new building with an expanded use would be beneficial to the City.

# Environmental Affairs



# Environmental Affairs

- Management of closed landfill including methane gas, leachate, and groundwater monitoring
- Ensures compliance with Ohio environmental laws
- Completed upgrade of Underground Storage Tanks at all City facilities
- Manages the street tree program in conjunction with Tree City USA standards
- Provides environmental assistance to other divisions
- Manages solid waste / recycling contract with Rumpke Waste, Inc.

# Environmental Affairs

## 2026 Plans and Concerns

- Expand methane flaring at landfill
- Continue food waste composting and evaluate if the program can expand
- Request cessation of some environmental testing requirements as the landfill meets its thirty-year closure obligations
- OEPA may soon require licensure for operators of Class IV composting facilities.

# City Manager/ACM

# Our roles

- Oversight of Council goals/priorities
- Direct responsibility for:
  - Economic Development
  - Human Resources
  - Sustainability
  - IT
  - Communications
  - Clerk of Council- public records etc.
  - And the catch all that doesn't land elsewhere 😊

# Unexpected project: Exploration of a Mayor's Court

- If Council decides to proceed with this, it will be a large undertaking for the CM team to stand this up.



# Dubno, Ukraine Visit!

September 18-26, 2026

8 delegates from our Sister City will be visiting.



# Once every 10 years...

- The Charter Review!
- Getting it ready to go to the voters.

# Economic Development- next steps with Ec Dev Strategic Plan

An Economic Activation Plan!



An active CIC- new bylaws, new structure!



# Sustainability- Discussion Items

Recycling Mandate for Apartments

Dumpsters instead of totes for 7+ units in a building

Both require an entire chapter code rewrite. Hire external \$\$ or wait?



Stormwater revenue funds. Staff recommends moving to 2027 or even 2028 because of the time needed from Service/Engineering teams.



Anticipate needing resources to advance solar on the landfill.

Drafting the structure, developing the RFQ, and establishing a contract that is best for the city.

Goal- community aggregation or municipal use.

Estimated \$15K- currently not budgeted.



# Other Discussion Items

Present to City Council concepts and costs for uptown alley improvements and/or reuse. This should include sustainability practices, waste management, alternate use plans and beautification.

- Just discussed the waste management attempts uptown. If you want additional items for this goal, please elaborate.

Staff will review and develop a stronger metrics dashboard to present in conjunction with action plan updates.

- Cost \$20K for a new metrics system.
- Staff recommend *not* investing in this system at this time. Open to comments on improving reporting with tools we currently have.

# Childcare –Discussion Item

Promote childcare \$30K forgivable loan program through CIC Revolving Loan Fund program.

Staff recommendation: Pause until we figure out Parks Master Plan and TRI. No takers on small-scale loan, most want a readily available, large space.

# IT –An unexpected requirement

ADA accessibility compliance will require a website update, including all sub websites/forms the city uses by April 2027.

Cybersecurity testing goal

# Complete Streets and Sidewalks- Discussion Item

In response to Council Work Session on OPTAB recommendation:

By July 2026, launch a communications campaign for all property owners explaining the need to maintain and repair sidewalks within the ROW. Repeat 1x every 3 years. Should include a mailer and online content.

# Complete Streets and Sidewalks

Resolution for Olde Farm Rd. Concerns

Installing new sidewalks with road resurfacing is a new concept as part of the complete streets policy. Very expensive to city and residents.

Not in the 2026 budget. You can continue this summer or...



**Idea 1:** Remove street resurfacing triggering in the Complete Streets Policy.

If you still have the goal of closing sidewalk gaps, make it a part of the bike/ped improvement plan under draft Determine areas with no sidewalks.

Make a plan for implementation, budget for it, and roll it out separately from the paving schedule.

Inform residents that this is coming as part of a communications campaign.

**Idea 2:** Keep resurfacing trigger in Complete Streets, but delay because of unexpected impact

If triggered by street repaving, it should be done with ALL areas with street repaving. (i.e. Old Farm and McKee)

We suggest telling people now, but doing the sidewalks in 2027

**Idea 3:** Continue with this project scope on Olde Farm, but explore alternatives- road diet, separated bike lane etc.

# 2026 Review!

- Go review the 2026 action items toward comp plan on the boards.
- If there is a “pinch point” - it’s on the board separately.
  - You can write your ideas down and draw an arrow.
- If you want to make a cut, write cut and draw an arrow.
- If you want to add something, write it down as specifically as possible.
- We’ll reconvene, review comments, and narrow if needed.

# 2027 Brainstorm

- Go around the room again and write ideas down to achieve the comp plan goals.
- Be as specific in your idea as possible so we know what we're researching.
- We'll narrow ideas as needed.



**MINUTES**  
**OXFORD CITY COUNCIL REGULAR MEETING**  
**COURTHOUSE**  
**TUESDAY, FEBRUARY 3, 2026 AT 7:30 PM**

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**MEETING PROCEDURE:** Comments from the Public are welcome at two different times during the course of the meeting: (1) Comments on items not on the Agenda, and Consent Agenda items, will be heard under Public Comments – and (2) Comments on all Resolutions and Ordinances will be heard during Council consideration of said item. Please wait until you are recognized by the Mayor, state your name and address so that your comments may be properly recorded and limit your remarks to a period of five minutes or less.

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1. Roll Call.

Motion – To Enter Executive Session at 6:46 p.m. O.R.C. Section 121.22 (G)(1) To Consider Appointments to Boards and Commissions and O.R.C. 121.22(G)(6) Details relative to the security arrangements and emergency response protocols for a public body or a public office, if disclosure of the matters discussed could reasonably be expected to jeopardize the security of the public body or public office

(Roll Call Vote) 1st Ms. French 2nd Mr. Snavelly

AYE # 7

Ms. Franklin, Ms. French, Ms. Ornelas, Mr. Snavelly, Mr. Vinch, Mr. Bracken, and Mayor Smith

NAY # 0

ABS # 0

Motion – To Return from Executive Session at 7:34 p.m. O.R.C. Section 121.22 (G)(1) To Consider Appointments to Boards and Commissions and O.R.C. 121.22(G)(6) Details relative to the security arrangements and emergency response protocols for a public body or a public office, if disclosure of the matters discussed could reasonably be expected to jeopardize the security of the public body or public office

(Voice Vote) 1st Ms. French 2nd Mr. Snavelly

AYE # 7

NAY # 0

ABS # 0

A regular meeting of the Oxford City Council was called to order by Mayor Smith on Tuesday, Feb 3, 2026, at 7:34 p.m. Members in attendance were Roxanne Ornelas, William Snavelly, Amber Franklin, Jim Vinch, Alex French, and Jason Bracken.

## Staff Members in Attendance

Mr. Douglas R. Elliott, Jr., City Manager; Ms. Jessica Greene, Assistant City Manager; Mr. Michael Dreisbach, Service Director; Mr. John Detherage, Fire Chief; Mr. John Jones, Police Chief; Ms. Heidi Ridenour, Finance Director; Mr. Sam Perry, Community Development Director; Mr. Chad Smith, Parks and Recreation Director; Mr. Chris Conard, Law Director; and Ms. Heather Barbour, Clerk of Council.

2. Pledge of Allegiance.

3. Approval of Agenda.

Motion – To Approve the Agenda.

(Voice Vote) 1st Ms. French 2nd Ms. Ornelas

AYE # 7

NAY # 0

ABS # 0

4. Public Participation.

A. Swearing-In of New Officer (John Jones, Police Chief)

Chief Jones introduced the new officer, Ms. Elana Schwartz. Mr. Chris Conard began swearing in the new officer by instructing Ms. Schwartz to recite the oath. Officer Schwartz wished to express her gratitude to Chief Jones and her department for their belief in her and for all the support. Officer Schwartz was hired at 18 years old. She thanked the division for raising her and noted her excitement about starting her career. Chief Jones called on Officer Schwartz's husband to complete the pinning ceremony.

B. Arena District Community Survey Presentation

Ms. Anna West and Ms. Bri Fitzgerald introduced themselves and began presenting the results of the Arena District Community Survey (slides included in minutes). Ms. West mentioned that the survey had 20 questions and was open to students, parents, faculty, staff, alumni, and Oxford residents, and that it received 3,347 responses. Ms. West shared a slide with a QR code that links to a list of available information on their website. Ms. Fitzgerald reviewed a few research

questions to determine how often and in what ways the Cook Field and Millett Hall are used. Ms. West and Ms. Fitzgerald addressed questions from the Council. Mayor Smith thanked them for their presentation.

C. Appointments to Boards and Commissions

Motion – To Appoint Sarah Driver and Roger Gates to the Personnel Appeals Board and Alan Kyger, Carla Blackmar, and Kevin McKeehan to the Charter Review Commission.

(Voice Vote) 1st Ms. French 2nd Mr. Snavelly

AYE # 7

NAY # 0

ABS # 0

D. Public Comments

**The purpose of the public comments section is for members of the public to speak to the City Council on any subject not scheduled on the Agenda, except consent agenda items. To speak, you may approach the podium and wait to be addressed by the Mayor. You will need to state your name and address for the public record. City Council values your comments, and Council rules limit public comments to five minutes for each person. Presentations are not to be in the form of public debate, personal attacks on Council, City staff, or other members of the public, and Council shall not act except to direct the City Manager to take action or schedule the matter for discussion at a later date.**

Public Comment - Ms. Ann Fuehrer, Dana Drive - Ms. Fuehrer shared that she would be speaking in several roles tonight. Ms. Fuehrer announced that for the past three years, she has been the League of Women Voters of Oxford official observer for the Oxford City Council. Ms. Fuehrer explained that after each meeting, she submits a report indicating whether the legislation voted on and the comments made during deliberations reflect positions taken by the league at the local, state, and national levels. Ms. Fuehrer shared that the positions represent three areas of priority. Democratic and sustainable local governing, social welfare, and well-being of residents of the community, and sustainable interactions with natural resources. Ms. Fuehrer noted that in every meeting she has at least one, if not several, of your comments that reflect those priorities. Ms. Fuehrer stated that her other official role with City Government is as chair of the Housing Advisory Commission. Ms. Fuehrer noted that all members of the Council have attended one or more of OASH's monthly planning meetings; some have been highly involved since the beginning, and she thanked them. Ms. Fuehrer serves on the OASH board, a local advocacy coalition that has played a role in planning the Oxford Winter House, an emergency cold shelter. Ms. Fuehrer mentioned the many faith groups involved in the planning, and since December 12th, the Oxford Winter House has hosted 30 different guests along with five of their feline and canine friends. Ms. Fuehrer thanked veterinarians Raghu and Reagh for examining and treating those members of the families. Ms. Fuehrer shared that four of the guests are in the process of moving into stable housing, and three are employed. Ms. Fuehrer noted that today is the date for the annual HUD point-in-time count for our continuum of care. Our thirteen guests will be counted in the Butler County numbers this year. Ms. Fuehrer mentioned that after February 28th,

they will focus on the path forward to a model of sustainable year-round shelter in Oxford. Ms. Fuehrer stated that she often makes comments during public participation, and they're often of the form of I agree with what you're doing, and you're doing a good job, and I have a suggestion for you. As Consulting Director of the Oxford Citizens for Peace and Justice, she's committed to the reallocation of resources to better guarantee human and civil rights of all members of the community, especially the most vulnerable. Ms. Fuehrer noted that she is a member of Butler County Immigrant Justice and a witness at meetings of the Butler County Commissioners. Ms. Fuehrer mentioned the chosen strategy for Oxford was to try to fly under Sheriff Jones's radar. Ms. Fuehrer stated that is not possible when you are speaking out. Ms. Fuehrer thanked Kate Bowers for her comment during public participation at the last City Council meeting. Ms. Fuehrer noted that No Kings 3 is scheduled for March 28th and is planned to be held uptown. Ms. Fuehrer shared that she would welcome a discussion with public participation of the Council and Staff's reactions to Kate Bowers' request.

5. Consent Agenda.

All matters under the Consent Agenda are considered by the City Council to be routine and will be enacted by one motion. Any City Council member may, however, remove an item from consent by request. Items removed for separate discussion will be considered after the motion to approve the Consent Agenda.

Motion – To Approve the Consent Agenda.

(Voice Vote) 1st Ms. French 2nd Mr. Snavelly

AYE # 7

NAY # 0

ABS # 0

- A. Minutes from the January 20, 2026, City Council Meeting. (Heather Barbour, Clerk of Council)
  
- B. A Resolution Declaring Certain City Property No Longer Needed For Any Municipal Purpose As Surplus And Authorizing Its Advertisement And Sale To The Highest Bidder At Public Auction Or Internet Auction. (John Jones, Police Chief)
  
- C. A Resolution Approving Then And Now Certificates For Purchase Orders Issued Above \$3,000 Where An Invoice Was Received Prior To The Purchase Order Date, As A Requirement Of Ohio Revised Code 5705.41(d). (Heidi Ridenour, Finance Director)

6. Resolutions.

- A. A Resolution Authorizing the Release of a Public Improvement Bond in the Amount of \$97,724.00 for improvements by Bronco Excavating, Inc. at 5186 Morning Sun Rd (Fairfield Inn Hotel). (Michael Dreisbach, Service Director)

Motion – To Adopt Resolution No. 7786.  
(Voice Vote) 1st Ms. French 2nd Mr. Snively  
AYE # 7  
NAY # 0  
ABS # 0

Public Comment - None.

Mr. Dreisbach presented his staff report and addressed questions and comments from the Council.

- B. A Resolution Imposing A Moratorium Ending December 31, 2026, On The Acceptance Of Any New Applications For Any Electronic Signs In The City Of Oxford. (Sam Perry, Community Development Director)

Motion – To Adopt Resolution No. 7787.  
(Voice Vote) 1st Ms. French 2nd Mr. Snively  
AYE # 7  
NAY # 0  
ABS # 0

Public Comment - None.

Mr. Perry presented his staff report and addressed questions and comments from the Council.

- C. A Resolution Authorizing The Use Of Digital Signatures For The Certification Of Ordinances And Resolutions Of The City Of Oxford, Ohio (Jessica Greene, Assistant City Manager)

Motion – To Adopt Resolution No. 7788.  
(Voice Vote) 1st Ms. French 2nd Ms. Franklin  
AYE # 7  
NAY # 0  
ABS # 0

Public Comment - None.

Ms. Greene presented her staff report and addressed questions and comments from the Council.

7. Ordinances.

**Ordinances are adopted using a two-step procedure. First reading introduces the Ordinance and provides an opportunity for public input on the subject as well as allowing Council to request more information as needed. Second reading is to provide Council with the opportunity to consider new information and to deliberate.**

A. First Reading

1. An Ordinance Establishing A Mayor's Court And Establishing Chapter 172 Of The Oxford Codified Ordinances. (Douglas R. Elliott, Jr., City Manager)

Mr. Elleiott resented his staff report and addressed questions and comments from the Council. A City Council Work Session was requested.

Public Comment - None.

2. An Ordinance Accepting The Recommendation Of The Planning Commission To Approve A Preliminary Subdivision, Preliminary & Final Planned Development, Waivers And Conditions For The New Roots 16-Unit Microhome Community To Be Located On 2.19 Acres Of Land At 5234 Hester Road (Sam Perry, Community Development Director)

Mr. Perry presented his staff report and addressed questions and comments from the Council.

Public Comment - Ms. Ann Fuehrer, Dana Drive - Ms. Fuehrer noted that she largely echoes Mr. Perry and highlights the most laudable aspects of this development. Ms. Fuehrer mentioned being on the OASH board for the past three years, and this advocacy group has been pleased with the City's emphasis on the importance of housing for all. OASH has emphasized in their responses economic diversity, socioeconomic resources, and the fact that many people who work in Oxford can't afford to live there. OASH has focused on the income qualifying dimension of housing for all. Ms. Fuehrer mentioned that economic challenges often intersect with other aspects of people's lives. Ms. Fuehrer noted that the emphasis on the neurodiverse community and their caretakers, and what it means to design truly accessible developments, is really

important. Ms. Fuehrer expressed appreciation not only for the work of the City but, of course, for EmpowerMe Living. Ms. Fuehrer stated she was impressed by the specifics of the development and design, as well as the commitment shown by EmpowerMe Living.

Public Comment - Ms. Emily Kendall, Co-Developer of EmpowerMe Living - Ms. Kendall shared that her son has Down Syndrome, and he will be one of 12,000 adults with developmental disabilities in the four counties surrounding greater Cincinnati who currently live with caregivers over the age of 60. Ms. Kendall stated that this is a looming crisis, so part of our work as developers is to bring it into the light and find new solutions to solve this issue. Ms. Kendall mentioned being very pleased with the collaborative relationship with the City of Oxford; everyone here has really come together to make this project happen. Ms. Kendall realized it is unique, and we appreciate Ann's comments because some of the things we're asking for are non-traditional, but that's what it's going to take. Ms. Kendall mentioned that her son will likely outlive her, and her daughter will likely be in charge of his care. Ms. Kendall shared the importance of someone like her son being able to own his own home. There's a high likelihood that he would rely on supplemental Social Security income, which would limit his total assets to \$2,000. That's not a month, that's not a year, that's the total. Owning a home is a protected asset, which is why advancing this model is so important. Ms. Kendall stated that she doesn't think we could have gotten it done anywhere else. Because of the collaborative spirit. Ms. Kendall introduced her team and offered to answer any questions.

B. Second Reading

1. An Ordinance Levying Upon The Lots And Lands Enumerated In The List Of Estimated Assessments (Exhibit A) The Amounts Set Forth On Such List And Setting Forth Terms For Payment Of Assessments. (Michael Dreisbach, Service Director)

Motion – To Adopt Ordinance No. 3852.  
(Roll Call Vote) 1st Ms. French 2nd Mr. Snavelly

AYE # 7

Ms. Ornelas, Mr. Snavelly, Mr. Vinch, Mr. Bracken, Ms. Franklin, Ms. French, and Mayor Smith.

NAY # 0

ABS # 0

Mr. Dreisbach presented his staff report and addressed questions and comments from the Council.

Public Comment - None.

8. Announcements & Communications.

A. Remarks from City Council and City staff.

**The comments expressed by individual members of Council or City staff during this portion of a City Council meeting do not necessarily reflect the views of the City of Oxford, The Oxford City Council, or the City staff.**

B. Future Meetings.

(Note: Meetings are held at the Court House unless otherwise indicated.)

DATE	Meeting		
1. Feb 4	Environmental Commission	Municipal Building	7:00 p.m.
Feb 5	Housing Advisory Commission	College@Elm	5:00 p.m.
Feb 9	Oxford Parking & Transportation Advisory Board	Municipal Building	9:00 a.m.
Feb 9	Oxford Recreation Board	Larosa's Pizzeria	12:30 p.m.
Feb 9	Public Arts Commission of Oxford	Municipal Building	5:30 p.m.
Feb 10	Planning Commission	Courthouse	7:00 p.m.
Feb 11	Historic & Architectural Preservation Commission	Courthouse	6:00 p.m.
Feb 17	City Council	Courthouse	7:30 p.m.
Feb 18	Board of Building Appeals	Courthouse	5:30 p.m.

9. Adjourn.

Motion – To Adjourn at 9:19 p.m.  
(Voice Vote) 1st Ms. French 2nd Ms. Ornelas  
AYE # 7

NAY # 0  
ABS # 0



# Cook Field Proposed Arena District

Bri Fitzgerald, Anna West

# Basics of the Survey and Reports

- Students, parents, faculty, staff, alumni, and Oxford residents
- 20 questions
- 3,347 respondents
  
- Available on our website:
  - Final executive report (soon)
  - De-identified data sets (soon)
  - Initial findings report
  - Frequency tables



# Research Questions

1. How frequently and in what ways do members of the greater Miami University community use Cook Field and Millett Hall (and how important are they to the Miami experience)?
1. How would significant changes to existing facilities impact their current and future use (and with what trade offs/opportunity costs)?
3. What do stakeholders consider Miami University's identity and core values (and to what extent do they align with the proposed Arena District project)?
3. What do members of the greater Miami University community want/prefer for Cook Field and Millett Hall (and how might such decisions impact Miami stakeholders' future relationship to and support for the university)?

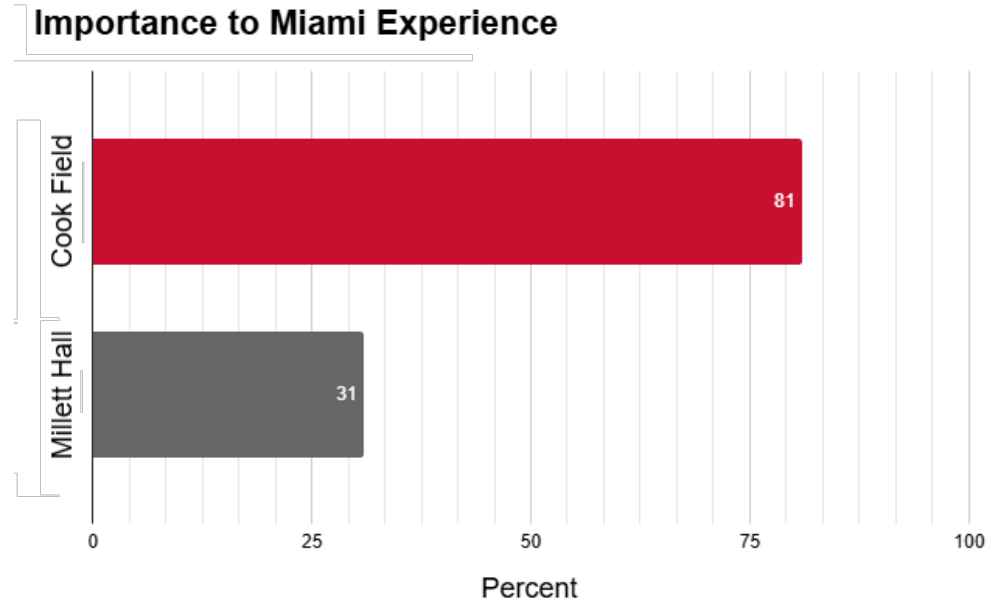


# Q1: Cook Field and Millett Hall Use and Importance

**Cook Field:** 65% (average) report “occasionally” to “very frequently” using Cook Field (for organized sports competition, informal physical activity, leisure and green space, parking lot). 81% rate it “very important” to their Miami experience.

**Millett Hall:** 28% (average) report “occasionally” to “very frequently” using Millett Hall (for athletic events, non-athletic events, class meetings, ROTC). Only 31% rate it important.

**Takeaway:** Cook Field is central to daily campus life; Millett Hall is not.



# Q2: Impacts of Facility Changes

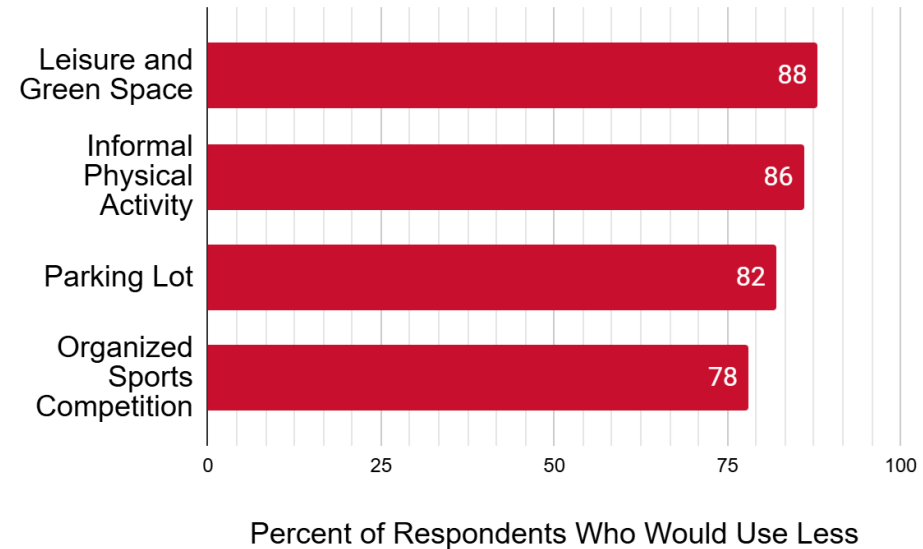
**Moving Cook Field:** 84% (average) would use it less; 14% (average) unaffected.

**Moving Millett Hall:** 51% (average) unaffected; 38% (average) would use it less.

**Best scenario:** Renovate/rebuild at or near the current Millett Hall location.

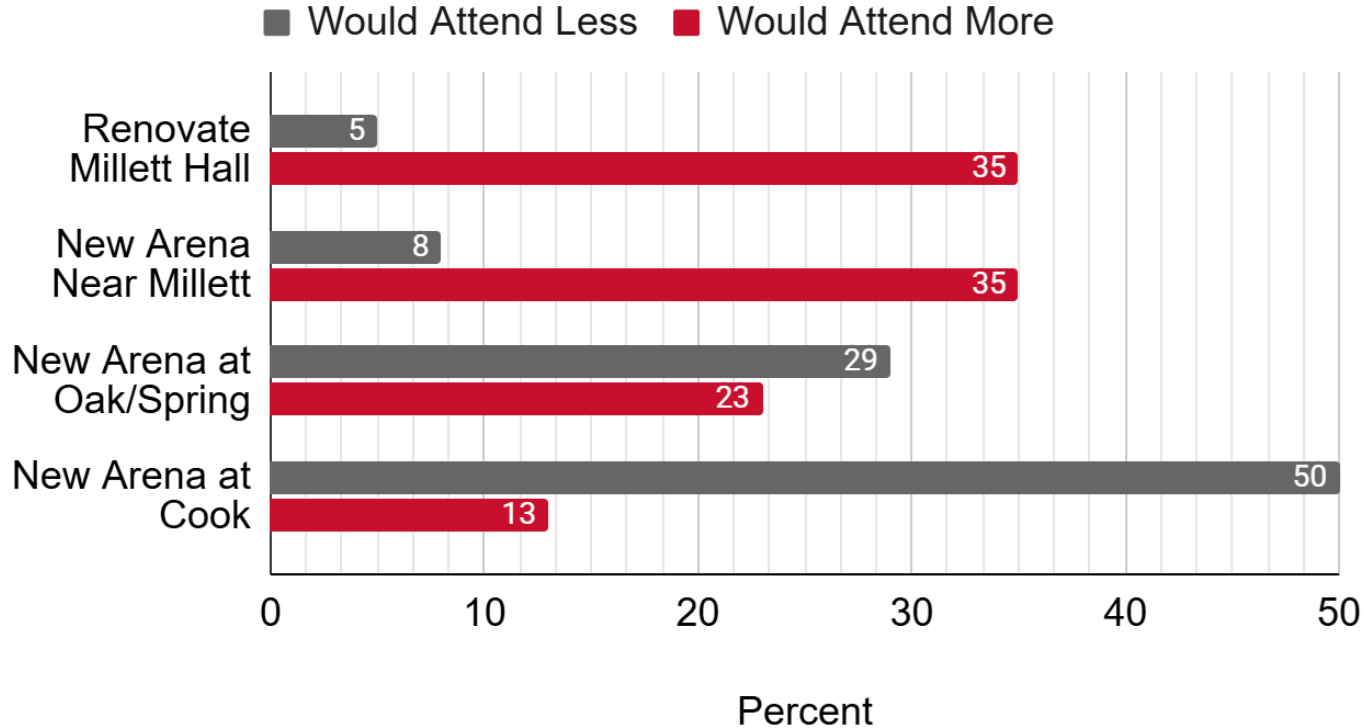
**Takeaway:** Location matters. Moving Cook Field would severely reduce its use; building a new arena at Cook Field would reduce attendance at athletic events.

Reductions in Cook Field Uses if Moved to Millett Site



# Q2: Impacts of Facility Changes

## How Arena Location Affects Attendance



# Q3: Miami's Identity & Values

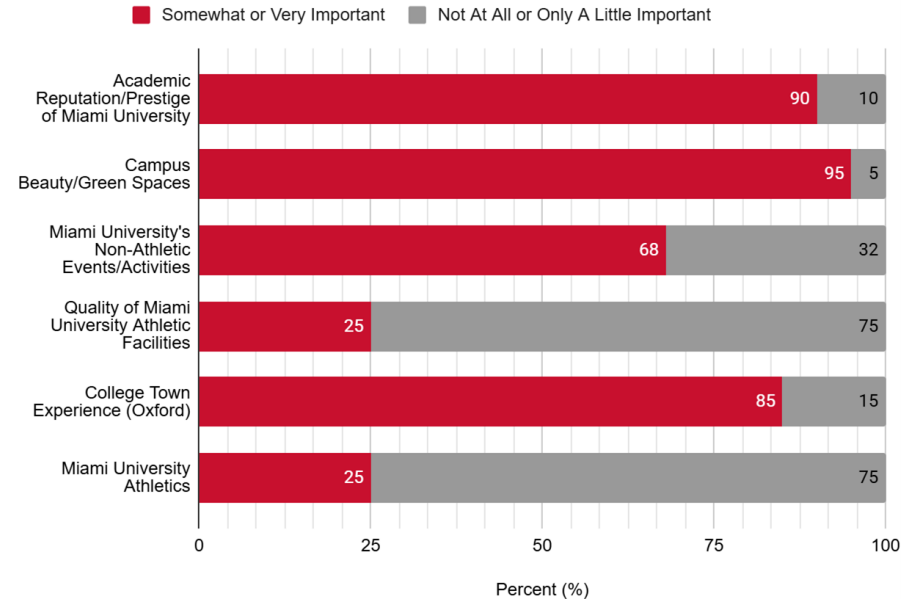
**Most valued:** Campus beauty (95%), academic reputation (90%), college town (85%)

**Least valued:** Athletics (25%), athletic facilities (25%)

**Investment priorities:** Student experience (69%), career prep (63%), affordability (62%)  
— Athletics ranks second-to-last at 14%

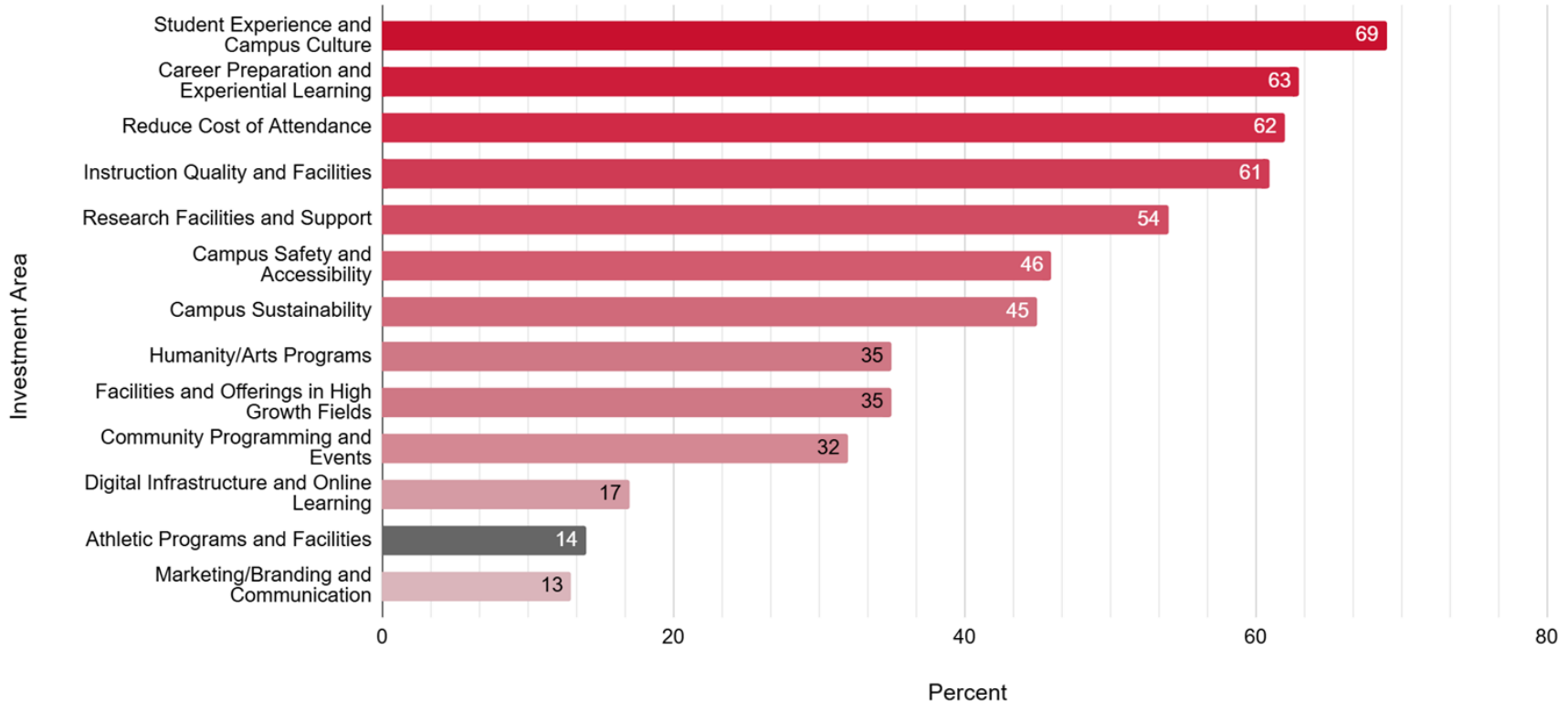
**Takeaway:** Miami's identity is academics, beauty, and community—not athletics.

What Was Important When Choosing Miami University (Oxford)



# Q3: Miami's Identity & Values

Investment Priorities (Choose Top 3)



# Q4: Community Preferences & Support

**Arena project support:** 89% oppose; only 7% support

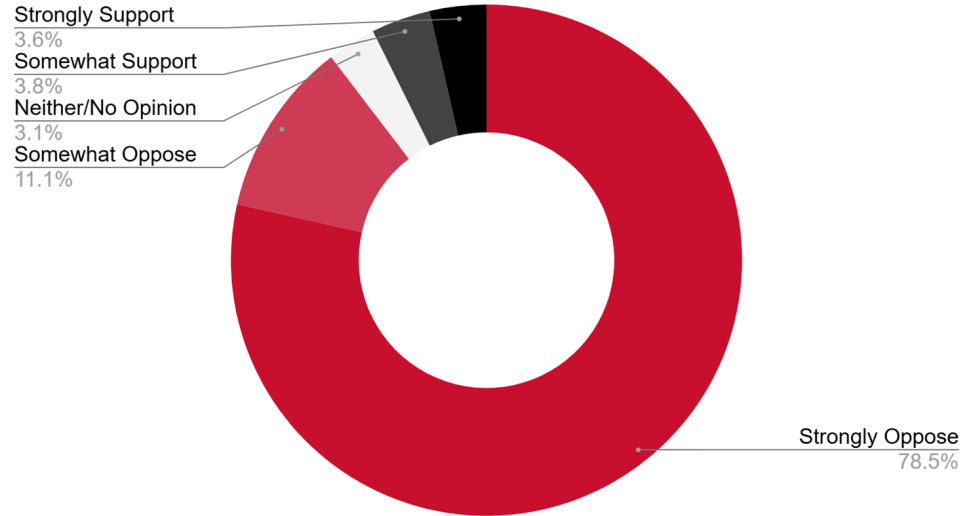
**Cook Field future:** 79% prefer to preserve as green space; only 4% prefer Arena District

**Donor impact:** 7 in 10 (69%) are less likely to donate if Arena District is built on Cook Field; only 6% more likely

**Major concerns:** About 9 in 10 respondents expressed project-related concerns: loss of green space, parking/traffic, and opportunity costs (not investing resources in other areas).

**Takeaway:** Overwhelming community preference to preserve Cook Field. Project viewed as misaligned with Miami values; could decrease future donations.

Support and Opposition for Arena Project on Cook Field



# Q4: Community Preferences & Support

## Impact of Arena Project on Future Donations

### Likelihood of Donation

A Lot More Likely

3.2%

Somewhat More Likely

3.3%

No Impact

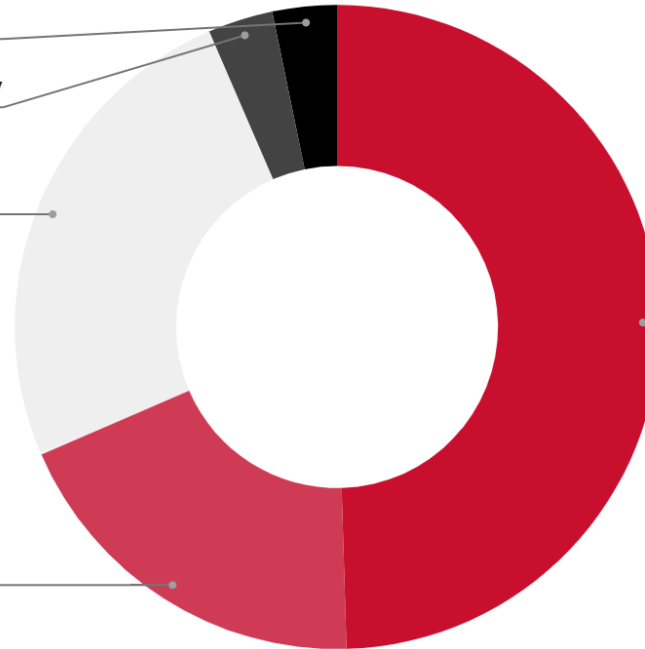
25.0%

Somewhat Less Likely

19.0%

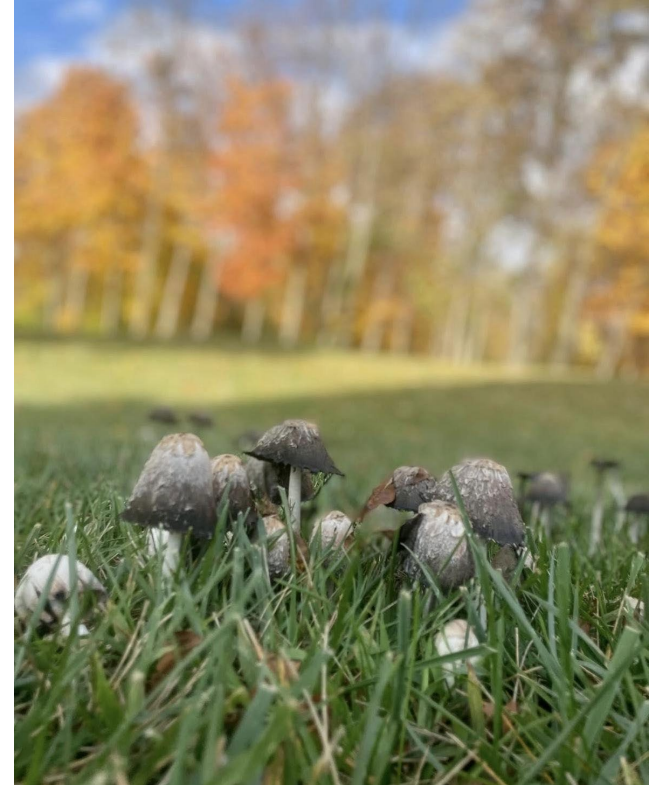
A Lot Less Likely

49.5%



## **Community Sentiment Suggests:**

1. Preserve Cook Field as an open/green space
1. Renovate Millett Hall or build a new arena at/near its current location
1. Invest resources in what makes Miami University unique
1. Mobilize Miami's richest and most abundant resource: The people!



# Questions?



Website QR Code

Survey not affiliated with Miami University, rather an independent research project developed and executed by students, alumni, and faculty.  
Due to the lack of demographic information, results are not necessarily representative of the entire surveyed population.



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Finance
<b>PREPARED BY:</b>	Heidi Ridenour
<b>DATE PREPARED:</b>	2/10/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Approving Then And Now Certificates For Purchase Orders Issued Above \$3,000 Where An Invoice Was Received Prior To The Purchase Order Date, As A Requirement Of Ohio Revised Code 5705.41 (d) (Heidi Ridenour, Finance Director)
<b>COUNCIL GOAL AREA:</b>	Essential Operation
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	DRE/HR

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### DISCUSSION:

Staff is requesting Council to approve the then and now certificates for purchase orders issued above \$3,000 where an invoice was received prior to the purchase order date. After discussing the issue with the Auditors, they requested we begin bringing any purchase orders meeting this criteria, to Council for approval for compliance with the O.R.C. 5705.41 (d).

**RESOLUTION NO.**

A RESOLUTION APPROVING THEN AND NOW CERTIFICATES FOR PURCHASE ORDERS ISSUED ABOVE \$3,000 WHERE AN INVOICE WAS RECEIVED PRIOR TO THE PURCHASE ORDER DATE, AS A REQUIREMENT OF OHIO REVISED CODE 5705.41 (d).

WHEREAS, Council in accordance with Ohio Revised Code, shall approve any purchases made over \$3,000 where an invoice is dated prior to the purchase order date; and

WHEREAS, at the time the merchandise was purchased and at the time the purchase order was executed to cover the purchase, a sufficient sum was appropriated for the purpose of such contract and in the treasure or in process of collection to the credit of an appropriated fund free from any previous encumbrances; and

WHEREAS, there is a sufficient sum appropriated for the purpose of such contract and in the treasure or in process of collection to the credit of an appropriated fund free from any previous encumbrances.

WHEREAS, the City Manager and the Finance Director recommend Council approve authorizing such certificates, as set forth in Exhibit "A" attached hereto and incorporated herein by reference.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council hereby accepts the recommendation of the City Manager and the Finance Director approving Then and Now Certificates for purchase orders issued above \$3,000 where an invoice was received prior to the purchase order date.

SECTION 2: This resolution shall take effect at the earliest date allowed by law.

\_\_\_\_\_  
MAYOR

ADOPTED:

ATTEST:

\_\_\_\_\_  
CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW (STAFF)

Appendix A

P.O. Number	P.O. Date	Vendor	Amount	Purpose
5717	01/02/26	Cashstar, Inc.	\$ 9,824.00	2025 Wellness Incentive Program
5799	01/08/26	RecDesk Software, LLC	\$ 5,617.50	Annual Subscription
5832	01/15/26	H&M Processing, LLC	\$ 14,040.00	Deer Management Processing Fees
5845	01/20/26	Everbridge, Inc	\$ 4,561.87	Annual Nixle Engage subscription
5865	01/28/26	Trihedral, Inc	\$ 5,584.76	24/7 Emergency Support Water plant Software



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

# STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	City Manager
<b>PREPARED BY:</b>	Jessica Greene
<b>DATE PREPARED:</b>	2/3/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Of The City Council Of The City Of Oxford, Ohio, Accepting The 2026 Action Items Toward The Comprehensive Plan As Exhibit A And Accepting The 2027 Research Items As Exhibit B (Jessica Greene, Assistant City Manager)
<b>COUNCIL GOAL AREA:</b>	Essential Operations
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	Jessica Greene DRE

**DISCUSSION:**

On Friday, January 30, 2026, Council members and department heads had a retreat to discuss progress toward the Comprehensive Plan.

Department Heads shared reports to Council, and then Councilors reviewed proposed action items for 2026 and brainstormed ideas for research for the 2027 budget.

Enclosed with this legislation as Exhibit A are the final 2026 Action Items Toward the Comprehensive Plan. A few items were removed or paused as a result of the retreat.

**Action items that were paused include:**

- Recycling mandates for apartment complexes and the use of dumpsters instead of toters for buildings with 7+ units. These programs will require a complete chapter rewrite of our codified ordinances and will need to wait until other projects are completed first.
- Alleyway improvements. This needs to wait until the waste management piece is figured out before other improvements can be discussed.

- Stormwater research was paused to allow the Service Department to finish some current major projects before turning their attention to reviewing our stormwater runoff and its impact on the water treatment plant.

**Action items that were cut from 2026 include:**

- a proposed \$20K investment in a new metrics dashboard
- a proposed \$20K investment in a community survey for the budgeting process.

**Action items that were added after the retreat:**

We did add labor contract negotiations for the Fire Division as a new action item in 2026.

Looking ahead to 2027, the research items are listed in Exhibit B. These items are ideas that Council would like staff and boards & commissions to research and provide suggestions on the impact of implementation at a June 2026 work session. This will provide the Council with an opportunity to review the fiscal impact of some of their ideas and provide guidance to the City Manager in the budget preparation process.

**RESOLUTION NO.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OXFORD, OHIO,  
ACCEPTING THE 2026 ACTION ITEMS TOWARD THE COMPREHENSIVE PLAN  
AS EXHIBIT A AND ACCEPTING THE 2027 RESEARCH ITEMS AS EXHIBIT B**

**WHEREAS**, the City of Oxford adopted the 2023 Oxford Comprehensive Plan to serve as a long-range policy guide for land use, transportation, housing, economic development, sustainability, and community character; and

**WHEREAS**, the Oxford Comprehensive Plan envisions implementation through phased action items and research initiatives to ensure timely progress and responsiveness to changing community needs; and

**WHEREAS**, on January 30, 2026, the Oxford City Council and City staff conducted a work session to review, discuss, and establish proposed action items and research items aligned with the Comprehensive Plan; and

**WHEREAS**, as a result of this collaborative process, 2026 Action Items and 2027 Research Items were identified to advance implementation of the Comprehensive Plan and to inform future policy decisions; and

**WHEREAS**, the Oxford City Council accepts these action items and research items to guide planning, coordination, and decision-making efforts.

**THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:**

**SECTION 1:** The 2026 Action Items Toward the Comprehensive Plan, attached hereto and incorporated herein as Exhibit A, are hereby accepted by the Oxford City Council.

**SECTION 2:** The 2027 Research Items, attached hereto and incorporated herein as Exhibit B, are hereby accepted by the Oxford City Council.

**SECTION 3:** Acceptance of Exhibits A and B is intended to guide future planning, coordination, and decision-making efforts and does not constitute approval of specific funding, projects, or regulatory changes unless separately authorized by Council.

**SECTION 4:** This Resolution shall take effect and be in force immediately upon its adoption.

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MAYOR

ADOPTED:

ATTEST

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW (STAFF)

## Action Items to be Researched for 2027 budget

Department	Comp Plan Goal	Comp Plan Action	Measure of Success	Notes	Carry over from previous year?
Community Development	1. L: Smart Growth and Quality Places	L1-A2: Explore increasing allowable building height in one or more targeted locations	Explore allowing building height up to 5+stories.	NEW: from 2026 Council Retreat	
Community Development	1. L: Smart Growth and Quality Places	L4-A1: Create a Joint Plan for land use & development with surrounding jurisdictions	Create a plan to guide/get ahead of possible annexations.	NEW: from 2026 Council Retreat	
City Manager	3. H: Housing Opportunities for Everyone	H1-A4: Leverage land and other tangible assets to address housing supply gaps by boosting inventory	Find ways to encourage the development of multifamily housing	NEW: from 2026 Council Retreat	

City Manager	3. H: Housing Opportunities for Everyone	H1-A5: Support developments and programs addressing supportive and transitional housing	Find ways to build affordable housing trust fund. Possibly consider hotel tax.	NEW: from 2026 Council Retreat	
City Manager	3. H: Housing Opportunities for Everyone	H1-A5: Support developments and programs addressing supportive and transitional housing	Find a way to assist with funding a cold shelter	NEW: from 2026 Council Retreat	
City Manager	4. E: A Thriving and Resilient Year-Round Economy	Other:	Improve University promotion of city events. How can the university promote city events on student facing locations.	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	Other:	draft legislation requiring dumpsters in high-density buildings. (Instead of toters).	<b>Carry over from previous year as a result of 2026 Council Retreat.</b> Prior Council Priority. Review research. Will require an entire chapter code update. Investment in legal time to draft or wait for Sam's team to finish other code updates first (1 year wait).	Y
City Manager	5. S: A Sustainable Oxford	Other:	Install a 3rd flare at closed landfill	NEW: from 2026 Council Retreat	

City Manager	5. S: A Sustainable Oxford	Other:	Find a way to continue Deer Management in accordance with Deer Management Plan. (35-50 deer per year)	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	Other:	Explore a bulk purchase of solar with public/private/gov entities joining. Do an RFP for the "best deal"	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	Other:	Develop communications with biggest energy users and butler rural about interest in renewables.	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	S1-A2: Promote incentives for on-site solar and wind for residential and commercial properties	Develop a grant or rebate program for residents who want to install solar.	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	S1-A7: Convert the city vehicle fleet to hybrid and/or electric vehicles	Increase number of hybrid/electric vehicles for the city fleet.	NEW: from 2026 Council Retreat	
City Manager	5. S: A Sustainable Oxford	S3-A1: Require all commercial properties, including multi-unit apartment complexes, to recycle	draft recycling mandate legislation for multi-family and commercial properties for Council vote.	<b>Carry over from previous year as a result of 2026 Council Retreat.</b> Review research. Will require an entire chapter code update. Investment in legal time to draft or wait for Sam's team to finish other code updates first (1 year wait).	Y

City Manager	5. S: A Sustainable Oxford	S4-A5: Revise street design guidelines to incorporate blue/green infrastructure for stormwater retention, filtration, and tree canopy goals.	Develop system to address storm water run off. Share research on storm water revenue funds in other communities and methods/models to revise street guidelines to incorporate green infrastructure.	<b>Carry over from previous year as a result of 2026 Council Retreat.</b> Sustainability staff recommends moving this to 2027 or 2028- needs input from engineering and service staff. Requires a complete review of stormwater management strategies, infrastructure, and costs associated.	Y
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	Other:	Create a self guided food or tree tour	NEW: from 2026 Council Retreat	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A3: Develop a variety of arts and recreational programs for all ages.	Develop art along bike trail.	NEW: from 2026 Council Retreat	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A3: Develop a variety of arts and recreational programs for all ages.	Explore the possibility of pavement art to improve public safety.	NEW: from 2026 Council Retreat	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A5: Install publicly accessible fitness equipment in parks	Explore fitness pad along trail or in a park.	NEW: from 2026 Council Retreat	
Community Development	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A6: Promote Oxford's parks and green spaces for residents and visitors to experience	Develop signage to highlight historic district Uptown	NEW: from 2026 Council Retreat	

Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	Explore hosting a Juneteenth event/growing current one	NEW: from 2026 Council Retreat	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	Host a 1/2 marathon in conjunction with Bee Festival.	NEW: from 2026 Council Retreat	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	Explore ways to expand city presence at Miami Events (sports, orientation, graduation etc.)	NEW: from 2026 Council Retreat	
City Manager	7. C: A Connected, Livable, and Equitable Community for All	C2-A1: Ensure adequate year-round childcare services	Increase childcare options in Oxford.	<b>Carry over from previous year as a result of 2026 Council Retreat.</b>	y
Police	7. C: A Connected, Livable, and Equitable Community for All	C4-A4: Consider impact on public safety when making land use decisions	Determine police staffing levels based on impact of other social programs.	NEW: from 2026 Council Retreat	

Service	9. Essential Services	Other:	Explore the city clearing the sidewalks in the targeted snow enforcement areas and show feasibility weighing direct city costs vs. staff time with property owner clearing approach	NEW: from 2026 Council Retreat	
Service	9. Essential Services	Other:	Decide how to proceed with courthouse. Repurpose or teardown-rebuild.	NEW: from 2026 Council Retreat	
Service	9. Essential Services	Other:	With redevelopment of the Courthouse, include a Mayor's office for meeting with constituents.	NEW: from 2026 Council Retreat	

# 2026 Action Items Toward Comp Plan

Department	Comp Plan Goal	Comp Plan Action	Measure of Success	Notes
Community Development	1. L: Smart Growth and Quality Places	L2-A5: Inventory and recognize historic and contributing structures throughout the city	In July and December 2026 staff will provide a status update toward the progress of updating the historic preservation guidelines and recommendations on contributing historic structures or expansion of historic districts.	
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M1-A2: Implement Complete Streets principles and practices in public infrastructure projects	By July 2026, install curb bump outs as part of mile square safety plan. Begin work on recently awarded Comp. Safety Action Plan (\$250k DOT grant)	Resolution of 20% of paving costs passed in 2025.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M1-A4: Establish passenger rail service to/from Oxford	By December 2026, finalize easements, gain ODOT/Amtrak/CSX approval and construct Amtrak platform.	Stage II plans submitted to ODOT for review Jan 2026
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M2-A3: Conduct a feasibility study for a grade-separated crossing over or under a railroad	Continue efforts to find a grant to study the feasibility and cost of an overpass/underpass	NEW from retreat.
City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By July 2026, launch a communications campaign for all property owners explaining the need to maintain and repair sidewalks within the ROW. Repeat 1x every 3 years. Should include a mailer and online content.	Per Work Session discussion January 2026
Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By April 2026, add closing sidewalk gaps to the bike pedestrian plan.  By June 2026, identify phase 1 of sidewalk gaps to be closed, establish cost and city/resident portions.	Retreat Action: Host a work session on this topic.

Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By June 2026, identify where pedestrian lighting needs to be improved and obtain estimated costs to be included in the 2027 budget.	Request of ASG student feedback.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By October 2026, finalize construction of the Oxford Area Trail Phase 5.	Asphalt placement well ahead of schedule. Completion dependent upon timely delivery of prefabricated steel pedestrian bridges.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By March 2026 apply for a grant to construct phase 6, NW segment of the trail (finishing the loop).	<b>Retreat Action:</b> Host a work session on this topic.
Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A3: Conduct a feasibility study for connections between the Oxford Area Trail System (OATS) and business districts	By April 2026, adopt the bike-pedestrian improvement plan, identifying routes and action plans to connect neighborhoods, transit stops, and key business corridors.	
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	Other:	By November 2026, complete safety assessment of all roads and crossings within the city and list suggested improvements as part of the SS4A grant.	Scott Otto received a \$200K grant with \$50K match for total of \$250K to work with.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	Other:	Work with Miami to add flashing beacons at campus and walnut and campus and Collins with pedestrian crosswalks	<b>NEW from retreat.</b>
Community Development	3. H: Housing Opportunities for Everyone	H1-A1: Update zoning regulations to increase density and promote a diversity of residential housing types and living arrangements	In July 2026 provide a draft report of Chapter 11, Planning & Zoning Code Re-write. By December 2026, adopt chapter 11 code rewrite.	
City Manager	3. H: Housing Opportunities for Everyone	H1-A4: Leverage land and other tangible assets to address housing supply gaps by boosting inventory	By June 2026, distribute County ARPA funds to Habitat for affordable housing infrastructure.	
City Manager	3. H: Housing Opportunities for Everyone	H1-A4: Leverage land and other tangible assets to address housing supply gaps by boosting inventory	By June 2026, distribute County ARPA funds to Inclusive Housing Resources for affordable housing infrastructure.	

City Manager	3. H: Housing Opportunities for Everyone	H1-A4: Leverage land and other tangible assets to address housing supply gaps by boosting inventory	By July 2026, release RFP for 47 acres for mixed income, mixed types housing and include some small neighborhood business.	
City Manager	3. H: Housing Opportunities for Everyone	H1-A5: Support developments and programs addressing supportive and transitional housing	By June 2026, HAC will recommend to Council approaches for assisting those who are unhoused- explore shelter models, partnerships, funding, scope and size. Will make reaccommodation to Council including operation models and budgetary needs.	
City Manager	3. H: Housing Opportunities for Everyone	H2-A8: Partner with nonprofit organization(s) to provide education, counseling, and financial assistance to homebuyers or renters	By May 2026, implement one round of community education on renters' rights with the Housing Stability Program in partnership with TOPSS and HOME Cincy	
Community Development	3. H: Housing Opportunities for Everyone	L1-A3: Modernize the Oxford Zoning Code to include a hybrid of use-based and form-based approaches to standards	In July 2026 provide a draft report of Chapter 11, Planning & Zoning Code Re-write. By December 2026, adopt chapter 11 code rewrite.	
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E1-A5: Explore job creation as a result of Advanced Air Mobility programming and research.	<b>By March 2026, seek funding for sanitary sewer expansion for site readiness for AAM.</b>	As a matching effort to Miami/CVG ODOD site prep grant.
Community Development	4. E: A Thriving and Resilient Year-Round Economy	E2-A1: Support business startups and local entrepreneurship	By April 2026, coordinate with the County to create an Inter-jurisdictional airport protection ordinance – response to OXD Master plan.	
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E2-A3: Support the development of the College@Elm Innovation and Entrepreneurship Center	By July 2026 have a draft to present to Council restructuring and empowering the Community Improvement Cooperation.	
Community Development	4. E: A Thriving and Resilient Year-Round Economy	E4-A1: Create events and activities that drive economic impact	<b>By July 2026, construct new public restroom and adopt facility maintenance and operations plan.</b>	
City Manager	4. E: A Thriving and Resilient Year-Round Economy	Other:	By July 2026 address blight in Oxford by using landbank funds to assist with demolitions and encourage redevelopment.	staff initiated

City Manager	4. E: A Thriving and Resilient Year-Round Economy	Other:	Starting May 2026 begin a 16 month program to encourage economic activation with an amnesty program to encourage compliance with code violations and improvements through a façade improvement grant program.	staff initiated
Service	4. E: A Thriving and Resilient Year-Round Economy	Other:	By April 2026, present to City Council options for the courthouse with associated cost estimates.	Dropped surface lot exploration from 2025. Area I Court vacating March 31, 2026
City Manager	5. S: A Sustainable Oxford	Other:	Explore dark sky standards for the city. Consider partnering with Hueston Woods to become a dark sky park and promote tourism.	NEW from retreat.
City Manager	5. S: A Sustainable Oxford	Other:	Fund a battery recycling program. Estimated \$2K	NEW from retreat.
Service	5. S: A Sustainable Oxford	Other:	By June 2026, install new methane flare at closed landfill	
City Manager	5. S: A Sustainable Oxford	S1-A1: Develop an energy plan to meet Oxford's demand with renewables generated locally/regionally	By December 2026, install solar array at WWTP for behind the meter utility usage.	
City Manager	5. S: A Sustainable Oxford	S1-A1: Develop an energy plan to meet Oxford's demand with renewables generated locally/regionally	By July 2026, develop an approach and RFP for solar on the closed municipal landfill	Recommendation of EC and CASC. Goal is for community aggregation or for municipal use. Possible \$ needed. Best guess up to \$15K in technical assistance.
City Manager	5. S: A Sustainable Oxford	S1-A1: Develop an energy plan to meet Oxford's demand with renewables generated locally/regionally	By November 2026, With receipt of ODOD Energy Efficiency Grant, install rooftop solar at Oxford Seniors Building and make efficiency upgrades in other city facilities	Awaiting grant award
Service	5. S: A Sustainable Oxford	S1-A6: Install EV charging stations in places available for public use	By December 2026, install 6 EV charging stations in places available for public use.	4 at Uptown Parks surface lot and 2 at Municipal Building parking lot
City Manager	5. S: A Sustainable Oxford	S3-A6: Increase community waste diversion through reuse, recycling, and composting	By September 2026, apply for a grant to establish a hazardous waste drop off day.	

City Manager	5. S: A Sustainable Oxford	S4-A2: Expand the city's urban tree canopy by supporting tree planting and urban forestry programs	By April 2026 a Student project will review approved street trees list and make recommendations for species based on sequestration potential, climate resilience, and natives.	
Service	5. S: A Sustainable Oxford	S4-A2: Expand the city's urban tree canopy by supporting tree planting and urban forestry programs	By November 2026, complete the replacement of Bradford Pear Trees in the Uptown District.	50% of Pears removed in Dec. 2025. New trees have been planted. Remaining 50% planned for removal and replanning in autumn 2026.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	Other:	By May 2026, As part of fountain replacement and new restroom, research electric needs and determine if an electric upgrade is possible in the Uptown Parks to limit need for generators at events.	
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	Other:	Environmental/Naturalization plan created by Miami students and evaluate existing park areas necessary for future considerations	Working with volunteers such as; "Wild Ones" to evaluate and implement conservation projects.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	Other:	By July 2026, explore parks& rec branding that better aligns with city branding.	
Service	6. R: Celebration of the People and Places that Make Oxford Unique	Other:	By May 2026 replace Uptown Splash Pad	Work will require State permit for replacement.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A1: Create and implement a new Parks and Recreation Master Plan	By September 2026, complete a new parks master plan that includes plans for a new community center.	
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A2: Create incentives for private developments to include public art including murals	By May 2026, install mural on city parking garage.	
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A2: Create incentives for private developments to include public art including murals	By May 2026, install mural with Duke grant on Duke substation in partnership with Miami Mural class.	Staff initiated. \$10K grant from Duke.

City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A2: Create incentives for private developments to include public art including murals	By May 2026, release call for art for mural installation in conjunction with Amtrak platform located on Nelson Morrow building.	Staff initiated.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	By July 2026 install new pickleball courts at the TRI	
City Manager	7. C: A Connected, Livable, and Equitable Community for All	C2-A1: Ensure adequate year-round childcare services	By May 2025, promote childcare \$30K forgivable loan program through CIC Revolving Loan Fund program.	<b>Retreat Decision. Have a work session on the child care topic.</b>
City Manager	7. C: A Connected, Livable, and Equitable Community for All	C4-A6: Review public facility needs and plan for repair, replacement, or expansion	By June 2026 Council will adopt and updated ADA Transition Plan for public improvements in line with Americans with Disabilities Act.	(Goal update every 3 years, last done in 2023)
Fire	7. C: A Connected, Livable, and Equitable Community for All	Other:	By March 2026 decide on fire staffing structure, including administrative leadership roles	
Fire	7. C: A Connected, Livable, and Equitable Community for All	Other:	By September 2026, order new ambulance	
Service	7. C: A Connected, Livable, and Equitable Community for All	Other:	By February 2026, purchase first round of event security barricades.	
Service	8. U: Accessible, High-Quality Infrastructure	Other:	By July 2026, Conduct study of need for additional traffic signal on CCP near Westgate.	Must be done while Miami is in full session.
Service	8. U: Accessible, High-Quality Infrastructure	Implement water softening for the public potable water	By March 2026, obtain Permit to Install from Ohio EPA for new water softening plant and begin procurement process.	
Service	8. U: Accessible, High-Quality Infrastructure	U1-A9: Replace lead water pipes for public health and safety	By December 2026, begin implementation of a multi-year program to replace Lead Service Lines, on both public and private property, by Agreement with, and at the cost to, the Utility.	Project is funded and continues in 2026.
City Manager	9. Essential Services	Other:	By August 2026, conduct a cyber security training scenario to test emergency preparedness.	Staff initiated.

City Manager	9. Essential Services	Other:	By June 2026, update the city website to be in compliance with web content accessibility guidelines (WCAG) international standard.	staff initiated, but required.
City Manager	9. Essential Services	Other:	By March 2026 research the use of e-signatures on legislation for easier filing and tablets for Councilors for agenda and presentation viewing.	Would make it easier to add all exhibits and file with legislation.
City Manager	9. Essential Services	Other:	By July 2026, have a structure and model of a Mayor's Court to replace Area 1 court locally.	Staff initiated.
City Manager	9. Essential Services	Other:	When progress toward goals is updated with Council, post these on the city website and promote on enews and social channels.	NEW from retreat.
City Manager	9. Essential Services	Other:	By November 2026, go through negotiations and develop a new contract between the city and the fire union.	
Finance	9. Essential Services	Other:	By December update the Payroll and AP manuals	
Finance	9. Essential Services	Other:	Finance staff will research an automated budgeting process in 2026 and implement it in 2027. Using the budgeting tool in our current software will improve the accuracy and efficiency of the budget process.	
Finance	9. Essential Services	Other:	Beginning in 2026, financial policies will undergo review and revision to align with established policies and procedures and to ensure adherence to state law.	
Finance	9. Essential Services	Other:	Finance staff will continue to broaden their knowledge and technical capabilities through additional Excel training.	
Police	9. Essential Services	Other:	By May 2026 implement new parking structure on 4 blocks- N/S Beech. N/S Poplar - increase allowable time to 4 hours.	

Police	9. Essential Services	Other:	By December 2026, purchase police K-9 and complete training for both the dog & handler	
Police	9. Essential Services	Other:	By December 2026, obtain certification from the Ohio Collaborative in Groups 4-8.	
Police	9. Essential Services	Other:	By August 2026, obtain re-certification of all sworn staff and select non-sworn in Mental Health First Aid training to maintain our IACP One Mind Pledge	



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

# STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	City Manager
<b>PREPARED BY:</b>	Jessica Greene
<b>DATE PREPARED:</b>	2/11/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Authorizing The City Manager To Execute An Amended And Reinstated Lease Agreement As Described In Exhibit A, Between The City Of Oxford, Ohio, And CSX Transportation, Inc. (Jessica Greene, Assistant City Manager)
<b>COUNCIL GOAL AREA:</b>	Safe and Efficient Travel for All Modes of Transportation
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	Jessica Greene DRE

**DISCUSSION:**

The Amtrak project is being built with a grant through OKI Surface Transportation Block Grant funds. These funds come from the Federal Highway Administration and are administered through the Ohio Department of Transportation.

Upon submitting our lease agreement with CSX from December 2025 to ODOT and FHA, FHA requested additional clarification that this platform is for Amtrak use. We worked closely with both Amtrak and CSX to draft this clarifying language, which is now included in this amended lease.

**The amended lease agreement does the following:**

**1. Clarify the Acreage of the Premises**

The original lease referenced the Premises as containing 0.42 acres. Updated survey and property descriptions reflect that the Premises contain approximately 0.495 acres. The amended lease corrects this description to ensure accuracy in the legal record.

**2. Clarify Permitted Use and Platform Ownership**

The amended lease expressly provides that the City may construct, maintain, repair, utilize, and own the passenger platform improvements at its sole expense. This clarification ensures that the City's authority and responsibility for the platform are clearly established.

**3. Formalize Amtrak's Use of the Platform**

The amended lease explicitly acknowledges and consents to Amtrak's use of the platform to provide intercity passenger rail service to Oxford.

**4. Establish a Long-Term Lease Term**

The amended lease establishes an initial forty (40) year term, with continuation thereafter on a year-to-year basis unless terminated with 180 days' notice prior to the next anniversary date.

**5. Clarify Termination Provisions**

CSX retains the right to terminate the lease upon 180 days' notice if the Premises are required for railroad purposes. The amended lease also requires the City to notify Amtrak within 72 hours of receiving such notice. This ensures timely coordination among all parties.

**6. Permit a Limited Sublease or Operating Arrangement with Amtrak**

The amended lease authorizes the City to enter into a sublease or similar arrangement with Amtrak for the purpose of operating passenger rail service from the platform. This limited exception to the general assignment/sublease prohibition ensures operational flexibility while preserving CSX's oversight rights.

## **RESOLUTION NO.**

### **A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDED AND REINSTATED LEASE AGREEMENT, AS DESCRIBED IN EXHIBIT A, BETWEEN THE CITY OF OXFORD, OHIO, AND CSX TRANSPORTATION, INC.**

**WHEREAS**, the City of Oxford, Ohio (the “City”) and CSX Transportation, Inc., a Virginia corporation (“CSX”), previously entered into a Lease Agreement dated December 16, 2025 (the “Original Lease”), covering certain real property described therein (the “Premises”); and

**WHEREAS**, the City and CSX desire to amend and reinstate the Original Lease in its entirety in order to clarify certain provisions, including the acreage of the Premises, the permitted use, the lease term, and provisions related to the National Railroad Passenger Corporation (“Amtrak”); and

**WHEREAS**, the Amended and Reinstated Lease Agreement clarifies that the Premises contain approximately 0.495 acres; and

**WHEREAS**, the Amended and Reinstated Lease Agreement provides that the City shall use and occupy the Premises solely for the purpose of constructing, maintaining, repairing, utilizing, and owning passenger facility improvements, specifically a passenger platform (the “Platform”), at the City’s sole expense, and further acknowledges and consents that Amtrak shall have the right to use the Platform to provide intercity passenger rail services to the City of Oxford; and

**WHEREAS**, the Amended and Reinstated Lease Agreement establishes an initial term of forty (40) years, effective as of the date set forth therein, with continuation thereafter on a year-to-year basis unless terminated by either party upon at least one hundred eighty (180) days’ prior written notice before the next anniversary date; and

**WHEREAS**, during the initial term or any extension thereof, CSX shall retain the right to terminate the Lease upon one hundred eighty (180) days’ prior written notice if the Premises or any portion thereof is needed for railroad purposes, and the City shall notify Amtrak within seventy-two (72) hours of receipt of such notice; and

**WHEREAS**, the Amended and Reinstated Lease Agreement permits the City, during the term of the Lease, to enter into a sublease agreement or other arrangement with Amtrak solely for the purpose of permitting Amtrak to use and operate on the Platform and Premises to provide intercity passenger rail services, subject to the restrictions and consent provisions contained therein; and

**WHEREAS**, the Amended and Reinstated Lease Agreement supersedes and replaces the Original Lease in its entirety; and

**WHEREAS**, Council has determined that it is in the best interest of the City to approve and accept the Amended and Reinstated Lease Agreement.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

**SECTION 1:** The City Council hereby approves and accepts the Amended and Reinstated Lease Agreement between the City of Oxford, Ohio and CSX Transportation, Inc., in substantially the form attached hereto as Exhibit A and incorporated herein by reference, which supersedes and replaces the Lease Agreement dated December 16, 2025.

**SECTION 2:** The City Manager is hereby authorized and directed to execute the Amended and Reinstated Lease Agreement on behalf of the City,

**SECTION 3:** This Resolution shall take effect and be in force from and after the earliest period allowed by law.

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MAYOR

ADOPTED:

ATTEST:

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW(STAFF)

## LEASE AGREEMENT

THIS LEASE AGREEMENT ("Lease"), made and effective as of February 18, 2026 (the "Effective Date"), by and between CSX TRANSPORTATION, INC., a Virginia corporation, whose mailing address is 500 Water Street, Jacksonville, Florida 32202 hereinafter called "Lessor," and \_\_\_ City of Oxford, an Ohio political subdivision whose mailing address is 15 S. College Ave. Oxford, OH 45056, hereinafter called "Lessee,"

WITNESSETH:

That, for and in consideration of the rents hereinafter agreed to be paid by Lessee and of the covenants and agreements herein to be kept and performed by Lessee, Lessor hereby demises and leases unto Lessee, solely for the purpose herein expressed, certain vacant land, owned by Lessor, as shown on Exhibit A, dated 7/25/2023, attached hereto and made a part hereof; hereinafter referred to as "the Premises," and described as follows:

An irregularly shaped parcel of land, containing .495 acres, more or less, situated on the west side of Lessor's track(s), near Milepost 38.79 at or near Oxford, Butler County, OH.

### 1. USE:

1.1 Lessee shall use and occupy the Premises solely for the purpose of constructing, maintaining and utilizing Lessee owned passenger facility improvements, specifically a platform (the "Platform") and for no other purpose(s). Lessor hereby expressly permits Lessee to construct, repair, maintain and own the Platform, at Lessee's sole expense, on the Premises. Lessor further understands, consents and agrees that Amtrak shall have the right to use the Platform to provide intercity passenger rail services to the City of Oxford.

1.2 The removal of soils from the Premises by Lessee is strictly prohibited. Should Lessee desire to bring soil or fill materials that originates off-site to the Premises then Lessee shall submit to Lessor a soil management plan that demonstrates compliance with Lessor's then-current clean fill policies.

1.3 Lessee hereby acknowledges that it has access to/from the Premises via lands owned by Lessee and/or a public right-of-way. Any road crossing of Lessor's track(s) or right-of-way necessary for access to/from the Premises must be covered by a separate agreement.

### 2. RENTS:

2.1 Lessee shall yield and pay to Lessor the sum of SEVEN THOUSAND THREE HUNDRED AND 00/100 U.S. DOLLARS (\$7,300.00) (the "Base Rental") upon execution of this Lease and annually thereafter, plus any applicable sales or rental tax thereon.

2.2 The Base Rental shall be adjusted on an annual basis by two percent (2%) per annum. For avoidance of doubt, the aforementioned escalation percentage in any given year of this Lease shall be applied to the previous year's Base Rental.

2.3 Failure of Lessee to receive any bill for periodic rent, or receipt of a bill showing an incorrect rent, shall neither override the Lease terms nor excuse or release Lessee from liability or responsibility for the correct contract rent. Limitation on collection for any erroneous billings or payments shall be three (3) years from the termination of this Lease. In the event the Lessor is required to employ an attorney to collect the Base Rent, Lessee agrees to reimburse the cost of the attorney employed to collect the Base Rent upon receipt of a statement from Lessor.

2.4 The payment by Lessee of any sum(s) in advance shall not create an irrevocable lease for the period for which the same is/are paid.

### **3. TAXES/ASSESSMENTS ON LESSEE'S PROPERTY:**

3.1 Lessee shall pay the full amount of any and all taxes/assessments - State, County, Municipal and Special - levied or assessed the Premises, and any penalties in connection therewith due to acts or omissions of Lessee. All necessary payment, listing and other duties in connection with the taxation of said Premises shall be performed by Lessee.

3.2 if taxes and/or assessments on said property or improvements are levied against and paid by Lessor, Lessee shall reimburse Lessor for the full amount thereof within thirty (30) days after presentation of bill(s) from Lessor therefor.

3 in the event any street, sidewalk, or other municipal or public improvements are made on or adjacent to the Premises during this Lease, Lessee shall pay further additional rent equivalent to twelve and one-half percent (12.5%) per annum of the cost of the same.

### **4. TERM:**

4.1 This Lease shall become effective the date first written above, and shall continue in effect for FORTY year(s) (the "Initial Term") unless and until terminated by written notice for breach, cause or as otherwise provided for herein. Upon the expiration of the Initial Term, this Lease shall continue on a year to year basis, unless terminated by either party at least one hundred-eighty (180) days' prior to the next anniversary date of the Lease.

4.2 During the Initial Term or any extension thereof, Lessor shall have the right to terminate this Lease with 180 days' prior notice if the Premises or any portion thereof is needed for Lessor's railroad purposes and Lessee shall notify Amtrak within 72 hours of such notice from Lessor.

### **5. APPROVAL OF PLANS; MAINTENANCE, REPAIRS, FLAGGING:**

5.1 Lessee shall not make, or permit to be made, any building, structure, improvements or alterations on or to the Premises without the prior written approval and consent of Lessor.

Lessee, at Lessee's sole cost and expense, may make such changes in said Premises necessary to make Premises suitable for the permitted use, after obtaining consent of Lessor, and provided that Lessee, at the expiration of this Lease, shall return the Premises to Lessor restored to original condition or to condition acceptable to Lessor. Lessee shall provide Lessor with detailed plans and specifications for any such structure(s), etc., for such approval and consent.

5.2 Lessee shall not create or permit any nuisance in, on or about the Premises. All work by Lessee pursuant to this Lease shall be performed in good and workmanlike manner and in compliance with all applicable code provisions.

5.3 Lessee shall be solely responsible for the cost, installation, maintenance, replacement, operation and safety of equipment located on the Premises.

5.4 Neither the approval by Lessor of any improvements or installations made by Lessee contractors, nor the failure of Lessor to object to any work done, any material used, or the method of construction or installation, shall be construed as an admission of responsibility by Lessor or as a waiver of any of Lessee's obligations under this Lease.

5.5 Lessor shall in no manner be obligated to reimburse Lessee for all or any part of any expenditures made by Lessee, under this or prior agreements, for any repairs, replacements, renovations or any other work on or about the Premises.

5.6 If Lessor deems it necessary, during any construction, maintenance, demolition or removal of anything on or from the Premises, to provide flagging or construction oversight for protection of Lessor's operations, Lessor shall have the right to do so at Lessee's expense.

## **6. INSPECTIONS:**

6.1 Lessor shall have the right, during regular business hours, upon reasonable notice to Lessee, and at mutually agreeable times, to conduct field examinations of the Premises and verify: (i) Lessee's use of the Premises is in accordance with the terms of this Lease; and (ii) any other reasonable review or assessment of the Premises or matters pertaining to the Lease as reasonably determined by Lessor.

## **7. PERMITS, ORDINANCES, REGULATIONS, ETC.:**

7.1 Lessee, at Lessee's sole cost and expense, shall secure all necessary permits (including but not limited to zoning, building, construction, safety, or environmental matters), letters or certificates of approval. Lessee expressly agrees and warrants that it shall conform and limit its activities to the terms of such permit(s) and approval(s), and shall comply with all applicable ordinances, rules, regulations, requirements and laws of any governmental authority (state, federal or local) having jurisdiction over the Premises or Lessee's use thereof.

7.2 Lessee assumes all liability for failure to so comply or to secure necessary permits and shall further defend, indemnify and hold Lessor harmless, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), from any violation, any penalty, levy,

fine, assessment or charge, however denominated, and all costs of defense of or of compliance with any citation, summons, order or violation notice(s), including any such citation, order, etc. issued after termination of this Lease for any act, omission or event occurring in connection with this Lease during the Lease term.

7.3 Lessee shall provide Lessor with copies of any permits or authorizations Lessee obtains in compliance with any laws, ordinances, codes or regulations applicable to the prevention or control of discharge of pollutants or contaminants into environment (land, water or air) in connection with Lessee's use of the Premises. Lessee shall also promptly provide Lessor with a copy of any notice(s) served upon Lessee from/by any governmental authority claiming violations of any such law, ordinance, code or regulation, or requiring or calling attention to the need for any work, construction, alteration or installation on or in connection with the Premises in order to comply with any such law, ordinance, code or regulation.

## **8. DRAINAGE:**

8.1 Lessee shall maintain, in accordance with all applicable statutes, ordinances, codes, subdivision covenants and restrictions, an adequate drainage system on the Premises or other lands of Lessee, diverting all roof, stream, or other surface drainage water from the Premises to the nearest public (or non-Lessor owned) drainage or storm sewer system, in order to prevent the discharging of such waters upon adjacent lands, right-of-way and facilities of Lessor.

8.2 Lessee shall maintain any segment of Lessor's railroad drainage ditch located within the limits of Premises.

## **9. SERVICES, UTILITIES:**

9.1 Lessor will be under no obligation to furnish the Premises with any utility services that may be necessary in connection with Lessee's use of the Premises. Lessee shall contract directly with any utility company for such services, and Lessee shall pay for them directly, and shall defend, indemnify and hold Lessor harmless, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), from such costs or expenses, and shall reimburse Lessor as additional rent any costs of or charges for such utilities paid by Lessor.

9.2 Except as provided for in this Lease, Lessee shall not use, for utility lines or otherwise, any property of Lessor other than the Premises without first obtaining Lessor's prior written consent and complying with all requirements of Lessor applicable thereto.

## **10. PIPE AND WIRE LINES:**

10.1 Lessor reserves the right at all times to maintain existing and/or to construct new, and to permit others to maintain and/or construct, overhead and/or underground pipe and/or wirelines upon or across the Premises, and to use, repair, renew and remove the same.

10.2 However, Lessee shall be responsible for verification of location of all utilities and for coordination of any construction or excavation by Lessee with the owner of such utilities.

10.3 Any utility of Lessee crossing under/over tracks or rights-of-way of Lessor must be covered separately by Lessor's standard utility agreement.

**11. CLAIM OF TITLE:**

11.1 Lessee shall not at any time own or claim any right, title or interest in or to the Premises, nor shall the exercise of this Lease for any length of time give rise to any right, title or interest in or to the Premises, other than the leasehold herein created.

11.2 The term "lease" used herein, shall mean with regard to any portion of the Premises which is owned by Lessor in fee simple absolute, or where the applicable law of the State where the Premises is located otherwise permits Lessor to make such grants to Lessee, as "a leasehold" of the Premises. With regard to any other portion of Premises occupied, used or controlled by Lessor under any other facts or rights, Lessor merely waives its exclusive right to occupy the Premises and grants no other rights whatsoever under this Lease, such waiver continuing only so long as Lessor continues its own occupation, use or control. Lessor does not warrant or guarantee that the lease granted hereunder provides Lessee with all of the rights necessary to occupy any portion of the Premises. Lessee further acknowledges that it does not have the right to occupy any portion of the Premises held by Lessor in less than fee simple absolute without also receiving the consent of the owner(s) of the fee simple absolute estate. Further, Lessee shall not obtain, exercise or claim any interest in the Premises that would impair Lessor's existing rights therein.

**12. LIENS:**

12.1 Lessee is specifically denied the right, authority or power to create a lien upon the Premises or any title, interest or portion thereof under any state Mechanic's Lien Law or otherwise, and shall so specify in all contracts let by Lessee for any construction, installation, alteration, maintenance or repair of any building or other improvement on the Premises.

12.2 Lessee shall pay all debts incurred to, and shall satisfy all liens of contractors, subcontractors, mechanics, laborers and material suppliers arising from any construction, alteration, maintenance and/or repair on and to the Premises and any improvements thereon, whether by or at the direction of Lessee, and shall indemnify, defend and hold Lessor harmless, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), against all legal costs and charges, including reasonable counsel fees, in any suit involving any lien, the enforcement or removal thereof, or encumbrance caused by the same, with respect to the Premises or any part thereof.

**13. TERMINATION, REMOVAL, COSTS:**

13.1 Upon termination of this Lease, by expiration of term or any reason, Lessee shall vacate said Premises and remove therefrom all buildings, structures, other improvements and contents thereof, placed thereon by Lessee or which were located thereon as of the first day of this Lease (other than buildings, structures, tracks, other track materials, rail facilities and/or improvements designated by Lessor as owned by Lessor), all at Lessee's sole risk, cost and

expense. Lessee shall clear all debris resulting from such removal and shall clear and restore the Premises to a condition satisfactory to the Lessor. Such removal shall include the removal of all structures and facilities (whether on the surface or underground), and the filling of all excavations and holes, which shall be tamped, compacted and graded uniformly.

13.2 Such vacation and removal shall be completed by Lessee within the time specified in any notice of termination or at the latest within fifteen (15) days after the termination or expiration of this Lease.

13.3 Upon failure of Lessee to effect such removal, all buildings, structures or improvements and contents thereof, at the option of Lessor, shall either (a) be considered and treated as having been abandoned by Lessee, and upon the written exercise of such option by Lessor, the ownership of the same shall be considered surrendered to Lessor or (b) be removed by Lessor and the Premises restored to foresaid condition, at the sole risk, cost and expense of Lessee, which cost and expense Lessee hereby agrees to pay to Lessor on demand.

13.5 At the sole option of Lessor, at or after termination, Lessor may obtain, at Lessee's cost, the services of an independent, qualified consultant and state-approved laboratory to sample and test any visibly contaminated area of the Premises to insure that the Premises are returned to Lessor reasonably free from pollution-induced conditions; however, failure by Lessor to sample and/or test shall not be construed as a waiver of any claim established by law, or of any other provision or condition of this Lease.

#### **14. RISK, LIABILITY, INDEMNITY:**

14.1 To the extent permitted by applicable law without waiver of sovereign immunity (if applicable), Lessee hereby assumes, and releases and waives any right to ask for or demand damages for or on account of, and agrees to protect, save harmless, defend and indemnify Lessor from and against all fines, suits, damages, claims, demands, losses, actions, liabilities, expenses and costs (including reasonable attorneys' fees and court costs, whether at trial or on appeal) for:

(A) All loss and damage to any property whatsoever, including property of Lessee, property of Lessor and of all other persons whomsoever, placed or stored upon the Premises and upon any temporary usage area provided herein, and the loss of or interference with any use or service thereof;

(B) All loss and damage on account of injury to or death of any person whomsoever, including but not limited to invitees, guests, agents, and employees of the parties hereto and all other persons whomsoever on the Premises or said temporary use area(s); and

(C) All consequential loss or damage occurring off the Premises but arising from acts or events on the Premises;

caused by, arising out of or resulting in any manner from the condition, existence, use or occupancy of the Premises and any adjoining lands used by Lessee or Lessee's guests, invitees, agents, servants, or employees, regardless of cause and whether caused by, arising out of or resulting from any fault, failure or negligence of Lessor or otherwise. Lessor shall not be liable or responsible

for any loss or damage to any property or the death or injury to any person occasioned by theft, fire, act of God, public enemy, injunction, riot, strike, insurrection, war, court order, requisition of other governmental body, or by any other matter beyond the control of Lessor. Under no circumstances shall Lessor be liable for special or consequential damages.

14.2 Notwithstanding any other provision hereof, Lessee agrees to defend, indemnify and hold Lessor harmless from all claims, costs and expenses (including reasonable attorneys' fees), to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), as a consequence of any incident resulting in the pollution of air, water, land and/or ground water arising from or in connection with this Lease or Lessee's use of the Premises or property adjacent to the Premises, including any claim or liability arising under Federal or State law dealing with the pollution of air, water, land and/or ground water or the remedy thereof or from Lessee's failure to secure and comply with permits required by applicable or the provisions of this Lease.

14.3 If the Premises leased herein are adjacent and/or contiguous to Lessor's mainline or passing track(s), right-of-way and/or yard operations, Lessee acknowledges the increased exposure to hazards or dangers from railroad accidents or derailment and potential injury to business invitees, guests and/or employees of Lessee or damage to property, equipment and/or goods of Lessee and other from and on the Premises, including resultant loss of business or revenue. As such, in further consideration for the grant of this Lease (and notwithstanding the liability and indemnity provision of this Lease), Lessee: (a) expressly assumes full responsibility to keep all personal property, equipment, and personnel of Lessee, and any business or social invitees of Lessee, off of and away from Lessor's adjacent railroad property and operations, and (b) assumes, and also agrees to defend, indemnify and hold Lessor harmless from, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), : any claims for death of or personal injury to any person(s) or loss of or damage to any property, including death of or injury to any employee(s) of either Lessor or Lessee and loss of or damage to any property of Lessor or Lessee, either (i) occurring on the adjacent railroad property and operations of Lessor, and arising directly or indirectly from Lessee's failure to keep such persons, property, or equipment off of said adjacent railroad property and away from operations, or (ii) occurring on the leased Premises but which arise directly, indirectly or consequently from any train accident or rail car derailment on, or objects propelled from, said adjacent track(s); regardless of any contributory or causally proximate fault, failure or negligence of Lessor: but only if said death, injury, damage or destruction would not have occurred but for Lessee's presence on the leased Premises.

## 15. INSURANCE, ETC.:

15.1 Prior to commencement of due diligence or use of the Premises for the permitted use, Lessee shall procure, and shall maintain during continuance of this Lease, at its sole cost and expense, a policy of Commercial General Liability Insurance (CGL), naming Lessor, and/or its designee, as additional insured, covering liability under this Lease. Coverage of not less than FIVE MILLION U.S. DOLLARS (\$5,000,000.00) Combined Single Limit per occurrence for bodily injury and property damage is required as a minimum to protect Lessee's assumed obligations hereunder. If said policy does not automatically cover Lessee's contractual liability under this Lease, a specific endorsement adding such coverage shall be purchased by Lessee. If said policy

is written on a "claims made" basis instead of an "occurrence" basis, Lessee shall arrange for adequate time for reporting losses. Failure to do so shall be at Lessee's sole risk.

Lessee shall also carry, for the benefit of Lessee and its employees, Worker's Compensation Insurance as required by the state in which the Premises is located. This policy shall include Employer's Liability Insurance with a limit of not less than ONE MILLION AND 00/100 U.S. DOLLARS (\$1,000,000.00) per occurrence. Unless prohibited by law, such insurance shall waive subrogation against Lessor.

Lessee shall also maintain Automobile Liability Insurance in an amount not less than ONE MILLION AND 00/100 U.S. DOLLARS (\$1,000,000.00) single limit, bodily injury and/or property damage combined, for damages to or destruction of property including the loss of use thereof, in any one occurrence. Policy shall name Lessee as insured and Lessor, and/or its designee, as additional insured.

15.2 If Lessee contracts for new construction or structural alterations to the Premises, Lessee shall provide prior to commencement of any construction activity, and maintain during the period of construction and all related activities, at no cost to Lessor, a policy of Owner's Protective Liability Insurance designating Lessor, and/or its designee, as insured, with a limit of not less than FIVE MILLION U.S. DOLLARS (\$5,000,000.00) Combined Single Limit per occurrence for all bodily injury and property damage liability. If the construction, demolition or alterations operations are within fifty (50) feet of any Lessor operated railroad track or have the potential to affect any railroad bridge, trestle, tunnel, track, roadbed, overpass or underpass, the insurances shall be written on the ISO/RIMA Form (ISO Form CG-00-35, or current) the ISO/RIMA Form (ISO Form CG-00-35, or current) of Railroad Protective Insurance, with Pollution Exclusion Amendment (ISO Endorsement No. CG-28-31), having a limit of not less than FIVE MILLION U.S. DOLLARS (\$5,000,000.00) Combined Single Limit per occurrence for bodily injury and property damage and at least a TEN MILLION U.S. DOLLARS (\$10,000,000.00) aggregate limit during each annual policy period. The original protective liability policy shall be submitted to and approved by Lessor's Director - Casualty Insurance, at the address above, prior to commencement of the construction.

At Lessor's option, in lieu of purchasing RPL insurance from an insurance company (but not CGL insurance), Lessee may pay Lessor, at Lessor's current rate at time of request, the cost of adding any construction and/or demolition activities, to Lessor's Railroad Protective Liability (RPL) Policy for the period of actual construction. This coverage is offered at Lessor's discretion and may not be available under all circumstances.

15.3 Lessor may at any time request evidence of insurance purchased by Lessee to meet requirements of this Article, and may demand that Lessee purchase insurance deemed adequate by Lessor, but not to exceed the limits of this Article. Failure of Lessee to comply within thirty (30) days of Lessor's, or its designee's, demand shall be a default, subject to the termination provisions of this Lease. Furnishing of insurance by Lessee shall not limit Lessee's liability under this Lease but shall be additional security therefore.

## 16. DEFAULT:

16.1 Any of the following events shall constitute a default by Lessee:

- (A) If the rent (base or additional) shall be in arrears, in whole or in part, for thirty (30) or more days; or
- (B) If Lessee shall have failed to perform any other term, condition, or covenant of this Lease, on its part to be performed, for a period of fifteen (15) days after notice of such failure from Lessor; or
- (C) If Lessee creates a situation involving hazard to the safety of railroad operations of Lessor and fails to correct same within forty-eight (48) hours of notice from Lessor to do so; or
- (D) If the Premises are vacant, unoccupied or deserted for a period of fifteen (15) days or more any time during the term; or
- (E) If Lessee is adjudicated a bankrupt for liquidation; or
- (F) If Lessee's leasehold interest under this Lease is assigned or sold under execution, attachment or decree of any court, to satisfy any debt of Lessee; or
- (G) If any lien (including a mechanic's or environmental fund lien) is filed against Lessee's leasehold interest, and is not discharged within ten (10) days thereafter.
- (H) If Lessee fails to remediate any deficiencies found during inspection of the Premises, pursuant to the terms of this Lease and notice thereof.

**17. LESSOR'S REMEDIES:**

17.1 In the event of alleged breach or default, other than involving safety of railroad operations, either party may give written notice (registered or certified mail, return receipt requested) of breach and time to cure, not to exceed fifteen (15) days. Failure to cure within said notice period, or mutually extended period, will be cause for termination, regardless of rental having been paid in advance for any period.

17.2 In the event of an alleged default or breach of covenants or nonperformance by Lessee involving safety of railroad operations, Lessor may give notice by telephone, telegraph or messenger to Lessee to effect a cure or remedy within forty-eight (48) hours. Failure of Lessee to cure within said notice period will be cause for immediate termination by Lessor.

17.3 In the event of default as defined herein, Lessor, in addition to any and all legal and equitable remedies it may have, shall have the following remedies:

- (A) At any time after default, to declare this Lease terminated upon immediate notice, and to enter and take possession of the Premises with or without legal process. In such event, Lessor shall have the benefit of all provisions of law now or hereafter in force respecting

the speedy recovery of possession from Lessee's holding over or proceedings in forcible entry and detainer, and Lessee waives any and all provisions for separate or additional notice under such law(s).

(B) To distraint at all times for rent due, and Lessor shall have a valid and first lien upon all property of Lessee (including but not limited to Lessee's improvements, structures, equipment and contents) situated on the Premises as security for the payment of rent herein reserved. Lessee expressly consents to the recording of a Financing Statement, at Lessee's cost, to evidence and perfect Lessor's lien hereunder.

17.4 Notwithstanding such re-entry and/or termination, Lessee shall immediately be liable to Lessor for the sum of the following: (a) all rent and additional rent then in arrears, without apportionment to the termination date, including Lessee's contribution to taxes as provided for herein; (b) all other liabilities of Lessee and damages sustained by Lessor as a result of Lessee's default, including but not limited to, the reasonable costs of reletting the Premises and any broker's commissions payable as a result thereof; (c) all of Lessor's costs and expenses (including reasonable counsel fees) in connection with such default and/or recovery of possession of Premises; and (e) any other damages recoverable by law.

17.5 In the event Lessor brings any action against Lessee to enforce compliance by Lessee with any condition of this Lease, including the covenant to pay rent, and it is judicially determined that Lessee has defaulted in performing or complying with the same, then and in such event, Lessee shall pay to Lessor all costs and expenses incurred by Lessor in bringing and prosecuting such action against Lessee, including reasonable attorney fees.

17.6 If any amount due pursuant to the terms of this Lease is not paid by the due date, it will be subject to Lessor's standard late charge and will also accrue interest at eighteen percent (18%) per annum, unless limited by local law, and then at the highest rate so permitted.

17.7 Lessee agrees to reimburse Lessor for all reasonable costs (including attorney's fees) incurred by Lessor for collecting any amount due under this Lease.

## **18. BREACH WAIVER:**

18.1 No waiver by Lessor or Lessee of any breach of any covenant, condition or agreement herein contained shall operate as a permanent waiver of such covenant, condition or agreement itself or of any subsequent breach thereof. No endorsement or statement on any check or letter accompanying a check for payment of rent shall be deemed an accord and satisfaction, and Lessor may accept such check or payment without prejudice to Lessor's right to recover the balance of such rent or to pursue any other remedy provided in this Lease. No payment by Lessee or receipt by Lessor of a lesser amount than the installments of rent herein stipulated shall be deemed to be other than on account of the earliest stipulated rent.

18.2 If Lessor shall institute collection or litigation proceedings, and a compromise or settlement thereof shall be made, the same shall not constitute a permanent or general waiver of any covenant herein contained nor of any of Lessor's rights hereunder unless so expressed in

writing by Lessor. No re-entry by Lessor after a breach shall be considered an acceptance of a surrender of this Lease, unless so expressed by Lessor in writing.

**19. BANKRUPTCY OF LESSEE:**

19.1 In the event any assignment for the benefit of creditors or a petition in bankruptcy is filed by Lessee, or if Lessee is adjudged bankrupt or insolvent by any court, or if a trustee in bankruptcy or a receiver of Lessee or Lessee's property shall be appointed in any suit or proceeding brought by or against Lessee, and if at such time this Lease is in default by Lessee, then and in such event Lessor, at its option, may: (a) terminate this Lease at the end of the following month; or (b) request affirmance or rejection of this Lease under Sec. 365 of Bankruptcy Act by giving Lessee or any such assignee, trustee, or receiver written notice of such termination or demand for election. If Lessee, or such assignee, trustee or receiver, fails to elect affirmance and fails to furnish adequate assurances of correction of existing debt and continued performance under the Lease, within the term of the notice, Lessee shall be deemed to have rejected the same.

19.2 If Lessee or such assignee, trustee, or receiver shall reject or be deemed to have rejected this Lease, Lessee shall vacate the Premises pursuant to the terms and conditions of this Lease, without further notice necessity. If Lessee or such assignee, trustee or receiver shall affirm this Lease, it shall thereupon be bound by all terms hereof, including payment of all rentals from the date of Lessor's notice of demand for election and remedies of Lessor for nonpayment or other breach as hereinabove provided (including the provisions of this Section).

**20. SUCCESSORS AND ASSIGNS; LIMITS ON TRANSFER, SUBLEASE, ETC.:**

20.1 Except as hereinafter provided, the terms, covenants and provisions hereof shall inure to the benefit of and be binding upon the successors and assigns of Lessor and the successors and assigns of Lessee.

20.2 However, Lessee shall not transfer, assign, encumber, license or sublet this Lease or any part of the Premises or any rights and privileges herein granted except that during the Term, Lessee may enter into a sublease agreement or such other arrangement with Amtrak for the purpose of permitting Amtrak to use and operate on the Platform and the Premises for the purpose of providing intercity passenger rail services to the City of Oxford. This covenant shall also apply whether such sale or transfer is made voluntarily by Lessee or involuntarily in any proceeding at law or in equity to which Lessee may be a party, whereby any of the rights, duties and obligations of Lessee may be sold, transferred, conveyed, encumbered, abrogated or in any manner altered without the prior notice to and consent of Lessor.

20.3 Lessee shall not suffer or permit any other entity to use any part of the Premises except with the separate written consent of Lessor; provided, however, the previous sentence shall not operate to prevent Lessee's agents, servants, employees, invitees and guests from entering the Premises at the invitation of Lessee subject to the terms and conditions of this lease.

20.4 Prior to any Lessor consent to Lessee's request(s) to transfer, assign, encumber, license or sublease, Lessor, in its sole discretion, may request a copy of the proposed agreement for such purpose. No such approved transfer, assignment, encumbrance, license or sublease shall release Lessee of any obligations arising under this Lease.

20.5 Any unauthorized sale, transfer, assignment, license, sublease or encumbrance of this Lease, or any of the rights and privileges hereunder, or use of any part of the Premises, shall constitute a default by Lessee and Lessor, at its option, may terminate this Lease by giving Lessee or any such assignee, licensee or sublessee written notice of such termination, and Lessor may thereupon immediately enter and retake possession of the Premises.

## **21. LESSOR'S COSTS:**

21.1 Any actual additional or alternative costs or expenses incurred by Lessor to accommodate Lessee's use the Premises as a result of track changes, shall also be paid by Lessee.

21.2 Lessor's actual expense for wages ("force account" charges) and materials for any work performed at the expense of Lessee pursuant hereto shall be paid by Lessee within thirty (30) days after receipt of Lessor's bill therefor. Lessor may, at its discretion, request an advance deposit for estimated Lessor costs and expenses.

21.3 Such expense shall include, but not be limited to, actual cost of railroad labor and supervision under "force account" rules, plus current applicable overhead percentages, the actual cost of materials, and insurance, freight and handling charges on all materials used. Equipment rentals shall be in accordance with Lessor's applicable fixed rate(s), provided such rates are commercially reasonable. Lessor may, at its discretion, require advance deposit for estimated costs and expenses associated herein.

## **22. RECORDATION:**

22.1 This instrument is not to be recorded by any party and recordation shall not constitute notice for any legal effect without Lessor's prior written consent, which may be withheld for any reason. In the event of recordation, all costs, stamps and/or taxes, however styled or assessed, necessary to place this Lease or a Memorandum of this Lease (and any subsequent Release or Memorandum of Release) upon record shall be borne solely by Lessee.

## **23. CONDEMNATION:**

23.1 Should the Premises or any part thereof be condemned, appropriated and/or acquired for public use, then this Lease, at the option of Lessor, shall terminate upon the date of taking. No part of any damage or award shall belong to Lessee, except to the extent of any specific award from the governmental authority for improvements and/or facilities of Lessee. Improvements and/or facilities of Lessee not so condemned, appropriated and/or acquired shall be removed by Lessee in accordance with this Lease.

23.2 Lessor's land shall be valued as of such date (or other legal date of valuation) as vacant land, without consideration of this Lease or Lessee's improvements on said land as an enhancement or detriment to said land value.

## **24. ENVIRONMENTAL, SAFETY:**

24.1 The Premises shall not be used for a scrap or junk yard, the burning of refuse, deposit of debris, garbage, sewage, or waste of any kind, or for any other unsanitary or unhealthful purposes of any kind or nature, or any other use contrary to any laws or regulations.

24.2 No portion of the Premises may be used for the transportation, treatment, storage or disposal of hazardous materials, hazardous substances or hazardous waste, as classified under RCRA (Title 42 U.S. Code, Sections 6901, et al.), CERCLA (Title 42 U.S. Code, Sections 9601-9657, et al.) or SARA (Title 42 U.S. Code, Sections 9601(35), et al.), or for any other use or purpose requiring a federal or state environmental permit.

24.3 Lessee shall not store or permit to be stored on the Premises any explosive of any kind, except that gasoline or other fuel may be stored on the Premises in such manner and in such quantities as expressly allowed by Lessor by separate written consent.

24.4 Lessee shall not temporarily block any sight view area of any rail/road crossing on the Premises, by parking or allowing parking of motor vehicles or any other means, or erect any permanent structure thereon nor allow any landscaping/vegetation to block said sight view.

24.5 Notwithstanding any provision herein, in the event the Premises shall be used for the inbound or outbound movement of railroad tank or other cars or other vehicles containing dangerous or hazardous commodities consigned to or shipped from Lessee (whether explosive, combustible, flammable, poisonous or otherwise listed or scheduled as placarded items) or shall be used for the storage and/or handling of such dangerous or hazardous commodities, Lessee further expressly agrees that:

(A) Lessee shall fully comply with all governmental regulations pertaining to the storage, loading, unloading and/or handling of any dangerous or hazardous commodities handled, loaded, unloaded, stored or moved on or off the Premises, and shall be solely liable for any damages, penalties, costs or charges incurred by Lessor for Lessee's failure to so comply.

(B) To the extent permitted by applicable law without waiver of sovereign immunity (if applicable), Lessee shall defend, indemnify and hold harmless Lessor, its successors and assigns, from and against all losses, damages, costs, expenses (including attorney fees), claims, suits and judgments, whatsoever arising from or growing out of any injuries to or death of persons, or losses or damages to property, which may be caused or contributed to by the presence on said Premises of such dangerous or hazardous commodities, and whether such injury, death, loss or damage result from fire, explosion, collapse or any other cause, including Lessor's joint, concurring or sole negligence.

(C) In the event of leakage or spillage of such dangerous or hazardous commodities from tank or other cars being shipped to or from Lessee, or from storage and/or handling of Lessee, or from other vehicles or Lessee's operations, Lessee shall notify Lessor and, at Lessee's sole expense, promptly undertake to clean the Premises to the satisfaction of Lessor and any public body having jurisdiction over said leakage or spillage. Should said leakage or spillage result in a fine, penalty, cost or charge being incurred by Lessor, Lessee shall promptly and fully reimburse and indemnify Lessor, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), on account thereof.

(D) It is the intent of the parties to this Lease that the indemnification provided in this section be strictly limited to situations wherein such death, personal injury, property loss or damage would not have resulted but for the dangerous or hazardous nature of the commodities on the Premises. The indemnification provisions of this section shall apply during the term of this Lease and at any time thereafter that a claim is made against Lessor for any damages alleged to have been caused during the term of this Lease from/by any dangerous or hazardous commodity moved, stored or handled by Lessee, regardless of whether Lessor now owns the Premises, has leased the Premises to another party, or has conveyed the Premises to another party in the interim.

## 25. NOTICES:

25.1 Notices under this Lease shall be in writing and sent by Registered or Certified Mail, Return Receipt Requested, or by courier, express or overnight delivery, and by confirmed e-mail.

25.2 The date such notice shall be deemed to have been given shall be the business day of receipt if received during business hours, the first business day after the business day of receipt if received after business hours on the preceding business day, the first business day after the date sent by courier, express or overnight ("next day delivery") service, or the third business day after the date of the postmark on the envelope if mailed, whichever occurs first.

25.3 Notices to Lessor shall be sent to:

CSX Transportation, Inc.  
c/o Real Estate Contract Management – J180  
500 Water Street  
Jacksonville, FL 32202  
E-mail: [customerrelations@csx.com](mailto:customerrelations@csx.com)

Notices to Lessee shall be sent to:

City of Oxford  
c/o City Manager- Douglas R. Elliott, Jr.  
15 S. College Ave. Oxford, OH 45056  
Email: [Delliott@cityofoxford.org](mailto:Delliott@cityofoxford.org)  
Phone: 513-524-5279

25.4 Any party hereto may change its address or designate different entities to receive copies by notifying the other party in a manner described in this Section.

**26. TIME OF ESSENCE:** Time shall be considered of the essence both to the Lessee and the Lessor for all activities undertaken or required pursuant to this Lease.

**27. MISCELLANEOUS:**

27.1 This Lease is executed by all parties under current interpretation of any and all applicable federal, state, county, municipal, or other local statute, ordinance, or law. Further, each and every separate division (paragraph, clause, item, term, condition, covenant or agreement) herein contained shall have independent and severable status from each other separate division, or combination thereof, for the determination of legality, so that if any separate division herein is determined to be unconstitutional, illegal, violative of trade or commerce, in contravention of public policy, void, voidable, invalid or unenforceable for any reason, that separate division shall be treated as nullity, but such holding or determination shall have no effect upon the validity or enforceability of each and every other separate division contained, or any other combination thereof.

27.2 In the event this Lease is part of a package of agreements for Lessee, this Lease and all other such documents shall be read as compatible parts of the same and not in contradiction to each other, such that any apparent conflict in any duties here/thereunder, Lessor/Railroad shall designate which clause(s) shall survive or control any others.

27.3 All obligations of Lessee hereunder to release, indemnify and hold Lessor harmless, to the extent permitted by applicable law without waiver of sovereign immunity (if applicable), shall also extend to officers, agents and employees of Lessor, and to companies and other legal entities that control, or are controlled by, subsidiaries of or are affiliated with Lessor, as well as any railroad that operates over the right-of-way on which the Premises is located, and their respective officers, agents and employees.

27.4 The provisions of this Lease are considered confidential and may not be disclosed by Lessee to a third party without the consent of the Lessor, except: (a) as required by statute, regulation or court order, (b) to a parent, affiliate or subsidiary company, (c) to an auditing firm or legal counsel that are agreeable to the confidentiality provisions.

**REMAINDER OF PAGE INTENTIONALLY LEFT BLANK**

**SIGNATURE PAGE TO FOLLOW**

**IN WITNESS WHEREOF**, the parties hereto have executed this Amended Lease as of the date first written above.

**LESSOR:**  
**CSX TRANSPORTATION, INC.**  
a Virginia corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ ) SS:

The foregoing instrument was acknowledged before me on this \_\_\_ day of \_\_\_\_\_, 2026, by \_\_\_\_\_, the \_\_\_\_\_ of CSX Transportation, Inc., on behalf of said corporation.

**LESSEE:**  
**CITY OF OXFORD, OHIO**  
an Ohio municipal corporation

By: \_\_\_\_\_  
Name: Douglas R. Elliott, Jr.  
Title: City Manager  
Date: \_\_\_\_\_

STATE OF OHIO )  
COUNTY OF BUTLER ) SS:

The foregoing instrument was acknowledged before me on this \_\_\_ day of \_\_\_\_\_, 2026, by Douglas R. Elliott, Jr., City Manager of the City of Oxford, Ohio, on behalf of said municipal corporation.



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Parks & Recreation
<b>PREPARED BY:</b>	Chad Smith
<b>DATE PREPARED:</b>	2/9/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Accepting The Proposal And Authorizing The City Manager To Enter Into An Agreement With Pros Consulting Inc. For The Parks And Recreation Master Plan And Conceptual Feasibility Analyses For The TRI Community Center and TRI Community Center Site (Chad Smith, Parks and Recreation Director)
<b>COUNCIL GOAL AREA:</b>	Smart Growth and Quality Places
<b>BUDGETED AMOUNT:</b>	100,000.00
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	CS DRE

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### DISCUSSION:

The 2026 Capital Budget includes \$100,000 for a Parks and Recreation Master Plan and Comprehensive Feasibility Analyses of the TRI Community Center and TRI Community Center Site. The Talawanda Recreation Incorporated Board (TRI) agreed to contribute 50% of the cost of the plan.

A request for proposals was advertised in the Hamilton Journal on November 26th and November 27th 2025 and on the City website from November 24, 2025, until January 15, 2026. Five firms submitted proposals by the deadline of January 15, 2026:

- Pros Consulting Inc.
- American StructurePoint
- V3
- Designing Local
- KZF

A Selection Committee made up of City Staff and members of the TRI Board scored each proposal for: Project Understanding, Relevant Experience, Community Engagement Strategy, Proposed Project Team and Key Personnel, Project Timeline and Deliverables, and Cost Proposal. The Selection Committee narrowed to three finalists. The three finalists all provided a virtual presentation and an opportunity for Q&A. From the interviews, Pros Consulting Inc. was selected.

**RESOLUTION NO.**

A RESOLUTION ACCEPTING THE PROPOSAL AND AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH PROS CONSULTING INC. FOR THE PARKS AND RECREATION MASTER PLAN AND CONCEPTUAL FEASIBILITY ANALYSES FOR THE TRI COMMUNITY CENTER AND TRI COMMUNITY CENTER SITE

WHEREAS, a request for proposals was published in the *Journal News* and with multiple plan clearinghouses on November 26<sup>th</sup> and 27<sup>th</sup>, 2025, as well as public notice on the City of Oxford website. Proposals received electronically and by mail on or before January 15, 2026, with five firms submitting bids; and

WHEREAS, the City Manager and Parks and Recreation Director recommend Council accept the proposal and authorize the City Manager to enter into an agreement with Pros Consulting Inc. for the Parks and Recreation Master Plan and Conceptual Feasibility Analyses for the TRI Community Center and TRI Community Center Site for a total cost not to exceed \$100,000.00

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: The City Manager is hereby authorized to enter into an agreement with Pros Consulting Inc. at a cost not to exceed \$100,000.00 for The Parks and Recreation Master Plan and Conceptual Feasibility Analyses of the TRI Community Center and TRI Community Center Site.

SECTION 2: This resolution shall take effect at the earliest date allowed by law.

\_\_\_\_\_  
MAYOR

ADOPTED:  
ATTEST:

\_\_\_\_\_  
CLERK OF OXFORD CITY COUNCIL  
INTRODUCED BY: MICHAEL SMITH  
PREPARED BY: LAW (STAFF)

**Request for Proposal:**

**Parks and Recreation Master Plan  
with Conceptual Feasibility Study for  
the TRI Community Center and Site**

**January 15, 2026**



**Prepared By:**

January 15, 2026

Cover Letter

City of Oxford  
Attn: Chad Smith, Parks and Recreation Director  
6025 Fairfield Dr.  
Oxford, OH 45056

**RE: Request for Proposal – Oxford Parks and Recreation Master Plan with Conceptual Feasibility Analyses for the TRI Community Center and TRI Community Center Site**

Dear Mr. Smith and Selection Committee:

PROS Consulting, Inc. is very excited about the opportunity to partner with City of Oxford on the facilitation of a *Parks and Recreation Master Plan and Conceptual Feasibility Analyses for the TRI Community Center Site* (“Master Plan/Feasibility Study”). We are a full-service management consulting and strategic planning firm focusing on services to government agencies, with specialized experience in parks and recreation, open space planning, economic development, sports strategy, and operations and business planning.

Our national experience, combined with our work locally throughout Ohio and the region, specifically ensures that we can offer the best of both worlds to help the City of Oxford achieve a Master Plan/Feasibility Study that matches community wants and needs, as well as articulate a clear vision and “road map” for the TRI’s future. We believe our experience working with high-performing and CAPRA Accredited and NRPA Gold Medal agencies on similar master plans nationally and our customized methodology is best suited to help you:

- **Maximize community engagement** to ensure the broad interests of the community and stakeholders in Oxford are heard and can help guide growth and development of parks and recreation sites, facilities, and programs.
- **Create a future strategy for parks, recreation and green spaces that is fair to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provides fair community benefit to all.
- **Utilize a wide variety of data sources and best analytical practices** to predict trends and patterns of use, community impact, and how to address unmet needs in Oxford.
- **Enhance the environmental resiliency of Oxford by leveraging parks and green spaces** as green infrastructure that is equitably distributed throughout the community.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, dynamic partnerships, and ensure future operational and maintenance needs are addressed.
- **Develop a dynamic and realistic action plan** that is based on unique levels of service, promotes health and safety, supports active lifestyles, builds community connectivity, and creates a road map to ensure long-term success and financial sustainability for the Oxford’s parks, recreation programs, arts and facilities.

We are pleased to have assembled an esteemed, local, and award-winning team for this project, which includes the expertise of our **MSA Sport**, a division of MSA Design focused on the programming, planning and design of sports facilities to assist with the TRI conceptual feasibility study. Also, on the team there is another long-term partner, **ETC Institute**, a nationally renowned survey and market research firm to assist in the statistically valid community survey development.

We look forward to the opportunity to meet with you in person to present our approach and qualifications to perform this exciting project. If you have any questions or need additional information, please do not hesitate to contact project managers, Will Younger and Michael Svetz, at [william.younger@prosconsulting.com](mailto:william.younger@prosconsulting.com) and [michael.svetz@prosconsulting.com](mailto:michael.svetz@prosconsulting.com).

Sincerely,  
PROS Consulting



Leon Younger, President

**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI**  
**Community Center**

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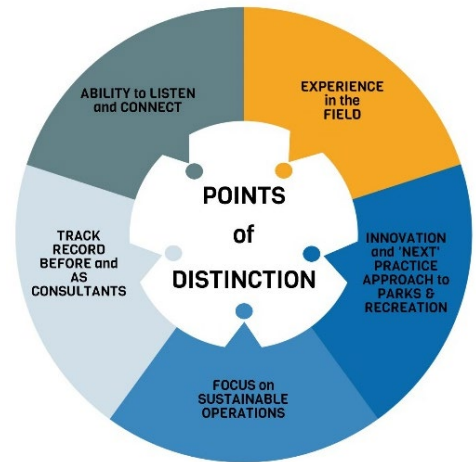
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**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI  
 Community Center**

**Section Two – Introduction and Description of Firm**

**Who is PROS Consulting?**

PROS Consulting is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. The full name and location of the office that will be working on this project are:



**Full Legal Company Name:** PROS Consulting, Inc.

**Years in Business:** 30 (formed in 1995)

**Type of Company:** S-Corporation

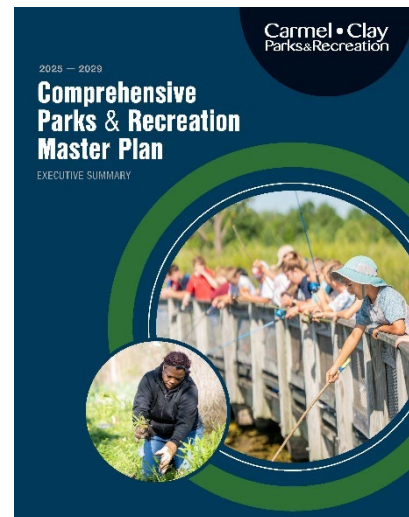
**Contact Information:** 35 Whittington Dr., Suite 300; Brownsburg, Indiana 46112.

P: 877.242.7760; F: 877.242.7761

**Contacts:** Will Younger, Principal; 317.679.4907; [william.younger@prosconsulting.com](mailto:william.younger@prosconsulting.com) and Michael Svetz, Principal; 623.388.1787; [michael.svetz@prosconsulting.com](mailto:michael.svetz@prosconsulting.com)

**PROS Quick Facts**

- Since the firm was established in 1995 to uniquely serve the park, recreation and tourism services industry, PROS has completed more than 1,000 projects in over 47 states and numerous projects internationally in seven countries.
- The **PROS Team has worked in highly diverse environments** from the inner cities of Los Angeles, Miami, Atlanta, and Dallas to remote areas in Appalachia, Montana, and the American West. Our experience includes working with the best-of-the-best, the worst-of-the-worst, and a lot in between.
- Our planning team has a great depth of operational experience with **over 100 combined years as former parks and recreation managers**. This perspective of being trained “in the industry” and not just “on the industry” allows us to relate to communities and their residents, recreationalists of all types, and to understand the unique relevance of needs that can be most appropriately served by our clients. In other words, great recreational and park planning is not just collecting surveys and reporting results – it is about **achieving a sustainable balance of services, meeting community needs, and resource protection with community fulfillment**.
- This project is not about the PROS Team or what we think is best for your organization and stakeholders, nor do we believe that what works in some parts of the country will work here. This project is about producing **reliable, sustainable, relevant, and innovative outcomes for the City of Oxford, and the people that live, work, and play in the region**.



## Firm's Qualifications

Management consulting and planning services offered by PROS span the full spectrum of planning needs for public agencies, and are grouped into the following practice areas:

- **Strategic Planning** – completed over 400 strategic plans for cities, counties and state agencies to help them become established in their market or to reposition themselves.
- **Master Planning** – completed over 500 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.
- **Programming Analysis** – As part of many of our Master Plans or Strategic Plans, PROS utilizes our PROS Program Positioning Model, or 3PM. The outcome of the process is the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. We have completed over 300 program plans for systems across the country.
- **Needs Assessment** – completed over 300 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study.
- **Operations, Maintenance and Organizational Development** – PROS has completed over 450 plans that involved operations, maintenance, and organizational development components.
- **Financial Planning and Management** – PROS is most renowned for providing the most innovative and proven methods for financial planning and management in the public sector with direct experience with over 150 proven ways to fund public parks and park systems.
- **Feasibility Studies and Business Planning** – PROS has completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and their vision around the reality of what is feasible and sustainable.



*"PROS Consulting has proved to be responsive, innovative, and sensitive to the unique needs and interests of our community. Based on the recently completed Parks and Recreation Master Plan, I am confident it will provide us a sound framework for decision-making for the next five years and beyond. PROS has assisted us to become CAPRA Accredited and the NRPA Gold Medal award-winning park system CCPR is today on many planning projects and has played an integral role in CCPR's planning efforts for over two decades."*

*Michael Klitzing, Chief Executive Officer, Carmel Clay Parks & Recreation*

**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI**  
**Community Center**

**Unique Experience Specific to the Project**

The Consulting Team features unique experience that can serve the City of Oxford, including recent completion of numerous parks and recreation planning projects including Miamisburg, OH; Canton, OH; Cleveland Metroparks, OH; Toledo Metroparks, OH; Dublin, OH; Marysville, OH; Clermont County, OH; Columbus, OH; Wayne County, MI; Oakland County, MI; Genesee County, MI; Miami-Dade County, FL; Broward County, FL; Nassau County, FL; Atlanta, GA; Johns Creek, GA; Gwinnett County, GA; Paulding County, GA; Olathe, KS; Merriam, KS; Shawnee County, KS; Derby, KS; Blue Valley Rec. Commission; Chesterfield, MO; Kansas City, MO; Carmel, IN; Brownsburg, IN; Jacksonville, NC; Charlotte, NC; Roanoke, VA; Carlsbad, CA; Malibu, CA; Pasadena, CA; Roseville, CA; Healdsburg, CA; Everett, WA; West Richland, WA; Provo, UT; Glendale, AZ; Scottsdale, AZ among many others.

The matrix below illustrates why our Consulting Team is the most qualified.

Qualifications	PROS Consulting
<b>Experience with parks, recreational facilities, programs and service management</b>	Over 100 years combined experience as practitioners in the parks and recreation industry and as planners
<b>A firm understanding of the work of parks and recreation agencies</b>	Successfully completed over 1,000 planning projects in all levels of the public sector
<b>Familiarity with public sector cost accounting and budgeting</b>	Successfully completed over 150 costs of service, financial management, or revenue enhancement plans for public clients
<b>Knowledge of existing park-centric partnerships throughout the country</b>	Directly assisted over 70 public clients with identifying, establishing, and maintaining innovative partnerships
<b>Experience developing fiscal or financial plans at facility level (park or sector), or system level</b>	Successfully completed over 200 business plans for individual parks and park systems
<b>Public facilitation experience</b>	Facilitated over 4,000 meaningful public meetings, virtual public meetings and focus groups throughout the United States
<b>Personnel training experience</b>	Organized and facilitated personnel development and training programs for over 10,000 participants in the last 29 years
<b>Experience in CAPRA Accreditation and Gold Medal NRPA Agencies</b>	Since 2012, PROS Consulting has completed planning projects for 55% of the Gold Medal winning agencies from the National Recreation and Park Association. Worked with nearly 40% of CAPRA Accredited Agencies Two (2) CAPRA Visitors on Staff
<b>Familiarity with and experience doing business in Ohio</b>	Completed parks and recreation planning projects in Dublin, Westerville, Marysville, Columbus, Gahanna, Oxford, Centerville, Powell, Stow, Clermont County, Cincinnati Recreation Commission, Toledo Metroparks, Cleveland Metroparks, and many others across the region
<b>Forensic accounting and economic analysis experience</b>	Utilized forensic accounting in all cost of service, business plan projects, and economic impact analysis; former public finance director and CPA on staff
<b>Operational and programming analysis experience</b>	PROS Consulting has completed over 300 operational and programming studies for a wide variety of parks and recreation planning projects on a system-wide level as well as site/facility specific
<b>Statistically Valid Survey Development and Benchmarking</b>	Members of the project team have completed over 800 statistically valid surveys on park-related projects. Through this work, members of the project team have developed a benchmark of “best practice” agencies across North America

## Subcontractors

We have expanded our expertise and capabilities to best serve the needs of the City of Oxford. The subconsultants proposed for this team are chosen for their specific expertise to ensure the highest level of innovation and successful outcome. Services can be scaled up or down depending on need. Our entire team is inspired and excited to develop a planning document that elevates parks and recreation for the Oxford community.

### MSA Sport

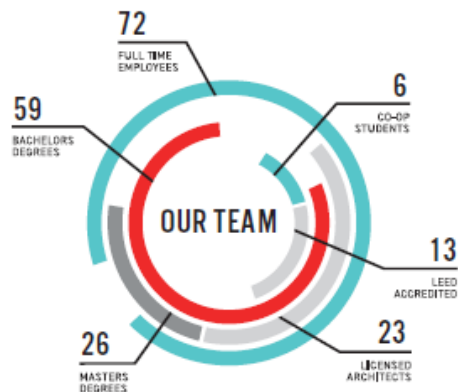
**MSA Design**, founded in 1985, has grown from a sole practitioner to multi-level offices across the region. This growth is a result of passion for our work, our clients and our communities. With our dedication to design innovation and exceptional client service, we have a strong regional presence in seven markets: Sport, Lifestyle, Corporate, Civic, Education, Religious & Transportation.

Our diversity is our most valuable strength. The latest trends in each market can be applied to design in any market. This keeps our designs cutting edge and our execution nimble. Core to our design philosophy is a multi-disciplinary approach where spaces are developed to meet current requirements while incorporating flexibility for future needs. This approach ensures that much of our work consists of multi-use facilities that incorporate attributes from multiple markets into a single site.

**MSA Sport** is a division of MSA Design focused on the programming, planning and design of sports facilities. Combined with our passion for sports and recreation, we bring an in-depth knowledge of planning and design for every aspect of the athletic experience and we take pride in incorporating as much innovative design into the support facilities as we do in the eye-catching main venues. As a leading regional architect in sport and athletic design, we create facilities for all levels of athletic interaction - from professional and collegiate to local high school and community recreation.

MSA Design’s design philosophy is defined by a deep-seated tradition of combining passion for our work with innovative techniques. We view every project as an opportunity to achieve design excellence, a method that is built into our natural work process and is therefore always within projects parameters.

## MSA SPORT



**40**  
YEARS IN BUSINESS

**100+**  
DESIGN AWARDS

**8**  
PROJECT SECTORS

- Sport
- Education
- Civic
- Lifestyle
- Transportation
- Religious
- Corporate
- Historic Preservation

**7**  
FIRM DEPARTMENTS

- 46 Architects
- 8 Interior Designers
- 4 Graphic Designers
- 1 Historic Preservationist
- 3 3D Visualizations
- 2 Marketing
- 3 Administration

## Request for Proposal

# Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

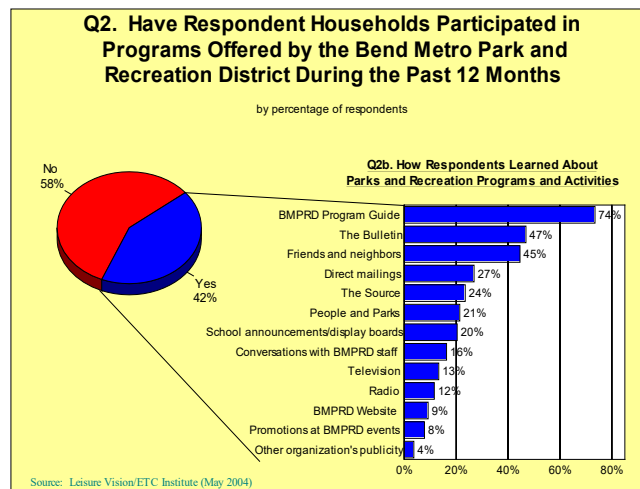
### ETC Institute

ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, park and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm.



Core services of the firm involve conducting statistically valid surveys and related market research. ETC Institute has conducted more than 600 surveys for parks and recreation systems in 46 states across the Country for a wide variety of projects including parks and recreation master plans, strategic plans, and feasibility studies.

PROS Consulting and ETC Institute have teamed up on more than 500 similar parks and recreation projects.



## Section Three – Project Team

### Project Management

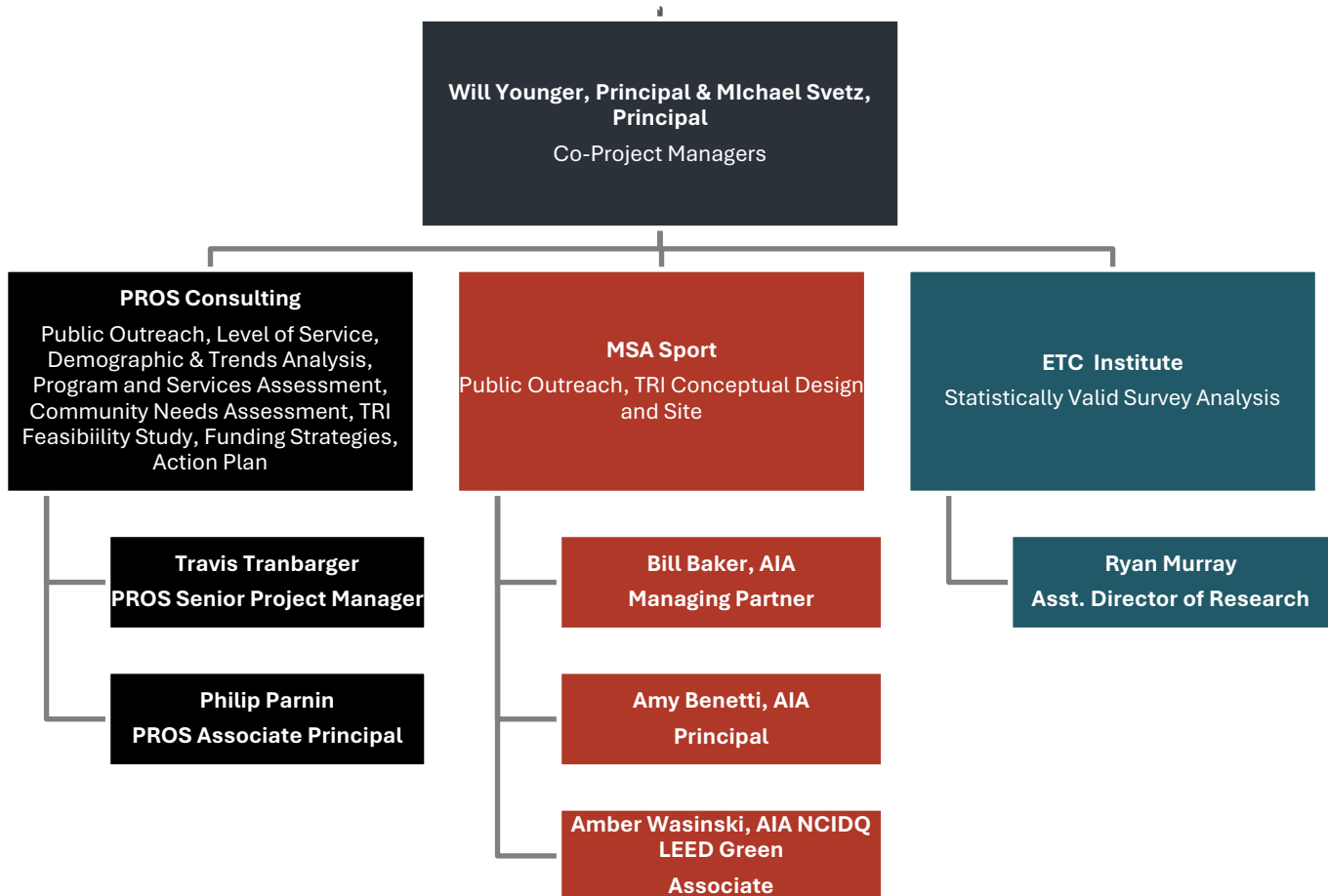
The Consulting Team on this project will be led by PROS Consulting Principals, Will Younger and Michael Svetz, as well as all members of the PROS Consulting team. Central to our project approach is providing a high level of responsiveness to the City of Oxford staff and maintaining accessibility throughout the project lifespan.

### Availability

Our team has the availability and is flexible and will work hard to effectively serve as an extension of the City’s project staff. All members of the Consulting Team will be available in varying capacities to assist and implement the needs and desires of the City for this project. PROS Consulting has the experience and reputation of meeting time schedules and budgets on past projects.

### Team Organization

The following organizational structure demonstrates how PROS Consulting will coordinate the team. This team provides a strong team of national expertise and local insight.



**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI  
Community Center**

**Resumes**

**William Younger**

**PROS Consulting Principal**

**Education**

B.A.S., Miami University, 2005

**Employment History**

Consultant, PROS Consulting 2004 to Present

Assistant Golf Professional, Eagle Creek Golf Course

**Professional Experience**

Will has been with PROS Consulting since 2004 and has served as the project manager on master plans, strategic plans, feasibility studies, and business plans for a variety of organizations, including municipal, state, and not-for-profits. Prior to joining PROS Consulting, he worked in the municipal golf course industry. He also leads many business development initiatives for the PROS Consulting Team and its partners ensuring efficient communication and progress across multiple projects and geographies. He has specialized experience in logistics management for various components of the planning process and serves well in a wide range of consulting assignments. His varied and extensive experience gained from working on over 100 planning projects proves to be a valuable asset as he serves various aspects of project planning including task development, scheduling, solicitation of community input, status reporting, performance, and report development.



**Similar Project Experience**

- City of Westerville, OH Parks, Recreation and Open Space Master Plan
- Orange Township, OH Community Center Needs Assessment and Feasibility Study
- Columbus, OH Recreation Program Assessment and Service Delivery Review
- Washtenaw County, MI Parks and Recreation Commission Master Plan and Strategic Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- City of Indianapolis, IN Parks and Recreation Master Plan
- Town of Brownsburg, IN Parks and Recreation Business Plan and Strategic Master Plan
- Town of Plainfield, IN Parks and Recreation Master Plan
- Town of Speedway, IN Parks and Recreation Master Plan
- City of Greenfield, IN Parks and Recreation Master Plan; Riley Park Vision Plan
- Sioux Falls, SD Parks and Recreation Master Plan
- Brookings, SD Parks and Recreation Master Plan
- City of Palmer, AK Parks and Recreation Master Plan
- Healdsburg, CA Parks and Recreation Needs Assessment and Community Center Business Plan
- Broward County, FL Comprehensive Analysis for the Parks and Recreation Division
- Westchester County, NY Economic Impact and Fiscal Impact Analysis
- City of Grapevine, TX Community Center Expansion Feasibility Study and Business Plan
- City of Olathe, KS Recreation Center Feasibility Study and Business Plan
- Garrison Community Center Business Plan (Kansas City, KS)
- Edgewater Park State Park Business Plan (Cleveland, OH)
- Great Rivers Greenway (St. Louis, MO) System Strategic Business Plan
- Oakland County, MI Parks Commission Golf Course Business Plans
- Red Mountain Park Business Plan (Birmingham, AL)

**Michael Svetz**  
**PROS Consulting**  
**Principal**

**Education**

B.S., Miami University, 1990  
M.S., Miami University, 1991

**Employment History**

Consultant, PROS Consulting; 2012 to present.  
Director of Parks and Recreation, City of Goodyear, AZ; 2009 to 2012  
Director of Parks and Recreation, City of Charlottesville, VA; 2004 to 2009  
Director of Parks and Recreation, City of Strongsville, OH 2000 to 2004  
Assistant Director of Parks and Recreation, City of Strongsville, OH 1997 to 2000  
Recreation Supervisor, City of Brunswick, OH 1991 to 1997)



**Professional Experience**

Michael Svetz has nearly 30 years in the field of parks and recreation for local governments, the last 15 of which were at the executive management level. He has held Director-level positions in Strongsville, Ohio (Cleveland vicinity); Charlottesville, Virginia; and most recently for the City of Goodyear, Arizona. He has experience in developing and applying innovative business processes to create self-sustaining operations of multimillion dollar community centers, golf courses, and a Major League Baseball Player Development and Spring Training complex. Throughout his career, Mike has successfully developed and implemented strategic master plans for the parks and recreation departments that he led and the city and state associations that he served. As a dedicated public servant, Mike developed a deep knowledge of, and sincere appreciation for, organizational development, citizen engagement, board involvement, and political acumen, all of which are critical elements in the successful creation and implementation of any parks and recreation plan. Since joining PROS Consulting, he has participated in numerous projects in master planning, business planning, maintenance, and strategic implementation. His project management and organizational skills and have assisted in the creation of innovative and fiscally sustainable projects across the United States.

**Certification**

Certified Public Manager

**Similar Project Experience**

- Vandalia, OH Parks and Recreation Master Plan
- Columbus, OH Aquatics Assessment and Recreation Program Plan
- Muskingum Watershed District (New Philadelphia, OH), Six (6) Lake Parks Business Plans
- Rexburg, ID Recreation Center Feasibility Study
- Aspen, CO Recreation Division Business Planning Services
- Apex, CO Recreation District Strategic Plan and Cost Recovery Study
- Superior, CO Parks and Recreation Master Plan
- Fort Collins, CO Parks and Recreation Master Plan
- City of Boulder, CO Aquatic Division Business Plan and Feasibility Study
- Scottsdale, AZ Parks and Recreation Master Plan
- Phoenix, AZ Parks and Recreation Master Plan

## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

#### Travis Tranbarger, CPRP

PROS Consulting

Senior Project Manager

#### Education

B.S. Sport Administration, Ball State University

#### Employment History

Consultant, PROS Consulting; 2023 - present

Director of Parks and Recreation, Town of Brownsburg, IN; 2017-2023

Assistant Director of Parks and Recreation, Town of Brownsburg, IN;  
2013-2017

Recreation Superintendent, Town of Brownsburg, IN; 2010 to 2013

Park Manager, City of Indianapolis, IN; 2006 to 2010



#### Certification

Certified Park and Recreation Professional (CPRP)

#### Professional Experience

Travis has nearly 20 years of experience in the field of parks and recreation. Over these years he has served urban and suburban park systems including a variety of types of recreation facilities.

His experience in the municipal setting includes overseeing immense organizational growth, finance management, grant writing, several large and minor park capital improvement projects, establishing operational policies and procedures, board management, instituting information technology systems for operational efficiencies, strategic community partnerships, and successful community engagement campaigns.

Travis has served on the Indiana Parks and Recreation Association's Board of Directors for more than 10 years in various capacities, including most recently, the President-Elect role, and was a past recipient of IPRA's Young Professional of the Year Award. He also serves on the Park Foundation of Hendricks County Board of Directors and is a past member of the Indiana Department of Natural Resources' Trail Advisory Board.

#### Similar Project Experience

- Marysville, OH Parks and Recreation Master Plan
- Powell, OH Parks and Recreation Master Plan
- Greenfield, OH Organizational Study
- Cleveland, OH Program Assessment
- Carmel, IN Parks and Recreation Master Plan
- Carmel, IN Monon Community Center and Waterpark Business Plans
- Brownsburg, IN Park Site Master Planning, Design, and Development
- Brownsburg, IN Multi-generational Community Center Pre-Design Plan
- Brownsburg, IN Aquatic Center Feasibility Study
- Lawrence, KS Program Assessment
- O'Fallon, MO Maintenance Management Plan
- Village of Woodlawn, OH Recreation Needs Assessment
- Wake Forest, NC Recreation Demand Study
- Philadelphia, PA Fairmount Park – Centennial District Master Plan Update
- Hayward Area Recreation District, CA Recreation Needs Assessment

**Philip Parnin, CPRP**  
**PROS Consulting**  
**Associate Principal**  
**Education**

B.S. Recreation and Parks Management, Indiana University

**Employment History**

Consultant, PROS Consulting; 2017 - present

Director of Parks and Recreation, Town of Brownsburg, IN; 2007 to 2017

Assistant Director of Parks and Recreation, Town of Brownsburg, IN;  
2006 to 2007

Director of Recreation, Mooresville Park District, IN; 2000 to 2006

Recreation Supervisor, Town of Munster, IN; 1998 to 2000

Recreation Programmer, Monroe County, Bloomington, IN; 1997 to 1998



**Certification**

Certified Park and Recreation Professional (CPRP)

**Professional Experience**

Philip Parnin has over 25 years of experience in the field of parks, recreation, and leisure services. He has managed and led park development and sustainable operations at the executive level for over 16 years (including over a decade as director). In his leadership role, Philip established standards for improved efficiencies and operations by developing system-wide business plans, enterprise fund business plans, strategic master plans, recreation plans, marketing plans, site master plans, capital improvement plans, maintenance plans, trails and greenways plans, and emergency action plans, and feasibility studies. Philip's field experience includes diverse municipal settings including county, city, town and township district. His experience is enhanced by previous experience as the Indiana Park and Recreation Association President, along with serving on the Board of Directors. Philip currently serves as the Treasurer of the Indiana Park & Recreation Foundation where he has advised the board to financial gains beyond expectations. His approach to planning helps agencies transform ideas into successes that can be leveraged for even greater success.

**Similar Project Experience**

- Dublin, OH Parks and Recreation Master Plan
- Sidney, OH Parks and Recreation Master Plan
- Miamisburg, OH Parks and Recreation Master Plan; Recreation Facilities Study
- Grove City, OH Community Center/Fieldhouse Feasibility Study
- City of Huber Heights, OH Parks and Recreation Needs Assessment & Prioritization Plan
- Great Parks of Hamilton County, Cincinnati, OH Comprehensive Master Plan
- Cincinnati Recreation Commission, OH Business Plan
- Kettering, OH Program Plan
- Hopkins, MN Parks and Recreation Master Plan
- Edwardsville, IL Parks and Recreation Master Plan
- Streamwood Park District, Streamwood Village, IL Parks and Recreation Strategic Marketing Plan
- Arlington Heights, IL Park District Parks and Recreation Master Plan
- City of Upper Arlington, OH Parks and Recreation Comprehensive Master Plan
- Durango, CO Parks, Recreation and Open Space Master Plan
- Chesterfield, OH Parks and Recreation Master Plan

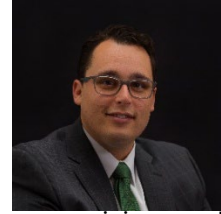
## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

#### Ryan Murray

ETC Institute Assistant Director of Community Research  
Education

B.S. in Public Administration – The University of Kansas



#### Summary of Professional Experience

Mr. Murray has over 12 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Project Manager includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings. In his previous role he planned, coordinated, and supervised the administration of large-scale origin-destination transportation studies on over a dozen projects throughout the country. Mr. Murray has worked as a Project Manager on projects for over fifty state, county, local, and private sector clients.

#### Similar Project Experience

Mr. Morado has served as a project manager for over 150 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Aberdeen, South Dakota
- Albemarle County, Virginia
- Ankeny, Iowa
- Arlington County, Virginia
- Austin, Texas
- Barrington, Illinois
- Beaver Creek, Ohio
- Berkshire Township, Ohio
- Cincinnati, Ohio
- Colleyville, Texas
- Corpus Christi, Texas
- Dania Beach, Florida
- Deerfield Township Ohio
- Delaware County, Ohio
- Denver, Colorado
- Elon, North Carolina
- Estero, Florida
- Fauquier County, Virginia
- Flower Mound, Texas
- Geneseo, Illinois
- Glasgow, Kentucky
- Grand Prairie, Texas
- Grand Rapids, Michigan
- Great Neck, New York
- Hunters Creek, Florida
- Indian Trail, North Carolina
- Ithaca, New York
- Jersey City, New Jersey
- Kent County, Michigan
- Kentwood, Michigan
- Milton, Georgia
- Milwaukee County, Wisconsin
- Mobile, Alabama
- Montgomery County, Maryland
- Morris Township, New Jersey
- New Port Richey, Florida Oakland County, Michigan
- Oswegoland, Illinois
- Ozark, Missouri
- Pleasant Hill, California
- Port St. Lucie, Florida
- Roanoke, Virginia
- Rolesville, North Carolina
- Salina, Kansas
- San Clemente, California
- San Diego, California
- San Louis Obispo, California
- Sandy Springs, Georgia
- Virginia Beach, Virginia
- Warren County, North Carolina
- Washtenaw County, Michigan
- Waxhaw, North Carolina
- Wayne County, Michigan
- West Sacramento, California
- Westerville, Ohio
- Westfield, New Jersey
- Winnetka, Illinois

**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI**  
**Community Center**

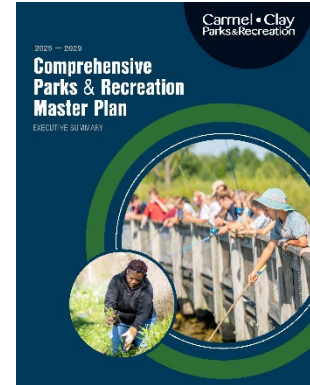
**Section Four – Experience and References**

**PROS Consulting & ETC Institute Experience and References**

**Carmel, IN Comprehensive Parks and Recreation Master Plan (2020) & 2024 Update**

**CARMEL, INDIANA**

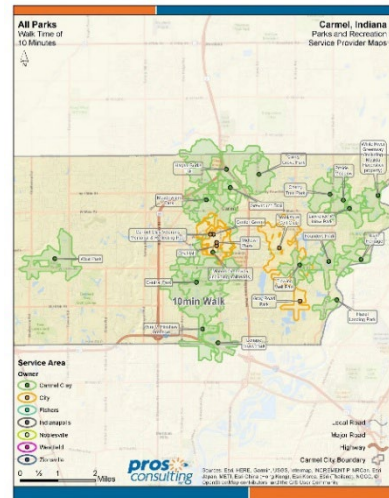
Founded in 1991, Carmel Clay Parks & Recreation (CCPR) was established through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township in Indiana. CCPR manages and maintains more than 500 acres of park land and numerous recreation facilities, providing more than 5,000 annual classes and programs for all ages. CCPR contributes to the community's outstanding quality of life by providing enriching, enjoyable escapes through recreation, fitness, and nature. The agency is CAPRA Accredited and won the 2014 and 2020 Gold Medal for Parks and Recreation at NRPA.



To continue to serve the City of Carmel and Clay Township, CCPR desired an updated Parks and Recreation Comprehensive Master Plan to guide development and actions for the next five years, as well as use as part of the agency's CAPRA Requirement.

PROS Consulting worked with CCPR to complete the master plan, which included extensive community input and distinct analysis. The Master Plan was an updated of the previous master plan completed by PROS Consulting for the CCPR and built off other plans completed by PROS (marketing plan, maintenance management plan, The Monon Community Center Business Plan). The Master Plan scope included:

- Community and Stakeholder Input
  - Focus groups, key leader interviews, and public meetings; Joint meetings with fiscal bodies; Community survey; Demographics and trend report; Benchmark Analysis
- Parks, Facilities and Program Assessment
  - Park assessment; Facility assessment; Level of Service standards; Equity mapping/service area analysis; Program Assessment, Priority ranking needs assessment; Capital Improvement Plan
- Operations, Financial, and Benchmark Analysis
  - Operations review; Finance review; Funding sources review
- Master Plan Development
  - Review vision, mission, values; Master Plan themes, initiatives, and goals; Plan briefings/public meetings



Recently, Carmel was named one of the “Best Places to Live in America” by CNN Money Magazine, and parks and recreation played an integral role in the quality of life of residents. In 2023, PROS Consulting began working on an update to the Comprehensive Master Plan that was completed in November 2024.

**Client Reference:** Mr. Michael Klitzing, Director; 1235 Central Park Drive East; Carmel, IN 46032; 317.573.4018; [mklitzing@carmelclayparks.com](mailto:mklitzing@carmelclayparks.com)

## City of Dublin, OH Parks and Recreation Master Plan (2023) DUBLIN, OHIO

The City of Dublin (“City”) Parks and Recreation Department, as a CAPRA accredited agency, has a strong commitment to provide parks, facilities, and recreational services for residents. As such, the City desired a Parks and Recreation Master Plan (“Plan”) to provide a vision for the future. Key components of the master planning process included research, public involvement, and the development of recommendations for all aspects of the City’s park services with a focus on park, recreational amenities, and facility needs, recommended goals and policies, maintenance, and financing and implementation measures.

The City desired a Plan to align new investments with a strong community-driven mission and vision that integrates the City’s strong pursuit of recreation activities to the community. The outcome was a Plan that will be heavily used as a resource for future development and redevelopment of the City’s parks, recreation services, and facilities.

This plan details the current state of the system and outlines plans for future improvements and investments based on a comprehensive assessment of community priorities and values. Community input was collected via focus groups, key leader and stakeholder interviews, open public forums, project website, a community on-line survey and a statistically valid survey. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.

Unique technical analyses that were completed as part of the master plan included a **Climate Resiliency Analysis** of the park system on how it can play a role in helping cities and region manage the impacts of climate change on resident and the ecosystem. Also, a **Walkshed Analysis** was completed. By identifying the accessibility and current amenities of each park compared to the populations it serves, recommendations were developed to ensure equitable access and programming throughout the city parks and recreation system. Furthermore, the plan also included a **Diversity, Equity and Inclusion (“DEI”) Framework**. Dublin’s DEI Framework Plan sets the stage for the City’s commitment to DEI. Building on this cornerstone diversity, equity, and inclusion were important community elements considered when creating this plan to build and manage Dublin’s parks and recreation system.

PROS Consulting, INC., in partnership with OHM Advisors, developed the plan for the City and provided recommendations based upon publicly driven input as obtained and analyzed throughout 2022 and early 2023. The Department also used the Master Plan as part of CAPRA Accreditation standards.

**Client Reference:** Mr. Matt Earman, Director of Parks and Recreation; City of Dublin; 6555 Shier-Rings Rd.; Dublin, OH 43016; 614.410.4710; [mearman@dublin.oh.us](mailto:mearman@dublin.oh.us)



### PARKS SERVING THE MOST CHILDREN

- 1 Avery Park
- 2 Shannon Glen Park
- 3 ML “Red” Trabue Nature Reserve

### PARKS SERVING THE LEAST CHILDREN

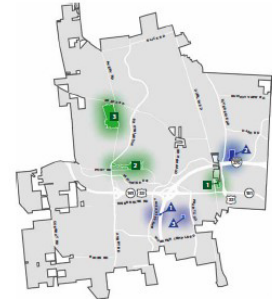
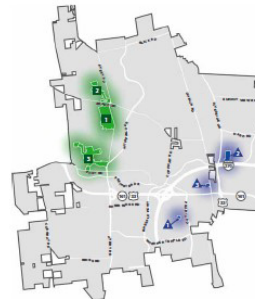
- 1 Smiley Park
- 2 Ferris-Wright Park & Earthworks
- 3 Dublin Veterans Park

### PARKS SERVING THE MOST SENIORS

- 1 Riverside Crossing Park
- 2 Indian Run Meadows Park
- 3 Avery Park

### PARKS SERVING THE LEAST SENIORS

- 1 IGS Park
- 2 Ferris-Wright Park & Earthworks
- 3 Smiley Park



# Request for Proposal

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

### City of Gahanna, OH Comprehensive Parks Master Plan (2023) GAHANNA, OHIO

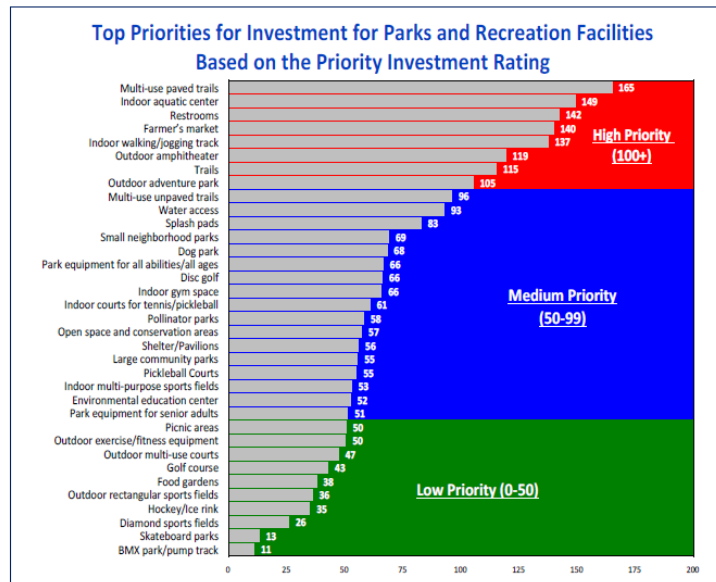
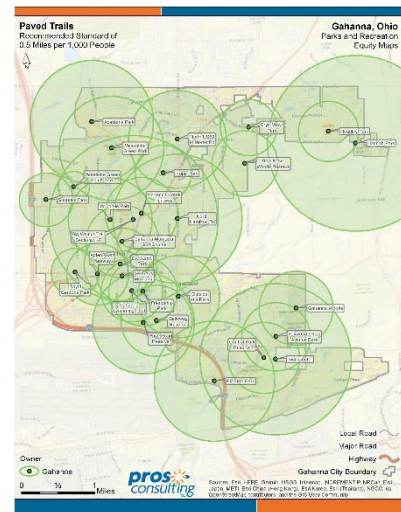
In 2023, PROS Consulting and ETC Institute completed a Parks and Recreation Comprehensive Master Plan for the City of Gahanna. The purpose of the Master Plan was to provide the City of Gahanna with a roadmap to guide them in implementing their mission & vision and key recommendations. The goals and recommendations were focused on achieving what the community desires for their parks and recreation facilities and programs over the next ten years.

The Gahanna Parks and Recreation Department had made significant strides in updating the parks and recreation system from the previous recommendations in the 2015 Parks and Recreation Master Plan. Parks related improvements were made along with expanding the trail system and adding additional programs. The Department did an excellent job listening to the community and investing in their needs and desires.

The Master Plan set forward a plan for the next ten years and will require the continual leadership of the current park administration for achieving the recommendations. With continued support from the Mayor and elected officials, the opportunity to achieve the goals outlined in the plan can be accomplished if everyone works together.

The goals, recommendations, and implementation strategies were outlined for the following components of the City’s parks system: parkland/trails, recreation facilities, recreation programs, operations, staffing and capital needs/funding strategies.

**Client Reference:** Stephania Ferrell, Parks and Recreation Director; City of Gahanna; 200 S. Hamilton Rd.; Gahanna, OH 43230; 614.342.4259; [Stephania.Bernard-Ferrell@gahanna.gov](mailto:Stephania.Bernard-Ferrell@gahanna.gov)



## City of Upper Arlington, OH Comprehensive Parks Master Plan (2019)

### UPPER ARLINGTON, OHIO

PROS Consulting, along with OHM Advisors and ETC Institute, completed a Comprehensive Parks and Recreation Master Plan for the City of Upper Arlington. The Upper Arlington Parks and Recreation Department manages parks, recreation facilities, and recreation program services to the citizens of Upper Arlington that greatly contributes to the quality of life for residents of the City. The City of Upper Arlington is also home to The Ohio State University. For the Department to continue to be viable, it needed a solid planning document to guide the City's efforts.



The master plan provides a framework to respond to citizens' needs and expectations, as well as identifies priorities for the staff to work toward successful implementation.

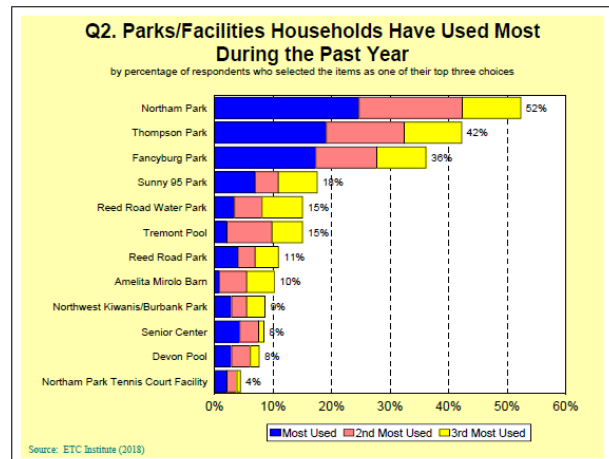
The Upper Arlington Parks and Recreation Master Plan followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a logical planning path, as illustrated below:



The goal of the Master Plan is to be a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Upper Arlington.

**Client Reference:** Ms. Debbie McLaughlin, Parks and Recreation Director; City of Upper Arlington; 3600 Tremont Road; Upper Arlington, OH 43221; 614.583.5307; [dmclaughlin@uaoh.net](mailto:dmclaughlin@uaoh.net)

Agency	Population of Jurisdiction	Total Non-Tax Revenues	Total Operating Expenses	Revenue Per Capita	Operating Expense per Capita	Operating Cost Recovery
Upper Arlington	34,609	\$1,862,781	\$3,755,156	<b>\$53.82</b>	<b>\$108.50</b>	<b>50%</b>
Carmel	93,713	\$9,857,050	\$11,780,919	\$105.18	\$125.71	84%
Dublin	43,607	\$3,345,805	\$8,322,650	\$76.73	\$190.86	40%
Fairfield	42,647	\$2,427,596	\$5,019,592	\$56.92	\$117.70	48%
Grapevine	50,844	\$3,100,000	\$10,046,378	\$60.97	\$197.59	31%
Mason	32,662	\$2,181,133	\$9,384,133	\$66.78	\$287.31	23%
Shaker Heights	28,039	\$2,603,000	\$2,526,000	\$92.83	\$90.09	103%
Southlake	27,833	\$720,789	\$2,665,000	\$25.73	\$95.11	27%
Westerville	37,667	\$4,148,878	\$9,594,116	\$110.15	\$255.40	43%
<b>Average</b>	<b>43,513</b>	<b>\$3,360,781</b>	<b>\$7,010,438</b>	<b>\$72.12</b>	<b>\$163.14</b>	<b>49.89%</b>



# Request for Proposal

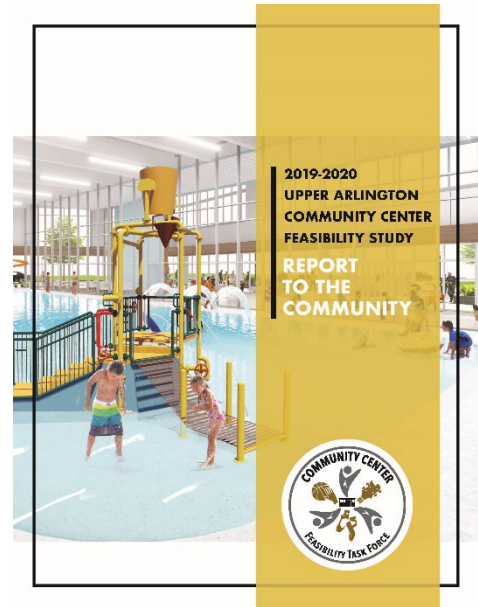
## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

### City of Upper Arlington, OH Comprehensive Parks Master Plan (2019) and Community Center Feasibility Study (2020)

UPPER ARLINGTON, OHIO

In 2018, PROS Consulting was retained to work with the Parks & Recreation Department to complete a comprehensive plan. One of the key pieces of resident feedback to come from that process was a desire to revisit the issue of inadequate indoor community recreation and gathering space. At all stages of the planning process, the City received feedback that the amount and type of available indoor space was limiting the range of activities that could be provided. Most notably, in a statistically valid survey conducted for the plan, 81% of respondents supported a feasibility study on a multi-generational indoor recreation facility.

In response to this feedback, in July of 2019 the Upper Arlington City Council formed the Community Center Feasibility Task Force (CCFTF), comprised of 16 residents, to determine if the community wants and needs a community center. If the answers were “yes,” they should then identify what facilities and programming should be included, explore possible locations and develop appropriate funding strategies.



At the outset, the CCFTF determined this work would benefit from the professional assistance of a consultant team experienced in conducting studies of this nature. The CCFTF collaborated with the City to conduct a Request for Qualifications process to solicit proposals and established a Selection Subcommittee to review submissions and recommend the best qualified firm.

The Task Force as a Whole met regularly study process to review and discuss the work of each of the subcommittees. The final meeting of the CCFTF was held on December 9, 2020. At that time, each of the subcommittees shared a final report on their findings and recommendations. The Task Force reviewed the recommendations and unanimously passed a Resolution of Support for the Feasibility of a Community Center for the City of Upper Arlington. PROS Consulting completed the market analysis, program plan for the building, as well as the financial pro forma.

**Pro Forma Revenues & Expenditures**  
UPPER ARLINGTON COMMUNITY CENTER  
BASELINE: REVENUES AND EXPENDITURES

throughout the

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$2,282,644.20	\$2,396,776.41	\$2,492,647.47	\$2,592,353.37	\$2,670,123.97	\$2,750,227.68
Youth Programs	\$388,449.00	\$407,871.45	\$424,186.31	\$441,153.76	\$454,388.37	\$468,020.02
Adult Programs	\$124,665.00	\$130,898.25	\$136,134.18	\$141,579.55	\$145,826.93	\$150,201.74
Seniors	\$296,228.00	\$311,039.40	\$323,480.98	\$336,420.22	\$346,512.82	\$356,908.21
Aquatics	\$85,855.00	\$90,147.75	\$93,753.66	\$97,503.81	\$100,428.92	\$103,441.79
Health & Wellness	\$126,845.00	\$133,187.25	\$138,514.74	\$144,055.33	\$148,376.99	\$152,828.30
Therapeutic Recreation	\$8,070.00	\$8,473.50	\$8,812.44	\$9,164.94	\$9,439.89	\$9,732.08
Rental / Other	\$87,885.00	\$92,279.25	\$95,970.42	\$99,809.24	\$102,803.51	\$105,887.62
<b>Total</b>	<b>\$3,400,641.20</b>	<b>\$3,570,673.26</b>	<b>\$3,713,500.19</b>	<b>\$3,862,040.20</b>	<b>\$3,977,901.40</b>	<b>\$4,097,238.45</b>
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Personnel Services	\$1,846,572.23	\$1,920,435.12	\$1,997,252.53	\$2,077,142.63	\$2,160,228.34	\$2,246,637.47
Supplies	\$173,500.00	\$178,705.00	\$184,065.15	\$189,588.13	\$195,275.78	\$201,134.05
Other Services & Charges	\$1,118,476.62	\$1,163,215.69	\$1,209,744.32	\$1,258,134.09	\$1,308,459.45	\$1,360,797.83
<b>Total</b>	<b>\$3,138,548.86</b>	<b>\$3,262,355.81</b>	<b>\$3,391,062.00</b>	<b>\$3,524,864.85</b>	<b>\$3,663,963.57</b>	<b>\$3,808,569.35</b>
Capital Outlay	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Maintenance Endowment Fund (5% of revenue)	\$170,032.06	\$178,533.66	\$185,675.01	\$193,102.01	\$198,895.07	\$204,861.92
<b>Total</b>	<b>\$170,032.06</b>	<b>\$178,533.66</b>	<b>\$185,675.01</b>	<b>\$193,102.01</b>	<b>\$198,895.07</b>	<b>\$204,861.92</b>
Scholarship Fund	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Scholarships (2% of membership revenue)	\$44,522.54	\$46,748.67	\$48,618.62	\$50,563.36	\$52,080.26	\$53,642.67
<b>Total</b>	<b>\$44,522.54</b>	<b>\$46,748.67</b>	<b>\$48,618.62</b>	<b>\$50,563.36</b>	<b>\$52,080.26</b>	<b>\$53,642.67</b>
<b>Total Gain / Loss (less Maint. Endowment Fund)</b>	<b>\$47,537.74</b>	<b>\$83,035.11</b>	<b>\$88,143.57</b>	<b>\$93,509.97</b>	<b>\$96,926.50</b>	<b>\$100,164.50</b>
<b>Total Cost Recovery</b>	<b>101%</b>	<b>102%</b>	<b>102%</b>	<b>102%</b>	<b>102%</b>	<b>101%</b>

**Client Reference:** Ms. Debbie McLaughlin, Parks and Recreation Director; City of Upper Arlington; 3600 Tremont Road; Upper Arlington, OH 43221; 614.583.5307; [dmclaughlin@uaoh.net](mailto:dmclaughlin@uaoh.net)

## Sioux Falls, SD Parks and Recreation Facilities Master Plan (2024) Sioux Falls, South Dakota

In 2023, **PROS Consulting**, as well as Williams Architects and ETC Institute, were retained to complete a Parks and Recreation Facilities Plan for the City of Sioux Falls. The City of Sioux Falls Parks and Recreation Department (“SFPRD”) has expressed the desire for a Facilities Master Plan (“Plan”) for a prototype multi-generational Recreation Center or centers (“Centers”) that will serve unmet needs within the community with appropriate spaces for today’s recreational trends. The facilities studied included two Recreation Centers and an Outdoor Aquatic Center.

The need for these kinds of centers has been long standing in the Sioux Falls community and the 2020 Parks and Recreation Master Plan and 2022 Aquatic Vision Plan, also completed by PROS Consulting, identified the following recommendations to be the key outcomes achieved in the next 10 years.

1. “Address age and condition of aquatic centers” and “Move out of small community centers to regional centers serving more of the community.”
  - a. Add two new community recreation centers at Frank Olson Park and on the west side of the City.
2. Replace both antiquated outdoor pools (Kuehn Park and Frank Olson Park)



It is in keeping with these outcomes and the community’s priorities from the long-range parks and recreation master plan, the City hired to develop a Program and Operations Business Plan to determine the approach to managing the newly designed Recreation Centers that were designed by **William Architects**.

The Centers when developed will become a hub of activity that can host indoor and outdoor programs including youth and adult sports, tournaments, programs, pickleball rentals and community gathering types of events for people of all ages on a year-round basis and will be the largest such investment in the Sioux Falls community for parks and recreation funded through a Quality-of-Life Bond. The planning Process included multiple steps as outlined below:

This Facilities Master Plan serves as a design and business planning tool to plan the design and the operations of the recreation centers and pools in the years to come so that the community can continue to enjoy the rich quality of life and the benefits that SFPRD provides.

**Client Reference:** Mr. Mike Patten, Park Development Specialist; 231 North Dakota Ave.; Sioux Falls, SD 57104; 605.367.8222; [mpatten@siouxfalls.org](mailto:mpatten@siouxfalls.org)



**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI**  
**Community Center**

**Rexburg Multi-Generational Recreation Center Feasibility Study and Business Plan (2023)**  
**REXBURG, IDAHO**

The City of Rexburg provides many opportunities for delivery of parks, recreation facilities, and program services for the citizens of Rexburg that greatly contribute to the quality of life for the community. For the Department to continue to be an integral asset to residents, it needed a plan to guide recreation efforts in its pursuit of the construction and operations of a multi-generational recreation center. **The City contracted with PROS Consulting, as well as BRS Architecture and ETC Institute to complete the study in early 2023.**

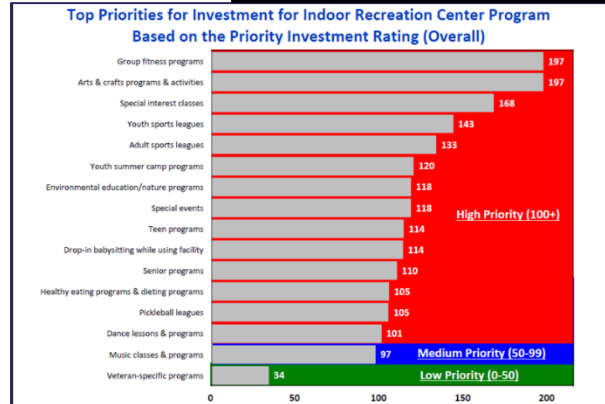


Rexburg Multi-Generational Recreation Center Feasibility Study  
2023

The purpose of the Rexburg Multi-Generational Recreation Center Feasibility Study was to guide the development and management of the Rexburg Multi-Generational Recreation Center, as well as create new financial strategies to guide the operations and maintenance for the next five years. Outcomes of the plan included community input, needs assessment and funding statistically valid surveys, market analysis, establishing design principles, development of implementation strategies, as well as a concept for the facility and a business plan that will enhance efficiency, revenue capacity and long-term financial sustainability for the new multi-generational recreational facility (recreational center and indoor facilities).



The process provides information for the staff to determine the feasibility of a multi-generational recreation center in Rexburg with the greatest opportunity to gain self-supporting operations through effective design, programming and services provided to the community. The plan consists of the following sections:



- Executive Summary
- Community Needs Assessment
- Demographic and Trends
- Market Analysis
- Rexburg Multi-Generational Recreation Center Concept Designs
- Rexburg Multi-Generational Recreation Center Operational and Financial Plan
- Recommendations and Implementation Plan

The public input process engaged residents through a variety of community input processes that included stakeholder interviews, focus group meetings, public forums, and a city-wide citizen survey. The information received from these community input processes was applied to the overall planning process. This is critical when articulating the true unmet needs, addressing key issues, providing recommendations for change, and strategizing to move the Department and city forward for optimum results.

**Client Reference:** Jeff Crowther, Recreation Director; City of Rexburg; 35 N 1st East; Rexburg, ID 83440; 208-372-2560; Jeff.Crowther@rexburg.org

## City of Kentwood, MI Community Center Feasibility Study and Business Plan (2025) UPPER ARLINGTON, OHIO

The City of Kentwood (“City”) is building a new Kentwood Community Center (“KCC”) that will be operated by the City’s Parks and Recreation Department (“Department”). This includes the Kentwood Activity Center, Covenant Clubhouse, Library Community Room, outdoor programming and events to create one overall proforma whereby the Department becomes cost recovery driven.

City of Kentwood Parks and Recreation  
Department & Community Center  
Business Plan




PROS Consulting worked with the architect firms of Perkins + Will on the program of the KCC and developed the market analysis, operational/staffing plan, pricing policy, as well as operational financial pro forma. Guiding Principles of the KCC:

- To provide an inclusive, affordable, state-of-the-art new recreation community center that offers Kentwood residents of all ages, origins and abilities, a place to come and exercise, participate in recreation and sport activities, learn a new skill, receive health and wellness services, experience social gathering, experience various events and fun for all residents of the City.
- To support healthy lifestyles for youth, adults, families, and seniors.
- To offer a year-round place with multiple experiences – four seasons of programming for residents.
- Achieve full cost recovery for the community center and Improve upon the Department cost recovery.

KCC has been designed with multi-functional program spaces that can accommodate various activities, ensuring flexibility and adaptability to changing community needs. By avoiding single-use spaces dedicated to specific interest groups, the KCC will maximize efficiency and inclusiveness. Additionally, the facility will offer multiple funding options, including individual and family memberships, daily access rates, program-based facility usage, event rentals, concessions, and sponsorship opportunities. These diversified revenue streams will support the center’s operational and financial goals while enhancing the overall user experience.

**Client Reference:** Val Romeo, Parks and Recreation Director; 616.656.5275; [romoev@kentwood.us](mailto:romoev@kentwood.us)

 <b>Pro Forma Revenues &amp; Expenditures - Department</b> City of Kentwood - Parks & Recreation Business Planning BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year
Membership Pass / Daily Admission	\$1,550,544.50	\$1,643,577.17	\$1,709,320.26	\$1,760,599.86	\$1,831,023.86
Gym Programs / Events	\$181,488.00	\$192,377.28	\$196,224.83	\$202,111.57	\$206,153.80
Group Fitness Programs / Events	\$113,068.00	\$119,852.08	\$122,249.12	\$125,916.60	\$128,434.93
Multipurpose Room Programs / Events	\$112,784.00	\$119,551.04	\$123,137.57	\$126,831.70	\$129,368.33
Community Room Programs / Rentals	\$47,672.00	\$49,102.16	\$50,575.22	\$52,092.48	\$53,134.33
Rentals / Reservations	\$463,600.00	\$491,416.00	\$511,072.64	\$531,515.55	\$547,461.01
Lobby / Café	\$289,787.87	\$298,481.50	\$307,435.95	\$316,659.02	\$322,992.20
Simulator	\$137,000.00	\$141,110.00	\$146,754.40	\$151,157.03	\$154,180.17
Child Watch	\$19,008.00	\$19,578.24	\$20,165.59	\$20,770.55	\$21,185.97
Other	\$317,337.20	\$326,857.32	\$339,931.61	\$353,528.87	\$364,134.74
<b>Total</b>	<b>\$3,232,289.57</b>	<b>\$3,401,902.79</b>	<b>\$3,526,867.18</b>	<b>\$3,641,183.24</b>	<b>\$3,758,069.35</b>
Expenditures	1st Year	2nd Year	3rd year	4th year	5th year
Personnel Services	\$2,294,379.76	\$2,363,211.15	\$2,434,107.49	\$2,507,130.71	\$2,582,344.64
Operations	\$818,002.88	\$833,544.93	\$849,382.29	\$865,520.55	\$881,965.44
Other Services & Charges	\$661,340.87	\$681,181.09	\$694,804.71	\$708,700.81	\$722,874.82
<b>Total</b>	<b>\$3,773,723.51</b>	<b>\$3,877,937.18</b>	<b>\$3,978,294.49</b>	<b>\$4,081,352.07</b>	<b>\$4,187,184.90</b>
<b>Net Income</b>	<b>(\$541,433.94)</b>	<b>(\$476,034.39)</b>	<b>(\$451,427.31)</b>	<b>(\$440,168.83)</b>	<b>(\$429,115.55)</b>
<b>Total Cost Recovery</b>	<b>85.7%</b>	<b>87.7%</b>	<b>88.7%</b>	<b>89.2%</b>	<b>89.8%</b>

Notes:  
Accounts for current and continued inflation rates.  
Does not include potential naming right, those funds should be in reserve for expansion & lifecycle replacement.

**Request for Proposal**  
**Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI**  
**Community Center**

**Hampshire Township Park District, IL Community Recreation Center Feasibility Study and Business Plan (2024)**

HAMPSHIRE TOWNSHIP, ILLINOIS

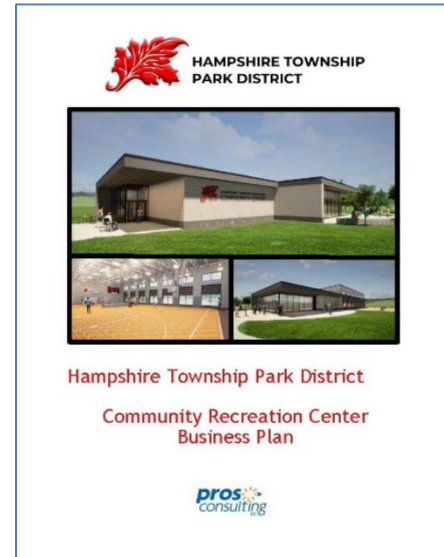
PROS Consulting and Williams Architects assisted Hampshire Township Park District in a feasibility study / business plan for a Community Recreation Center in 2024.

The Hampshire Township Park District (“District”) was interested in a feasibility study/business plan to review the proposed new Community Recreation Center (“CRC”) including a market review, staffing, budgeting including expenses and revenues, staffing levels and programming. The market analysis of comparable recreational facilities and programs, both private and public, was included to determine their potential influence on the Hampshire Township Park District Community Recreation Center.

Also, an analysis of the operational and management needs, staff capacities, regulations, education, policies, and procedures were completed to determine if there were opportunities for expanded activities and programming not currently being utilized that could be achieved in the CRC.

Lastly, a full exploration of potential options for programs was completed along with revenue generation alternatives, and attendance projections for enhancements. A full business plan with the full cost to operate the CRC and achieve a cost recovery goal was also provided.

**Client Reference:** Laura Schraw, PLA / ASLA, Executive Director; Hampshire Township Park District; Hampshire, IL 60140; 847-683-2690; [laura@hampshireparkdistrict.org](mailto:laura@hampshireparkdistrict.org)



<b>Pro Forma Revenues &amp; Expenditures</b>					
Hampshire Township Park District - Community Recreation Center Business Plan					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year
Pass/Daily Admissions	\$177,488.80	\$189,913.02	\$201,307.80	\$211,373.19	\$230,396.77
Programs / Events	\$279,584.00	\$299,154.88	\$317,104.17	\$332,959.38	\$362,925.73
Reservations / Rentals	\$103,462.00	\$110,704.34	\$117,346.60	\$123,213.93	\$134,303.18
Other	\$12,800.00	\$13,696.00	\$14,517.76	\$15,243.65	\$16,615.58
<b>Total</b>	<b>\$573,334.80</b>	<b>\$613,468.24</b>	<b>\$650,276.33</b>	<b>\$682,790.15</b>	<b>\$744,241.26</b>
Expenditures	1st Year	2nd Year	3rd year	4th year	5th year
Personnel Services	\$323,176.97	\$336,104.04	\$349,548.21	\$367,165.44	\$400,944.66
Operations	\$175,253.08	\$184,015.73	\$193,216.52	\$204,906.12	\$225,909.00
Other Services & Charges	\$65,806.78	\$69,755.19	\$73,940.50	\$79,160.70	\$88,105.86
<b>Total</b>	<b>\$564,236.83</b>	<b>\$589,874.97</b>	<b>\$616,705.23</b>	<b>\$651,232.26</b>	<b>\$714,959.51</b>
<b>Net Income</b>	<b>\$9,097.97</b>	<b>\$23,593.27</b>	<b>\$33,571.10</b>	<b>\$31,557.89</b>	<b>\$29,281.75</b>
<b>Total Cost Recovery</b>	<b>101.6%</b>	<b>104.0%</b>	<b>105.4%</b>	<b>104.8%</b>	<b>104.1%</b>

Notes:

Accounts for current and continued inflation rates



**EASTSIDE RECREATION CENTER**  
CINCINNATI RECREATION COMMISSION

*New Recreation Center in Cincinnati*

Nestled within a Cincinnati neighborhood park, this new 15,000 sf recreation center redefines community engagement and active living. Designed to replace an outdated facility, the new center introduces much-needed amenities, including an indoor gymnasium with court striping for basketball, volleyball, and pickleball.

Positioned to enhance visibility and accessibility, the facility encourages pedestrian use and fosters greater community interaction. In addition to the gym, the center features flexible meeting rooms for gatherings and events, as well as office space to support operations. All designed to serve as a vibrant hub for residents of all ages.

**CLIENT REFERENCE**

**Mr. Dan Jones**  
**Planning & Development**  
513.352.4942  
dan.jones@cincinnati-oh.gov

**DELIVERY METHOD**

Design-Bid-Build, GC

**PROJECT SIZE**

15,000 sf

**PROJECT HIGHLIGHTS**

- Multigenerational Community Hub
- Replacement Of Outdated Facility
- Flexible Meeting & Event Spaces

**COST**

\$7.5 Million

**DATE**

2024





**BOB CRANE COMMUNITY CENTER**  
CITY OF UPPER ARLINGTON

*Community Center is the New Home for  
Community Engagement & More*

Situated in the center of the Upper Arlington community, the Upper Arlington Community Center is a multi-generational hub that provides the community with recreational, social, and educational spaces. The design solution addresses the challenges of stacking large program areas on top of each other while creating an intuitive connection between each level. High-use spaces, such as fitness and aquatics, were located on the first and second levels, while the MAC (Multipurpose) gym and double-court gym were placed on the upper levels. Other support spaces, such as the Senior and Teen Areas, were distributed throughout the building. To support the design goal of maximizing natural light, an abundance of glazing was used on the exterior, along with outdoor spaces on the rooftops that cater to both social and program needs.

Given the unique site and challenges associated with the stacking of program spaces, MSA teamed with Perkins&Will Architects. Our combined efforts and expertise resulted in a well-thought-out design that is responsive to the vision defined by the City of Upper Arlington. A key element of our design process included multiple community engagement meetings and focus groups to gather input from residents and identify specific requirements for the program spaces.



**CLIENT REFERENCE**

**Steve Schoeny**  
City Manager  
614.583.5000  
sschoeny@uaoh.net

**DELIVERY METHOD**

CMR

**PROJECT SIZE**

155,000 sf

**PROJECT HIGHLIGHTS**

Community Engagement-Driven Planning  
Multi-Generational Community Hub  
Vertically Stacked Program Design

**COST**

\$84 Million

**DATE**

2025



## MCDONALD COMMONS RENOVATION CITY OF MADEIRA

### *Revamp Adds New Fields, Event Spaces, & Community Connections*

The McDonald Commons Renovation is a transformative investment in community recreation, accessibility, and connection for the City of Madeira. With two park assets in the city, leadership saw an opportunity to reimagine McDonald Commons as a more inclusive and dynamic destination by strategically expanding its footprint and integrating adjacent properties. MSA Design worked closely with city officials, local stakeholders, and residents to craft a vision that would elevate everyday park use and foster community pride.

The renovated park now serves as a multi-generational hub that offers a thoughtful balance of activity, relaxation, and connectivity. A blend of synthetic and natural turf athletic fields supports both youth and adult sports programs. A large event lawn and pavilion accommodate seasonal programming, while a new community room offers flexible indoor space for classes, events, and gatherings. A custom-designed play area provides a safe and engaging environment for children, and enhanced walkability, through new paths and site circulation, creates a stronger pedestrian connection to the surrounding neighborhood.

More than just an upgrade, McDonald Commons is now a civic anchor that reflects Madeira’s vision for the future; active, inclusive, and connected.

#### CLIENT REFERENCE

**Michael Norton Smith**  
**City Manager**  
513.561.7228  
mnorton-smith@madeiracity.com

#### DELIVERY METHOD

CMR

#### PROJECT HIGHLIGHTS

Multi-Generational Recreational Destination  
Transformative Community Park Investment  
Improved Walkability & Neighborhood Connections

#### PROJECT SIZE

2,200 sf Community Building  
23 Acre Park

#### COST

\$12 Million

#### DATE

2024





## SUMMIT PARK CITY OF BLUE ASH

*Renovated Airport Becomes Award  
Winning & World-Class Community Park*

Summit Park is a 130-acre year-round destination that transforms a former airport into a vibrant civic space focused on community, wellness, and environmental engagement. Anchored by a sweeping Great Lawn for concerts and events, the park offers flexible pavilions, a glass canopy with dynamic lighting, and a 185-foot observation tower inspired by the site's aviation history. The tower features panoramic views, dual viewing platforms, and a stage for performances at its base.

Throughout the park, playful educational elements and experiential signage invite discovery for visitors of all ages. Branded environmental graphics and a sculptural signage system—crafted from aluminum, polycarbonate, and natural stone—create a cohesive visual identity. Monument signs at park entries shift in appearance from day to night with integrated LED lighting that enhances wayfinding while contributing to the park's iconic presence in Greater Cincinnati.

### CLIENT REFERENCE

**David Waltz**  
City Manager  
513.745.8538  
administration@blueash.com

### DELIVERY METHOD

CMR

### PROJECT SIZE

85,000 sf

### PROJECT HIGHLIGHTS

Great Lawn For Events  
130-Acre Civic Destination  
Year-Round Community Park

### COST

\$60 Million

### AWARDS

Cincinnati Design Awards Honor Award: Community Pavilions and Observation Tower  
Excellence in Masonry Design: Ohio Masonry Institute  
Davey Awards: Gold Award for Corporate Identity

### DATE

2018



## Section Five – Project Understanding and Approach

### Project Understanding

The City of Oxford seeks a focused, implementation-oriented planning effort that establishes a clear roadmap for reinvestment at the TRI Community Center and TRI Park, while situating those decisions within the broader context of Oxford’s parks and recreation system. The City has clearly articulated that the TRI site is the primary focus, with systemwide analysis intended to be high-level, strategic, and supportive of TRI-related decisions rather than a full park-by-park master plan.

PROS Consulting’s approach is intentionally right sized to align with the City’s expectations, budget, and clarified intent from the RFP and Q&A. The proposed scope prioritizes:

- A decision-ready feasibility study for the TRI Community Center and TRI Park
- Targeted community engagement to build momentum and donor readiness
- A concise, high-level parks and recreation master planning framework that provides context, equity awareness, and strategic alignment, without unnecessary depth or cost

The result will be a practical, fundable, and defensible plan that supports City Council action, community confidence, and next-step implementation.

Integral to the planning process is public engagement through a variety of methods to educate and engage the community about the future of the park, recreation, and community services. A system-wide approach to evaluating parks and recreation is desired to develop goals, policies, and guidelines with achievable strategies. The Master Plan will:

- **Maximize community engagement** to ensure the broad interests of the community and stakeholders in Oxford are heard and can help guide growth and development of parks and recreation sites, facilities, and programs.
- **Create a future strategy for parks, recreation and green spaces that is fair to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provides fair community benefit to all.
- **Utilize a wide variety of data sources and best analytical practices** to predict trends and patterns of use, community impact, and how to address unmet needs in Oxford.
- **Provide recommendations for the TRI Community Center Site** by exploring new site opportunities, connectivity, recreational potential, potential concept, as well as operational considerations.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, dynamic partnerships, and ensure future operational and maintenance needs are addressed.
- **Develop a dynamic and realistic action plan** that is based on unique levels of service, promotes health and safety, supports active lifestyles, builds community connectivity, and creates a road map to ensure long-term success and financial sustainability for the Oxford’s parks, recreation programs, and facilities.

The foundation of the Consulting Team’s approach is a creative and comprehensive public participation process. We will identify opportunities to engage people through a variety of community input processes. The information derived by the public’s participation in key leadership meetings, focus group meetings,

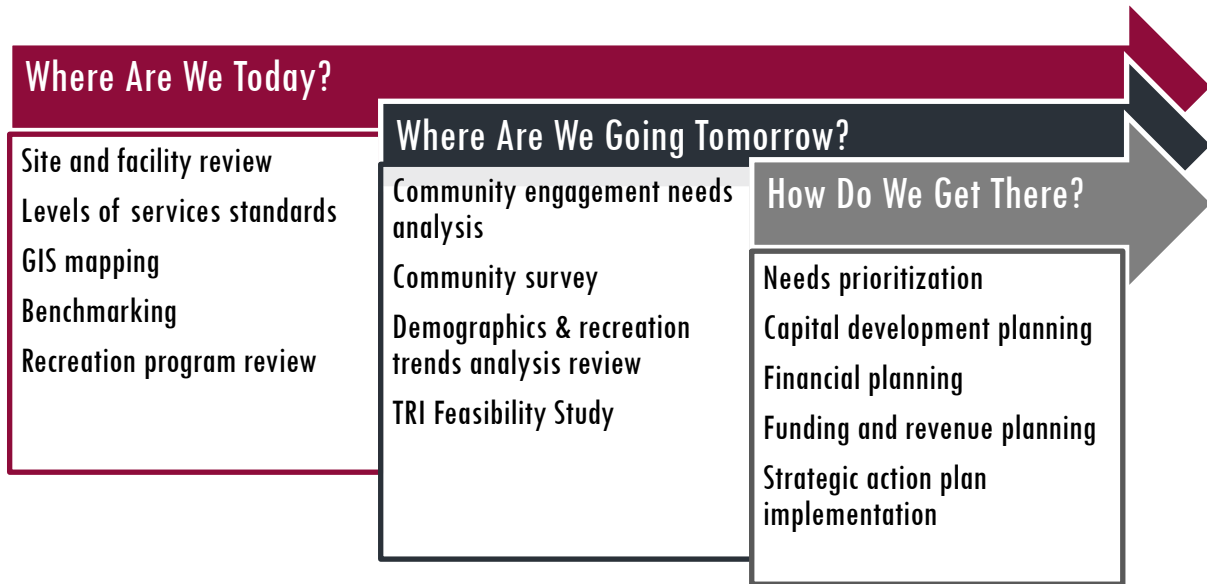
## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

public forums, and citizen-household surveys is important. However, it is equally important that the information received is applied to the overall planning process to accurately articulate the true unmet needs, address key issues, and provide the greatest recommendations and strategies to move the City's parks and recreation services forward for optimum results.

### Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to the City of Oxford, TRI Board, and City Council for development and enhancement of the system for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



## Project Scope of Work for Parks and Recreation Master Plan

We propose a comprehensive planning approach to address the requirements of the Master Plan and will deliver a living and working document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The following is a detailed approach to develop the Master Plan related to implementing specific action items.

### Task 1 – Project Management, Progress Reporting & Data Review

**A. Kick-off Meeting & Project Management** - A kick-off meeting should be attended by the key Department staff and Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Consulting Team. Detailed steps of this task include:

- **Confirmation** – The project goals, objectives, scope, and schedule will be confirmed.
- **Outcome Expectations** – Discuss expectations of the completed project.
- **Communications** – Confirmation on lines of communication, points of contact, level of involvement by Department staff and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- **Data Collection** – The Consulting Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background.
- **Progress Reporting** – We will develop status reports to the Department on a bi-weekly basis through a schedule Zoom/Video conferencing. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project. Lastly, the Consulting Team will meet with the Project Manager on important milestone dates during the planning process, which will be finalized at the kick-off meeting with specific dates outlined.
- **Prepare database of stakeholders** – We will work with the Department who will gather contact information from a variety of sources within the Department. This information will be used in the key leadership/focus group interview portion of the Master Plan.
- **Project Branding and Media Strategy** – We will work with the Department to develop a project brand for the plan. This could include specific Project Name, Logo, Hashtags etc. in conjunction with the client. The branding will be woven into all aspect of project communication and outreach mediums including, but not limited to, the website, online surveys, and Social Media such as the Department’s Facebook, You Tube, or Twitter feeds.

### Task 2 – Public Process

Successfully engaging the community in this planning process will be a vital element for crafting a plan that is responsive to their needs and ultimately leads to support for implementation. No one understands a community better than those who live and work there, and our team will meet with the City to develop a comprehensive community outreach plan at the outset of the project. This plan document will define the goals, objectives, key messages, target audiences, issues under consideration, tools/methods, and outreach schedule. The plan provides the framework for our project team and the City to work together to achieve appropriate input and involvement throughout the planning process.

We will utilize a robust public input process to solicit community input on how the recreation system and programs meet the needs of residents in the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, a statistically valid needs assessment survey will be conducted to identify

## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

community needs and issues related to recreation programs and facilities, as well as the TRI Community Center. Specific tasks include:

**A. Public Engagement/Advocacy Strategy** – The public engagement process will work hand-in-hand with the development of an advocacy strategy for the Master Plan/Feasibility Study. This strategic process is something we design together as a client / planning team and will include but not be limited to the following key aspects of the process:

- The need for personal one-on-one interactions with key community leaders and stakeholders
- Direct access and opportunity for participation for major partners and user groups
- The direct access and opportunity for the public to participate in multiple, iterative public workshops
- The combination of qualitative and quantitative engagement strategies
- The ability to meet the public “where they are”
- A minimum of two (2) meetings with the Recreation Board, and two (2) presentations to the City Council.

**B. Key Leadership/Focus Group Interviews** – The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for parks and recreation in the Oxford community. Five (5) focus group meetings and key leadership interviews, as well as with the City Council and Recreation Board and other key leaders (up to 12) will be held over a two-day period. Also, during these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for recreation facilities, parks, trails, and open space development needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Elected Officials
- Key Business Leaders
- Arts Organizations
- Quality of Life Partners
- Oxford Neighborhood Associations
- City Administration
- Key Partners/Philanthropic Organizations
- School officials
- Users and non-users of the parks and recreation system
- Seniors
- Youth sports groups



- C. Social Pinpoint Project Website** – We will develop a customized project website through Social Pinpoint that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. The site will host an online survey, as well as interactive mapping tool for the community to leave comments on specific parks and/or facilities. This could be combined with input through social media and could also host videos through a dedicated YouTube Channel and utilize the City’s website. It has proven to be a highly effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a phone or mail survey.



**Welcome to the Interactive Engagement Site to Help Create the Vision for the Future of Parks and Recreation in Pullman!**

To help us plan for the future, please take 10 to 15 minutes and complete the following exercises:

[Fill Out the Survey](#)

Tell us about your thoughts on parks, recreation, and amenities in Pullman! Your input is a key component to developing a comprehensive system plan.

[Mapping Activity](#)

Provide feedback on your favorite parks and facilities! Drop comments directly onto a map to tell us your ideas about specific areas.



**Upcoming Events**

 Wednesday, August 14, 2024 5:30 pm

- D. Public Forums/Workshops** – Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct one (#1) initial public forum to introduce the project and project goals, gain input for the community’s vision and core values for the City’s parks and recreation system, a second (#2) workshop towards the end of the project as a final briefing and input opportunity on the draft plan. These meetings would be informal in nature, offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose of these meetings will be to ensure opportunities for the public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the City’s parks and recreation system.

- E. Statistically-Valid Needs Analysis Survey** – Working with PROS Consulting and City of Oxford staff to develop the content of the survey. ETC Institute will meet by Zoom/phone with PROS Consulting and the City to discuss the goals and objectives for the project. To facilitate the survey design process, ETC Institute will provide sample surveys created for similar projects. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City. The survey will be up to 5-6 pages in length. The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of 250 completed surveys at a 95% level of

## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

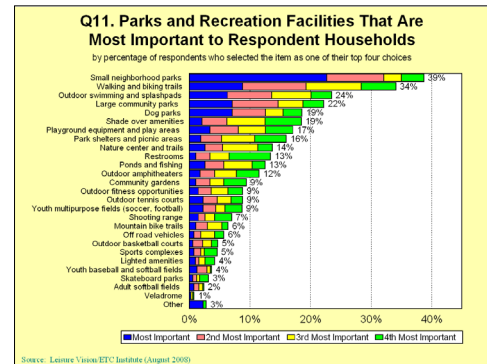
confidence and a confidence interval of +/- 5.5%. Prior to the survey being conducted, the Oxford staff will review it.

ETC Institute will mail the survey and a cover letter (on City letterhead) to a random sample of households in the City. Only one survey per household will be sent. Postage-paid envelopes will be provided by ETC Institute for each respondent. The City will provide a cover letter for the mailed survey. The cover letter will contain a link to an online version of the survey. Residents who receive the survey will have the option of returning the printed survey by mail or completing it on-line.

Approximately 10-12 days after the surveys are mailed, ETC Institute will follow up via e-mail and/or text with households that received a mailed survey. ETC Institute will continue following up with households until reaching the targeted number of completed surveys. ETC Institute will monitor the distribution of the sample to ensure that the sample reasonably reflects the demographic composition of the City regarding age, geographic dispersion, gender, race/ethnicity and other factors. ETC Institute will weight the data as needed if one or more demographic groups is over/underrepresented relative to recent Census estimates for the City's population.

ETC Institute will submit a final report that at a minimum will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings.
- Charts and graphs that show the overall results of each question on the survey.
- Benchmarking analysis showing how the City compares to other communities.
- Priorities-Investment Rating analysis that will identify the facilities and programs that should receive the highest priority for investment from the City.
- Cross-tabulations that show the results for key demographic group, and other variables as desired by the City
- Tabular data that shows the results for each question on the survey, including open ended questions.
- A copy of the survey instrument
- ETC Institute will submit the survey findings report in an electronic format. ETC Institute will also provide the raw data in an Excel database, or other format as requested by the City.



### Task 3 – Community Profile

**A. Demographic & Recreation Trends Analysis** – We will review and interpret demographic trends and characteristics of Oxford using information from existing City plans and other available statistical information where appropriate and apply it to parks and recreation needs. We will also supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the park and recreation system and distinguish customer groups.

- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The City’s demographic analysis will be based on US 2020 Census information, 2025 updated projections, and 5 (2030) and 10 (2035) year projections. The following demographic characteristics will be included:

- Population density
- Age Distribution
- Households
- Gender
- Ethnicity
- Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association’s (SFIA) 2025 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

- B. Benchmark Analysis (OPTIONAL)** – A benchmark analysis can compare the Oxford park system to five (5) other relevant peer agencies. The Consultant Team will work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities. The analysis will include national trends and how the City should adapt over the next five to ten years.

System	City Area (Sq. Miles)	Current Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Parks and Greenways	Total Acres Owned or Managed by System	Total Developed Acres	% Acres Maintained to Total Park Acres	Total Park Acres Per 1,000 Pop.	Total Trail Miles
Olathe Parks and Recreation	60.4	130,045	2,152	35	1,998.4	1,952.8	98%	15.37	36.5
Carmel Clay Parks and Recreation	49.1	83,565	1,761	15	505.0	505	100%	6.04	16.0
Roseville Parks and Recreation	36.2	124,519	3,440	68	408.5	253	62%	3.28	
Frisco Parks and Recreation	62.4	128,176	2,054	36	1,509.0	671	44%	11.77	55.5
Overland Park Parks and Recreation	75.4	178,919	2,374	83	2,940.2	2,618	89%	16.43	90.1

**Task 4 – Existing and Future Park & Facilities Analysis**

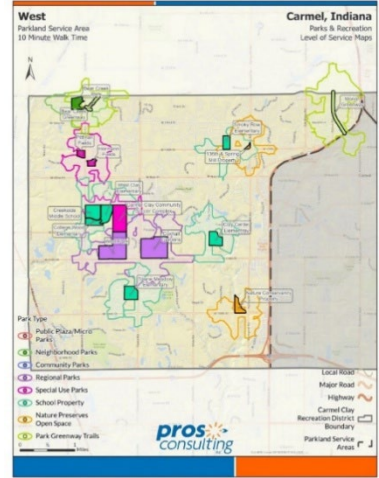
- A. Park Assessment** – We will perform a general park assessments for City of Oxford parks. The purpose of this effort is to evaluate the general condition of each site and document the overall park and site elements, including parking areas, walkways, structures, play equipment, and related amenities. A report will be generated outlining the current features and conditions, and identifying issues related to conditions and maintenance within the parks. Condition assessments are instrumental in determining opportunities for improvement and this assessment will serve as a critical baseline in the development over the overall master plan, and inform the recommendation for each park, and the overall system.
- B. Park Classifications and Level of Service Standards** – The Consulting Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard

## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team’s national experience and comparison with peer/survey agencies. These standards will be adapted based on the needs and expectations of the City of Oxford.

- C. Geographical Analysis through Mapping** – The Consulting Team will work with the Department to determine appropriate GIS mapping. The Consulting Team can utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. Using the facility standards and service areas provided by the Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. We can also prepare a map on a 10-minute walk to parks and trails.



#### Task 5 – TRI Park and TRI Community Center Site Assessment

**Purpose:** Establish a clear understanding of the physical site and existing facility to support redevelopment decisions.

**Key Activities:**

- Site walkthrough and observational assessment of TRI Park and existing community center
- Review of accessibility, connectivity, adjacencies, and site constraints
- High-level evaluation of the existing building’s suitability for renovation, expansion, or replacement (planning-level, non-architectural condition assessment)
- Photographic documentation and site mapping

**Deliverables:**

- TRI site and facility assessment summary
- Identification of key physical constraints and opportunities

#### Task 6 – TRI Conceptual Feasibility Study

**Purpose:** Provide the City with clear, actionable options for the future of the TRI Community Center.

**Key Activities:**

- Development of **three planning-level scenarios:**
  - Renovate
  - Expand
  - Replace
- Identification of programmatic needs and space considerations at a conceptual level
- High-level conceptual site and facility layouts (block diagrams / illustrative plans)
- Evaluation of operational considerations for each scenario, including staffing implications and general programming capacity

**Deliverables:**

- Feasibility scenarios with comparative advantages and limitations
- Conceptual layouts suitable for decision-making and fundraising conversations
- Establish realistic investment targets to support budgeting, donor outreach, and Council direction.

**Key Activities:**

- Planning-level capital cost estimates for each TRI feasibility scenario
- Inclusion of major cost categories (construction, soft costs, contingency, escalation)
- Identification of potential funding and partnership strategies (high-level)

**Deliverables:**

- Order-of-magnitude cost ranges for TRI scenarios
- Summary of potential funding pathways

**Task 7 – Financial Implementation Component**

**A. Rank and Prioritize Demand and Opportunities** – The Consulting Team will synthesize the findings from the community input, standards, demographics and trends analysis, park and facility assessment, recreation services assessment and the service area mapping into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and provide guidance for the Capital Improvement Plan. The analysis will include general land acquisition needs for the development of parks, open space, trails, and other recreational facilities.. The Consulting Team will conduct a work session with staff to review the findings and make revisions as necessary.

Facility/Amenity Priority Rankings	Overall Ranking
Multiuse paved trails (hiking, biking, walking)	1
Walking & biking trails	2
Open space conservation areas	3
Large community parks	4
Small neighborhood parks	5
Indoor aquatics facility	6
Multiuse unpaved trails (hiking, biking, walking)	7
Indoor exercise facility	8
Community center (multiuse space for events & activities)	9
Playgrounds	10
Outdoor swimming pools / water parks / splash pads	11
Performing arts center	12
Off leash dog park	13
Shaded play areas	14
Park benches along paths	15
Historic preservation of Old School House	16
ADA / senior accessible walking trails	17
Indoor basketball / volleyball courts (indoor gyms)	18
Outdoor multiuse courts (basketball, pickleball, tennis, artificial ice skating rink)	19
Environmental education center	20
Picnic areas & shelters	21
Outdoor exercise / fitness area	22
Natural type play structures for children	23
Bocce ball	24
Bike park	25
Community gardens	26
Lighted rectangular sports fields (football, rugby, soccer)	27
Lighted diamond sports fields (baseball, softball)	28
Mountain biking trails	29
Disc golf	30
Skateboarding parks	31

**B. Capital Improvement Plan** – The Consulting Team recommends the development of a three-tier capital improvement plan that will assist the City in the inevitable and continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- The **Sustainable Alternative** has plans for prioritized spending within existing budget targets and focuses on deferred maintenance and lifecycle replacement of assets and amenities within the existing parks system. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the City to maintain high quality services.
- The **Expanded Services Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing and renovating existing parks and facilities to better meet the park and recreational needs that would require additional operational or capital funding. In coordination with the City Council, the Department would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, grants, and existing or new taxes.

## Request for Proposal

### Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the parks and recreation system and by providing a long-range look to address future needs and deficiencies. In the Master Plan, the Visionary Alternative addresses complete renovations of aging parks and facilities and the development of new parks and facilities. Funding for visionary projects would be derived from partnerships, private investments, and new tax dollars.

**C. Funding and Revenue Strategies** – Funding strategies will be developed based in part to our review and analysis, as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan/Feasibility Study based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges, options and recommendations.
- Endowments/non-profits opportunities for supporting operational and capital costs.
- Sponsorships to support programs, events, and facilities.
- Partnerships with public/public partners, public/not-for-profit partners, and public/private partnerships.
- Dedicated funding sources to support land acquisition and capital improvements.
- Development agreements to support park acquisition, open space and park and facility development.
- Earned Income options to support operational costs.
- Land or facility leases to support operational and capital costs.
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines.

#### Task 8 – Action Plan & Master Plan/Feasibility Study Development

The Master Plan/Feasibility Study will be framed and prepared through a series of workshops with Department staff. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed.

Key recommendations and tactics that support each action strategy to its fullest potential will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the Department or external partners to focus on. Specific tasks include:

- A. Confirm/Develop Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior Department staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.
- B. Strategic Action Plan Development** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/timelines, and cost estimates. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with senior Department staff in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful plans across the United States from their work. Action plans will be established in the following key areas:

- **Park Development and Improvements** – Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
  - **Park and Facility Operational Management** – Recommendations that provide for short and long-term enhancement of park and facility operational management practices of the City.
  - **Programs and Services** – Recommendations that provide for short and long-term development and delivery of programs and services provided by the Department, including opportunities to improve partnerships.
  - **Financial and Budgetary Capacity Development** – Recommendations that provide for short and long-term enhancement of the financial and budgetary capacity of the Department related to facilities and lands.
  - **Policies and Practices** – Specific policies and practices for the Department that will support the desired outcomes of this Master Plan will be detailed.
- C. Draft Report Preparation and Briefings**– The Consulting Team will prepare a draft Plan with strategies taking into account all analyses performed and consider the fiscal and operational impacts to the Department. The recommendations and prioritization of needs will be reviewed and discussed with the Recreation Board and City Council. One electronic copy for public information.
- D. Final Plan Presentations, Preparation, and Production** – Upon comment by all vested City staff the City Council and Recreation Board, and the community, the Consulting Team will revise the Draft Plan to reflect all input received. The Consulting Team will prepare a final summary report and present it to the City Council for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports). Final deliverables will include the following:
- Comprehensive Parks and Recreation Master Plan (digital and bound copies)
  - Executive Summary suitable for public and council presentations
  - Conceptual feasibility reports for TRI Community Center Site and TRI Community Recreation Center, including conceptual site/floor plans, cost estimates, market summaries, and implementation recommendations





## Section Six – Price Proposal

The following fee breakdown is based on the project approach described in the Scope of Work for the Oxford Master Plan/Feasibility Study. We would appreciate the opportunity to meet and discuss the project approach and fees, as we are flexible in meeting your needs. Our fee is based on our project approach to your RFP deliverables and elements, as well as our work on similar City plans throughout the State of Ohio and can easily be modified to meet your budgeting needs. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses. PROS Consulting uses a transparent pricing model toward project budgets. We do not change-order our clients unless there is a major addition to the project after contract execution.

<b>Task 1 - Project Management, Progress Reporting &amp; Data Review</b>	
A. Kick-off Meeting and Project Management	\$ 9,160
<b>Subtotal Dollars</b>	<b>\$ 9,160</b>
<b>Task 2 - Public Process</b>	
A. Public Engagement/Advocacy Strategy	\$ 680
B. Key Leadership / Focus Group Interviews	\$ 6,440
C. Social Pinpoint Project Website	\$ 2,520
D. Public Forums Workshops	\$ 4,820
E. Statistically Valid Needs Analysis Survey	\$ 8,180
<b>Subtotal Dollars</b>	<b>\$ 22,640</b>
<b>Task 3 - Demographic Trends</b>	
A. Demographic & Recreation Trends Analysis	\$ 1,760
B. Benchmark Analysis (OPTIONAL)	\$ -
<b>Subtotal Dollars</b>	<b>\$ 1,760</b>
<b>Task 4 - Existing and Future Parks &amp; Facilities Analysis</b>	
A. Parks Assessment	\$ 3,970
C. Park Classification and Level of Service Standards	\$ 3,370
D. Geographic Analysis through Mapping	\$ 2,120
<b>Subtotal Dollars</b>	<b>\$ 9,460</b>
<b>Task 5 - TRI Park and Community Center Site Assessment</b>	
A. TRI Park and Community Center Site Assessment	\$ 8,720
<b>Subtotal Dollars</b>	<b>\$ 8,720</b>
<b>Task 6 - TRI Park and Community Center Site Assessment</b>	
A. TRI Conceptual Feasibility Study	\$ 19,160
<b>Subtotal Dollars</b>	<b>\$ 19,160</b>
<b>Task 7 - Financial Implementation Component</b>	
A. Rank and Prioritize Demand and Opportunities	\$ 2,720
B. Capital Improvement Plan	\$ 4,040
C. Funding and Revenue Strategies	\$ 2,720
<b>Subtotal Dollars</b>	<b>\$ 9,480</b>
<b>Task 8 - Action Plan &amp; Master Plan/Feasibility Study Development</b>	
A. Confirm/Develop Vision, Mission and Goals/Objectives	\$ 680
B. Strategic Action Plan Development	\$ 4,455
C. Draft Report Preparation and Briefings	\$ 7,700
D. Final Master Plan Presentations, Preparation and Production	\$ 6,700
<b>Subtotal Dollars</b>	<b>\$ 19,535</b>
<b>TOTAL DOLLARS</b>	<b>\$ 99,915</b>

At the core of our consulting approach is the commitment to deliver tailored assistance that precisely aligns with our clients' requirements. To prevent the need for change orders, we have structured our services around a fixed fee, based on a thorough understanding of the project's parameters. We understand that project requirements can shift during and after the project, and our team is well-equipped to respond to those changes with innovative solutions that contribute to the project's success. Moreover, we are dedicated to serving as trusted advisors, even beyond the completion of the project, providing support to ensure a seamless and long-lasting implementation.

**AGREEMENT**  
**For**  
**PROFESSIONAL CONSULTING SERVICES**  
**Between**  
**City of Oxford and**  
**PROS Consulting, Inc.**

THIS AGREEMENT made as of \_\_\_\_\_, 2026 and between the City of Oxford (hereinafter called OWNER) and PROS Consulting, Inc., an Indiana S-Corporation specializing in consulting services (hereinafter called CONSULTANT). This contract is for Professional Consulting Services for the *Parks and Recreation Master Plan and TRI Community Center Feasibility Study* (hereinafter called PROJECT) as described in EXHIBIT A.

**Chapter I. Employment of Consultant**

The OWNER agrees to retain the CONSULTANT and the CONSULTANT agrees to furnish consulting services in connection with the PROJECT as stated in Section II following, and for having rendered such services the OWNER agrees to pay to the CONSULTANT compensation as stated in Chapter V following.

**Chapter II. Character and Extent of Services**

The Professional Services to be rendered by Consultant shall be performed as described in EXHIBIT A.

**Chapter III. Authorization of Services**

No professional services of any nature shall be undertaken by the CONSULTANT under this agreement until he has received authorization from the OWNER.

**Chapter IV. Period of Service**

This AGREEMENT shall be effective upon execution by the OWNER and the CONSULTANT and shall remain in force until terminated under the provisions hereinafter provided in Chapter VII or the CONSULTANT completes the work as provided in Chapter XI or whichever occurs first.

**Chapter V. The Consultants' Compensation**

For and in consideration of the services to be rendered by the CONSULTANT, the OWNER shall pay, and the CONSULTANT shall receive the compensation hereinafter set forth for the Tasks as described in Exhibit A, Scope of Services. Compensation shall be \$99,915 for tasks as presented in Exhibit A, Scope of Services. CONSULTANT shall submit monthly statements for services rendered paid within 30 days, based on percentage of major work elements completed as identified in the Scope contained in EXHIBIT A attached to and made part of this contract.

**Chapter VI. Ownership of Documents**

All work performed by the CONSULTANT pursuant to this agreement shall be deemed to be owned by the OWNER and, to the extent applicable, the CONSULTANT hereby conveys to the OWNER all right, title, and interest in and to the final work product. Work product means any and all plans, specifications, drawings, designs, models, ideas, reports, software programs and the object code, source code, reports and executables related thereto. Should this agreement be terminated, any and

all work products and electronic files will be delivered to the OWNER upon completion of payment provided in Chapter V. All work product will be updated and delivered to the OWNER on a regular basis.

## **Chapter VII. Termination**

OWNER may terminate this contract at any time by notice, in writing, to CONSULTANT. If the contract is terminated by OWNER, as provided herein, CONSULTANT shall be compensated for actual work performed to the date of such notification. Upon delivery of such notice by the OWNER to the CONSULTANT, the CONSULTANT shall discontinue all services in connection with the performance of the AGREEMENT and shall proceed to cancel promptly all existing orders and contracts insofar as such orders or contracts are chargeable to the AGREEMENT. The CONSULTANT shall submit a statement of billing within 30 days of receipt of notice to terminate from OWNER, showing in detail the services performed under the AGREEMENT less such payments on account of the charges as have been previously made.

## **Chapter VIII. Successors and Assignments**

OWNER and CONSULTANT each binds itself and its successors, agents, employees, and assigns to the other party of this contract and to the successors, agents, employees, and assigns of such other party in respect to all, covenants of this contract. Nothing herein shall be construed as creating any personal liability on the part of any officer or agent of any public body which may be in a party hereto. CONSULTANT shall not assign this agreement to the successors, agents, employees, and assigns without prior approval of the OWNER.

## **Chapter IX. Owner Indemnified**

The CONSULTANT shall hold harmless, defend and indemnify the OWNER from all claims and liability due to activities of himself, his agents, or employees, performed under this contract and which results from a negligent act, error, or omission of the CONSULTANT or any person employed by the CONSULTANT. The CONSULTANT shall also save harmless the OWNER from any and all expenses, including attorney fees which might be incurred by the OWNER in litigation or otherwise resisting said claim or liabilities which might be imposed on the OWNER as the result of such activities by the CONSULTANT, his agents, or employees.

## **Chapter X. Professional Liability Insurance**

CONSULTANT shall maintain, in force, during the period of this contract, Professional Liability Insurance (errors and omissions insurance) with limits as follows: Aggregate Limit of Liability- \$300,000; Per Claim Limit of Liability - \$300,000 Worker's Compensation to Statutory Limits. Simultaneously with execution of this contract, CONSULTANT shall furnish to OWNER, a certificate of insurance showing aforesaid coverage of CONSULTANT, as well as OWNER named as insured.

## **Chapter XI. Services by Owner**

OWNER shall perform the following services related to PROJECT. Make available to CONSULTANT information and data pertinent to the assignment including previous reports and any other data relative thereto. Provide reasonable access to and make all provisions for CONSULTANT to enter upon public property as required for CONSULTANT to perform its services under this agreement. Furnish OWNER'S own legal, accounting, financial, and insurance counseling services as may be required for the PROJECT. Designate an individual to act as OWNER'S representative with respect to

the services to be performed under this agreement. Said person shall have the authority to transmit instructions, receive information, interpret and define OWNER'S policies and decisions with respect the PROJECT, and other matters pertinent to the services covered by this agreement.

### Chapter XII. Miscellaneous

For the purposes of this AGREEMENT, all written correspondence shall be directed to the addresses listed below:

OWNER:  
Chad Smith  
Parks and Recreation Director  
City of Oxford  
6025 Fairfield Rd.  
Oxford, OH 45056

CONSULTANT:  
Leon Younger  
President  
PROS Consulting, Inc.  
35 Whittington Dr., Suite 300  
Brownsburg, IN 46112

IN TESTIMONY of which this instrument is executed on behalf of the above-named CONSULTANT, it has been executed on behalf of OWNER, on the day and year first above written.

Signed:

City of Oxford  
By:

PROS CONSULTING, Inc.

By: *Leon Younger*

Printed Name:

Printed Name: Leon Younger

Title:

Title: President

Date:

Date: 2/10/2026

# Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

## Exhibit A

### Project Understanding

The City of Oxford seeks a focused, implementation-oriented planning effort that establishes a clear roadmap for reinvestment at the TRI Community Center and TRI Park, while situating those decisions within the broader context of Oxford's parks and recreation system. The City has clearly articulated that the TRI site is the primary focus, with systemwide analysis intended to be high-level, strategic, and supportive of TRI-related decisions rather than a full park-by-park master plan.

PROS Consulting's approach is intentionally right sized to align with the City's expectations, budget, and clarified intent from the RFP and Q&A. The proposed scope prioritizes:

- A decision-ready feasibility study for the TRI Community Center and TRI Park
- Targeted community engagement to build momentum and donor readiness
- A concise, high-level parks and recreation master planning framework that provides context, equity awareness, and strategic alignment, without unnecessary depth or cost

The result will be a practical, fundable, and defensible plan that supports City Council action, community confidence, and next-step implementation.

Integral to the planning process is public engagement through a variety of methods to educate and engage the community about the future of the park, recreation, and community services. A system-wide approach to evaluating parks and recreation is desired to develop goals, policies, and guidelines with achievable strategies. The Master Plan will:

- **Maximize community engagement** to ensure the broad interests of the community and stakeholders in Oxford are heard and can help guide growth and development of parks and recreation sites, facilities, and programs.
- **Create a future strategy for parks, recreation and green spaces that is fair to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provides fair community benefit to all.
- **Utilize a wide variety of data sources and best analytical practices** to predict trends and patterns of use, community impact, and how to address unmet needs in Oxford.
- **Provide recommendations for the TRI Community Center Site** by exploring new site opportunities, connectivity, recreational potential, potential concept, as well as operational considerations.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, dynamic partnerships, and ensure future operational and maintenance needs are addressed.
- **Develop a dynamic and realistic action plan** that is based on unique levels of service, promotes health and safety, supports active lifestyles, builds community connectivity, and creates a road map to ensure long-term success and financial sustainability for the Oxford's parks, recreation programs, and facilities.

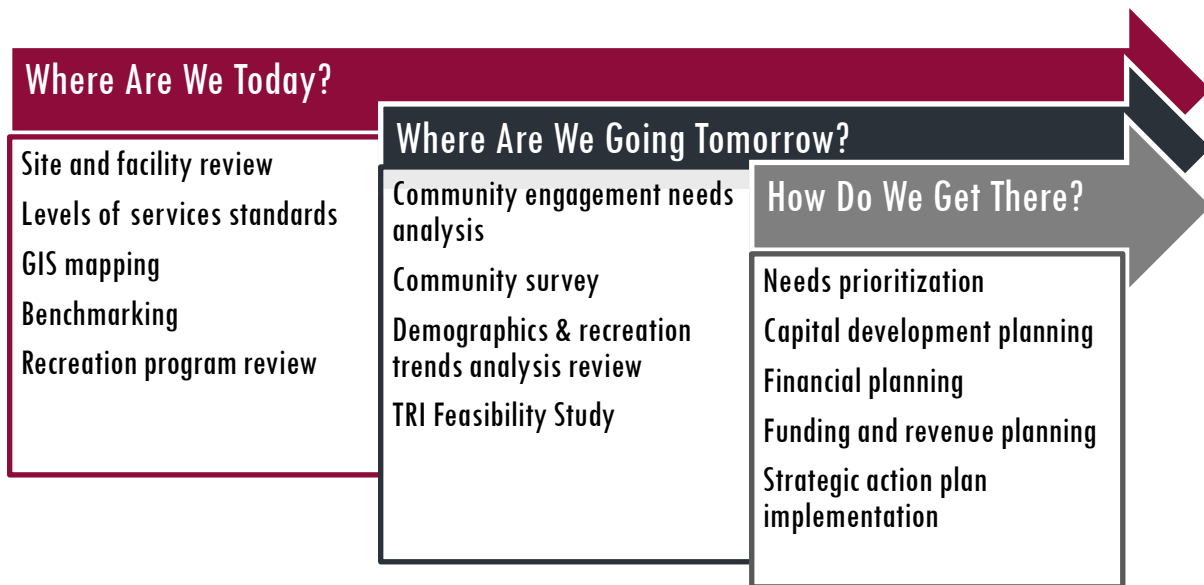
The foundation of the Consulting Team's approach is a creative and comprehensive public participation process. We will identify opportunities to engage people through a variety of community input processes.

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

The information derived by the public’s participation in key leadership meetings, focus group meetings, public forums, and citizen-household surveys is important. However, it is equally important that the information received is applied to the overall planning process to accurately articulate the true unmet needs, address key issues, and provide the greatest recommendations and strategies to move the City’s parks and recreation services forward for optimum results.

### Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to the City of Oxford, TRI Board, and City Council for development and enhancement of the system for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



CITY OF OXFORD  
Parks and Recreation Master Plan & TRI Feasibility Study

# Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

## Project Scope of Work for Parks and Recreation Master Plan

We propose a comprehensive planning approach to address the requirements of the Master Plan and will deliver a living and working document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The following is a detailed approach to develop the Master Plan related to implementing specific action items.

### Task 1 – Project Management, Progress Reporting & Data Review

**A. Kick-off Meeting & Project Management** - A kick-off meeting should be attended by the key Department staff and Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Consulting Team. Detailed steps of this task include:

- **Confirmation** – The project goals, objectives, scope, and schedule will be confirmed.
- **Outcome Expectations** – Discuss expectations of the completed project.
- **Communications** – Confirmation on lines of communication, points of contact, level of involvement by Department staff and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- **Data Collection** – The Consulting Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background.
- **Progress Reporting** – We will develop status reports to the Department on a bi-weekly basis through a schedule Zoom/Video conferencing. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project. Lastly, the Consulting Team will meet with the Project Manager on important milestone dates during the planning process, which will be finalized at the kick-off meeting with specific dates outlined.
- **Prepare database of stakeholders** – We will work with the Department who will gather contact information from a variety of sources within the Department. This information will be used in the key leadership/focus group interview portion of the Master Plan.
- **Project Branding and Media Strategy** – We will work with the Department to develop a project brand for the plan. This could include specific Project Name, Logo, Hashtags etc. in conjunction with the client. The branding will be woven into all aspect of project communication and outreach mediums including, but not limited to, the website, online surveys, and Social Media such as the Department’s Facebook, You Tube, or Twitter feeds.

### Task 2 – Public Process

Successfully engaging the community in this planning process will be a vital element for crafting a plan that is responsive to their needs and ultimately leads to support for implementation. No one understands a community better than those who live and work there, and our team will meet with the City to develop a comprehensive community outreach plan at the outset of the project. This plan document will define the goals, objectives, key messages, target audiences, issues under consideration, tools/methods, and outreach schedule. The plan provides the framework for our project team and the City to work together to achieve appropriate input and involvement throughout the planning process.

We will utilize a robust public input process to solicit community input on how the recreation system and programs meet the needs of residents in the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, a statistically valid needs assessment survey will be conducted to identify

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

community needs and issues related to recreation programs and facilities, as well as the TRI Community Center. Specific tasks include:

**A. Public Engagement/Advocacy Strategy** – The public engagement process will work hand-in-hand with the development of an advocacy strategy for the Master Plan/Feasibility Study. This strategic process is something we design together as a client / planning team and will include but not be limited to the following key aspects of the process:

- The need for personal one-on-one interactions with key community leaders and stakeholders
- Direct access and opportunity for participation for major partners and user groups
- The direct access and opportunity for the public to participate in multiple, iterative public workshops
- The combination of qualitative and quantitative engagement strategies
- The ability to meet the public “where they are”
- A minimum of two (2) meetings with the Recreation Board, and two (2) presentations to the City Council.

**B. Key Leadership/Focus Group Interviews** – The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for parks and recreation in the Oxford community. Five (5) focus group meetings and key leadership interviews, as well as with the City Council and Recreation Board and other key leaders (up to 12) will be held over a two-day period. Also, during these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for recreation facilities, parks, trails, and open space development needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Elected Officials
- Key Business Leaders
- Arts Organizations
- Quality of Life Partners
- Oxford Neighborhood Associations
- City Administration
- Key Partners/Philanthropic Organizations
- School officials
- Users and non-users of the parks and recreation system
- Seniors
- Youth sports groups



## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- C. Social Pinpoint Project Website** – We will develop a customized project website through Social Pinpoint that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. The site will host an online survey, as well as interactive mapping tool for the community to leave comments on specific parks and/or facilities. This could be combined with input through social media and could also host videos through a dedicated YouTube Channel and utilize the City’s website. It has proven to be a highly effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a phone or mail survey.

**City of Pullman Parks & Recreation**  
Project website for the Pullman, Washington Parks, Recreation, and Open Space Master Plan.

**Welcome to the Interactive Engagement Site to Help Create the Vision for the Future of Parks and Recreation in Pullman!**

To help us plan for the future, please take 10 to 15 minutes and complete the following exercises:

[Fill Out the Survey](#)

Tell us about your thoughts on parks, recreation, and amenities in Pullman! Your input is a key component to developing a comprehensive system plan.

[Mapping Activity](#)

Provide feedback on your favorite parks and facilities! Drop comments directly onto a map to tell us your ideas about specific areas.

**Upcoming Events**  
Wednesday, August 14, 2024 5:30 pm

- D. Public Forums/Workshops** – Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct one (#1) initial public forum to introduce the project and project goals, gain input for the community’s vision and core values for the City’s parks and recreation system, a second (#2) workshop towards the end of the project as a final briefing and input opportunity on the draft plan. These meetings would be informal in nature, offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose of these meetings will be to ensure opportunities for the public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the City’s parks and recreation system.
- E. Statistically-Valid Needs Analysis Survey** – Working with PROS Consulting and City of Oxford staff to develop the content of the survey. ETC Institute will meet by Zoom/phone with PROS Consulting and the City to discuss the goals and objectives for the project. To facilitate the survey design process, ETC Institute will provide sample surveys created for similar projects. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City. The survey will be up to 5-6 pages in length. The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of 250 completed surveys at a 95% level of

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

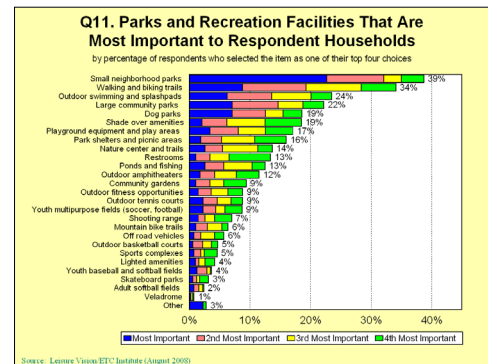
confidence and a confidence interval of +/- 5.5%. Prior to the survey being conducted, the Oxford staff will review it.

ETC Institute will mail the survey and a cover letter (on City letterhead) to a random sample of households in the City. Only one survey per household will be sent. Postage-paid envelopes will be provided by ETC Institute for each respondent. The City will provide a cover letter for the mailed survey. The cover letter will contain a link to an online version of the survey. Residents who receive the survey will have the option of returning the printed survey by mail or completing it on-line.

Approximately 10-12 days after the surveys are mailed, ETC Institute will follow up via e-mail and/or text with households that received a mailed survey. ETC Institute will continue following up with households until reaching the targeted number of completed surveys. ETC Institute will monitor the distribution of the sample to ensure that the sample reasonably reflects the demographic composition of the City regarding age, geographic dispersion, gender, race/ethnicity and other factors. ETC Institute will weight the data as needed if one or more demographic groups is over/underrepresented relative to recent Census estimates for the City's population.

ETC Institute will submit a final report that at a minimum will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings.
- Charts and graphs that show the overall results of each question on the survey.
- Benchmarking analysis showing how the City compares to other communities.
- Priorities-Investment Rating analysis that will identify the facilities and programs that should receive the highest priority for investment from the City.
- Cross-tabulations that show the results for key demographic group, and other variables as desired by the City
- Tabular data that shows the results for each question on the survey, including open ended questions.
- A copy of the survey instrument
- ETC Institute will submit the survey findings report in an electronic format. ETC Institute will also provide the raw data in an Excel database, or other format as requested by the City.



### Task 3 – Community Profile

**A. Demographic & Recreation Trends Analysis** – We will review and interpret demographic trends and characteristics of Oxford using information from existing City plans and other available statistical information where appropriate and apply it to parks and recreation needs. We will also supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the park and recreation system and distinguish customer groups.

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The City’s demographic analysis will be based on US 2020 Census information, 2025 updated projections, and 5 (2030) and 10 (2035) year projections. The following demographic characteristics will be included:

- Population density
- Age Distribution
- Households
- Gender
- Ethnicity
- Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association’s (SFIA) 2025 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

- B. Benchmark Analysis (OPTIONAL)** – A benchmark analysis can compare the Oxford park system to five (5) other relevant peer agencies. The Consultant Team will work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities. The analysis will include national trends and how the City should adapt over the next five to ten years.

System	City Area (Sq. Miles)	Current Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Parks and Greenways	Total Acres Owned or Managed by System	Total Developed Acres	% Acres Maintained to Total Park Acres	Total Park Acres Per 1,000 Pop.	Total Trail Miles
Olathe Parks and Recreation	60.4	130,045	2,152	35	1,998.4	1,952.8	98%	15.37	36.5
Carmel Clay Parks and Recreation	49.1	83,565	1,761	15	505.0	505	100%	6.04	16.0
Roseville Parks and Recreation	36.2	124,519	3,440	68	408.5	253	62%	3.28	
Frisco Parks and Recreation	62.4	128,176	2,054	36	1,509.0	671	44%	11.77	55.5
Overland Park Parks and Recreation	75.4	178,919	2,374	83	2,940.2	2,618	89%	16.43	90.1

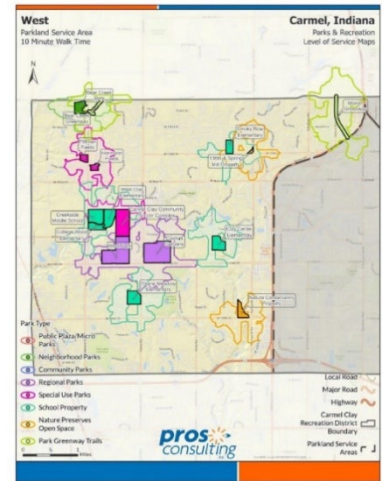
### Task 4 – Existing and Future Park & Facilities Analysis

- A. Park Assessment** – We will perform a general park assessments for City of Oxford parks. The purpose of this effort is to evaluate the general condition of each site and document the overall park and site elements, including parking areas, walkways, structures, play equipment, and related amenities. A report will be generated outlining the current features and conditions, and identifying issues related to conditions and maintenance within the parks. Condition assessments are instrumental in determining opportunities for improvement and this assessment will serve as a critical baseline in the development over the overall master plan, and inform the recommendation for each park, and the overall system.
- B. Park Classifications and Level of Service Standards** – The Consulting Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team’s national experience and comparison with peer/survey agencies. These standards will be adapted based on the needs and expectations of the City of Oxford.

- C. Geographical Analysis through Mapping** – The Consulting Team will work with the Department to determine appropriate GIS mapping. The Consulting Team can utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. Using the facility standards and service areas provided by the Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. We can also prepare a map on a 10-minute walk to parks and trails.



### Task 5 – TRI Park and TRI Community Center Site Assessment

**Purpose:** Establish a clear understanding of the physical site and existing facility to support redevelopment decisions.

**Key Activities:**

- Site walkthrough and observational assessment of TRI Park and existing community center
- Review of accessibility, connectivity, adjacencies, and site constraints
- High-level evaluation of the existing building’s suitability for renovation, expansion, or replacement (planning-level, non-architectural condition assessment)
- Photographic documentation and site mapping

**Deliverables:**

- TRI site and facility assessment summary
- Identification of key physical constraints and opportunities

### Task 6 – TRI Conceptual Feasibility Study

**Purpose:** Provide the City with clear, actionable options for the future of the TRI Community Center.

**Key Activities:**

- Development of **three planning-level scenarios:**
  - Renovate
  - Expand
  - Replace
- Identification of programmatic needs and space considerations at a conceptual level
- High-level conceptual site and facility layouts (block diagrams / illustrative plans)
- Evaluation of operational considerations for each scenario, including staffing implications and general programming capacity

**Deliverables:**

# Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- Feasibility scenarios with comparative advantages and limitations
- Conceptual layouts suitable for decision-making and fundraising conversations
- Establish realistic investment targets to support budgeting, donor outreach, and Council direction.

### Key Activities:

- Planning-level capital cost estimates for each TRI feasibility scenario
- Inclusion of major cost categories (construction, soft costs, contingency, escalation)
- Identification of potential funding and partnership strategies (high-level)

### Deliverables:

- Order-of-magnitude cost ranges for TRI scenarios
- Summary of potential funding pathways

## Task 7 – Financial Implementation Component

**A. Rank and Prioritize Demand and Opportunities** – The Consulting Team will synthesize the findings from the community input, standards, demographics and trends analysis, park and facility assessment, recreation services assessment and the service area mapping into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and provide guidance for the Capital Improvement Plan. The analysis will include general land acquisition needs for the development of parks, open space, trails, and other recreational facilities.. The Consulting Team will conduct a work session with staff to review the findings and make revisions as necessary.

Facility/Amenity Priority Rankings	Overall Ranking
Multiuse paved trails (hiking, biking, walking)	1
Walking & biking trails	2
Open space conservation areas	3
Large community parks	4
Small neighborhood parks	5
Indoor aquatics facility	6
Multiuse unpaved trails (hiking, biking, walking)	7
Indoor exercise facility	8
Community center (multiuse space for events & activities)	9
Playgrounds	10
Outdoor swimming pools / water parks / splash pads	11
Performing arts center	12
Off leash dog park	13
Shaded play areas	14
Park benches along paths	15
Historic preservation of Old School House	16
ADA / senior accessible walking trails	17
Indoor basketball / volleyball courts (indoor gyms)	18
Outdoor multiuse courts (basketball, pickleball, tennis, artificial ice skating rink)	19
Environmental education center	20
Picnic areas & shelters	21
Outdoor exercise / fitness area	22
Natural type play structures for children	23
Bocce ball	24
Bike park	25
Community gardens	26
Lighted rectangular sports fields (football, rugby, soccer)	27
Lighted diamond sports fields (baseball, softball)	28
Mountain biking trails	29
Disc golf	30
Skateboarding parks	31

**B. Capital Improvement Plan** – The Consulting Team recommends the development of a three-tier capital improvement plan that will assist the City in the inevitable and continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- The **Sustainable Alternative** has plans for prioritized spending within existing budget targets and focuses on deferred maintenance and lifecycle replacement of assets and amenities within the existing parks system. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the City to maintain high quality services.
- The **Expanded Services Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing and renovating existing parks and facilities to better meet the park and recreational needs that would require additional operational or capital funding. In coordination with the City Council, the Department would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, grants, and existing or new taxes.

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the parks and recreation system and by providing a long-range look to address future needs and deficiencies. In the Master Plan, the Visionary Alternative addresses complete renovations of aging parks and facilities and the development of new parks and facilities. Funding for visionary projects would be derived from partnerships, private investments, and new tax dollars.

**C. Funding and Revenue Strategies** – Funding strategies will be developed based in part to our review and analysis, as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan/Feasibility Study based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges, options and recommendations.
- Endowments/non-profits opportunities for supporting operational and capital costs.
- Sponsorships to support programs, events, and facilities.
- Partnerships with public/public partners, public/not-for-profit partners, and public/private partnerships.
- Dedicated funding sources to support land acquisition and capital improvements.
- Development agreements to support park acquisition, open space and park and facility development.
- Earned Income options to support operational costs.
- Land or facility leases to support operational and capital costs.
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines.

### Task 8 – Action Plan & Master Plan/Feasibility Study Development

The Master Plan/Feasibility Study will be framed and prepared through a series of workshops with Department staff. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed.

Key recommendations and tactics that support each action strategy to its fullest potential will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the Department or external partners to focus on. Specific tasks include:

- A. Confirm/Develop Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior Department staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.
- B. Strategic Action Plan Development** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/timelines, and cost estimates. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with senior Department staff in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful plans across the United States from their work. Action plans will be established in the following key areas:

## Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

- **Park Development and Improvements** – Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
  - **Park and Facility Operational Management** – Recommendations that provide for short and long-term enhancement of park and facility operational management practices of the City.
  - **Programs and Services** – Recommendations that provide for short and long-term development and delivery of programs and services provided by the Department, including opportunities to improve partnerships.
  - **Financial and Budgetary Capacity Development** – Recommendations that provide for short and long-term enhancement of the financial and budgetary capacity of the Department related to facilities and lands.
  - **Policies and Practices** – Specific policies and practices for the Department that will support the desired outcomes of this Master Plan will be detailed.
- C. Draft Report Preparation and Briefings**– The Consulting Team will prepare a draft Plan with strategies taking into account all analyses performed and consider the fiscal and operational impacts to the Department. The recommendations and prioritization of needs will be reviewed and discussed with the Recreation Board and City Council. One electronic copy for public information.
- D. Final Plan Presentations, Preparation, and Production** – Upon comment by all vested City staff the City Council and Recreation Board, and the community, the Consulting Team will revise the Draft Plan to reflect all input received. The Consulting Team will prepare a final summary report and present it to the City Council for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports). Final deliverables will include the following:
- Comprehensive Parks and Recreation Master Plan (digital and bound copies)
  - Executive Summary suitable for public and council presentations
  - Conceptual feasibility reports for TRI Community Center Site and TRI Community Recreation Center, including conceptual site/floor plans, cost estimates, market summaries, and implementation recommendations





# Oxford Parks and Recreation Master Plan and Conceptual Feasibility Study of the TRI Community Center

## Price Proposal

The following fee breakdown is based on the project approach described in the Scope of Work for the Oxford Master Plan/Feasibility Study. We would appreciate the opportunity to meet and discuss the project approach and fees, as we are flexible in meeting your needs. Our fee is based on our project approach to your RFP deliverables and elements, as well as our work on similar City plans throughout the State of Ohio and can easily be modified to meet your budgeting needs. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses. PROS Consulting uses a transparent pricing model toward project budgets. We do not change-order our clients unless there is a major addition to the project after contract execution.

<b>Task 1 - Project Management, Progress Reporting &amp; Data Review</b>	
A. Kick-off Meeting and Project Management	\$ 9,160
<b>Subtotal Dollars</b>	<b>\$ 9,160</b>
<b>Task 2 - Public Process</b>	
A. Public Engagement/Advocacy Strategy	\$ 680
B. Key Leadership / Focus Group Interviews	\$ 6,440
C. Social Pinpoint Project Website	\$ 2,520
D. Public Forums Workshops	\$ 4,820
E. Statistically Valid Needs Analysis Survey	\$ 8,180
<b>Subtotal Dollars</b>	<b>\$ 22,640</b>
<b>Task 3 - Demographic Trends</b>	
A. Demographic & Recreation Trends Analysis	\$ 1,760
B. Benchmark Analysis (OPTIONAL)	\$ -
<b>Subtotal Dollars</b>	<b>\$ 1,760</b>
<b>Task 4 - Existing and Future Parks &amp; Facilities Analysis</b>	
A. Parks Assessment	\$ 3,970
C. Park Classification and Level of Service Standards	\$ 3,370
D. Geographic Analysis through Mapping	\$ 2,120
<b>Subtotal Dollars</b>	<b>\$ 9,460</b>
<b>Task 5 - TRI Park and Community Center Site Assessment</b>	
A. TRI Park and Community Center Site Assessment	\$ 8,720
<b>Subtotal Dollars</b>	<b>\$ 8,720</b>
<b>Task 6 - TRI Park and Community Center Site Assessment</b>	
A. TRI Conceptual Feasibility Study	\$ 19,160
<b>Subtotal Dollars</b>	<b>\$ 19,160</b>
<b>Task 7 - Financial Implementation Component</b>	
A. Rank and Prioritize Demand and Opportunities	\$ 2,720
B. Capital Improvement Plan	\$ 4,040
C. Funding and Revenue Strategies	\$ 2,720
<b>Subtotal Dollars</b>	<b>\$ 9,480</b>
<b>Task 8 - Action Plan &amp; Master Plan/Feasibility Study Development</b>	
A. Confirm/Develop Vision, Mission and Goals/Objectives	\$ 680
B. Strategic Action Plan Development	\$ 4,455
C. Draft Report Preparation and Briefings	\$ 7,700
D. Final Master Plan Presentations, Preparation and Production	\$ 6,700
<b>Subtotal Dollars</b>	<b>\$ 19,535</b>
<b>TOTAL DOLLARS</b>	<b>\$ 99,915</b>

At the core of our consulting approach is the commitment to deliver tailored assistance that precisely aligns with our clients' requirements. To prevent the need for change orders, we have structured our services around a fixed fee, based on a thorough understanding of the project's parameters. We understand that project requirements can shift during and after the project, and our team is well-equipped to respond to those changes with innovative solutions that contribute to the project's success. Moreover, we are dedicated to serving as trusted advisors, even beyond the completion of the project, providing support to ensure a seamless and long-lasting implementation.



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Service
<b>PREPARED BY:</b>	Mike Dreisbach
<b>DATE PREPARED:</b>	2/9/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Accepting The Bid And Authorizing The City Manager To Enter Into An Agreement With Alpha Construction Indiana, Inc. For The Installation Of Equipment And Materials To Remove Phosphorus From The City’s Wastewater Treatment Plant Effluent As Required By The Ohio Environmental Protection Agency At A Cost Of \$599,950.00 Plus A 10% Contingency In The Amount Of \$59,995.00 For A Total Cost Not To Exceed \$659,945.00. (Michael Dreisbach, Service Director)
<b>COUNCIL GOAL AREA:</b>	Accessible, High-Quality Infrastructure
<b>BUDGETED AMOUNT:</b>	\$500,000
<b>ACCOUNT CODE:</b>	332.830.71137
<b>RECOMMENDATION:</b>	Approve
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	MBD DRE

**DISCUSSION:**

The Ohio Environmental Protection Agency (OEPA) is the state agency responsible for regulating discharges from wastewater treatment plants to waters of the State. In the latest National Pollutant Discharge Elimination System (NPDES) five-year permit from OEPA, there is a new limitation on phosphorus. The City's discharge will be limited to a maximum of 1 mg/l for phosphorus. The City's 2026 Capital Improvement budget includes \$500,000 to fund a project to remove and limit phosphorus discharges to Four Mile Creek.

The City contracted with Fishbeck Consulting Engineers to evaluate phosphorus-removal methods and to provide an engineered design and specifications for the most cost-effective and efficient method, in this case, chemical injection to cause phosphorus to precipitate out of solution, where it will be captured with collected biosolids for future land application. This process is expected to be completed prior to January

2027.

The City advertised this project in the Hamilton Journal News and Oxford Free Press on January 16 and January 23, 2026. Bids were opened and publicly read aloud on February 6, 2026, with the following results:

**Alpha Construction Indiana, Inc. \$599,950**

The City is concerned when we do not receive multiple bids for advertised projects. In this case, bidders we've worked with previously are already extraordinarily busy and unable to take on another project of this scope by our published deadline. Staff reviewed the contractor's references, including Miami University and the City of Fairfield, and found the contractor acceptable. Alpha Construction's bid price exceeds the budgeted amount in our capital improvement program. The additional funds required to complete the project will be advanced from another line item in the 332 Wastewater capital improvement fund.

It is Staff's recommendation that the City Council authorize the City Manager to enter into an Agreement with Alpha Construction Indiana, Inc. for the construction of a phosphorus removal process to comply with OEPA's permit requirements at a cost of \$599,950. Staff also requests a 10% contingency of \$59,995; therefore, the total not-to-exceed amount for this contract shall be **\$659,945.00**.

**RESOLUTION NO.**

A RESOLUTION ACCEPTING THE BID AND AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH ALPHA CONSTRUCTION INDIANA, INC. FOR THE INSTALLATION OF EQUIPMENT AND MATERIALS TO REMOVE PHOSPHORUS FROM THE CITY'S WASTEWATER TREATMENT PLANT EFFLUENT AS REQUIRED BY THE OHIO ENVIRONMENTAL PROTECTION AGENCY AT A COST OF \$599,950.00 PLUS A 10% CONTINGENCY IN THE AMOUNT OF \$59,995.00 FOR A TOTAL COST NOT TO EXCEED \$659,945.00.

WHEREAS, a request for bids was published in the *Journal News* and with multiple plan clearinghouses on January 16<sup>h</sup> and 23<sup>rd</sup>, 2026. Sealed proposals were opened and read aloud on February 6, 2026; and

WHEREAS, the City Manager and the Service Director recommend Council accept the bid and authorize the City Manager to enter into an agreement with Alpha Construction Indiana, Inc. for the installation of equipment and materials to remove phosphorus from the City's wastewater treatment plant effluent as required by the Ohio Environmental Protection Agency at a cost of \$599,950.00 plus a contingency in the amount of \$59,995.00 for a total cost not to exceed \$659,945.00.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council finds Alpha Construction Indiana, Inc. to be the lowest and best bidder and accepts the bid of \$599,950.00 for the installation of equipment and materials to remove phosphorus from the City's wastewater treatment plant effluent as required by the Ohio Environmental Protection Agency at a cost of \$599,950.00 plus a contingency in the amount of \$59,995.00 for a total cost not to exceed \$659,945.00.

SECTION 2: The City Manager is hereby authorized to enter into an agreement with Alpha Construction Indiana, Inc., at a cost of \$599,950.00 plus a contingency in the amount of \$59,995.00 for a total cost not to exceed \$659,945.00.

SECTION 3: This resolution shall take effect at the earliest date allowed by law.

\_\_\_\_\_  
MAYOR

ADOPTED:

ATTEST:

\_\_\_\_\_  
CLERK OF OXFORD CITY COUNCIL  
INTRODUCED BY: MICHAEL SMITH  
PREPARED BY: LAW (STAFF)

Ohio EPA Permit No.: 1PD00007\*OD  
Application No: OH0026930  
Action Date:  
Effective Date:  
Expiration Date: 5 years

Ohio Environmental Protection Agency  
Authorization to Discharge Under the  
National Pollutant Discharge Elimination System

In compliance with the provisions of the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251 et. seq., hereinafter referred to as the "Act"), and the Ohio Water Pollution Control Act (Ohio Revised Code Section 6111),

City of Oxford

is authorized by the Ohio Environmental Protection Agency, hereinafter referred to as "Ohio EPA," to discharge from the City of Oxford Wastewater Treatment Plant wastewater treatment works, located at 501 McKee Avenue, Oxford, Ohio, Butler County, and discharging to Fourmile Creek in accordance with the conditions specified in Parts I, II, III, IV, V, and VI of this permit.

This permit is conditioned upon payment of applicable fees as required by Section 3745.11 of the Ohio Revised Code.

This permit and the authorization to discharge shall expire at midnight on the expiration date shown above. In order to receive authorization to discharge beyond the above date of expiration, the permittee shall submit such information and forms as are required by the Ohio EPA no later than 180 days prior to the above date of expiration.

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Anne M. Vogel  
Director

Total Pages:

PART I, A. FINAL EFFLUENT LIMITATIONS AND MONITORING REQUIREMENTS

1. During the period beginning on the effective date of this permit and lasting until the end of the 36th month, the permittee is authorized to discharge in accordance with the following limitations and monitoring requirements from the following outfall: 1PD00007001. See Part II, OTHER REQUIREMENTS, for locations of effluent sampling.

Table - Final Outfall - 001 - Initial

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00010 - Water Temperature - C	-	-	-	-	-	-	-	1/Day	Maximum Indicating Thermometer	All
00300 - Dissolved Oxygen - mg/l	-	5.0	-	-	-	-	-	1/Day	Multiple Grab	All
00530 - Total Suspended Solids - mg/l	-	-	33	22	-	525	350	3/Week	24hr Composite	Summer
00530 - Total Suspended Solids - mg/l	-	-	45	30	-	716	477	3/Week	24hr Composite	Winter
00552 - Oil and Grease, Hexane Extr Method - mg/l	10	-	-	-	-	-	-	1/Month	Grab	All
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	1.2	0.80	-	19.1	12.8	3/Week	24hr Composite	June - Sep
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	3.3	2.2	-	52.5	35	3/Week	24hr Composite	Mar-May & Oct-Nov
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	4.4	2.9	-	70	46.2	3/Week	24hr Composite	Dec. - Feb.
00625 - Nitrogen Kjeldahl, Total - mg/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All
00630 - Nitrite Plus Nitrate, Total - mg/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All
00665 - Phosphorus, Total (P) - mg/l	-	-	-	-	-	-	-	1/Week	24hr Composite	All
00671 - Orthophosphate, Dissolved (as P) - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00981 - Selenium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
01074 - Nickel, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01094 - Zinc, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01113 - Cadmium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01114 - Lead, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01118 - Chromium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01119 - Copper, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01220 - Chromium, Dissolved Hexavalent - ug/l	-	-	-	-	-	-	-	1/Month	Grab	All
31648 - E. coli - #/100 ml	-	-	284	126	-	-	-	3/Week	Grab	Summer
39100 - Bis(2-ethylhexyl) Phthalate - ug/l	-	-	-	-	-	-	-	1/Quarter	Composite	Quarterly
50050 - Flow Rate - MGD	-	-	-	-	-	-	-	1/Day	Continuous	All
50060 - Chlorine, Total Residual - mg/l	0.019	-	-	-	-	-	-	When Disch.	Multiple Grab	Summer
50092 - Mercury, Total (Low Level) - ng/l	-	-	-	-	-	-	-	1/Quarter	Grab	Quarterly
61425 - Acute Toxicity, Ceriodaphnia dubia - TUa	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61426 - Chronic Toxicity, Ceriodaphnia dubia - TUc	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61427 - Acute Toxicity, Pimephales promelas - TUa	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61428 - Chronic Toxicity, Pimephales promelas - TUc	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61941 - pH, Maximum - S.U.	9.0	-	-	-	-	-	-	1/Day	Multiple Grab	All
61942 - pH, Minimum - S.U.	-	6.5	-	-	-	-	-	1/Day	Multiple Grab	All

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
70300 - Residue, Total Filterable - mg/l	-	-	-	-	-	-	-	1 / 2 Weeks	24hr Composite	All
80082 - CBOD 5 day - mg/l	-	-	33	22	-	525	350	3/Week	24hr Composite	Summer
80082 - CBOD 5 day - mg/l	-	-	40	25	-	636	398	3/Week	24hr Composite	Winter

Notes for Station Number 1PD00007001:

\* Effluent loadings based on average design flow of 4.2 MGD.

- a. Total residual chlorine – “When discharging” is when the internal bypass at station 602 is occurring during summer months and chlorination occurs at station 602. See Part II, Item J.
- b. Selenium – See Part II, Item K.
- c. Mercury - See Part II, Item R.
- d. Orthophosphate - See Part II, Item S.
- e. Bis(2-ethylhexyl) phthalate - See Part II, Item T.
- f. Dissolved hexavalent chromium, and phosphorus See Part 1, Item C.
- g. Biomonitoring - See Part II, Item W.

PART I, A. FINAL EFFLUENT LIMITATIONS AND MONITORING REQUIREMENTS

2. During the period beginning 37 months after the effective date and lasting until the expiration date of this permit, the permittee is authorized to discharge in accordance with the following limitations and monitoring requirements from the following outfall: 1PD00007001. See Part II, OTHER REQUIREMENTS, for locations of effluent sampling.

Table - Final Outfall - 001 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00010 - Water Temperature - C	-	-	-	-	-	-	-	1/Day	Maximum Indicating Thermometer	All
00300 - Dissolved Oxygen - mg/l	-	5.0	-	-	-	-	-	1/Day	Multiple Grab	All
00530 - Total Suspended Solids - mg/l	-	-	33	22	-	525	350	3/Week	24hr Composite	Summer
00530 - Total Suspended Solids - mg/l	-	-	45	30	-	716	477	3/Week	24hr Composite	Winter
00552 - Oil and Grease, Hexane Extr Method - mg/l	10	-	-	-	-	-	-	1/Month	Grab	All
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	1.2	0.80	-	19.1	12.8	3/Week	24hr Composite	June - Sep
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	3.3	2.2	-	52.5	35	3/Week	24hr Composite	Mar-May & Oct-Nov
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	4.4	2.9	-	70	46.2	3/Week	24hr Composite	Dec. - Feb.
00625 - Nitrogen Kjeldahl, Total - mg/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All
00630 - Nitrite Plus Nitrate, Total - mg/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All
00665 - Phosphorus, Total (P) - mg/l	-	-	1.5	1.0	-	24	16	1/Week	24hr Composite	All
00671 - Orthophosphate, Dissolved (as P) - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00981 - Selenium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Month	24hr Composite	All

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
01074 - Nickel, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01094 - Zinc, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01113 - Cadmium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01114 - Lead, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01118 - Chromium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01119 - Copper, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01220 - Chromium, Dissolved Hexavalent - ug/l	20	-	-	15	0.32	-	0.24	1/Month	Grab	All
31648 - E. coli - #/100 ml	-	-	284	126	-	-	-	3/Week	Grab	Summer
39100 - Bis(2-ethylhexyl) Phthalate - ug/l	-	-	-	-	-	-	-	1/Quarter	Composite	Quarterly
50050 - Flow Rate - MGD	-	-	-	-	-	-	-	1/Day	Continuous	All
50060 - Chlorine, Total Residual - mg/l	0.019	-	-	-	-	-	-	When Disch.	Multiple Grab	Summer
50092 - Mercury, Total (Low Level) - ng/l	-	-	-	-	-	-	-	1/Quarter	Grab	Quarterly
61425 - Acute Toxicity, Ceriodaphnia dubia - TUa	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61426 - Chronic Toxicity, Ceriodaphnia dubia - TUc	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61427 - Acute Toxicity, Pimephales promelas - TUa	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61428 - Chronic Toxicity, Pimephales promelas - TUc	-	-	-	-	-	-	-	1/Year	24hr Composite	August
61941 - pH, Maximum - S.U.	9.0	-	-	-	-	-	-	1/Day	Multiple Grab	All
61942 - pH, Minimum - S.U.	-	6.5	-	-	-	-	-	1/Day	Multiple Grab	All

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
70300 - Residue, Total Filterable - mg/l	-	-	-	-	-	-	-	1 / 2 Weeks	24hr Composite	All
80082 - CBOD 5 day - mg/l	-	-	33	22	-	525	350	3/Week	24hr Composite	Summer
80082 - CBOD 5 day - mg/l	-	-	40	25	-	636	398	3/Week	24hr Composite	Winter

Notes for Station Number 1PD00007001:

\* Effluent loadings based on average design flow of 4.2 MGD.

- a. Total residual chlorine - "When discharging" is when the internal bypass at station 602 is occurring during summer months and chlorination occurs at station 602. See Part II, Item J.
- b. Selenium – See Part II, Item K.
- c. Mercury - See Part II, Item R.
- d. Orthophosphate - See Part II, Item S.
- e. Bis(2-ethylhexyl) phthalate - See Part II, Item T.
- f. Dissolved hexavalent chromium, and phosphorus See Part I, C
- g. Biomonitoring - See Part II, Item W.

PART I, B. SSO LIMITATIONS AND MONITORING REQUIREMENTS

1. SSO Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor at Station Number 1PD00007300, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sampling.

Table - SSO Monitoring - 300 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
74062 - Overflow Occurrence - No./Month	-	-	-	-	-	-	-	1/Month	Total	All

Notes for Station Number 1PD00007300:

- a. A sanitary sewer overflow is an overflow, spill, release, or diversion of wastewater from a sanitary sewer system. Although the above table indicates that the Measuring Frequency for Overflow Occurrence is 1/Month, the intent of that provision is to specify a reporting frequency for Overflow Occurrence, not a monitoring frequency. The monitoring requirement under this permit is that these overflows shall be monitored on each day when they discharge. Only sanitary sewer overflows that enter waters of the state, either directly or through a storm sewer or other conveyance, must be reported under this monitoring station.
- b. For the purpose of counting occurrences, each location on the sanitary sewer system where there is an overflow, spill, release, or diversion of wastewater on a given day that enters waters of the state is counted as one occurrence. For example, if on a given day overflows occur from a manhole at one location and from a damaged pipe at another location and they both enter waters of the state, record two occurrences for that day. If overflows from both locations continue on the following day, record two occurrences for the following day. At the end of the month, total the daily occurrences and report this number on Day 1 of the DMR. If there are no overflows during the entire month, report "zero" (0).
- c. All sanitary sewer overflows are prohibited.
- d. See Part II, Item D and E.

PART I, B. SLUDGE LIMITATIONS AND MONITORING REQUIREMENTS

2. Sludge Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the treatment works' final sludge at Station Number 1PD00007581, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sludge sampling.

Table - Sludge Monitoring - 581 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00611 - Ammonia (NH3) In Sludge - mg/kg	-	-	-	-	-	-	-	1/Year	Composite	December
00627 - Nitrogen Kjeldahl, Total In Sludge - mg/kg	-	-	-	-	-	-	-	1/Year	Composite	December
00668 - Phosphorus, Total In Sludge - mg/kg	-	-	-	-	-	-	-	1/Year	Composite	December
00938 - Potassium In Sludge - mg/kg	-	-	-	-	-	-	-	1/Year	Composite	December
01003 - Arsenic, Total In Sludge - mg/kg	75	-	-	-	-	-	-	1/Year	Composite	December
01028 - Cadmium, Total In Sludge - mg/kg	85	-	-	-	-	-	-	1/Year	Composite	December
01043 - Copper, Total In Sludge - mg/kg	4300	-	-	-	-	-	-	1/Year	Composite	December
01052 - Lead, Total In Sludge - mg/kg	840	-	-	-	-	-	-	1/Year	Composite	December
01068 - Nickel, Total In Sludge - mg/kg	420	-	-	-	-	-	-	1/Year	Composite	December
01093 - Zinc, Total In Sludge - mg/kg	7500	-	-	-	-	-	-	1/Year	Composite	December
01148 - Selenium, Total In Sludge - mg/kg	100	-	-	-	-	-	-	1/Year	Composite	December
51129 - Sludge Fee Weight - dry tons	-	-	-	-	-	-	-	1/Year	Total	December
51131 - Fecal Coliform in Sludge - CFU/gram	2000000	-	-	-	-	-	-	1/Year	Multiple Grab	December
70316 - Sludge Weight - Dry Tons	-	-	-	-	-	-	-	1/Year	Total	December
71921 - Mercury, Total In Sludge - mg/kg	57	-	-	-	-	-	-	1/Year	Composite	December

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
78465 - Molybdenum In Sludge - mg/kg	75	-	-	-	-	-	-	1/Year	Composite	December

\*Notes for Station Number 1PD00007581:

- a. Monitoring is required when sewage sludge is removed from the permittee's facility for application to the land. The monitoring data shall be reported on the December Discharge Monitoring Report (DMR). The monitoring data can be collected at any time during the reporting period.
- b. Metal analysis must be completed during each reporting period whether or not sewage sludge is removed from the facility and applied to the land. Alternatively, the number of composite samples collected and reported prior to the next land application event shall be increased to account for the reporting period(s) in which land application did not occur. If all accumulated sewage sludge has been removed and hauled to a landfill, incinerated or transferred to another NPDES permit holder, then the metal analysis is not required.
- c. If no sewage sludge is removed from the facility during the reporting period, enter the results for the metal analysis on the DMR and enter "0" for sludge weight and sludge fee weight.
- d. If no sewage sludge is removed from the facility during the reporting period and no metal analysis is completed during the reporting period, select the "No Discharge" check box on the data entry form and PIN the eDMR.
- e. If metal analysis has not been completed previously during each reporting period: when sewage sludge is removed from the facility all metal analysis results shall be reported on the applicable DMR by entering the separate results on different days within the DMR. For example, if no sewage sludge has been removed from the facility for a full calendar year, and quarterly monitoring is required by the permit, then five (four from the previous year and one for the current monitoring period) separate composite samples of the sewage sludge are required to be collected and analyzed for metals prior to removal from the facility. The first sample result may be entered on the first day of the DMR, the second result on the second day of the DMR, and so on. A note may then be added to indicate the actual day(s) when the samples were collected.
- f. It is recommended that composite samples of the sewage sludge be collected and analyzed close enough to the time of land application to be reflective of the sludge's current quality, but not so close that the results of the analysis are not available prior to land applying the sludge.
- g. The permittee shall maintain the appropriate records on site to verify that the requirements of Pathogen Reduction and Vector Attraction Reduction have been met.
- h. Units of mg/kg are on a dry weight basis.
- i. Sludge weight is a calculated total for the year. To convert from gallons of liquid sewage sludge to dry tons of sewage sludge: dry tons= gallons x 8.34 (lbs/gallon) x 0.0005 (tons/lb) x decimal fraction total solids.

j. Sludge fee weight means sludge weight, in dry U.S. tons, excluding any admixtures such as liming material or bulking agents.

k. See Part II, Items N, O, P, and Q.

l. To sample for fecal coliform, the treatment plant should collect and analyze a grab sample every other day over a two week period for a total of six grab samples when practical. Each of the grab samples shall be analyzed independently to determine the *CFU/g*, of fecal coliform in the individual sample. The geometric mean of those six results shall be reported on the DMR. Each fecal coliform sample must be delivered to the analytical lab within six hours after the sample has been collected, in accordance with the requirements for Part 9221 E. or part 9222 D., "Standard Methods for the Examination of Water and Wastewater". This process must be completed prior to sewage sludge being removed from the treatment facility.

PART I, B. SLUDGE LIMITATIONS AND MONITORING REQUIREMENTS

3. Sludge Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the treatment works' final sludge at Station Number 1PD00007586, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sludge sampling.

Table - Sludge Monitoring - 586 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
51129 - Sludge Fee Weight - dry tons	-	-	-	-	-	-	-	1/Year	Total	December

\*Notes for Station Number 1PD00007586:

- a. Monitoring is required when sewage sludge is removed from the permittee's facility for disposal in a solid waste landfill. The total Sludge Fee Weight of sewage sludge disposed of in a solid waste landfill for the entire year shall be reported on the December Discharge Monitoring Report (DMR).
- b. If no sewage sludge is removed from the permittee's facility for disposal in a solid waste landfill during the year, select the "No Discharge" check box on the data entry form and PIN the eDMR.
- c. Sludge fee weight means sludge weight, in dry U.S. tons, excluding any admixtures such as liming material or bulking agents.
- d. See Part II, Items N, O, P, and Q.

PART I, B. INFLUENT MONITORING REQUIREMENTS

4. Influent Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the treatment works' influent wastewater at Station Number 1PD00007601, and report to the Ohio EPA in accordance with the following table. Samples of influent used for determination of net values or percent removal must be taken the same day as those samples of effluent used for that determination. See Part II, OTHER REQUIREMENTS, for location of influent sampling.

Table - Influent Monitoring - 601 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00400 – pH – S.U.	-	-	-	-	-	-	-	1/Day	Multiple Grab	All
00530 - Total Suspended Solids - mg/l	-	-	-	-	-	-	-	3/Week	24hr Composite	All
01074 - Nickel, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01094 - Zinc, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01113 - Cadmium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01114 - Lead, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01118 - Chromium, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01119 - Copper, Total Recoverable - ug/l	-	-	-	-	-	-	-	1/Quarter	24hr Composite	Quarterly
01220 - Chromium, Dissolved Hexavalent - ug/l	-	-	-	-	-	-	-	1/Month	Grab	All
50092 - Mercury, Total (Low Level) - ng/l	-	-	-	-	-	-	-	1/Quarter	Grab	Quarterly
80082 - CBOD 5 day - mg/l	-	-	-	-	-	-	-	3/Week	24hr Composite	All

\*Notes for Station Number 1PD00007601:

a. Sampling for the respective/common parameters shall occur on the same day as Outfall 1PD00007001.

b. Mercury – See Part II, Item R.

PART, B. BYPASS LIMITATIONS AND MONITORING REQUIREMENTS

5. Bypass Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the treatment plant's bypass when discharging, at Station Number 1PD00007602, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sampling.

Table - Bypass Monitoring - 602 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00051 - Bypass Occurrence - No./Day	-	-	-	-	-	-	-	When Disch.	Total	All
00052 - Bypass Total Hours Per Day - Hrs/Day	-	-	-	-	-	-	-	When Disch.	24hr Total	All
00530 – Total Suspended Solids – mg/l	-	-	-	-	-	-	-	When Disch.	24hr Total	All
51428 – Bypass Volume – MGAL	-	-	-	-	-	-	-	When Disch.	24hr Total	All
80082 – CBOD 5 day – mg/l	-	-	-	-	-	-	-	When Disch.	24hr Total	All

\*Notes for Station Number 1PD00007602:

- a. Data for 24 hour total flow, bypass occurrence, and bypass duration may be estimated if a measuring device is not available.
- b. A Discharge Monitoring Report (DMR) for this station must be submitted every month.
- c. Monitoring and sampling shall be conducted and reported on each day that there is a discharge through this station.
- d. If there are no discharges during the entire month, select the "No Discharge" check box on the data entry form and PIN the eDMR.
- e. Bypass Occurrence: If a discharge from this station occurs intermittently during a day, starting and stopping several times, report "1" for that day. If a discharge from this station occurs on more than one day but is the result of a continuing precipitation event, it should be counted as one occurrence: Report "1" on the first day of the discharge.
- f. Discharge through this station is prohibited. The Director may take enforcement action for violations of this prohibition unless the three conditions specified at 40 CFR 122.41(m) and in Part III, Item 11.C.1 of this permit are met.

PART I, B. UPSTREAM MONITORING REQUIREMENTS

6. Upstream Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the receiving stream, upstream of the point of discharge at Station Number 1PD00007801, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sampling.

Table - Upstream Monitoring - 801 - Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00610 - Nitrogen, Ammonia (NH3) - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00625 - Nitrogen Kjeldahl, Total - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00630 - Nitrite Plus Nitrate, Total - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00665 - Phosphorus, Total (P) - mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
31648 - E. coli - #/100 ml	-	-	-	-	-	-	-	1 / 2 Weeks	Grab	Jun - Aug
61432 - 48-Hr. Acute Toxicity Ceriodaphnia dubia - % Affected	-	-	-	-	-	-	-	1/Year	Grab	August
61435 - 96-Hr. Acute Toxicity Pimephales promelas - % Affected	-	-	-	-	-	-	-	1/Year	Grab	August
61438 - 7-Day Chronic Toxicity Ceriodaphnia dubia - % Affected	-	-	-	-	-	-	-	1/Year	Grab	August
61441 - 7-Day Chronic Toxicity Pimephales promelas - % Affected	-	-	-	-	-	-	-	1/Year	Grab	August

\*Notes for Station Number 1PD00007801:

- a. Sampling for the respective/common parameters shall occur on the same day as Outfall 1PD00007001.
- b. Biomonitoring – see Part II, Item W.

PART I, B. DOWNSTREAM-FARFIELD MONITORING REQUIREMENTS

7. Downstream-Farfield Monitoring. During the period beginning on the effective date of this permit and lasting until the expiration date of this permit, the permittee shall monitor the receiving stream, downstream of the point of discharge, at Station Number 1PD00007901, and report to the Ohio EPA in accordance with the following table. See Part II, OTHER REQUIREMENTS, for location of sampling.

Table – Downstream-Farfield Monitoring – 901 – Final

Effluent Characteristic Parameter	Discharge Limitations							Monitoring Requirements		
	Concentration Specified Units				Loading* kg/day			Measuring Frequency	Sampling Type	Monitoring Months
	Maximum	Minimum	Weekly	Monthly	Daily	Weekly	Monthly			
00010 – Water Temperature – C	-	-	-	-	-	-	-	1/Month	Grab	All
00300 – Dissolved Oxygen – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00400 – pH – S.U.	-	-	-	-	-	-	-	1/Month	Grab	All
00610 – Nitrogen, Ammonia (NH3) – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00625 – Nitrogen Kjeldahl, Total – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00630 – Nitrite Plus Nitrate, Total – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00665 – Phosphorus, Total (P) – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
00900 – Hardness, Total (CaCO3) – mg/l	-	-	-	-	-	-	-	1/Month	Grab	All
31648 – E. coli - #/100 ml	-	-	-	-	-	-	-	1 / 2 Weeks	Grab	Jun - Aug

\*Notes for Station Number 1PD00007901:

a. Sampling for the respective/common parameters shall occur on the same day as Outfall 1PD00007001.

PART I, C. – SCHEDULE OF COMPLIANCE

<b><u>Milestone Summary Report</u></b>			
<u>Section</u>	<u>Report</u>	<u>Event Code</u>	<u>Due Date</u>
Phosphorus Limits	Status Report	95999	12 months after the permit effective date
Phosphorus Limits	Complete Plans & Specs	1799	24 months after the permit effective date
Phosphorus Limits	Final Compliance w/ Eff Limits	5699	36 months after the permit effective date
New Effluent Limits	First Monitoring Report	7099	12 months after the permit effective date
New Effluent Limits	Complete Plans & Specs	1799	24 months after the permit effective date
New Effluent Limits	Final Compliance w/ Eff Limits	5699	36 months after the permit effective date

A. Dissolved hexavalent chromium limits.

1. The permittee shall attain compliance with new limits for dissolved hexavalent chromium as expeditiously as possible but no later than the dates in the following schedule.

a. No later than 12 months from the effective date of this permit, the permittee shall submit to the Ohio EPA Southwest District Office a status report regarding the progress towards achieving the phosphorus final effluent limits for outfall 1PD00007001 (Event Code 95999)

b. No later than 24 months from the effective date of this permit, the permittee shall submit to the Ohio EPA Southwest District Office a status report regarding the progress towards achieving the dissolved hexavalent chromium final effluent limits for outfall 1PD00007001. If the permittee determines that the existing facilities are not capable of meeting the final effluent limits for dissolved hexavalent chromium, then the permittee shall submit to Ohio EPA Southwest District Office an approvable Permit to Install application for plant improvements necessary to meet the final effluent limits. (Event Code 1799)

c. No later than 36 months after the permit effective date, the permittee shall attain compliance with the final effluent limits for dissolved hexavalent chromium. The permittee shall notify Ohio EPA Southwest District Office within 10 days of attaining compliance. (Event Code 5699).

B. Schedule for Reducing Discharge of Phosphorus and Compliance with Phosphorus Limits.

1. As soon as possible, but not later than the dates developed in accordance with the following schedule, the permittee shall achieve the monthly average concentration limit of 1.0 mg/L and seven-day average concentration limit of 1.5 mg/L total phosphorus.

a. No later than 12 months from the effective date of this permit, the permittee shall submit to the Ohio EPA Southwest District Office a status report regarding the progress towards achieving the phosphorus final effluent limits for outfall 1PD00007001. (Event Code 95999)

b. No later than 24 months from the effective date of this permit, the permittee shall submit to the Ohio EPA Southwest District Office a status report regarding the progress towards achieving the phosphorus final effluent limits for outfall 1PD00007001. If the permittee determines that the existing facilities are

not capable of meeting the final effluent limits for total phosphorus, then the permittee shall submit to Ohio EPA Southwest District Office an approvable Permit to Install application for plant improvements necessary to meet the final effluent limits. (Event Code 1799)

c. No later than 36 months from the effective date of this permit. The permittee shall attain compliance with the monthly average concentration limit of 1.0 mg/L and seven-day average limit of 1.5 mg/L total phosphorus. (Event Code 5699)

## PART II - OTHER REQUIREMENTS

### A. Operator Certification Requirements

#### 1. Classification

a. In accordance with Ohio Administrative Code 3745-7-04, the sewage treatment facility shall be classified as a Class III treatment works. The permittee shall designate one or more professional operator of record to oversee the technical operation of the treatment works with a valid certification of a class equal to or greater than the classification of the treatment works.

b. All sewerage (collection) systems that are tributary to this treatment works are Class II sewerage systems in accordance with paragraph (B)(1)(b) of rule 3745-7-04 of the Ohio Administrative Code. The permittee shall designate one or more professional operator of record to oversee the technical operation of the sewerage (collection) system with a valid certification of a class equal to or greater than the classification of the sewerage (collection) system.

#### 2. Professional Operator of Record

a. Within three days of a change in a professional operator of record, the permittee shall notify the Director of the Ohio EPA of any such change on a form acceptable to Ohio EPA. The notification can be submitted either electronically via the Ohio eBusiness Center website (<https://ebiz.epa.ohio.gov/login.html>) or hard copy. The appropriate form can be found at the following website:

<https://epa.ohio.gov/static/Portals/28/documents/opcert/Operator%20of%20Record%20Notification%20Form.pdf?ver=2018-09-11-102530-423>

b. All applications for renewal of this NPDES permit shall include an updated Operator of Record Notification form along with other necessary forms and fees to be considered a complete application.

c. The professional operator of record for a class II, III, or IV treatment works or class II sewerage system may be replaced by a backup professional operator with a certificate one classification lower than the treatment works or sewerage system for a period of up to thirty consecutive days. The use of this provision does not require notification to the agency. This provision may not be used to routinely circumvent minimum staffing requirements.

d. Upon proper justification, such as military leave or long-term illness, the director may authorize the replacement of the professional operator of record for a class II, III, or IV treatment works or class II sewerage system by a backup professional operator with a certificate one classification lower than the facility for a period of greater than thirty consecutive days. Such requests shall be made in writing to the appropriate district office.

#### 3. Minimum Staffing Requirements

a. The permittee shall ensure that the treatment works professional operator of record is physically present at the facility in accordance with the minimum staffing requirements per paragraph (C)(1) of rule 3745-7-04 of the Ohio Administrative Code or the requirements from an approved 3745-7-04(C) minimum staffing hour reduction plan.

b. The permittee shall ensure that the collection system professional operator of record or a professional operator that is certified in the field of wastewater collection or wastewater treatment, class A operators excluded, is physically present at the collection system in accordance with the minimum staffing requirements per paragraph (C)(2) of rule 3745-7-04 of the Ohio Administrative Code.

c. If Ohio EPA approves a reduction in minimum staffing requirements based upon a facility operating plan, any change in the criteria under which the operating plan was approved (e.g., retirement of a professional operator listed in the approved staffing plan, loss of the professional operator of record, reduction in the workforce, removal or failure of automation or continuous monitoring, etc.) will require that the treatment works immediately return to the minimum staffing requirements included in paragraph (C)(1) of rule 3745-7-04 of the Ohio Administrative Code.

#### 4. Additional Staffing Requirements

Visits to all treatment works shall be performed by the permittee, the permittee's representative, or agent five days a week and noted in the operational and maintenance records required by rule 3745-7-09 of the Administrative Code. Visits shall not be necessary when the treatment works is not in operation.

B. Description of the location of the required sampling stations are as follows:

Sampling Station	Description of Location
1PD00007001	Final effluent discharge to Fourmile Creek (RM 16.3) (Lat: 39 N 29' 50"; Long: 84 W 42' 55")
1PD00007002	Stormwater outfall to Fourmile Creek (Lat: 39 N 29' 52"; Long: 84 W 43' 4")
1PD00007300	System-wide sanitary sewer overflow occurrences
1PD00007581	Sludge disposal by land application at agronomic rates
1PD00007586	Sludge to municipal landfill
1PD00007601	WWTP influent
1PD00007602	Internal WWTP bypass prior to combining with secondary treatment effluent.
1PD00007801	Fourmile Creek approximately 200 feet upstream of outfall 001
1PD00007901	Fourmile Creek approximately 300 feet downstream of outfall 001

C. All parameters, except flow, need not be monitored on days when the plant is not normally staffed (Saturdays, Sundays, and Holidays). On those days, report "AN" on the monthly report form.

#### D. Sanitary Sewer Overflow (SSO) Reporting Requirements

A sanitary sewer overflow is an overflow, spill, release, or diversion of wastewater from a sanitary sewer system. SSOs do not include wet weather discharges from combined sewer overflows specifically listed in Part II of this NPDES permit (if any). All SSOs are prohibited.

##### 1. Reporting for SSOs That Imminently and Substantially Endanger Human Health

###### a) Immediate Notification

You must notify Ohio EPA (1-800-282-9378) and the appropriate Board of Health (i.e., city or county) within 24 hours of learning of any SSO from your sewers or from your maintenance contract areas that may imminently and substantially endanger human health. The telephone report must identify the location, estimated volume and receiving water, if any, of the overflow. An SSO that may imminently and

substantially endanger human health includes dry weather overflows, major line breaks, overflow events that result in fish kills or other significant harm, overflows that expose the general public to contact with raw sewage, and overflow events that occur in sensitive waters and high exposure areas such as protection areas for public drinking water intakes and waters where primary contact recreation occurs.

#### b) Follow-Up Written Report

Within 5 days of the time you become aware of any SSO that may imminently and substantially endanger human health, you must provide the appropriate Ohio EPA district office a written report that includes:

- (i) the estimated date and time when the overflow began and stopped or will be stopped (if known);
- (ii) the location of the SSO including an identification number or designation if one exists;
- (iii) the receiving water (if there is one);
- (iv) an estimate of the volume of the SSO (if known);
- (v) a description of the sewer system component from which the release occurred (e.g., manhole, constructed overflow pipe, crack in pipe);
- (vi) the cause or suspected cause of the overflow;
- (vii) steps taken or planned to reduce, eliminate, and prevent reoccurrence of the overflow and a schedule of major milestones for those steps; and
- (viii) steps taken or planned to mitigate the impact(s) of the overflow and a schedule of major milestones for those steps.

An acceptable 5-day follow-up written report can be filled-in or downloaded from the Ohio EPA Division of Surface Water Permits Program Technical Assistance Web page at:

<https://epa.ohio.gov/divisions-and-offices/surface-water/guides-manuals/permits-program-technical-assistance>

## 2. Reporting for All SSOs, Including Those That Imminently and Substantially Endanger Human Health

### a) Discharge Monitoring Reports (DMR)

Sanitary sewer overflows that enter waters of the state, either directly or through a storm sewer or other conveyance, shall be reported on your Discharge Monitoring Reports (DMR). You must report the system-wide number of occurrences for SSOs that enter waters of the state in accordance with the requirements for station number 300. A monitoring table for this station is included in Part I, B of this NPDES permit. For the purpose of counting occurrences, each location on the sanitary sewer system where there is an overflow, spill, release, or diversion of wastewater on a given day is counted as one occurrence. For example, if on a given day overflows occur from a manhole at one location and from a damaged pipe at another location and they both enter waters of the state, you should record two occurrences for that day. If overflows from both locations continue on the following day, you should record two occurrences for the following day. At the end of the month, total the daily occurrences from all locations on your system and report this number using reporting code 74062 (Overflow Occurrence, No./Month) on the 4500 form for station number 300.

### b) Annual Report

You must prepare an annual report of all SSOs in your collection system, including those that do not enter waters of the state. The annual report must be in an acceptable format (see below) and must include:

- (i) A table that lists an identification number, a location description, and the receiving water (if any) for each existing SSO. If an SSO previously included in the list has been eliminated, this shall be noted. Assign each SSO location a unique identification by numbering them consecutively, beginning with 301.

(ii) A table that lists the date that an overflow occurred, the unique ID of the overflow, the name of affected receiving waters (if any), and the estimated volume of the overflow (in millions of gallons). The annual report may summarize information regarding overflows of less than approximately 1,000 gallons.

(iii) A table that summarizes the occurrence of water in basements (WIBs) by total number and by sewershed. The report shall include a narrative analysis of WIB patterns by location, frequency and cause. Only WIBs caused by a problem in the publicly-owned collection system must be included.

Not later than March 31 of each year, you must submit one copy of the annual report for the previous calendar year. The report may be submitted electronically using the NPDES Annual Sanitary Sewer Overflow Report available through the Ohio EPA eBusiness Center, Division of Surface Water NPDES Permit Applications service. Alternatively, you may submit one hardcopy of the report to Ohio EPA Southwest District Office and one copy to: Ohio EPA; Division of Surface Water; NPDES Permit Unit; P.O. Box 1049; Columbus, OH, 43216-1049. An acceptable annual SSO report can be filled-in or downloaded from the Ohio EPA Division of Surface Water Permits Program Technical Assistance Web page at:

<https://epa.ohio.gov/divisions-and-offices/surface-water/guides-manuals/permits-program-technical-assistance>

You also must provide adequate notice to the public of the availability of the report. Adequate public notice would include: notices posted at the community administration building, the public library and the post office; a public notice in the newspaper; or a notice sent out with all sewer bills.

E. The permittee shall maintain in good working order and operate as efficiently as possible the "treatment works" and "sewerage system" as defined in ORC 6111.01 to achieve compliance with the terms and conditions of this permit and to prevent discharges to the waters of the state, surface of the ground, basements, homes, buildings, etc.

F. Composite samples shall be comprised of a series of grab samples collected over a 24-hour period and proportionate in volume to the sewage flow rate at the time of sampling. Such samples shall be collected at such times and locations, and in such a fashion, as to be representative of the facility's overall performance.

G. Grab samples shall be collected at such times and locations, and in such fashion, as to be representative of the facility's performance.

H. Multiple grab samples shall be comprised of at least three grab samples collected at intervals of at least three hours during the period that the plant is staffed on each day for sampling. Samples shall be collected at such times and locations, and in such fashion, as to be representative of the facility's overall performance. The critical value shall be reported.

I. The treatment works must obtain at least 85 percent removal of carbonaceous biochemical oxygen demand (five-day) and suspended solids (see Part III, Item 1).

#### J. Limits Below Quantification

The parameters below have had effluent limitations established that are below the Ohio EPA Quantification Level (OEPA QL) for the approved analytical procedure promulgated at 40 CFR 136. OEPA QLs may be expressed as Practical Quantification Levels (PQL) or Minimum Levels (ML). Compliance with an effluent limit that is below the OEPA QL is determined in accordance with ORC

Section 6111.13 and OAC Rule 3745-33-07(C). For maximum effluent limits, any value reported below the OEPA QL shall be considered in compliance with the effluent limit. For average effluent limits, compliance shall be determined by taking the arithmetic mean of values reported for a specified averaging period, using zero (0) for any value reported at a concentration less than the OEPA QL, and comparing that mean to the appropriate average effluent limit. An arithmetic mean that is less than or equal to the average effluent limit shall be considered in compliance with that limit.

The permittee must utilize the lowest available detection method currently approved under 40 CFR Part 136 for monitoring these parameters.

REPORTING:

All analytical results, even those below the OEPA QL (listed below), shall be reported.

Analytical results are to be reported as follows:

1. Results above the QL: Report the analytical result for the parameter of concern.
2. Results above the MDL, but below the QL: Report the analytical result, even though it is below the QL.
3. Results below the MDL: Analytical results below the method detection limit shall be reported as "below detection" using the reporting code "AA".

The following table of quantification levels will be used to determine compliance with NPDES permit limits:

Parameter	PQL	ML
Chlorine, Total Residual	0.050 mg/L	--

This permit may be modified, or, alternatively, revoked and reissued, to include more stringent effluent limits or conditions if information generated as a result of the conditions of this permit indicate the presence of these pollutants in the discharge at levels above the water quality based effluent limit (WQBEL).

K. Parameter Tracking

A preliminary effluent limit (PEL) has been provided below for parameters with a projected effluent quality (PEQ) equivalent to or exceeding seventy-five percent of the PEL. In accordance with rule 3745-33-07(A)(2) of the Ohio Administrative Code, the permittee must report in writing, any effluent concentration sample result greater than the PEL values listed below to Ohio EPA, Southwest District Office. Written notification must be submitted within 30 days of an effluent concentration sample result that exceeds the PEL and must detail the reasons why the PEL has been exceeded and the expectation of continued levels above the PEL.

Parameter	Average PEL	Maximum PEL
Selenium	6.3	77

The permittee shall reduce discharge levels to below the PEL if either of the following conditions are met:

1. The maximum detected concentration per month is greater than the maximum PEL for four or more months during any consecutive six month period; or
2. The thirty-day average for any pollutant is greater than the average PEL for two or more months during any consecutive six month period; and

If the permittee cannot reduce discharge levels below the PEL within six months after either of conditions 1 or 2 above are met, the permittee may request to modify the permit to contain a compliance schedule. This request shall contain justification for the additional time necessary to reduce discharge levels.

L. POTWs that accept hazardous wastes by truck, rail, or dedicated pipeline are considered to be hazardous waste treatment, storage, and disposal facilities (TSDFs) and are subject to regulation under the Resource Conservation and Recovery Act (RCRA). Under the "permit-by-rule" regulation found at 40 CFR 270.60(c), a POTW must

- 1) comply with all conditions of its NPDES permit,
- 2) obtain a RCRA ID number and comply with certain manifest and reporting requirements under RCRA,
- 3) satisfy corrective action requirements, and
- 4) meet all federal, state, and local pretreatment requirements.

M. Water quality-based permit limitations in this permit may be revised based on updated wasteload allocations or use designation rules. This permit may be modified, or revoked and reissued, to include new water quality based effluent limits or other conditions that are necessary to comply with a revised wasteload allocation, or an approved total maximum daily loads (TMDL) report as required under Section 303 (d) of the Clean Water Act.

N. All disposal, use, storage, or treatment of sewage sludge by the permittee shall comply with Chapter 6111. of the Ohio Revised Code, Chapter 3745-40 of the Ohio Administrative Code and any further requirements specified in this NPDES permit, and any other actions of the Director that pertain to the disposal, use, storage, or treatment of sewage sludge by the permittee.

O. Sewage sludge composite samples shall consist of a minimum of six grab samples collected at such times and locations, and in such fashion, as to be representative of the facility's sewage sludge.

P. No later than March 1 of each calendar year, the permittee shall submit a report summarizing the sewage sludge disposal, use, storage, or treatment activities of the permittee during the previous calendar year. The report shall be submitted through the Ohio EPA eBusiness Center/STREAMS, Division of Surface Water NPDES Permit Applications service.

Q. Each day when sewage sludge is removed from the wastewater treatment plant for use or disposal, a representative sample of sewage sludge shall be collected and analyzed for percent total solids. This value of percent total solids shall be used to calculate the total Sewage Sludge Weight (Discharge Monitoring Report code 70316) and/or total Sewage Sludge Fee Weight (Discharge Monitoring Report code 51129) removed from the treatment plant on that day. The results of the daily monitoring and the weight calculations shall be maintained on site for a minimum of five years. The test methodology used shall be from Part 2540 G of Standard Methods for the Examination of Water and Wastewater American Public Health Association, American Water Works Association, and Water Environment Federation, using the edition which is current on the issuance date of the permit. To convert from gallons of liquid sewage sludge to dry tons of sewage sludge:  $\text{dry tons} = \text{gallons} \times 8.34 \text{ (lbs/gallon)} \times 0.0005 \text{ (tons/lb)} \times \text{decimal fraction total solids}$ .

#### R. Monitoring for Mercury (low-level)

The permittee shall use either EPA Method 1631 or EPA Method 245.7 promulgated under 40 CFR 136 to comply with the influent and effluent mercury monitoring requirements of this permit.

#### S. Monitoring for Dissolved Orthophosphate (as P)

The permittee shall monitor for dissolved orthophosphate by grab sample. The permittee shall filter the grab sample within 15 minutes of collection using a 0.45-micron filter. The filtered sample must be analyzed within 48 hours. Samples shall be collected at such times and locations, and in such fashion, as to be representative of the facility's overall performance.

#### T. Monitoring for Bis(2-ethylhexyl) phthalate

Composite samples for Bis(2-ethylhexyl) phthalate shall be comprised of at least three manual grab samples collected at intervals of at least 3 hours, during an 8-hour period that the plant is staffed for sampling. The samples shall be collected and composited in glass to eliminate the potential for contamination from plastic containers; and they shall be collected at such times and locations, and in such fashion, as to be representative of the facility's overall performance.

#### U. Outfall Signage

The permittee shall maintain a permanent marker on the stream bank at each outfall that is regulated under this NPDES permit. This includes final outfalls, and bypasses. The sign shall include, at a minimum, the name of the establishment to which the permit was issued, the Ohio EPA permit number, and the outfall number and a contact telephone number. The information shall be printed in letters not less than two inches in height. The sign shall be a minimum of 2 feet by 2 feet and shall be a minimum of 3 feet above ground level. The sign shall not be obstructed such that persons in boats or persons swimming on the river or someone fishing or walking along the shore cannot read the sign. Vegetation shall be periodically removed to keep the sign visible. If the outfall is normally submerged the sign shall indicate that. When an existing sign is replaced or reset, the new sign shall comply with the requirements of this section.

#### V. Pretreatment Program Requirements

The permittee's pretreatment program initially approved on July 3, 1985 and all subsequent modifications approved before the effective date of this permit, shall be an enforceable term and condition of this permit. To ensure that the approved program is implemented in accordance with 40 CFR 403, Chapter 3745-3 of Ohio Administrative Code and Chapter 6111 of the Ohio Revised Code, the permittee shall comply with the following conditions:

##### 1. Legal Authority

The permittee shall adopt and maintain legal authority which enables it to fully implement and enforce all aspects of its approved pretreatment program including the identification and characterization of industrial sources, issuance of control documents, compliance monitoring and reporting, and enforcement. The permittee shall establish agreements with all contributing jurisdictions, as necessary, to enable the permittee to fulfill its requirements with respect to industrial users discharging to its system.

##### 2. Funding

The permittee shall have sufficient resources and qualified personnel to fully implement all aspects of its approved pretreatment program.

### 3. Industrial User Inventory

The permittee shall identify all industrial users subject to pretreatment standards and requirements and characterize the nature and volume of pollutants in their wastewater. Dischargers determined to be Significant Industrial Users according to OAC 3745-3-01 must be notified of applicable pretreatment standards and requirements within 30 days of making such a determination. This inventory shall be updated at a frequency to ensure proper identification and characterization of industrial users.

### 4. Slug Load Control Plans for Significant Industrial Users

The permittee shall evaluate the need for a plan, device or structure to control a potential slug discharge at least once during the term of each significant industrial user's control mechanism. Existing significant industrial users shall be evaluated within one year of the effective date of this permit if the users have never been evaluated. New industrial users identified as significant industrial users shall be evaluated within one year of being identified as a significant industrial user.

### 5. Local Limits

The permittee shall develop and enforce technically based local limits to prevent the introduction of pollutants into the POTW which will interfere with the operation of the POTW, pass through the treatment works, be incompatible with the treatment works, or limit wastewater or sludge use options. The permittee shall use the following waste load allocation values when evaluating local limits for the following pollutants for which a final effluent limit has not been established:

Arsenic	198 ug/l
Cadmium	7 ug/l
Chromium, total	251 ug/l
Copper	27 ug/l
Free Cyanide	16 ug/l
Lead	30 ug/l
Mercury	770 ng/l
Molybdenum	26463 ug/l
Nickel	158 ug/l
Selenium	6.3 ug/l
Silver	1.7 ug/l
Zinc	344 ug/l

For the purpose of periodically reevaluating local limits, the permittee shall implement and maintain a sampling program to characterize pollutant contribution to the POTW from industrial and residential sources and to determine pollutant removal efficiencies through the POTW. The permittee shall continue to review and develop local limits as necessary.

### 6. Control Mechanisms

The permittee shall issue control mechanisms to all industries determined to be Significant Industrial Users as define in OAC 3745-3-01. Control mechanisms must meet at least the minimum requirements of OAC-3745-3-03(C)(1)(c).

## 7. Industrial Compliance Monitoring

The permittee shall sample and inspect industrial users in accordance with the approved program or approved modifications, including inspection and sampling of all significant industrial users at least annually. Sample collection, preservation and analysis must be performed in accordance with procedures in 40 CFR 136 and with sufficient care to produce evidence admissible in judicial enforcement proceedings. The permittee shall also require, receive, and review self-monitoring and other industrial user reports when necessary to determine compliance with pretreatment standards and requirements. If the permittee performs sampling and analysis in lieu of an industrial user's self-monitoring, the permittee shall perform repeat sampling and analysis within 30 days of becoming aware of a permit violation, unless the permittee notifies the user of the violation and requires the user to perform the repeat analysis and reporting.

## 8. POTW Priority Pollutant Monitoring

The permittee shall annually monitor priority pollutants, as defined by U.S. EPA, in the POTW's influent, effluent and sludge. Sample collection, preservation, and analysis shall be performed using U.S. EPA approved methods.

a. A sample of the influent and the effluent shall be collected when industrial discharges are occurring at normal to maximum levels. Sampling of the influent shall be done prior to any recycle streams and sampling of the effluent shall be after disinfection. Both samples shall be collected on the same day or, alternately, the effluent sample may be collected following the influent sample by approximately the retention time of the POTW.

Sampling of sludge shall be representative of sludge removed to final disposal. A minimum of one grab sample shall be taken during actual sludge removal and disposal unless the POTW uses more than one disposal option. If multiple disposal options are used, the POTW shall collect a composite of grab samples from all disposal practices which are proportional to the annual flows to each type of disposal.

b. The results of these samples must be submitted on Ohio EPA Form 4221 with the permittee's annual pretreatment report. Samples may be collected at any time during the 12 months preceding the due date of the annual report and may be used to fulfill other NPDES monitoring requirements where applicable.

## 9. Enforcement

The permittee shall investigate all instances of noncompliance with pretreatment standards and requirements and take timely, appropriate, and effective enforcement action to resolve the noncompliance in accordance with the permittee's approved enforcement response plan.

On or prior to February 15th of each year, the permittee shall publish, in a newspaper of general circulation that provides meaningful public notice within the jurisdiction served by the permittee, a list of industrial users which, during the previous 12 months, have been in Significant Noncompliance [OAC 3745-3-03(C)(2)(h)] with applicable pretreatment standards or requirements.

## 10. Reporting

All reports required under this section shall be submitted either through Ohio EPA's eBusiness Center or by mail. The Ohio EPA eBusiness Center can be found in the link: <https://ebiz.epa.ohio.gov/login.html>

If submitting hardcopies by mail, reports shall be sent to the following address in duplicate:

Ohio Environmental Protection Agency  
Division of Surface Water P  
retreatment Unit  
P.O. Box 1049  
Columbus, OH 43216-1049

a. Quarterly Industrial User Violation Report

On or prior to the 15th day of January, April, July and October, the permittee shall report the industrial users that are in violation of applicable pretreatment standards during the previous quarter. The report shall be prepared in accordance with guidance provided by Ohio EPA and shall include a description of all industrial user violations and corrective actions taken to resolve the violations.

b. Annual Pretreatment Report

On or prior to February 15th of each year, the permittee shall submit an annual report on the effectiveness of the pretreatment program. The report shall be prepared in accordance with guidance provided by Ohio EPA and shall include, but not be limited to: a discussion of program effectiveness; and industrial user inventory; a description of the permittee's monitoring program; a description of any pass through or interference incidents; a copy of the annual publication of industries in Significant Noncompliance; and, priority pollutant monitoring results.

11. Record Keeping

All records of pretreatment activities including, but not limited to, industrial inventory data, monitoring results, enforcement actions, and reports submitted by industrial users must be maintained for a minimum of three (3) years. This period of retention shall be extended during the course of any unresolved litigation. Records must be made available to Ohio EPA and U.S. EPA upon request.

12. Program Modifications

Any proposed modifications of the approved pretreatment program must be submitted to Ohio EPA for review, on forms available from Ohio EPA and consistent with guidance provided by Ohio EPA. If the modification is deemed to be substantial, prior approval must be obtained before implementation; otherwise, the modification is considered to be effective 45 days after the date of application. Substantial program modifications include, among other things, changes to the POTW's legal authority, industrial user control mechanisms, local limits, confidentiality procedures, or monitoring frequencies.

W. Biomonitoring Program Requirements

The permittee shall continue to implement an effluent biomonitoring program to determine the toxicity of the effluent from outfall 1PD00007001.

General Requirements

All toxicity testing conducted as required by this permit shall be done in accordance with "Reporting and Testing Guidance for Biomonitoring Required by the Ohio Environmental Protection Agency" (hereinafter, the "biomonitoring guidance"), Ohio EPA, July 1998 (or current revision). The Standard Operating Procedures (SOP) or verification of SOP submittal, as described in Section 1.B. of the biomonitoring guidance shall be submitted no later than three months after the effective date of this permit. If the laboratory performing the testing has modified its protocols, a new SOP is required.

## Testing Requirements

### 1. Chronic Bioassays

For the duration of the permit, the permittee shall conduct chronic toxicity tests, as specified in Part I,A, using water fleas (*Ceriodaphnia dubia*) and fathead minnows (*Pimephales promelas*) on effluent samples from outfall 1PD00007001. These tests shall be conducted as specified in Section 3 of the biomonitoring guidance.

### 2. Acute Bioassays

For the duration of the permit, the permittee shall conduct definitive acute toxicity tests, as specified in Part I, A, using water fleas (*Ceriodaphnia dubia*) and fathead minnows (*Pimephales promelas*) on effluent samples from outfall 1PD00007001. These tests shall be conducted as specified in Section 2 of the biomonitoring guidance. Acute toxicity tests need not be performed for months in which chronic toxicity tests are conducted. Acute endpoints, as described in Section 2.H. of the biomonitoring guidance, shall be derived from the chronic test.

### 3. Testing of Ambient Water

In conjunction with the acute and chronic toxicity tests, upstream control water shall be collected at a point outside the zone of effluent and receiving water interaction at station 1PD00007801. Testing of ambient waters shall be done in accordance with Sections 2 and 3 of the biomonitoring guidance.

## 2. Data Review

### a. Reporting

Following completion of each bioassay requirement, the permittee shall report results of the tests in accordance with Sections 2.H.1., 2.H.2.a., 3.H.1., and 3.H.2.a. of the biomonitoring guidance, including reporting the results on the monthly DMR and submitting a copy of the complete test report to Ohio EPA, Division of Surface Water. The test report may be submitted electronically using the acute or chronic NPDES Biomonitoring Report Form available through the Ohio EPA eBusiness Center, Division of Surface Water NPDES Permit Applications service. Alternatively, the permittee may submit a hard copy of the report to Ohio EPA, Division of Surface Water, NPDES Permit Unit, P.O. Box 1049, Columbus, OH, 43216-1049.

Based on Ohio EPA's evaluation of the results, this permit may be modified to require additional biomonitoring, require a toxicity reduction evaluation, and/or contain whole effluent toxicity limits.

### b. Definitions

TU<sub>a</sub> = Acute Toxicity Units = 100/LC50

TU<sub>c</sub> = Chronic Toxicity Units = 100/IC25

This equation for chronic toxicity units applies outside the mixing zone for warmwater, modified warmwater, exceptional warmwater, coldwater, and seasonal salmonid use designations except when the following equation is more restrictive (*Ceriodaphnia dubia* only):

TUc = Chronic Toxic Units = 100/square root of (NOEC x LOEC)

## PART III - GENERAL CONDITIONS

### DEFINITIONS

"Daily discharge" means the discharge of a pollutant measured during a calendar day or any 24-hour period that reasonably represents the calendar day for purposes of sampling. For pollutants with limitations expressed in units of mass, the "daily discharge" is calculated as the total mass of the pollutant discharged over the day. For pollutants with limitations expressed in other units of measurement, the "daily discharge" is calculated as the average measurement of the pollutant over the day.

"Average weekly" discharge limitation means the highest allowable average of "daily discharges" over a calendar week, calculated as the sum of all "daily discharges" measured during a calendar week divided by the number of "daily discharges" measured during that week. Each of the following 7-day periods is defined as a calendar week: Week 1 is Days 1 - 7 of the month; Week 2 is Days 8 - 14; Week 3 is Days 15 - 21; and Week 4 is Days 22 - 28. If the "daily discharge" on days 29, 30 or 31 exceeds the "average weekly" discharge limitation, Ohio EPA may elect to evaluate the last 7 days of the month as Week 4 instead of Days 22 - 28. Compliance with fecal coliform bacteria or E coli bacteria limitations shall be determined using the geometric mean.

"Average monthly" discharge limitation means the highest allowable average of "daily discharges" over a calendar month, calculated as the sum of all "daily discharges" measured during a calendar month divided by the number of "daily discharges" measured during that month. Compliance with fecal coliform bacteria or E coli bacteria limitations shall be determined using the geometric mean.

"85 percent removal" means the arithmetic mean of the values for effluent samples collected in a period of 30 consecutive days shall not exceed 15 percent of the arithmetic mean of the values for influent samples collected at approximately the same times during the same period.

"Absolute Limitations" Compliance with limitations having descriptions of "shall not be less than," "nor greater than," "shall not exceed," "minimum," or "maximum" shall be determined from any single value for effluent samples and/or measurements collected.

"Net concentration" shall mean the difference between the concentration of a given substance in a sample taken of the discharge and the concentration of the same substances in a sample taken at the intake which supplies water to the given process. For the purpose of this definition, samples that are taken to determine the net concentration shall always be 24-hour composite samples made up of at least six increments taken at regular intervals throughout the plant day.

"Net Load" shall mean the difference between the load of a given substance as calculated from a sample taken of the discharge and the load of the same substance in a sample taken at the intake which supplies water to given process. For purposes of this definition, samples that are taken to determine the net loading shall always be 24-hour composite samples made up of at least six increments taken at regular intervals throughout the plant day.

"MGD" means million gallons per day.

"mg/l" means milligrams per liter.

"ug/l" means micrograms per liter.

"ng/l" means nanograms per liter.

"S.U." means standard pH unit.

"kg/day" means kilograms per day.

"Reporting Code" is a five digit number used by the Ohio EPA in processing reported data. The reporting code does not imply the type of analysis used nor the sampling techniques employed.

"Quarterly (1/Quarter) sampling frequency" means the sampling shall be done in the months of March, June, August, and December, unless specifically identified otherwise in the Effluent Limitations and Monitoring Requirements table.

"Yearly (1/Year) sampling frequency" means the sampling shall be done in the month of September, unless specifically identified otherwise in the effluent limitations and monitoring requirements table.

"Semi-annual (2/Year) sampling frequency" means the sampling shall be done during the months of June and December, unless specifically identified otherwise.

"Winter" shall be considered to be the period from November 1 through April 30.

"Bypass" means the intentional diversion of waste streams from any portion of the treatment facility.

"Summer" shall be considered to be the period from May 1 through October 31.

"Severe property damage" means substantial physical damage to property, damage to the treatment facilities which would cause them to become inoperable, or substantial and permanent loss of natural resources which can reasonably be expected to occur in the absence of a bypass. Severe property damage does not mean economic loss caused by delays in production.

"Upset" means an exceptional incident in which there is unintentional and temporary noncompliance with technology-based permit effluent limitations because of factors beyond the reasonable control of the permittee. An upset does not include noncompliance to the extent caused by operational error, improperly designed treatment facilities, inadequate treatment facilities, lack of preventive maintenance, or careless or improper operation.

"Sewage sludge" means a solid, semi-solid, or liquid residue generated during the treatment of domestic sewage in a treatment works as defined in section 6111.01 of the Revised Code. "Sewage sludge" includes, but is not limited to, scum or solids removed in primary, secondary, or advanced wastewater treatment processes. "Sewage sludge" does not include ash generated during the firing of sewage sludge in a sewage sludge incinerator, grit and screenings generated during preliminary treatment of domestic sewage in a treatment works, animal manure, residue generated during treatment of animal manure, or domestic septage.

"Sewage sludge weight" means the weight of sewage sludge, in dry U.S. tons, including admixtures such as liming materials or bulking agents. Monitoring frequencies for sewage sludge parameters are based on the reported sludge weight generated in a calendar year (use the most recent calendar year data when the NPDES permit is up for renewal).

"Sewage sludge fee weight" means the weight of sewage sludge, in dry U.S. tons, excluding admixtures such as liming materials or bulking agents. Annual sewage sludge fees, as per section 3745.11(Y) of the Ohio Revised Code, are based on the reported sludge fee weight for the most recent calendar year.

## 2. GENERAL EFFLUENT LIMITATION

The effluent shall, at all times, be free of substances:

- A. In amounts that will settle to form putrescent, or otherwise objectionable, sludge deposits; or that will adversely affect aquatic life or water fowl;
- B. Of an oily, greasy, or surface-active nature, and of other floating debris, in amounts that will form noticeable accumulations of scum, foam, or sheen;
- C. In amounts that will alter the natural color or odor of the receiving water to such degree as to create a nuisance;
- D. In amounts that either singly or in combination with other substances are toxic to human, animal, or aquatic life;
- E. In amounts that are conducive to the growth of aquatic weeds or algae to the extent that such growth become inimical to more desirable forms of aquatic life, or create conditions that are unsightly, or constitute a nuisance in any other fashion;
- F. In amounts that will impair designated instream or downstream water uses.

## 3. FACILITY OPERATION AND QUALITY CONTROL

All wastewater treatment works shall be operated in a manner consistent with the following:

- A. At all times, the permittee shall maintain in good working order and operate as efficiently as possible all treatment or control facilities or systems installed or used by the permittee necessary to achieve compliance with the terms and conditions of this permit. Proper operation and maintenance also includes adequate laboratory controls and appropriate quality assurance procedures. This provision requires the operation of back-up or auxiliary facilities or similar systems which are installed by a permittee only when the operation is necessary to achieve compliance with conditions of the permit.
- B. The permittee shall effectively monitor the operation and efficiency of treatment and control facilities and the quantity and quality of the treated discharge.
- C. Maintenance of wastewater treatment works that results in degradation of effluent quality shall be scheduled during non-critical water quality periods and shall be carried out in a manner approved by Ohio EPA as specified in the Paragraph in the PART III entitled, "UNAUTHORIZED DISCHARGES".

## 4. REPORTING

- A. Monitoring data required by this permit shall be submitted monthly on Ohio EPA 4500 Discharge Monitoring Report (DMR) forms using the electronic DMR (e-DMR) internet application. e-DMR allows permitted facilities to enter, sign, and submit DMRs on the internet. e-DMR information is found on the following web page:  
<https://epa.ohio.gov/divisions-and-offices/surface-water/permitting/electronic-business-services>
- B. DMRs shall be signed by a facility's Responsible Official or a Delegated Responsible Official (i.e. a person delegated by the Responsible Official). The Responsible Official of a facility is defined as:

1. For a corporation: by a responsible corporate officer. For the purpose of this section, a responsible corporate officer means: (a) a president, secretary, treasurer, or vice-president of the corporation in charge of a principal business function, or any other person who performs similar policy or decision-making functions for the corporation; or (b) The manager of one or more manufacturing, production or operating facilities, provided the manager is authorized to make management decisions that govern the operation of the regulated facility including having explicit or implicit duty of making major capital investment recommendations, and initiating and directing other comprehensive measures to assure long-term environmental compliance with environmental laws and regulations; the manager can ensure that the necessary systems are established or actions taken to gather complete and accurate information for permit application requirements; and where authority to sign documents has been assigned or delegated to the manager in accordance with corporate procedures.
2. For a partnership or sole proprietorship: by a general partner or the proprietor, respectively; or
3. In the case of a municipal, state or other public facility, by either the principal executive officer, the ranking elected official or other duly authorized employee.

For e-DMR, the person signing and submitting the DMR will need to obtain an eBusiness Center account and Personal Identification Number (PIN). Additionally, Delegated Responsible Officials must be delegated by the Responsible Official, either on-line using the eBusiness Center's delegation function, or on a paper delegation form provided by Ohio EPA. For more information on the PIN and delegation processes, please view the following web page:

<https://epa.ohio.gov/divisions-and-offices/surface-water/permitting/electronic-business-services-sub/edmr>

C. DMRs submitted using e-DMR shall be submitted to Ohio EPA by the 20th day of the month following the month-of-interest.

D. If the permittee monitors any pollutant at the location(s) designated herein more frequently than required by this permit, using approved analytical methods as specified in Section 5. SAMPLING AND ANALYTICAL METHODS, the results of such monitoring shall be included in the calculation and reporting of the values required in the reports specified above.

E. Analyses of pollutants not required by this permit, except as noted in the preceding paragraph, shall not be reported to the Ohio EPA, but records shall be retained as specified in Section 7. RECORDS RETENTION.

## 5. SAMPLING AND ANALYTICAL METHOD

Samples and measurements taken as required herein shall be representative of the volume and nature of the monitored flow. Test procedures for the analysis of pollutants shall conform to regulation 40 CFR 136, "Test Procedures For The Analysis of Pollutants" unless other test procedures have been specified in this permit. The permittee shall periodically calibrate and perform maintenance procedures on all monitoring and analytical instrumentation at intervals to ensure accuracy of measurements.

## 6. RECORDING OF RESULTS

For each measurement or sample taken pursuant to the requirements of this permit, the permittee shall

record the following information:

- A. The exact place and date of sampling; (time of sampling not required on EPA 4500)
- B. The person(s) who performed the sampling or measurements;
- C. The date the analyses were performed on those samples;
- D. The person(s) who performed the analyses;
- E. The analytical techniques or methods used; and
- F. The results of all analyses and measurements.

#### 7. RECORDS RETENTION

The permittee shall retain all of the following records for the wastewater treatment works for a minimum of three years except those records that pertain to sewage sludge disposal, use, storage, or treatment, which shall be kept for a minimum of five years, including:

- A. All sampling and analytical records (including internal sampling data not reported);
- B. All original recordings for any continuous monitoring instrumentation;
- C. All instrumentation, calibration and maintenance records;
- D. All plant operation and maintenance records;
- E. All reports required by this permit; and
- F. Records of all data used to complete the application for this permit for a period of at least three years, or five years for sewage sludge, from the date of the sample, measurement, report, or application.

These periods will be extended during the course of any unresolved litigation, or when requested by the Regional Administrator or the Ohio EPA. The three year period, or five year period for sewage sludge, for retention of records shall start from the date of sample, measurement, report, or application.

#### 8. AVAILABILITY OF REPORTS

Except for data determined by the Ohio EPA to be entitled to confidential status, all reports prepared in accordance with the terms of this permit shall be available for public inspection at the appropriate district offices of the Ohio EPA. Both the Clean Water Act and Section 6111.05 Ohio Revised Code state that effluent data and receiving water quality data shall not be considered confidential.

#### 9. DUTY TO PROVIDE INFORMATION

The permittee shall furnish to the Director, within a reasonable time, any information which the Director may request to determine whether cause exists for modifying, revoking, and reissuing, or terminating the permit, or to determine compliance with this permit. The permittee shall also furnish to the Director, upon request, copies of records required to be kept by this permit.

## 10. RIGHT OF ENTRY

The permittee shall allow the Director or an authorized representative upon presentation of credentials and other documents as may be required by law to:

- A. Enter upon the permittee's premises where a regulated facility or activity is located or conducted, or where records must be kept under the conditions of this permit.
- B. Have access to and copy, at reasonable times, any records that must be kept under the conditions of the permit.
- C. Inspect at reasonable times any facilities, equipment (including monitoring and control equipment), practices, or operations regulated or required under this permit.
- D. Sample or monitor at reasonable times, for the purposes of assuring permit compliance or as otherwise authorized by the Clean Water Act, any substances or parameters at any location.

## 11. UNAUTHORIZED DISCHARGES

A. Bypass Not Exceeding Limitations - The permittee may allow any bypass to occur which does not cause effluent limitations to be exceeded, but only if it also is for essential maintenance to assure efficient operation. These bypasses are not subject to the provisions of paragraphs 11.B and 11.C.

### B. Notice

- 1. Anticipated Bypass - If the permittee knows in advance of the need for a bypass, it shall submit prior notice, if possible at least ten days before the date of the bypass.
- 2. Unanticipated Bypass - The permittee shall submit notice of an unanticipated bypass as required in paragraph 12.B (24 hour notice).

### C. Prohibition of Bypass

- 1. Bypass is prohibited, and the Director may take enforcement action against a permittee for bypass, unless:
  - a. Bypass was unavoidable to prevent loss of life, personal injury, or severe property damage;
  - b. There were no feasible alternatives to the bypass, such as the use of auxiliary treatment facilities, retention of untreated wastes, or maintenance during normal periods of equipment downtime. This condition is not satisfied if adequate back-up equipment should have been installed in the exercise of reasonable engineering judgment to prevent a bypass which occurred during normal periods of equipment downtime or preventive maintenance; and
  - c. The permittee submitted notices as required under paragraph 11.B.
- 2. The Director may approve an anticipated bypass, after considering its adverse effects, if the Director determines that it will meet the three conditions listed above in paragraph 11.C.1.

## 12. NONCOMPLIANCE NOTIFICATION

A. Exceedance of a Daily Maximum Discharge Limit

1. The permittee shall report noncompliance that is the result of any violation of a daily maximum discharge limit for any of the pollutants listed by the Director in the permit by e-mail or telephone within twenty-four (24) hours of discovery.

The permittee may report to the appropriate Ohio EPA district office e-mail account as follows (this method is preferred):

Southeast District Office: [sedo24hournpdes@epa.ohio.gov](mailto:sedo24hournpdes@epa.ohio.gov)  
Southwest District Office: [swdo24hournpdes@epa.ohio.gov](mailto:swdo24hournpdes@epa.ohio.gov)  
Northwest District Office: [nwdo24hournpdes@epa.ohio.gov](mailto:nwdo24hournpdes@epa.ohio.gov)  
Northeast District Office: [nedo24hournpdes@epa.ohio.gov](mailto:nedo24hournpdes@epa.ohio.gov)  
Central District Office: [cdo24hournpdes@epa.ohio.gov](mailto:cdo24hournpdes@epa.ohio.gov)  
Central Office: [co24hournpdes@epa.ohio.gov](mailto:co24hournpdes@epa.ohio.gov)

The permittee shall attach a noncompliance report to the e-mail. A noncompliance report form is available on the following web site under the Monitoring and Reporting - Non-Compliance Notification section:

<https://epa.ohio.gov/divisions-and-offices/surface-water/permitting/individual-wastewater-discharge-permits>

Or, the permittee may report to the appropriate Ohio EPA district office by telephone toll-free between 8:00 AM and 5:00 PM as follows:

Southeast District Office: (800) 686-7330  
Southwest District Office: (800) 686-8930  
Northwest District Office: (800) 686-6930  
Northeast District Office: (800) 686-6330  
Central District Office: (800) 686-2330  
Central Office: (614) 644-2001

The permittee shall include the following information in the telephone noncompliance report:

- a. The name of the permittee, and a contact name and telephone number;
- b. The limit(s) that has been exceeded;
- c. The extent of the exceedance(s);
- d. The cause of the exceedance(s);
- e. The period of the exceedance(s) including exact dates and times;
- f. If uncorrected, the anticipated time the exceedance(s) is expected to continue; and,
- g. Steps taken to reduce, eliminate or prevent occurrence of the exceedance(s).

B. Other Permit Violations

1. The permittee shall report noncompliance that is the result of any unanticipated bypass resulting in an

exceedance of any effluent limit in the permit or any upset resulting in an exceedance of any effluent limit in the permit by e-mail or telephone within twenty-four (24) hours of discovery.

The permittee may report to the appropriate Ohio EPA district office e-mail account as follows (this method is preferred):

Southeast District Office: [sedo24hournpdes@epa.ohio.gov](mailto:sedo24hournpdes@epa.ohio.gov)  
Southwest District Office: [swdo24hournpdes@epa.ohio.gov](mailto:swdo24hournpdes@epa.ohio.gov)  
Northwest District Office: [nwdo24hournpdes@epa.ohio.gov](mailto:nwdo24hournpdes@epa.ohio.gov)  
Northeast District Office: [nedo24hournpdes@epa.ohio.gov](mailto:nedo24hournpdes@epa.ohio.gov)  
Central District Office: [cdo24hournpdes@epa.ohio.gov](mailto:cdo24hournpdes@epa.ohio.gov)  
Central Office: [co24hournpdes@epa.ohio.gov](mailto:co24hournpdes@epa.ohio.gov)

The permittee shall attach a noncompliance report to the e-mail. A noncompliance report form is available on the following web site under the Monitoring and Reporting - Non-Compliance Notification section:

<https://epa.ohio.gov/divisions-and-offices/surface-water/permitting/individual-wastewater-discharge-permits>

Or, the permittee may report to the appropriate Ohio EPA district office by telephone toll-free between 8:00 AM and 5:00 PM as follows:

Southeast District Office: (800) 686-7330  
Southwest District Office: (800) 686-8930  
Northwest District Office: (800) 686-6930  
Northeast District Office: (800) 686-6330  
Central District Office: (800) 686-2330  
Central Office: (614) 644-2001

The permittee shall include the following information in the telephone noncompliance report:

- a. The name of the permittee, and a contact name and telephone number;
- b. The time(s) at which the discharge occurred, and was discovered;
- c. The approximate amount and the characteristics of the discharge;
- d. The stream(s) affected by the discharge;
- e. The circumstances which created the discharge;
- f. The name and telephone number of the person(s) who have knowledge of these circumstances;
- g. What remedial steps are being taken; and,
- h. The name and telephone number of the person(s) responsible for such remedial steps.

2. The permittee shall report noncompliance that is the result of any spill or discharge which may endanger human health or the environment within thirty (30) minutes of discovery by calling the 24-Hour Emergency Hotline toll-free at (800) 282-9378. The permittee shall also report the spill or discharge by e-mail or telephone within twenty-four (24) hours of discovery in accordance with B.1 above.

C. When the telephone option is used for the noncompliance reports required by A and B, the permittee shall submit to the appropriate Ohio EPA district office a confirmation letter and a completed noncompliance report within five (5) days of the discovery of the noncompliance. This follow up report is not necessary for the e-mail option which already includes a completed noncompliance report.

D. If the permittee is unable to meet any date for achieving an event, as specified in a schedule of compliance in their permit, the permittee shall submit a written report to the appropriate Ohio EPA district office within fourteen (14) days of becoming aware of such a situation. The report shall include the following:

1. The compliance event which has been or will be violated;
2. The cause of the violation;
3. The remedial action being taken;
4. The probable date by which compliance will occur; and,
5. The probability of complying with subsequent and final events as scheduled.

E. The permittee shall report all other instances of permit noncompliance not reported under paragraphs A or B of this section on their monthly DMR submission. The DMR shall contain comments that include the information listed in paragraphs A or B as appropriate.

F. If the permittee becomes aware that it failed to submit an application, or submitted incorrect information in an application or in any report to the director, it shall promptly submit such facts or information.

#### 13. RESERVED

#### 14. DUTY TO MITIGATE

The permittee shall take all reasonable steps to minimize or prevent any discharge in violation of this permit which has a reasonable likelihood of adversely affecting human health or the environment.

#### 15. AUTHORIZED DISCHARGES

All discharges authorized herein shall be consistent with the terms and conditions of this permit. The discharge of any pollutant identified in this permit more frequently than, or at a level in excess of, that authorized by this permit shall constitute a violation of the terms and conditions of this permit. Such violations may result in the imposition of civil and/or criminal penalties as provided for in Section 309 of the Act and Ohio Revised Code Sections 6111.09 and 6111.99.

#### 16. DISCHARGE CHANGES

The following changes must be reported to the appropriate Ohio EPA district office as soon as practicable:

A. For all treatment works, any significant change in character of the discharge which the permittee knows or has reason to believe has occurred or will occur which would constitute cause for modification

or revocation and reissuance. The permittee shall give advance notice to the Director of any planned changes in the permitted facility or activity which may result in noncompliance with permit requirements. Notification of permit changes or anticipated noncompliance does not stay any permit condition.

B. For publicly owned treatment works:

1. Any proposed plant modification, addition, and/or expansion that will change the capacity or efficiency of the plant;
2. The addition of any new significant industrial discharge; and
3. Changes in the quantity or quality of the wastes from existing tributary industrial discharges which will result in significant new or increased discharges of pollutants.

C. For non-publicly owned treatment works, any proposed facility expansions, production increases, or process modifications, which will result in new, different, or increased discharges of pollutants.

Following this notice, modifications to the permit may be made to reflect any necessary changes in permit conditions, including any necessary effluent limitations for any pollutants not identified and limited herein. A determination will also be made as to whether a National Environmental Policy Act (NEPA) review will be required. Sections 6111.44 and 6111.45, Ohio Revised Code, require that plans for treatment works or improvements to such works be approved by the Director of the Ohio EPA prior to initiation of construction.

D. In addition to the reporting requirements under 40 CFR 122.41(l) and per 40 CFR 122.42(a), all existing manufacturing, commercial, mining, and silvicultural dischargers must notify the Director as soon as they know or have reason to believe:

1. That any activity has occurred or will occur which would result in the discharge on a routine or frequent basis of any toxic pollutant which is not limited in the permit. If that discharge will exceed the highest of the "notification levels" specified in 40 CFR Sections 122.42(a)(1)(i) through 122.42(a)(1)(iv).
2. That any activity has occurred or will occur which would result in any discharge, on a non-routine or infrequent basis, of a toxic pollutant which is not limited in the permit, if that discharge will exceed the highest of the "notification levels" specified in 122.42(a)(2)(i) through 122.42(a)(2)(iv).

## 17. TOXIC POLLUTANTS

The permittee shall comply with effluent standards or prohibitions established under Section 307 (a) of the Clean Water Act for toxic pollutants within the time provided in the regulations that establish these standards or prohibitions, even if the permit has not yet been modified to incorporate the requirement. Following establishment of such standards or prohibitions, the Director shall modify this permit and so notify the permittee.

## 18. PERMIT MODIFICATION OR REVOCATION

A. After notice and opportunity for a hearing, this permit may be modified or revoked, by the Ohio EPA, in whole or in part during its term for cause including, but not limited to, the following:

1. Violation of any terms or conditions of this permit;

2. Obtaining this permit by misrepresentation or failure to disclose fully all relevant facts; or
3. Change in any condition that requires either a temporary or permanent reduction or elimination of the permitted discharge.

B. Pursuant to rule 3745-33-04, Ohio Administrative Code, the permittee may at any time apply to the Ohio EPA for modification of any part of this permit. The filing of a request by the permittee for a permit modification or revocation does not stay any permit condition. The application for modification should be received by the appropriate Ohio EPA district office at least ninety days before the date on which it is desired that the modification become effective. The application shall be made only on forms approved by the Ohio EPA.

#### 19. TRANSFER OF OWNERSHIP OR CONTROL

This permit may be transferred or assigned and a new owner or successor can be authorized to discharge from this facility, provided the following requirements are met:

A. The permittee shall notify the succeeding owner or successor of the existence of this permit by a letter, a copy of which shall be forwarded to the appropriate Ohio EPA district office. The copy of that letter will serve as the permittee's notice to the Director of the proposed transfer. The copy of that letter shall be received by the appropriate Ohio EPA district office sixty (60) days prior to the proposed date of transfer;

B. A written agreement containing a specific date for transfer of permit responsibility and coverage between the current and new permittee (including acknowledgement that the existing permittee is liable for violations up to that date, and that the new permittee is liable for violations from that date on) shall be submitted to the appropriate Ohio EPA district office within sixty days after receipt by the district office of the copy of the letter from the permittee to the succeeding owner;

At any time during the sixty (60) day period between notification of the proposed transfer and the effective date of the transfer, the Director may prevent the transfer if he concludes that such transfer will jeopardize compliance with the terms and conditions of the permit. If the Director does not prevent transfer, he will modify the permit to reflect the new owner.

#### 20. OIL AND HAZARDOUS SUBSTANCE LIABILITY

Nothing in this permit shall be construed to preclude the institution of any legal action or relieve the permittee from any responsibilities, liabilities, or penalties to which the permittee is or may be subject under Section 311 of the Clean Water Act.

#### 21. SOLIDS DISPOSAL

Collected grit and screenings, and other solids other than sewage sludge, shall be disposed of in such a manner as to prevent entry of those wastes into waters of the state, and in accordance with all applicable laws and rules.

#### 22. CONSTRUCTION AFFECTING NAVIGABLE WATERS

This permit does not authorize or approve the construction of any onshore or offshore physical structures or facilities or the undertaking of any work in any navigable waters.

### 23. CIVIL AND CRIMINAL LIABILITY

Except as exempted in the permit conditions on UNAUTHORIZED DISCHARGES or UPSETS, nothing in this permit shall be construed to relieve the permittee from civil or criminal penalties for noncompliance.

### 24. STATE LAWS AND REGULATIONS

Nothing in this permit shall be construed to preclude the institution of any legal action or relieve the permittee from any responsibilities, liabilities, or penalties established pursuant to any applicable state law or regulation under authority preserved by Section 510 of the Clean Water Act.

### 25. PROPERTY RIGHTS

The issuance of this permit does not convey any property rights in either real or personal property, or any exclusive privileges, nor does it authorize any injury to private property or any invasion of personal rights, nor any infringement of federal, state, or local laws or regulations.

### 26. UPSET

The provisions of 40 CFR Section 122.41(n), relating to "Upset," are specifically incorporated herein by reference in their entirety. For definition of "upset," see Part III, Paragraph 1, DEFINITIONS.

### 27. SEVERABILITY

The provisions of this permit are severable, and if any provision of this permit, or the application of any provision of this permit to any circumstance, is held invalid, the application of such provision to other circumstances, and the remainder of this permit, shall not be affected thereby.

### 28. SIGNATORY REQUIREMENTS

All applications submitted to the Director shall be signed and certified in accordance with the requirements of 40 CFR 122.22.

All reports submitted to the Director shall be signed and certified in accordance with the requirements of 40 CFR Section 122.22.

### 29. OTHER INFORMATION

A. Where the permittee becomes aware that it failed to submit any relevant facts in a permit application or submitted incorrect information in a permit application or in any report to the Director, it shall promptly submit such facts or information.

B. ORC 6111.99 provides that any person who falsifies, tampers with, or knowingly renders inaccurate any monitoring device or method required to be maintained under this permit shall, upon conviction, be punished by a fine of not more than \$25,000 per violation.

C. ORC 6111.99 states that any person who knowingly makes any false statement, representation, or certification in any record or other document submitted or required to be maintained under this permit including monitoring reports or reports of compliance or noncompliance shall, upon conviction, be punished by a fine of not more than \$25,000 per violation.

D. ORC 6111.99 provides that any person who violates Sections 6111.04, 6111.042, 6111.05, or division (A) of Section 6111.07 of the Revised Code shall be fined not more than \$25,000 or imprisoned not more than one year, or both.

### 30. NEED TO HALT OR REDUCE ACTIVITY

40 CFR 122.41(c) states that it shall not be a defense for a permittee in an enforcement action that it would have been necessary to halt or reduce the permitted activity in order to maintain compliance with conditions of this permit.

### 31. APPLICABLE FEDERAL RULES

All references to 40 CFR in this permit mean the version of 40 CFR which is effective as of the effective date of this permit.

### 32. AVAILABILITY OF PUBLIC SEWERS

Notwithstanding the issuance or non-issuance of an NPDES permit to a semi-public disposal system, whenever the sewage system of a publicly owned treatment works becomes available and accessible, the permittee operating any semi-public disposal system shall abandon the semi-public disposal system and connect it into the publicly owned treatment works.

## PART IV. STORMWATER CONTROL MEASURES AND POLLUTION PREVENTION PROGRAMS

In Part IV and in Part VI, the term "minimize" means reduce and/or eliminate to the extent achievable using control measures (including best management practices) that are technologically available and economically practicable and achievable in light of best industry practice.

### A. Control Measures

You shall select, design, install, and implement control measures (including best management practices) to address the selection and design considerations in Part IV.B, and meet the control measures/best management practices in Part IV.C and any applicable numeric effluent limits in Part I. The selection, design, installation, and implementation of these control measures shall be in accordance with good engineering practices and manufacturer's specifications. Note that you may deviate from such manufacturer's specifications where you provide justification for such deviation and include documentation of your rationale in the part of your SWPPP that describes your control measures, consistent with Part IV.J.3. If you find that your control measures are not achieving their intended effect of minimizing pollutant discharges, you shall modify these control measures as expeditiously as practicable. Regulated stormwater discharges from your facility include stormwater run-on that commingles with stormwater discharges associated with industrial activity at your facility.

### B. Control Measure Selection and Design Considerations

You shall consider the following when selecting and designing control measures:

1. Preventing stormwater from coming into contact with polluting materials is generally more effective, and less costly, than trying to remove pollutants from stormwater;
2. Using control measures in combination is more effective than using control measures in isolation for minimizing pollutants in your stormwater discharge;
3. Assessing the type and quantity of pollutants, including their potential to impact receiving water quality, is critical to designing effective control measures that will achieve the limits in this permit;
4. Minimizing impervious areas at your facility and infiltrating runoff onsite (including bioretention cells, green roofs, and pervious pavement, among other approaches) can reduce runoff and improve groundwater recharge and stream base flows in local streams, although care shall be taken to avoid ground water contamination;
5. Attenuating flow using open vegetated swales and natural depressions can reduce in-stream impacts of erosive flows;
6. Conserving and/or restoring of riparian buffers will help protect streams from stormwater runoff and improve water quality; and
7. Using treatment interceptors (e.g., swirl separators and sand filters) may be appropriate in some instances to minimize the discharge of pollutants.

### C. Control Measures/Best Management Practices (BMPs)

1. Minimize Exposure. You shall minimize the exposure of manufacturing, processing, and material storage areas (including loading and unloading, storage, disposal, cleaning, maintenance, and fueling operations) to rain, snow, snowmelt, and runoff by either locating these industrial materials and activities inside or protecting them with storm resistant coverings (although significant enlargement of impervious surface area is not recommended). In minimizing exposure, you should pay particular attention to the following:

- a. Use grading, berming, or curbing to prevent runoff of contaminated flows and divert run-on away from these areas;
- b. Locate materials, equipment, and activities so that leaks are contained in existing containment and diversion systems (confine the storage of leaky or leak-prone vehicles and equipment awaiting maintenance to protected areas);
- c. Clean up spills and leaks promptly using dry methods (e.g., absorbents) to prevent the discharge of pollutants;
- d. Use drip pans and absorbents under or around leaky vehicles and equipment or store indoors where feasible;
- e. Use spill/overflow protection equipment;
- f. Drain fluids from equipment and vehicles prior to on-site storage or disposal;
- g. Perform all cleaning operations indoors, under cover, or in bermed areas that prevent runoff and run-on and also that capture any overspray; and
- h. Ensure that all washwater drains to a proper collection system (i.e., not the stormwater drainage system).

If the discharge of vehicle and equipment washwater is not authorized under Part I of this permit, these wastewaters must be discharged to sanitary sewer in accordance with applicable industrial pretreatment requirements or disposed of otherwise in accordance with applicable law.

Note: Industrial materials do not need to be enclosed or covered if stormwater runoff from affected areas will not be discharged to receiving waters or if discharges are authorized under Part I of this permit.

2. Good Housekeeping. You shall keep clean all exposed areas that are potential sources of pollutants, using such measures as sweeping at regular intervals, keeping materials orderly and labeled, and storing materials in appropriate containers.

3. Maintenance. You shall regularly inspect, test, maintain, and repair all industrial equipment and systems to avoid situations that may result in leaks, spills, and other releases of pollutants in stormwater discharged to receiving waters. You shall maintain all control measures that are used to achieve the control measures/best management practices (BMPs) required by this permit in effective operating condition. Nonstructural control measures shall also be diligently maintained (e.g., spill response supplies available, personnel appropriately trained). If you find that your control measures need to be replaced or repaired, you shall make the necessary repairs or modifications as expeditiously as practicable.

4. Spill Prevention and Response Procedures. You shall minimize the potential for leaks, spills and other

releases that may be exposed to stormwater and develop plans for effective response to such spills if or when they occur. At a minimum, you shall implement:

a. Procedures for plainly labeling containers (e.g., "Used Oil", "Spent Solvents", "Fertilizers and Pesticides", etc.) that could be susceptible to spillage or leakage to encourage proper handling and facilitate rapid response if spills or leaks occur;

b. Preventative measures such as barriers between material storage and traffic areas, secondary containment provisions, and procedures for material storage and handling;

c. Procedures for expeditiously stopping, containing, and cleaning up leaks, spills, and other releases. Employees who may cause, detect, or respond to a spill or leak shall be trained in these procedures and have necessary spill response equipment available. If possible, one of these individuals should be a member of your stormwater pollution prevention team (Part IV.J.1); and

d. Procedures for notification of appropriate facility personnel, emergency response agencies, and regulatory agencies. Where a leak, spill or other release containing a hazardous substance or oil in an amount equal to or in excess of a reportable quantity established under either 40 CFR Part 110, 40 CFR Part 117, or 40 CFR Part 302, occurs during a 24-hour period, you shall notify the Ohio EPA in accordance with the requirements of Part III Item 12 of this permit as soon as you have knowledge of the discharge. Contact information shall be in locations that are readily accessible and available.

5. Erosion and Sediment Controls. You shall stabilize exposed areas and contain runoff using structural and/or non-structural control measures to minimize onsite erosion and sedimentation, and the resulting discharge of pollutants. Among other actions you shall take to meet this limit, you shall place flow velocity dissipation devices at discharge locations and within outfall channels where necessary to reduce erosion and/or settle out pollutants. In selecting, designing, installing, and implementing appropriate control measures, you are encouraged to consult with the current edition of Ohio's Rainwater and Land Development manual (<https://epa.ohio.gov/divisions-and-offices/surface-water/guides-manuals/rainwater-and-land-development>), U.S. EPA's internet-based resources relating to BMPs for erosion and sedimentation, including the sector-specific Industrial Storm Water Fact Sheet Series, (<https://www.epa.gov/npdes/stormwater-discharges-industrial-activities-fact-sheets-and-guidance>), National Menu of Storm Water BMPs (<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater>), and National Management Measures to Control Nonpoint Source Pollution from Urban Areas (<https://www.epa.gov/nps/urban-runoff-national-management-measures>).

6. Management of Runoff. You shall divert, infiltrate, reuse, contain, or otherwise reduce stormwater runoff, to minimize pollutants in your discharges. In selecting, designing, installing, and implementing appropriate control measures, you are encouraged to consult with the current edition of Ohio's Rainwater and Land Development manual (<https://epa.ohio.gov/divisions-and-offices/surface-water/guides-manuals/rainwater-and-land-development>), U.S. EPA's internet-based resources relating to runoff management, including the sector-specific Industrial Storm Water Fact Sheet Series, (<https://www.epa.gov/npdes/stormwater-discharges-industrial-activities-fact-sheets-and-guidance>), National Menu of Storm Water BMPs (<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater>), and National Management Measures to Control Nonpoint Source Pollution from Urban Areas (<https://www.epa.gov/nps/urban-runoff-national-management-measures>).

7. Salt Storage Piles or Piles Containing Salt. You shall enclose or cover storage piles of salt, or piles containing salt, used for deicing or other commercial or industrial purposes, including maintenance of paved surfaces. You shall implement appropriate measures (e.g., good housekeeping, diversions, containment) to minimize exposure resulting from adding to or removing materials from the pile.

8. Sector Specific Control Measures/Best Management Practices (BMPs). You shall achieve any additional control measures/best management practices (BMPs) stipulated in the relevant sector-specific section(s) of Part IV.K. of this permit.

9. Employee Training. You shall train all employees who work in areas where industrial materials or activities are exposed to stormwater, or who are responsible for implementing activities necessary to meet the conditions of this permit (e.g., inspectors, maintenance personnel), including all members of your Pollution Prevention Team. Training shall cover both the specific control measures used to achieve the conditions in this Part, and monitoring, inspection, planning, reporting, and documentation requirements in other parts of this permit. Ohio EPA requires that training be conducted at least annually (or more often if employee turnover is high).

10. Non-Stormwater Discharges. You shall eliminate non-stormwater discharges not authorized in Part I and Part II of this NPDES permit. The following are additional non-stormwater discharges authorized under this permit:

- a. Discharges from fire-fighting activities (not planned exercises);
- b. Fire hydrant flushings;
- c. Potable water, including water line flushings;
- d. Uncontaminated condensate from air conditioners, coolers/chillers, and other compressors and from the outside storage of refrigerated gases or liquids;
- e. Irrigation drainage;
- f. Landscape watering provided all pesticides, herbicides, and fertilizer have been applied in accordance with the approved labeling;
- g. Pavement wash waters where no detergents or hazardous cleaning products are used (e.g., bleach, hydrofluoric acid, muriatic acid, sodium hydroxide, nonylphenols, etc.), and the wash waters do not come into contact with oil and grease deposits, sources of pollutants associated with industrial activities (see Part IV.J.2), or any other toxic or hazardous materials, unless residues are first cleaned up using dry clean-up methods (e.g., applying absorbent materials and sweeping, using hydrophobic mops/rags) and you have implemented appropriate control measures to minimize discharges of mobilized solids and other pollutants (e.g., filtration, detention, settlement);
- h. Routine external building washdown/power wash water that does not use detergents or hazardous cleaning products (e.g., those containing bleach, hydrofluoric acid, muriatic acid, sodium hydroxide, nonylphenols, etc.);
- i. Uncontaminated ground water or spring water;
- j. Foundation or footing drains where flows are not contaminated with process materials; and
- k. Incidental windblown mist from cooling towers that collect on rooftops or adjacent portions of your facility, but not intentional discharges from the cooling tower (e.g., "piped" cooling tower blowdowns or drains).

11. Waste, Garbage and Floatable Debris. You shall ensure that waste, garbage, and floatable debris are not discharged to receiving waters by keeping exposed areas free of such materials or by intercepting them before they are discharged.

12. Dust Generation and Vehicle Tracking of Industrial Materials. You shall minimize generation of dust and off-site tracking of raw, final, or waste materials.

D. Corrective Actions

1. Conditions Requiring Review and Revision to Eliminate Problem. If any of the following conditions occur, you shall review and revise the selection, design, installation, and implementation of your control measures to ensure that the condition is eliminated and will not be repeated in the future:

a. An unauthorized release or discharge (e.g., spill, leak, or discharge of non-stormwater not authorized by this or another NPDES permit) occurs at your facility;

b. A discharge violates a numeric effluent limit;

c. You become aware, or Ohio EPA determines, that your control measures are not stringent enough for the discharge to meet applicable water quality standards;

d. An inspection or evaluation of your facility by an Ohio EPA official or local MS4 operator determines that modifications to the control measures are necessary to meet the control measures/best management practices (BMPs) in this permit; or

e. You find in your routine facility inspection or quarterly visual assessment that your control measures are not being properly operated and maintained.

2. Conditions Requiring Review to Determine if Modifications Are Necessary. If the following condition occurs, you shall review the selection, design, installation, and implementation of your control measures to determine if modifications are necessary to meet the Part IV.A conditions in this permit:

a. Construction or a change in design, operation, or maintenance at your facility significantly changes the nature of pollutants discharged in stormwater from your facility, or significantly increases the quantity of pollutants discharged; or

3. Corrective Action Deadlines. You shall document your discovery of any of the conditions listed in Part IV.D.1 and Part IV.D.2 within 24 hours of making such discovery. Subsequently, within 30 days of such discovery, you shall document any corrective action(s) to be taken to eliminate or further investigate the deficiency, or if no corrective action is needed, the basis for that determination. Specific documentation required within 24 hours and 30 days is detailed in Part IV.D.4. If you determine that changes are necessary following your review, any modifications to your control measures shall be made before the next storm event if possible, or as soon as practicable following that storm event. These time intervals are not grace periods, but are schedules considered reasonable for documenting your findings and for making repairs and improvements. They are included in this permit to ensure that the conditions prompting the need for these repairs and improvements are not allowed to persist indefinitely.

4. Corrective Action Report. Within 24 hours of discovery of any condition listed in Part IV.D.1 and Part IV.D.2, you shall document the following information:

- Identification of the condition triggering the need for corrective action review;
- Description of the problem identified; and
- Date the problem was identified.

Within 30 days of discovery of any condition listed in Part IV.D.1 and Part IV.D.2, you shall document the following information and submit the report to the appropriate Ohio EPA District Office):

- Summary of corrective action taken or to be taken (or, for triggering events identified in Part IV.D.2 where you determine that corrective action is not necessary, the basis for this determination);
- Notice of whether SWPPP modifications are required as a result of this discovery or corrective action;
- Date corrective action initiated; and
- Date corrective action completed or expected to be completed.

In addition to your corrective action report, you shall also include this documentation in an annual report as required in Part V. A.2 and retain onsite with your SWPPP.

5. Effect of Corrective Action. If the event triggering the review is a permit violation (e.g., non-compliance with an effluent limit), correcting it does not remove the original violation. Additionally, failing to take corrective action in accordance with this section is an additional permit violation. Ohio EPA will consider the appropriateness and promptness of corrective action in determining enforcement responses to permit violations.

6. Substantially Identical Outfalls. If the event triggering corrective action is linked to an outfall that represents other substantially identical outfalls, your review shall assess the need for corrective action for each outfall represented by the outfall that triggered the review. Any necessary changes to control measures that affect these other outfalls shall also be made before the next storm event if possible, or as soon as practicable following that storm event.

## E. Inspections

Beginning on the effective date of this permit, you shall conduct the inspections in Part IV.E.1 and Part IV.E.2 at your facility.

### 1. Routine Facility Inspections.

a. Conduct routine facility inspections of all areas of the facility where industrial materials or activities are exposed to stormwater, and of all stormwater control measures used to comply with Part IV. Items A-C conditions contained in this permit. Routine facility inspections shall be conducted at least quarterly (i.e., once each calendar quarter) although in many instances, more frequent inspection (e.g., monthly) may be appropriate for some types of equipment, processes, and control measures or areas of the facility with significant activities and materials exposed to stormwater. Perform these inspections during periods when the facility is in operation. You shall specify the relevant inspection schedules in your SWPPP document as required in Part IV. Items A-C. These routine inspections shall be performed by qualified personnel (for definition see VI - Definitions) with at least one member of your stormwater pollution prevention team participating. At least once each calendar year, the routine facility inspection shall be conducted during a period when a stormwater discharge is occurring.

You shall document the findings of each routine facility inspection performed and maintain this documentation onsite with your SWPPP. You are not required to submit your routine facility inspection

findings to Ohio EPA, unless specifically requested to do so. At a minimum, your documentation of each routine facility inspection shall include:

- i. The inspection date and time;
- ii. The name(s) and signature(s) of the inspector(s);
- iii. Weather information and a description of any discharges occurring at the time of the inspection;
- iv. Any previously unidentified discharges of pollutants from the site;
- v. Any control measures needing maintenance or repairs;
- vi. Any failed control measures that need replacement;
- vii. Any incidents of noncompliance observed; and
- viii. Any additional control measures needed to comply with the permit requirements.

Any corrective action required as a result of a routine facility inspection shall be performed consistent with Part IV.D of this permit.

b. Exceptions to Routine Facility Inspections:

Inactive and Unstaffed Sites: The requirement to conduct routine facility inspections on a quarterly basis does not apply at a facility that is inactive and unstaffed, as long as there are no industrial materials or activities exposed to stormwater. Such a facility is only required to conduct an annual site inspection in accordance with the requirements of Part IV.E.1. To invoke this exception, you shall maintain a statement in your SWPPP pursuant to Part IV.F indicating that the site is inactive and unstaffed, and that there are no industrial materials or activities exposed to precipitation, in accordance with the substantive requirements in 40 CFR 122.26(g)(4)(iii). The statement shall be signed and certified in accordance with Part III.28. If circumstances change and industrial materials or activities become exposed to stormwater or your facility becomes active and/or staffed, this exception no longer applies and you shall immediately resume quarterly facility inspections. If you are not qualified for this exception at the time you are authorized under this permit, but during the permit term you become qualified because your facility is inactive and unstaffed, and there are no industrial materials or activities that are exposed to stormwater, then you shall include the same signed and certified statement as above and retain it with your records.

Ohio EPA's Encouraging Environmental Excellence (E3) Program: If your facility has been recognized under the Gold and Platinum levels by Ohio EPA's Encouraging Environmental Excellence (E3) Program, you only need to conduct routine facility inspections for two quarters each year. If Part IV.K of this permit requires your facility to conduct routine facility inspections on a monthly basis, you only need to conduct routine facility inspections on a quarterly basis.

2. Quarterly Visual Assessment of Stormwater Discharges.

a. Quarterly Visual Assessment Procedures

Once each calendar quarter for the entire permit term you shall collect a stormwater sample from Outfall 1PD00007002 and conduct a visual assessment of each of these samples. These samples are not required to be collected consistent with 40 CFR Part 136 procedures but should be collected in such a manner that the samples are representative of the stormwater discharge. The visual assessment shall be made:

- Of a sample in a clean, clear glass, or plastic container, and examined in a well-lit area;
- On samples collected within the first 30 minutes of an actual discharge from a storm event. If it is not possible to collect the sample within the first 30 minutes of discharge, the sample shall be collected as soon as practicable after the first 30 minutes and you shall document why it was not possible to take samples within the first 30 minutes. In the case of snowmelt, samples shall be taken during a period with a measurable discharge from your site; and
- For storm events, on discharges that occur at least 72 hours (3 days) from the previous discharge. The 72-hour (3-day) storm interval does not apply if you document that less than a 72-hour (3-day) interval is representative for local storm events during the sampling period. If it is not possible to collect the sample on discharges that occur at least 72 hours (3 days) from the previous discharge, the sample shall be collected as close to this storm interval as practicable and you shall document why it was not possible to take samples from a 72 hour (3 day) storm interval.
- Areas Subject to Snow: In areas subject to snow, at least one quarterly visual assessment shall capture snowmelt discharge.
- For the following water quality characteristics: color, odor, clarity, floating solids, settled solids, suspended solids, foam, oil sheen, and other obvious indicators of stormwater pollution.

b. Quarterly Visual Assessment Documentation

You shall document the results of your visual assessments and maintain this documentation onsite with your SWPPP. You are not required to submit your visual assessment findings to Ohio EPA, unless specifically requested to do so. At a minimum, your documentation of the visual assessment shall include:

- Sample location(s);
- Sample collection date and time, and visual assessment date and time for each sample;
- Personnel collecting the sample and performing visual assessment, and their signatures;
- Nature of the discharge (i.e., runoff or snowmelt);
- Results of observations of the stormwater discharge;
- Probable sources of any observed stormwater contamination; and
- If applicable, why it was not possible to take samples within the first 30 minutes and/or from a 72 hour (3 day) storm interval.

Any corrective action required as a result of a quarterly visual assessment shall be performed consistent with Part IV.D of this permit.

c. Exceptions to Quarterly Visual Assessments

The following are exceptions to quarterly visual assessments:

- **Adverse Weather Conditions:** When adverse weather conditions prevent the collection of samples during the quarter, you shall take a substitute sample during the next qualifying storm event. Documentation of the rationale for no visual assessment for the quarter shall be included with your SWPPP records. Adverse conditions are those that are dangerous or create inaccessibility for personnel, such as local flooding, high winds, or electrical storms, or situations that otherwise make sampling impractical, such as drought or extended frozen conditions.
- **Areas Subject to Snow:** In areas subject to snow, at least one quarterly visual assessment shall capture snowmelt discharge, as described in Part IV.E.2.
- **Substantially identical outfalls:** If your facility has two or more outfalls that you believe discharge substantially identical effluents, as documented in your SWPPP, you may conduct quarterly visual assessments of the discharge at just one of the outfalls and report that the results also apply to the substantially identical outfall(s) provided that you perform visual assessments on a rotating basis of each substantially identical outfall throughout the period of your coverage under this permit. If stormwater contamination is identified through visual assessment performed at a substantially identical outfall, you shall assess and modify your control measures as appropriate for each outfall represented by the monitored outfall.
- **Inactive and unstaffed sites:** The requirement for a quarterly visual assessment does not apply at a facility that is inactive and unstaffed, as long as there are no industrial materials or activities exposed to stormwater. To invoke this exception, you shall maintain a statement in your SWPPP indicating that the site is inactive and unstaffed, and that there are no industrial materials or activities exposed to precipitation, in accordance with the substantive requirements in 40 CFR 122.26(g)(4)(iii). The statement shall be signed and certified in accordance with Part III.28 of this permit. If circumstances change and industrial materials or activities become exposed to stormwater or your facility becomes active and/or staffed, this exception no longer applies and you shall immediately resume quarterly visual assessments. If you are not qualified for this exception at the time you are authorized under this permit, but during the permit term you become qualified because your facility is inactive and unstaffed, and there are no industrial materials or activities that are exposed to stormwater, then you shall include the same signed and certified statement as above and retain it with your records.
- **Ohio EPA's Encouraging Environmental Excellence (E3) Program:** If your facility has been recognized under the Gold and Platinum levels by Ohio EPA's Encouraging Environmental Excellence (E3) Program, you only need to conduct quarterly visual assessment of stormwater discharges for two quarters each year.

#### F. Storm Water Pollution Prevention Plan (SWPPP)

A stormwater pollution prevention plan (SWPPP) shall be developed to address each outfall that discharges to waters of the state that contains stormwater associated with industrial activity. Stormwater pollution prevention plans shall be prepared in accordance with good engineering practices. The SWPPP shall identify potential sources of pollution which may reasonably be expected to affect the quality of stormwater discharges associated with industrial activity from the facility. The SWPPP shall describe and ensure the implementation of practices which are to be used to reduce the pollutants in stormwater discharges associated with industrial activity at the facility and to assure compliance with the terms and conditions of this permit. Facilities must implement the provisions of the stormwater pollution prevention plan required under this part as a condition of this permit.

The SWPPP does not contain effluent limitations; the limitations or benchmarks are contained in Part I. The SWPPP is intended to document the selection, design, and installation of control measures. As distinct from the SWPPP, the documentation requirements are intended to document the implementation (including inspection, maintenance, monitoring, and corrective action) of the permit requirements.

#### G. Deadlines for SWPPP Preparation and Compliance

1. The permittee shall continue to implement and be in compliance with the SWPPP required by the previous permit. Within six months of the effective date of this permit, the permittee shall update the SWPPP as necessary to address any new or reviewed requirements of this permit.

#### H. Signature Requirements and SWPPP Availability

1. Your plan shall be signed and dated in accordance with Part III, Item 28, and be retained on-site at the facility which generates the stormwater discharge.

2. You shall retain a copy of the current SWPPP required by this permit at the facility, and it shall be immediately available to Ohio EPA; a local agency approving stormwater management plans; and the operator of an MS4 receiving discharges from the site. Ohio EPA may provide access to portions of your SWPPP to a member of the public upon request. Confidential Business Information (CBI) may be withheld from the public, but may not be withheld from those staff cleared for CBI review within Ohio EPA. Your current SWPPP or certain information from your current SWPPP shall be made available to the public, except any confidential business information (CBI) or restricted information, but you shall clearly identify those portions of the SWPPP that are being withheld from public access. See 40 CFR Part 2 for relevant definitions of CBI: <https://www.govinfo.gov/content/pkg/CFR-2013-title40-vol1/pdf/CFR-2013-title40-vol1-part2-subpartB.pdf>

3. All stormwater pollution prevention plans required under this permit are considered reports that shall be available to the public under Section 308(b) of the Act. Confidential Business Information (CBI) may be withheld from the public, but may not be withheld from those staff cleared for CBI review within Ohio EPA. An interested party wishing a copy of a discharger's SWPPP will have to contact the Ohio EPA to obtain a copy.

#### I. Required SWPPP Modifications

The permittee shall modify your SWPPP whenever necessary to address any of the triggering conditions for corrective action in Part IV.D and to ensure that they do not reoccur, or to reflect changes implemented when a review following the triggering conditions in Part IV.D.2 indicates that changes to your control measures are necessary to meet the control measures/best management practices (BMPs) in this permit. Changes to your SWPPP document shall be made in accordance with the corrective action deadlines in Part IV.D.3 and Part IV.D.4.

The Director may notify the permittee at any time that the plan does not meet one or more of the minimum requirements of this Part. Within 30 days of such notification from the Director, the permittee shall make the required changes to the plan and shall submit to the Director a written certification that the requested changes have been made.

#### J. Contents of SWPPP

The plan shall include, at a minimum, the following items:

1. Stormwater Pollution Prevention Team. You shall identify the staff members (by name or title) that comprise the facility's stormwater pollution prevention team as well as their individual responsibilities. Your stormwater pollution prevention team is responsible for assisting the facility manager in developing and revising the facility's SWPPP as well as maintaining control measures and taking corrective actions where required. Each member of the stormwater pollution prevention team shall have ready access to either an electronic or paper copy of applicable portions of this permit and your SWPPP.

2. Site Description.

Your SWPPP shall include the following:

a. *Activities at the Facility.* Provide a description of the nature of the industrial activities at your facility;

b. *General location map.* Provide a general location map (e.g. U.S. Geologic Survey (USGS) quadrangle map) with enough detail to identify the location of your facility and all receiving waters for your stormwater discharges.

c. *Site map.* Provide a site map showing:

- The size of the property in acres;
- The location and extent of significant structures and impervious surfaces;
- Directions of stormwater flow (use arrows);
- Locations of all existing structural control measures;
- Locations of all receiving waters in the immediate vicinity of your facility;
- Locations of all stormwater conveyances including ditches, pipes and swales;
- Locations of potential pollutant sources identified under Part IV J. 2.b;
- Locations where significant spills or leaks identified under Part IV J. 2.b. have occurred;
- Locations of all stormwater monitoring points;
- Locations of stormwater inlets and outfalls, with a unique identification code for each outfall (e.g. Outfall 001, Outfall 002, etc), indicating any outfalls that are considered substantially identical to another outfall, and an approximate outline of the areas draining to each outfall;
- Municipal separate storm sewer systems, where your stormwater discharges to them;
- Locations and descriptions of all non-stormwater discharges identified under Part IV. C. 10;
- Locations of the following activities where such activities are exposed to precipitation:

o Fueling stations;

o Vehicle and equipment maintenance and/or cleaning areas;

o Loading/unloading areas;

o Locations used for the treatment, storage, or disposal of wastes;

o Liquid storage tanks;

o Processing and storage areas;

o Immediate access roads and rail lines used or traveled by carriers of raw materials, manufactured products, waste material, or by-products used or created by the facility;

o Transfer areas for substances in bulk;

o Machinery; and

o Locations and sources of run-on to your site from adjacent property that contains significant quantities of pollutants.

3. Summary of Potential Pollutant Sources. You shall document at your facility where industrial materials or activities are exposed to stormwater and from which allowable non-stormwater discharges are released. Industrial materials or activities, include, but are not limited to: material handling equipment or

activities; industrial machinery; raw materials; industrial production and processes; and intermediate products, by-products, final product or waste product. Material handling activities include, but are not limited to: the storage, loading and unloading, transportation, disposal, or conveyance of any raw material, intermediate product, final product or waste product. For each area identified, the description shall include, at a minimum:

a. Activities in the Area. This includes a list of industrial activities exposed to stormwater (e.g., material storage; equipment fueling, maintenance, and cleaning; cutting steel beams).

b. Pollutants. A list of the pollutant(s) or pollutant constituents (e.g, crankcase oil, zinc, sulfuric acid, and cleaning solvents) associated with each identified activity. The pollutant list shall include all significant materials that have been handled, treated, stored, or disposed, and that have been exposed to stormwater in the three years prior to the date you prepare or amend your SWPPP.

c. Spills and Leaks. You shall document where potential spills and leaks could occur that could contribute pollutants to stormwater discharges, and the corresponding outfall(s) that would be affected by such spills and leaks. You shall document all significant spills and leaks of oil or toxic or hazardous pollutants that actually occurred at exposed areas, or that drained to a stormwater conveyance, in the three years prior to the date you prepare or amend your SWPPP.

Note: Significant spills and leaks include, but are not limited to, releases of oil or hazardous substances in excess of quantities that are reportable under CWA Section 311 (see 40 CFR 110.6 and 40 CFR 117.21) or Section 102 of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), 42 USC Section 9602. This permit does not relieve you of the reporting requirements of 40 CFR 110, 40 CFR 117, and 40 CFR 302 relating to spills or other releases of oil or hazardous substances.

d. Non-Stormwater Discharges. You shall document that you have evaluated for the presence of non-stormwater discharges, except for those listed in Part I and Part IV.C.10, and that all unauthorized discharges have been eliminated. Documentation of your evaluation shall include:

- The date of any evaluation;
- A description of the evaluation criteria used;
- A list of the outfalls or onsite drainage points that were directly observed during the evaluation;
- The different types of non-stormwater discharge(s) and source locations; and
- The action(s) taken, such as a list of control measures used to eliminate unauthorized discharge(s), if any were identified. For example, a floor drain was sealed, a sink drain was re-routed to sanitary, or an NPDES permit application was submitted for an unauthorized cooling water discharge

e. Salt Storage. You shall document the location of any storage piles containing salt used for deicing or other commercial or industrial purposes.

f. Sampling Data. A summary of existing discharge sampling data describing pollutants in stormwater discharges from the facility.

4. Description of Control Measures. You shall document the location and type of control measures you have installed and implemented at your site to achieve the control measures/best management practices

(BMPs) in Part IV.C, and where applicable, in Part IV.K. You shall describe how you addressed the control measure selection and design considerations in Part IV.B. This documentation shall describe how the control measures at your site address both the pollutant sources identified in Part IV.J.2 and any stormwater run-on that commingles with any discharges covered under this permit.

#### 5. Schedules and Procedures.

a. Pertaining to Control Measures used to Comply with the Control Measures/Best Management Practices (BMPs). The following shall be documented in your SWPPP:

i. Good Housekeeping (See Part IV.C.2) - A schedule for regular pickup and disposal of waste materials, along with routine inspections for leaks and conditions of drums, tanks and containers.

ii. Maintenance (See Part IV.C.3) - Preventative maintenance procedures, including regular inspections, testing, maintenance, and repair of all industrial equipment and systems, and control measures, to avoid situations that may result in leaks, spills, and other releases, and any back-up practices in place should a runoff event occur while a control measure is off-line;

iii. Spill Prevention and Response Procedures (See Part IV.C.4) - Procedures for preventing and responding to spills and leaks. You may reference the existence of other plans for Spill Prevention Control and Countermeasure (SPCC) developed for the facility under Section 311 of the CWA or BMP programs otherwise required by an NPDES permit for the facility, provided that you keep a copy of that other plan onsite (hard copy or electronic) and make it available for review consistent with Part IV.J.5; and

iv. Employee Training (See Part IV.C.9) - A schedule for all types of necessary training.

b. Pertaining to Monitoring and Inspection. Where applicable, you shall document in your SWPPP your procedures for conducting analytical stormwater monitoring. You shall document in your SWPPP your procedures for performing, as appropriate, the two types of inspections specified by this permit, including: 1) Routine facility inspections (See Part IV.E.1) and 2) Quarterly visual assessment of stormwater discharges (See Part IV.E.2).

For each type of monitoring, your SWPPP shall document:

- Locations where samples are collected, including any determination that two or more outfalls are substantially identical;
- Parameters for sampling and the frequency of sampling for each parameter;
- Schedules for monitoring at your facility (see Part 6.1.6);
- Any numeric control values (benchmarks, effluent limitations guidelines, or other requirements) applicable to discharges from each outfall; and
- Procedures (e.g., responsible staff, logistics, laboratory to be used, etc.) for gathering storm event data.

For each type of inspection performed, your SWPPP shall identify:

- Person(s) or positions of person(s) responsible for inspection;
- Schedules for conducting inspections; and
- Specific items to be covered by the inspection, including schedules for specific outfalls.

You shall document the following in your SWPPP if you plan to use the substantially identical outfall exception for your quarterly visual assessment requirements in Part IV.E.2 or your benchmark monitoring requirements in Part V:

- Location of each of the substantially identical outfalls;
- Description of the general industrial activities conducted in the drainage area of each outfall;
- Description of the control measures implemented in the drainage area of each outfall;
- Description of the exposed materials located in the drainage area of each outfall that are likely to be significant contributors of pollutants to stormwater discharges;
- An estimate of the runoff coefficient of the drainage areas (low = under 40%; medium = 40 to 65%; high = above 65%); and
- Why the outfalls are expected to discharge substantially identical effluents.

6. Documentation Requirements. You are required to keep inspection, monitoring, and certification records with your SWPPP that together keep your records complete and up-to-date, and demonstrate your full compliance with the conditions of this permit:

- A copy of this permit (an electronic copy easily available to SWPPP personnel is also acceptable);
- Descriptions and dates of any incidences of significant spills, leaks, or other releases that resulted in discharges of pollutants to surface waters of the State, through stormwater or otherwise; the circumstances leading to the release and actions taken in response to the release; and measures taken to prevent the recurrence of such releases (see Part IV.C.4);
- Records of employee training, including date training received (see Part IV.C.9);
- Documentation of maintenance and repairs of control measures, including the date(s) of regular maintenance, date(s) of discovery of areas in need of repair/replacement, and for repairs, date(s) that the control measure(s) returned to full function, and the justification for any extended maintenance/repair schedules (see Part IV.C.3);
- All inspection reports, including the Routine Facility Inspection Reports (see Part IV.E.1) and the Quarterly Visual Assessment Reports (see Part IV.E.2);
- Description of any deviations from the schedule for visual assessments and/or monitoring, and the reason for the deviations (e.g., adverse weather or it was impracticable to collect samples within the first 30 minutes and/or from a 72-hour (3 day) storm interval) (see Parts IV.E.2.a, Part V.B.4 & 7);
- Description of any corrective action taken at your site, including triggering event and dates when problems were discovered and modifications occurred;
- Documentation of any benchmark exceedances and how they were responded to, including either (1) corrective action taken, (2) a finding that the exceedance was due to natural background pollutant levels, or (3) a finding that no further pollutant reductions were technologically available and economically practicable and achievable in light of best industry practice consistent with Part V.B.7; and
- Documentation to support any determination that pollutants of concern are not expected to be present above natural background levels if you discharge directly to impaired waters, and that such pollutants were not detected in your discharge or were solely attributable to natural background sources (see Part V.B.7).

## K. Sector-Specific Requirements

### Sector T - Treatment Works

You shall comply with the following sector-specific requirements associated with your primary industrial activity and any co-located industrial activities, as defined in Part VI. The sector-specific requirements apply to those areas of your facility where those sector-specific activities occur. These sector-specific requirements are in addition to any requirements specified elsewhere in this permit.

1. Limitations on Coverage. Except for process discharges covered under Part I and other allowable discharges listed in Part IV.C.10, the following stormwater discharges associated with industrial activity are not authorized by this permit:

a. *Prohibition of Non-Stormwater Discharges.* Sanitary and industrial wastewater and equipment and vehicle washwater.

2. Additional Control Measures/Best Management Practices (BMPs).

a. *Control Measures.* (See also Part IV.C) In addition to the other control measures, consider the following: routing contaminated stormwater to the treatment works; or covering exposed materials (i.e., from the following areas: grit, screenings, and other solids handling, storage, or disposal areas; sludge drying beds; dried sludge piles; compost piles; and septage or hauled waste receiving station).

b. *Employee Training.* (See also Part IV.C.9) At a minimum, training shall address the following areas when applicable to a facility: petroleum product management; process chemical management; spill prevention and controls; fueling procedures; general good housekeeping practices; and proper procedures for using fertilizer, herbicides, and pesticides.

3. Additional SWPPP Requirements.

a. *Drainage Area Site Map.* (See also Part IV.J.2.) Document in your SWPPP where any of the following may be exposed to precipitation or surface runoff: grit, screenings, and other solids handling, storage, or disposal areas; sludge drying beds; dried sludge piles; compost piles; septage or hauled waste receiving station; and storage areas for process chemicals, petroleum products, solvents, fertilizers, herbicides, and pesticides.

b. *Potential Pollutant Sources.* (See also Part IV.J.3.) Document in your SWPPP the following additional sources and activities that have potential pollutants associated with them, as applicable: grit, screenings, and other solids handling, storage, or disposal areas; sludge drying beds; dried sludge piles; compost piles; septage or hauled waste receiving station; and access roads and rail lines.

c. *Wastewater and Washwater Requirements.* Keep a copy of all your current NPDES permits issued for wastewater and industrial, vehicle and equipment washwater discharges or, if an NPDES permit has not yet been issued, a copy of the pending application(s) with your SWPPP. If the washwater is handled in another manner, the disposal method shall be described and all pertinent documentation shall be retained onsite.

4. Additional Inspection Requirements.

(See also Part IV.E.) Include the following areas in all inspections: access roads and rail lines; grit, screenings, and other solids handling, storage, or disposal areas; sludge drying beds; dried sludge piles; compost piles; and septage or hauled waste receiving station.

## PART V. MONITORING AND REPORTING REQUIREMENTS

### A. Reporting and Recordkeeping

1. Reporting Benchmark Monitoring Data to Ohio EPA. Reserved
2. Annual Report. You shall complete an annual report using the Annual Reporting Form provided by Ohio EPA at the following location:

<https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fepa.ohio.gov%2Fstatic%2FPortals%2F35%2Fpermits%2FOHR000006%2FARForm.docx&wdOrigin=BROWSELINK>

You are not required to submit your annual report to Ohio EPA unless specifically requested. The timeframe to complete the report is at the discretion of the permittee but the same schedule to complete shall be maintained throughout this permit term. You shall keep the completed annual reports with your SWPPP.

### B. Stormwater Monitoring Requirements - Reserved

## PART VI. DEFINITIONS AND ACRONYMS

Action Area - all areas to be affected directly or indirectly by the stormwater discharges, allowable non-stormwater discharges, and stormwater discharge-related activities, and not merely the immediate area involved in these discharges and activities.

Best Management Practices (BMPs) - schedules of activities, practices (and prohibitions of practices), structures, vegetation, maintenance procedures, and other management practices to prevent or reduce the discharge of pollutants to surface waters of the State. BMPs also include treatment requirements, operating procedures, and practices to control plant site runoff, spillage or leaks, sludge or waste disposal, or drainage from raw material storage. See 40 CFR 122.2.

Co-located Industrial Activities - Any industrial activities, excluding your primary industrial activity(ies), located on-site that are defined by the stormwater regulations at 122.26(b)(14)(i)-(ix) and (xi). An activity at a facility is not considered co-located if the activity, when considered separately, does not meet the description of a category of industrial activity covered by the stormwater regulations or identified by the SIC code list in the Industrial Multi-Sector General Permit OHR000007, Appendix D.

Control Measure - refers to any BMP or other method (including effluent limitations) used to prevent or reduce the discharge of pollutants to surface waters of the State.

Director - the Director of the Ohio Environmental Protection Agency (Ohio EPA).

Discharge - when used without qualification, means the "discharge of a pollutant." See 40 CFR 122.2.

Discharge of a pollutant - any addition of any "pollutant" or combination of pollutants to "surface waters of the State" from any "point source", or any addition of any pollutant or combination of pollutants to the waters of the "contiguous zone" or the ocean from any point source other than a vessel or other floating craft which is being used as a means of transportation. This includes additions of pollutants into surface waters of the State from: surface runoff which is collected or channeled by man; discharges through pipes, sewers, or other conveyances, leading into privately owned treatment works. See 40 CFR 122.2.

Discharge-related activities - activities that cause, contribute to, or result in stormwater and allowable non-stormwater point source discharges, and measures such as the siting, construction and operation of BMPs to control, reduce, or prevent pollution in the discharges.

Drought-stricken area - a period of below average water content in streams, reservoirs, ground-water aquifers, lakes and soils.

U.S. EPA Approved or Established Total Maximum Daily Loads (TMDLs) - "U.S. EPA Approved TMDLs" are those that are developed by a State and approved by U.S. EPA. "U.S. EPA Established TMDLs" are those that are developed by U.S. EPA.

Existing Discharger - an operator applying for coverage under this permit for discharges authorized previously under an NPDES general or individual permit.

Facility or Activity - any NPDES "point source" (including land or appurtenances thereto) that is subject to regulation under the NPDES program. See 40 CFR 122.2.

Federal Facility - any buildings, installations, structures, land, public works, equipment, aircraft, vessels, and other vehicles and property, owned by, or constructed or manufactured for the purpose of leasing to,

the federal government.

**Illicit Discharge** - is defined at 40 CFR 122.26(b)(2) and refers to any discharge to a municipal separate storm sewer that is not entirely composed of stormwater, except discharges authorized under an NPDES permit (other than the NPDES permit for discharges from the MS4) and discharges resulting from fire fighting activities.

**Impaired Water** (or "Water Quality Impaired Water" or "Water Quality Limited Segment") - A water is impaired for purposes of this permit if it has been identified by a State or U.S. EPA pursuant to Section 303(d) of the Clean Water Act as not meeting applicable State water quality standards (these waters are called "water quality limited segments" under 40 CFR 30.2(j)). Impaired waters include both waters with approved or established TMDLs, and those for which a TMDL has not yet been approved or established.

**Industrial Activity** - the 10 categories of industrial activities included in the definition of "stormwater discharges associated with industrial activity" as defined in 40 CFR 122.26(b)(14)(i)-(ix) and (xi).

**Industrial Stormwater** - stormwater runoff from industrial activity.

**Municipal Separate Storm Sewer** - a conveyance or system of conveyances (including roads with drainage systems, municipal streets, catch basins, curbs, gutters, ditches, man-made channels, or storm drains):

(i) Owned or operated by a State, city, town, borough, county, parish, district, association, or other public body (created by or pursuant to State law) having jurisdiction over disposal of sewage, industrial wastes, stormwater, or other wastes, including special districts under State law such as a sewer district, flood control district or drainage district, or similar entity, or a designated and approved management agency under section 208 of the CWA that discharges to surface waters of the State;

(ii) Designed or used for collecting or conveying stormwater;

(iii) Which is not a combined sewer; and

(iv) Which is not part of a Publicly Owned Treatment Works (POTW) as defined at 40 CFR 122.2. See 40 CFR 122.26(b)(4) and (b)(7).

**New Discharger** - a facility from which there is a discharge, that did not commence the discharge at a particular site prior to August 13, 1979, which is not a new source, and which has never received a finally effective NPDES permit for discharges at that site. See 40 CFR 122.2.

**New Source** - any building, structure, facility, or installation from which there is or may be a "discharge of pollutants", the construction of which commenced:

- after promulgation of standards of performance under section 306 of the CWA which are applicable to such source, or
- after proposal of standards of performance in accordance with section 306 of the CWA which are applicable to such source, but only if the standards are promulgated in accordance with section 306 within 120 days of their proposal. See 40 CFR 122.2.

**New Source Performance Standards (NSPS)** - technology-based standards for facilities that qualify as new sources under 40 CFR 122.2 and 40 CFR 122.29.

No exposure - all industrial materials or activities are protected by a storm-resistant shelter to prevent exposure to rain, snow, snowmelt, and/or runoff. See 40 CFR 122.26(g).  
Ohio EPA - the Ohio Environmental Protection Agency.

Operator - any entity with a stormwater discharge associated with industrial activity that meets either of the following two criteria:

- (i) The entity has operational control over industrial activities, including the ability to modify those activities; or
- (ii) The entity has day-to-day operational control of activities at a facility necessary to ensure compliance with the permit (e.g., the entity is authorized to direct workers at a facility to carry out activities required by the permit).

Person - an individual, association, partnership, corporation, municipality, State or Federal agency, or an agent or employee thereof. See 40 CFR 122.2.

Point source - any discernible, confined, and discrete conveyance, including but not limited to any pipe, ditch, channel, tunnel, conduit, well, discrete fissure, container, rolling stock, concentrated animal feeding operation, landfill leachate collection system, vessel, or other floating craft from which pollutants are or may be discharged. This term does not include return flows from irrigated agriculture or agricultural stormwater runoff. See 40 CFR 122.2.

Pollutant - dredged spoil, solid waste, incinerator residue, filter backwash, sewage, garbage, sewage sludge, munitions, chemical wastes, biological materials, heat, wrecked or discarded equipment, rock, sand, cellar dirt, and industrial, municipal and agricultural waste discharged into water. See 40 CFR 122.2.

Pollutant of concern - A pollutant which causes or contributes to a violation of a water quality standard, including a pollutant which is identified as causing an impairment in a state's 303(d) list.

Primary industrial activity - includes any activities performed on-site which are (1) identified by the facility's primary SIC code; or (2) included in the narrative descriptions of 122.26(b)(14)(i), (iv), (v), or (vii), and (ix). [For co-located activities covered by multiple SIC codes, it is recommended that the primary industrial determination be based on the value of receipts or revenues or, if such information is not available for a particular facility, the number of employees or production rate for each process may be compared. The operation that generates the most revenue or employs the most personnel is the operation in which the facility is primarily engaged. In situations where the vast majority of on-site activity falls within one SIC code, that activity may be the primary industrial activity.] Narrative descriptions in 40 CFR 122.26(b)(14) identified above include: (i) activities subject to stormwater effluent limitations guidelines, new source performance standards, or toxic pollutant effluent standards; (iv) hazardous waste treatment storage, or disposal facilities including those that are operating under interim status or a permit under subtitle C of the Resource Conservation and Recovery Act (RCRA); (v) landfills, land application sites and open dumps that receive or have received industrial wastes; (vii) steam electric power generating facilities; and (ix) sewage treatment works with a design flow of 1.0 mgd or more.

Qualified Personnel - Qualified personnel are those who possess the knowledge and skills to assess conditions and activities that could impact stormwater quality at your facility, and who can also evaluate the effectiveness of control measures.

Reportable Quantity Release - a release of a hazardous substance at or above the established legal threshold that requires emergency notification. Refer to 40 CFR Parts 110, 117, and 302 for complete definitions and reportable quantities for which notification is required.

Runoff coefficient - the fraction of total rainfall that will appear at the conveyance as runoff. See 40 CFR 122.26(b)(11).

Run-On - sources of stormwater that drain from land located upslope or upstream from the regulated facility in question.

Semi-Arid Climate - areas where annual rainfall averages from 10 to 20 inches.

Significant materials - includes, but is not limited to: raw materials; fuels; materials such as solvents, detergents, and plastic pellets; finished materials such as metallic products; raw materials used in food processing or production; hazardous substances designated under section 101(14) of CERCLA; any chemical the facility is required to report pursuant to section 313 of Title III of SARA; fertilizers; pesticides; and waste products such as ashes, slag and sludge that have the potential to be released with stormwater discharges. See 40 CFR 122.26(b)(12).

Special Aquatic Sites - sites identified in 40 CFR 230 Subpart E. These are geographic areas, large or small, possessing special ecological characteristics of productivity, habitat, wildlife protection, or other important and easily disrupted ecological values. These areas are generally recognized as significantly influencing or positively contributing to the general overall environmental health or vitality of the entire ecosystem of a region.

Stormwater - stormwater runoff, snow melt runoff, and surface runoff and drainage. See 40 CFR 122.26(b)(13).

Stormwater Discharges Associated with Construction Activity - a discharge of pollutants in stormwater runoff from areas where soil disturbing activities (e.g., clearing, grading, or excavating), construction materials, or equipment storage or maintenance (e.g., fill piles, borrow areas, concrete truck washout, fueling), or other industrial stormwater directly related to the construction process (e.g., concrete or asphalt batch plants) are located. See 40 CFR 122.26(b)(14)(x) and 40 CFR 122.26(b)(15).

Stormwater Discharges Associated with Industrial Activity - the discharge from any conveyance that is used for collecting and conveying stormwater and that is directly related to manufacturing, processing or raw materials storage areas at an industrial plant. The term does not include discharges from facilities or activities excluded from the NPDES program under Part 122. For the categories of industries identified in this section, the term includes, but is not limited to, stormwater discharges from industrial plant yards; immediate access roads and rail lines used or traveled by carriers of raw materials, manufactured products, waste material, or by-products used or created by the facility; material handling sites; refuse sites; sites used for the application or disposal of process waste waters (as defined at part 401 of this chapter); sites used for the storage and maintenance of material handling equipment; sites used for residual treatment, storage, or disposal; shipping and receiving areas; manufacturing buildings; storage areas (including tank farms) for raw materials, and intermediate and final products; and areas where industrial activity has taken place in the past and significant materials remain and are exposed to stormwater. For the purposes of this paragraph, material handling activities include storage, loading and unloading, transportation, or conveyance of any raw material, intermediate product, final product, by-product or waste product. The term excludes areas located on plant lands separate from the plant's industrial activities, such as office buildings and accompanying parking lots as long as the drainage from the excluded areas is not mixed with stormwater drained from the above described areas. Industrial

facilities include those that are federally, State, or municipally owned or operated that meet the description of the facilities listed in 40 CFR 122.26(b)(14).

Surface Waters of the State - Means all streams, lakes, ponds, marshes, watercourses, waterways, springs, irrigation systems, drainage systems, and all other bodies or accumulations of surface water, natural or artificial, which are situated wholly or partly within, or border upon, this state, or are within its jurisdiction, except those private waters which do not combine or effect a junction with natural surface waters.

Total Maximum Daily Loads (TMDLs) - A TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards, and an allocation of that amount to the pollutant's sources. A TMDL includes wasteload allocations (WLAs) for point source discharges; load allocations (LAs) for nonpoint sources and/or natural background, and shall include a margin of safety (MOS) and account for seasonal variations. (See section 303(d) of the Clean Water Act and 40 CFR 130.2 and 130.7).

Water Quality Impaired - See "Impaired Water".

Water Quality Standards - A water quality standard defines the water quality goals of a water body, or portion thereof, by designating the use or uses to be made of the water and by setting criteria necessary to protect the uses. States and U.S. EPA adopt water quality standards to protect public health or welfare, enhance the quality of water and serve the purposes of the Clean Water Act (See CWA sections 101(a)2 and 303(c)). Water quality standards also include an antidegradation policy. See P.U.D. o. 1 of Jefferson County et al v. Wash Dept of Ecology et al, 511 US 701, 705 (1994).

"You" and "Your" - as used in this permit are intended to refer to the permittee, the operator, or the discharger as the context indicates and that party's facility or responsibilities. The use of "you" and "your" refers to a particular facility and not to all facilities operated by a particular entity. For example, "you shall submit" means the permittee shall submit something for that particular facility. Likewise, "all your discharges" would refer only to discharges at that one facility.

## ABBREVIATIONS AND ACRONYMS

BAT - Best Available Technology Economically Achievable

BOD5 - Biochemical Oxygen Demand (5-day test)

BMP - Best Management Practice

BPJ - Best Professional Judgment

BPT - Best Practicable Control Technology Currently Available

CERCLA - Comprehensive Environmental Response, Compensation and Liability Act

CGP - Construction General Permit

COD - Chemical Oxygen Demand

CWA - Clean Water Act (or the Federal Water Pollution Control Act, 33 U.S.C. §1251 et seq)

CWT - Centralized Waste Treatment

DMR - Discharge Monitoring Report

U.S. EPA - U. S. Environmental Protection Agency

FWS - U. S. Fish and Wildlife Service

LA - Load Allocations

MDMR - MSGP Discharge Monitoring Report

MGD - Million Gallons per Day

MOS - Margin of Safety

MS4 - Municipal Separate Storm Sewer System

MSDS - Material Safety Data Sheet

MSGP - Multi-Sector General Permit

NAICS - North American Industry Classification System

NMFS - U. S. National Marine Fisheries Service

NOI - Notice of Intent

NOT - Notice of Termination

NPDES - National Pollutant Discharge Elimination System

NRC - National Response Center

NTU - Nephelometric Turbidity Unit

OMB - U. S. Office of Management and Budget

ORW - Outstanding Resource Water

OSM - U. S. Office of Surface Mining

POTW - Publicly Owned Treatment Works

RCRA - Resource Conservation and Recovery Act

RQ - Reportable Quantity

SARA - Superfund Amendments and Reauthorization Act

SIC - Standard Industrial Classification

SMCRA - Surface Mining Control and Reclamation Act

SPCC - Spill Prevention, Control, and Countermeasures

SWPPP - Stormwater Pollution Prevention Plan

TMDL - Total Maximum Daily Load

TSDf - Treatment, Storage, or Disposal Facility

TSS - Total Suspended Solids

USGS - United States Geological Survey

WLA - Wasteload Allocation

WQS - Water Quality Standard



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Service
<b>PREPARED BY:</b>	Mike Dreisbach
<b>DATE PREPARED:</b>	2/10/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	A Resolution Authorizing A Payment Of \$111,096.73 To The Conservation Fund In Conjunction With The U.S. Fish & Wildlife Service, Ohio Department Of Transportation, And The Construction Of The Oxford Area Trail System (Phase V). (Michael Dreisbach, Service Director)
<b>COUNCIL GOAL AREA:</b>	Accessible, High-Quality Infrastructure
<b>BUDGETED AMOUNT:</b>	\$298,350.00
<b>ACCOUNT CODE:</b>	144.490.64702
<b>RECOMMENDATION:</b>	Approve
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	MBD DRE

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### DISCUSSION:

The construction of Phase V of the Oxford Area Trail System (particularly the segment from Talawanda High School to the Chestnut Connector) will impact 7.914 acres of habitat for federally protected species, including the Indiana Bat and Northern Long-Eared Bat. As federal funds are being utilized for the construction of this project, the City is obligated to follow mitigation procedures to promote conservation and protection of protected species.

The Ohio Department of Transportation (ODOT) has determined the mitigation ratios and In-Lieu Fees required to comply with suitable wooded habitat standards. ODOT has determined the fee to be \$111,096.73 and that the recipient shall be The Conservation Fund in conjunction with the U.S. Fish & Wildlife Service.

**RESOLUTION NO.**

A RESOLUTION AUTHORIZING A PAYMENT OF \$111,096.73 TO THE CONSERVATION FUND IN CONJUNCTION WITH THE U.S. FISH & WILDLIFE SERVICE, OHIO DEPARTMENT OF TRANSPORTATION, AND THE CONSTRUCTION OF THE OXFORD AREA TRAIL SYSTEM (PHASE V).

WHEREAS, the construction of Phase V of the Oxford Area Trail System (particularly the segment from Talawanda High School to the Chestnut Connector) will impact 7.914 acres of habitat for federally protected species, including the Indiana Bat and Northern Long-Eared Bat; and

WHEREAS, as federal funds are being utilized for the construction of this project, the City is obligated to follow mitigation procedures to promote conservation and protection of protected species; and

WHEREAS, the Ohio Department of Transportation (ODOT) has determined the mitigation ratios and In-Lieu Fees required to comply with suitable wooded habitat standards; and

WHEREAS, ODOT has determined the fee to be \$111,096.73 and that the recipient shall be The Conservation Fund in conjunction with the U.S. Fish & Wildlife Service; and

WHEREAS, the City Manager and the Service Director recommend that Council authorize payment of \$111,096.73 to the Conservation Fund in conjunction with the US Fish & Wildlife Service, Ohio Department of Transportation, and the construction of the Oxford Area Trail System (Phase V).

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council accepts the recommendation of the City Manager and the Service Director and hereby authorizes payment of \$111,096.73 to the Conservation Fund in conjunction with the US Fish & Wildlife Service, Ohio Department of Transportation, and the construction of the Oxford Area Trail System (Phase V).

SECTION 2: This resolution shall take effect at the earliest date allowed by law.

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MAYOR

ADOPTED:

ATTEST:

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW(STAFF)

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**[EXTERNAL] RE: TCF ILF option for ODOT local-let project: BUT-Oxford Area Trail Phase 5 (PID 117001) Reinitiation**

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**From** IbatILFCoordinator <IbatILFCoordinator@conservationfund.org>

**Date** Fri 11/1/2024 4:23 PM

**To** Hallberg, Karen I <Karen\_Hallberg@fws.gov>; IbatILFCoordinator <IbatILFCoordinator@conservationfund.org>; dellriott@cityofoxford.org <dellriott@cityofoxford.org>

**Cc** Hoskin, Sumalee <sumalee\_hoskin@fws.gov>; Liller, Catherine (FHWA) <catherine.liller@dot.gov>; Yanchik, Brian (FHWA) <Brian.Yanchik@dot.gov>; Korfel, Lindsey M <lindsey\_korfel@fws.gov>

 1 attachment (122 KB)

OH DOT\_Invoice 6 REV\_BUT-Oxford Area Trail Ph 5 (PID 117001).pdf;

**This email has been received from outside of DOI - Use caution before clicking on links, opening attachments, or responding.**

Hello Karen and Douglas,

The Conservation Fund accepts this payment, please see invoice attached. When the funds are received, I will provide a transaction receipt that will require a countersignature by OH DOT. Please let me know if you have any questions.

Thanks!

Greg

Greg Good

**Program Manager, Mitigation Solutions**

**The Conservation Fund**

**Mobile Phone: 360.477.2195**

<https://www.conservationfund.org/our-work/mitigation-solutions>

***Making Conservation Work For America***

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**From:** Hallberg, Karen I <Karen\_Hallberg@fws.gov>

**Sent:** Thursday, October 31, 2024 3:15 PM

**To:** IbatILFCoordinator <IbatILFCoordinator@conservationfund.org>

**Cc:** Hoskin, Sumalee <sumalee\_hoskin@fws.gov>; Liller, Catherine (FHWA) <catherine.liller@dot.gov>; Yanchik, Brian (FHWA) <Brian.Yanchik@dot.gov>; Korfel, Lindsey M <lindsey\_korfel@fws.gov>

**Subject:** [EXTERNAL] TCF ILF option for ODOT local-let project: BUT-Oxford Area Trail Phase 5 (PID 117001)  
Reinitiation

On February 29, 2016, the U.S. Fish and Wildlife Service's Ohio Ecological Services Field Office issued a Framework Programmatic Biological Opinion (Ohio PBO) to the Ohio Department of Transportation (ODOT) for Federal-Aid Highway Program projects that may affect the federally listed Indiana bat (*Myotis sodalis*) and/or northern long-eared bat (*Myotis septentrionalis*). Various conservation measures are included in the Ohio PBO's *Description of the Action* to mitigate impacts from Program activities that are likely to adversely affect the bats. The Conservation Fund's In-Lieu Fee program is included as a conservation measure (CM-6) and is available as an option to ODOT and local project sponsors to satisfy their compensatory mitigation commitments under the Ohio PBO.

In accordance with the letter dated October 31, 2024 (attached), the U.S. Fish & Wildlife Service (Service) has confirmed that the subject project (BUT-Oxford Area Trail Phase 5 (PID 117001)) is consistent with the 2016 Ohio PBO, as amended. The project will remove the following acreage of suitable wooded habitat (SWH, as defined in the Ohio PBO) for the Indiana bat, which is likely to adversely affect the species:

- 1.66 acres located between 100-300 feet from the roadway edge of pavement (EOP); and
- 1.89 acres of SWH that is greater than 300 feet from the EOP.

Removal of SWH will occur during the bats inactive season (i.e., between October 1 and March 31) but is above the 1-acre compensatory mitigation threshold for projects in the Western Management Unit, as defined in the Ohio 2016 PBO.

The Ohio Department of Transportation determined a mitigation ratio of 1.75:1 is required to offset the adverse impacts between 100-300 feet from EOP and a ratio of 2.65:1 for adverse impacts beyond 300 feet from EOP for a total of 7.914 replacement acres of SWH. Using the information provided above and Table 2 of Exhibit E in The Conservation Fund's In-Lieu Fee Instrument, the City of Oxford will contribute \$95,759.40 (i.e., \$12,100 per acre) to The Conservation Fund to comply with the mitigation commitments of the program of transportation projects reviewed in the 2016 Ohio PBO.

If you have any questions or concerns, please feel free to contact me.

Respectfully,

[Karen I. Hallberg, Ph.D.](#) (she/her)  
Wildlife Biologist / Transportation Liaison  
U.S. Fish & Wildlife Service  
Ohio Ecological Services Field Office  
4625 Morse Road, Suite 104  
Columbus, OH 43230  
[karen\\_hallberg@fws.gov](mailto:karen_hallberg@fws.gov)

**Direct Line: (614) 528-9697**

Main Office Phone: (614) 416-8993 ext. 123

*Please note I am working on a telework schedule and am normally in the office one or two days per week.*

**Contacting me via email is usually best to ensure your questions/concerns are brought to my immediate attention.**



# INVOICE

**The Conservation Fund**  
 1655 N. Fort Myer Dr., Suite 1300  
 Arlington, VA 22209

DATE: February 10, 2026

INVOICE # 6 REV

**Bill To: Douglas Elliott**  
 City of Oxford  
 15 South College Ave  
 Oxford, OH 45058

[delliott@cityofoxford.org](mailto:delliott@cityofoxford.org)

**For: Payment to TCF Bat In-Lieu Fee OH Ibat Account # 15045**

Please make all checks payable to The Conservation Fund and include a copy of this invoice with payment.

DESCRIPTION	AMOUNT
BUT-Oxford Area Trail Phase 5 (PID 117001) FWS Project Code: 2024-0019501 (PID 117001) REINITIATION FWS Project Code: 2024-0019501  *****This revised invoice reflects the 2026 Bat ILF rates for OH *****	\$111,096.73
<b>TOTAL</b>	<b>\$ 111,096.73</b>



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

# STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	City Manager
<b>PREPARED BY:</b>	
<b>DATE PREPARED:</b>	2/10/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	An Ordinance Accepting The Annexation Petition From Miami University For 157.217 Acres Of Land In The Township Of Oxford, Butler County Ohio, And Accepting Said Territory To Be Annexed. (Douglas R. Elliott, Jr., City Manager)
<b>COUNCIL GOAL AREA:</b>	
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	DRE

**DISCUSSION:**

Miami University submitted an annexation petition to the Butler County Commissioners to annex 157.217 acres of land (the remaining portion of the Miami University airport outside the City’s corporate boundaries). The City Manager served as the statutory agent for the petitioner. The petition utilized an Expedited Type 2 Annexation process. The airport is owned by Miami University and managed by the Cincinnati/Northern Kentucky International Airport (CVG). The airport is uniquely positioned to become a hub for innovation and Advanced Air Mobility (AAM) as outlined in the City of Oxford’s Economic Development Strategic Plan. The annexation of this land to the City will enable infrastructure extensions and upgrades plus grant opportunities for development.

The Butler County Commissioners approved the annexation on December 16, 2025. The City was required to wait 60 days before accepting the annexation. On the legislative agenda is an ordinance accepting the annexation. I recommend passage after two readings.

**ORDINANCE NO.**

AN ORDINANCE ACCEPTING THE ANNEXATION PETITION FROM MIAMI UNIVERSITY FOR 157.217 ACRES OF LAND IN THE TOWNSHIP OF OXFORD, BUTLER COUNTY OHIO, AND ACCEPTING SAID TERRITORY TO BE ANNEXED.

WHEREAS, on October 7, 2025 Miami University filed a petition with the Board of County Commissioners of Butler County, Ohio, to obtain annexation to the City of Oxford, Butler County, Ohio, territories consisting of 157.217 acres of land contiguous to the City of Oxford and the existing corporation line of the Township of Oxford, Ohio. Said petition was filed with the consent of all parties utilizing the annexation procedure set forth in Section 709.023 of the Ohio Revised Code.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:

SECTION 1: The Board of County Commissioners did, by Resolution No. 25-12-01732 adopted on December 16, 2025, approve the annexation of the proposed territory to the City of Oxford as hereinafter described. Such approval was subject to the terms and conditions contained in the Statement of Services Resolution No. 7745 a copy of which is attached hereto as Exhibit "A" and incorporated herein by reference.

SECTION 2: The Board of County Commissioners did, through the Clerk of the Board of County Commissioners, Butler County, Ohio, certify a transcript of the proceedings in connection with the map and petition required herein to the Clerk of Oxford City Council who received the same on or about December 18, 2025.

SECTION 3: A certified transcript of the proceedings for annexation with an accurate map of the territory, together with the petition for annexation and the papers relating to all proceedings heretofore with the County Commissioners, are all on file with the Clerk of the City of Oxford and have been for sixty days.

SECTION 4: The proposed annexation, as applied for in the petition of the owners of the real estate in the territory sought to be annexed and filed with the Board of County Commissioners, Butler County, Ohio, in which the petition prayed for annexation to the City of Oxford, Ohio, of certain territory adjacent thereto as hereinafter described, be and the same is hereby accepted and deemed annexed to the City of Oxford, subject to all the terms and conditions provided herein and contained within the Statement of Services Resolution No. 7745 attached hereto and incorporated herein as Exhibit "A". The territory to be annexed is more particularly described in Exhibits "B" and "C," attached hereto and incorporated herein.

SECTION 5: The Clerk of the City of Oxford be and is hereby authorized and directed to make five copies of this ordinance, to each of which shall be attached a copy of the map accompanying this petition for annexation, a copy of the transcript of the proceedings of the Board of County Commissioners of Butler County, Ohio, related thereto, and certified as to the correctness thereof. The Clerk shall then forthwith deliver one copy to the County Auditor, one copy to the County Recorder, one copy to the County Engineer, and one copy to the Ohio Secretary of State and shall file notice of this annexation with the Board of Elections within thirty (30) days after it becomes effective and the Clerk shall do all other things as required by law.

SECTION 6: This Ordinance shall take effect at the earliest time allowed by law.

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MAYOR

ADOPTED:

ATTEST:

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW (STAFF)



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Community Development
<b>PREPARED BY:</b>	Sam Perry
<b>DATE PREPARED:</b>	2/10/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	An Ordinance Approving A Six Month Extension Of The Approved Clarence Place Final Subdivision Plat And A One Year Extension Of The Clarence Place Final Planned Development Located On 3.464 Acres At 601-607 West Chestnut Street, Oxford, Ohio (Sam Perry, Community Development Director)
<b>COUNCIL GOAL AREA:</b>	Housing For All
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approve as recommended.
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	SP DRE

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### DISCUSSION:

Habitat For Humanity of Greater Cincinnati is requesting that the previous land development approvals from February 2025 be extended. The attached letter explains that there have been delays. They are now ready to move forward. If the approvals are not extended, the building permits cannot be approved and the lots cannot be sold after development. Due to grading and sewer access challenges resulting in plan revisions, it is expected that the final plans will be substantially similar to previously approved plans. The attached drawing is for illustrative reference only.

Staff are supportive of the approval extensions and are working closely with Habitat for Humanity of Greater Cincinnati and their consultants.

**ORDINANCE NO.**

AN ORDINANCE APPROVING A SIX MONTH EXTENSION OF THE APPROVED CLARENCE PLACE FINAL SUBDIVISION PLAT AND A ONE YEAR EXTENSION OF THE CLARENCE PLACE FINAL PLANNED DEVELOPMENT LOCATED ON 3.46 ACRES AT 601-607 WEST CHESTNUT STREET, OXFORD, OHIO.

WHEREAS, Ordinance No. 3807 was adopted on February 18, 2025 approving, with conditions, the Preliminary and Final Planned Development of Clarence Place, a Habitat for Humanity of Greater Cincinnati development, consisting of 32 townhomes on 3.464 acres; and

WHEREAS, Ordinance No. 3808 was adopted on February 18, 2025 approving, with conditions, a Final Subdivision Plat for the Clarence Place Subdivision, consisting of 35 lots on 3.464 acres;

WHEREAS, the applicant has experienced delays, including site logistics, sewer access and grading challenges; and

WHEREAS, Oxford Code Section 1101.205 allows for up to two 6-month extensions of plat approval; and

WHEREAS, Oxford Code Section 1145.09 does not limit the time frames of Planned Development approval extensions; and

WHEREAS, the time extensions make no changes to the previously adopted Ordinances 3707 and 3708; and

WHEREAS, the City Manager and the Community Development Director recommend Council approve a six month extension for the Clarence Place Final Subdivision Plat and a one year extension for the Clarence Place Final Planned Development.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:

SECTION 1: Council hereby accepts the recommendation of the City Manager and the Community Development Director and further approves a six month extension for the Clarence Place Final Subdivision Plat and a one year extension for the Clarence Place Final Planned Development.

SECTION 2: The new expiration of the Clarence Place Final Plat is August 18, 2026.

SECTION 3: The new expiration of the Clarence Place Final Planned Development is February 18, 2027.

SECTION 4: This Ordinance shall take effect at the earliest time allowed by law.

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MAYOR

ADOPTED:

ATTEST:

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: JASON BRACKEN

PREPARED BY: LAW (STAFF)





We build strength, stability,  
and self-reliance through shelter.

February 6, 2026

Zachary Moore, AICP  
City Planner / GIS Coordinator  
City of Oxford

RE: Final Subdivision and Planned Development Extension Request

Mr. Moore,

I am writing to formally request an extension of the Clarence Place Final Subdivision and Final Planned Development. The project is making great progress on the project and is expected to start sometime in the next few months. However, our current approvals expire on 2/18/2026 so an extension is needed in order to keep the project moving forward as originally planned.

Project planning, design and financing is nearing completion, which will allow for the necessary requirements for approvals and commencement. To get to this point, there have been a variety of obstacles to overcome, including challenges with site logistics, sewer access, proximity to a creek governed by the US Army Corps of Engineers and related grading challenges. Furthermore, funding from the State of Ohio has been secured via the Welcome Home Ohio program, but this is a new funding source that took longer than expected to get through contracting and final approvals.

The maximum Final Plat deadline extension of 6 months is more than sufficient to finalize plans, meet Plat recording requirements and commence the project. For the Final Planned Development, a 12 month extension would be the most helpful. Although permit application submissions will occur soon (the first 4 Homes have already been submitted for initial review), it will take a full year to implement a phased approach, getting through design, submission, review and approval of all project Homes.

The City of Oxford has been, and continues to be, an incredible partner since the beginning of this process. We are excited to resolve the last few items and finalize our plans for approval and project commencement. Thank you for your continued support and partnership towards our mission of increased Affordable Homeownership opportunities for the City of Oxford. If you have any further questions or need additional information, please do not hesitate to ask.

Sincerely,

A handwritten signature in blue ink, appearing to read "J Chamlee".

Jason Chamlee  
Vice President of Real Estate Development  
Habitat for Humanity of Greater Cincinnati



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

# STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	City Manager
<b>PREPARED BY:</b>	Jessica Greene
<b>DATE PREPARED:</b>	2/11/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	An Ordinance Repealing Oxford Codified Ordinance Chapter 137 Entitled Housing Advisory Commission, And Adopting New Oxford Codified Ordinance Chapter 137 Entitled Housing Advisory Commission. (Jessica Greene, Assistant City Manager)
<b>COUNCIL GOAL AREA:</b>	Housing Opportunities for Everyone
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	Jessica Greene DRE

**DISCUSSION:**

In October 2025, the City Council filled a vacancy on the Housing Advisory Commission, bringing the total to 9 members, which is the membership cap under the current ordinance.

In January 2026, the Planning Commission nominated a new member to serve on the HAC. A Planning Commission representative is also required under the current HAC ordinance. This created a conflict.

The HAC decided to review its ordinance and propose recommendations. There were 2 meetings in which this ordinance was discussed, and here is a summary of the modifications to the ordinance that the HAC endorsed on February 5, 2026.

**Membership should include:**

- o One (1) City Councilor
- o One (1) Planning Commission member (who may also be a Councilor)
- o Five (5) total members must reside within the City of Oxford
- o Up to four (4) additional members should:

- Have relevant housing experience (e.g., housing nonprofit, legal, developer/builder, advocate, etc.)
- Reside within the Talawanda School District

Any member who misses three (3) consecutive meetings without an excuse will be removed from the commission, and the resulting vacancy will be posted.

This ordinance also removes language referring to specific housing nonprofits by name, and instead broadens the language to all nonprofits that advocate for housing. It also ties some of the tasks of the commission to be in alignment with the housing chapter of the 2023 Comprehensive Plan.

We recommend approval.

**ORDINANCE NO.**

AN ORDINANCE REPEALING OXFORD CODIFIED ORDINANCE CHAPTER 137 ENTITLED HOUSING ADVISORY COMMISSION, AND ADOPTING NEW OXFORD CODIFIED ORDINANCE CHAPTER 137 ENTITLED HOUSING ADVISORY COMMISSION.

WHEREAS, Council finds in accordance with Section 137.04 of the Codified Ordinances of the City of Oxford, the City of Oxford Housing Advisory Commission held public meetings on [January 8, 2026](#) and on [February 5, 2026](#) and that during the public meetings did discuss the need to reevaluate its role and scope within the City government for addressing housing concerns and policies and as a result of those discussions, the Housing Advisory Commission recommended repealing Oxford Codified Ordinance Chapter 137 entitled Housing Advisory Commission and adopting new Oxford Codified Ordinance Chapter 137 entitled Housing Advisory Commission.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:

SECTION I: Council accepts the recommendation of the Housing Advisory Commission and hereby repeals Oxford Codified Ordinance Chapter 137 entitled Housing Advisory Commission and adopts new Oxford Codified Ordinance Chapter 1367 entitled Housing Advisory Commission as follows:

**137.01 PURPOSE.**

(a) The purpose of the Housing Advisory Commission shall be to foster an environment, through education, research and advocacy, in which all people desiring residency in Oxford will have an opportunity to own or rent a home; further:

- (1) To promote safe and decent shelter for anyone desiring to live in Oxford.
- (2) To encourage and promote the development and maintenance of moderate to low income housing that will provide affordable home ownership and rentals in the Oxford community.
- (3) To promote a variation of housing density within neighborhoods to dissolve the negative stigma associated with isolated affordable housing.
- (4) To assist people in buying first time homes as well as provide education to homebuyers and the community about the need for moderate to low income housing.
- (5) To make recommendations to Council that are thoroughly investigated and supported through appropriate documentation.

**137.02 DUTIES.**

- (a) Take an active role in the administration and [implementation of the Housing Chapter in the Oxford Comprehensive Plan, updating of a Comprehensive Housing Plan following each decennial census and every 5 years thereafter.](#)
- (b) Make recommendations to Council for the disbursement of the Affordable Housing Funds and other funds designed for moderate to low cost housing and development.
- (c) Work with organization(s) to seek funds for the development, refurbishing, weatherization, and maintenance of moderate and lower cost housing and rentals.
  - (1) Funds may be sought from State, Federal and other sources.

(2) Funds should be available to provide rental assistance, payment assistance, home improvements, development infrastructure, tax credits and other assistance with affordable housing.

(d) To work with ~~or assist non profit~~ organizations that assist with housing, such as Habitat for Humanity, People United for Self-Help, Family Resource Center and other organizations whose missions are to assist families with finding, owning or maintaining adequate housing.

(e) To arrange education programs and financial counseling for families who want to rent or ~~purchases moderate to low cost~~ purchase moderate to low-cost housing.

(1) This may be provided by community resources that provide financial planning.

(2) Resources may also provide low interest loans to home buyers.

(3) Establish guidelines for families to qualify for moderate to low cost housing assistance and aid in the development of a procedure for families to receive assistance.

(4) Investigate and make recommendations to Council regarding existing planning and development policies and ordinances that pose possible impediments to moderate to low cost housing opportunities.

(5) Investigate the need or value of identifying or establishing a non-governmental entity to assist in implementing the policies stated in this chapter.

(f) The Commission shall report to Council annually ~~each January~~ the status of housing issues in the City of Oxford, and progress toward the goals outlined in the Housing Chapter of the Oxford Comprehensive Plan.

### **137.03 COMPOSITION AND TERM OF OFFICE.**

(a) Composition: The Housing Advisory Commission shall be composed of at least seven and up to nine members appointed by Council. All members shall have, to the greatest extent practical, interest and proficiency in housing issues.

~~(1) —(1)—~~ One (1) City Counselor

~~(2) One (1) Member appointed by the Planning Commission (who may or may not be Counselor)~~

~~Two members shall be City Council members. At least one member shall be a member of the Planning Commission. That member may be one of the two City Council members.~~

~~(2) At least two members shall be moderate to low income persons.~~

~~(3) At least five (5) members shall reside in Oxford or Oxford Township. These members shall be voting members.~~

~~(4) Any members not residing in Oxford or Oxford Township shall be ex-officio, non-voting members. —~~

~~—(5)—(6). The additional two to four members shall have relevant housing experience (e.g., housing nonprofit affiliation, legal, developer, builder, advocate, etc.) and reside within the Talawanda School District. Members may be chosen from the following:~~

~~— A. A member of a housing advocacy group;~~

~~— B. A member of a minority organization;~~

~~— C. A banker or member of an institution that lends money for housing;~~

~~— D. A builder, developer or property manager of non-profit housing;~~

~~— E. A builder, developer or property manager of for-profit housing;~~

~~— F. An architect;~~

~~— G. A member of a social welfare organization; and~~

~~— H. Other groups or individuals that are necessary to provide balanced advice.~~

(5) ~~The City Manager shall serve as an ex-officio member of the Commission.~~

(6) The City Manager or designee shall ~~appoint administrative staff~~ serve as a liaison to the Commission. The function will be to support and assist the Commission to the extent resources allow.

(b) Term: ~~Upon passage of this chapter, appointments, with the exception of Council and Planning Commission members, shall initially be staggered as to length of term with two members for two years, two members for three years, and three members for four years.~~ All Commission members shall ~~thereafter~~ serve for a term of four years without compensation. Members may apply for a second term. After two consecutive terms, a member must take one year off, before reapplying to serve on the Commission. Council members shall serve per the rules of Council.

(1) Any member who misses three (3) consecutive meetings without an excuse may be removed from the commission, and the resulting vacancy will be posted.

#### 137.04 MEETINGS.

(a) The Commission shall meet monthly to conduct its business or as ~~requested by Council~~ as needed

(b) The Commission shall designate the time and place of the meetings and shall notify the Clerk of Council, ~~City Manager, and the~~ staff liaison, and post the agenda publicly, at least twenty-four hours in advance.

(c) ~~Five members.~~ Attendance of over 50% of active members shall constitute a quorum for the transaction of business.

(d) All meetings shall comply with the letter and spirit of Ohio R.C. 121.22.

#### 137.05 RULES AND PROCEDURES.

Notwithstanding the requirements established in this chapter, the Commission may establish its own rules and procedures subject to the majority approval of Council.

SECTION II: This Ordinance shall take effect at the earliest time allowed by law.

\_\_\_\_\_  
MAYOR

ADOPTED: \_\_\_\_\_, 2026

ATTEST:

\_\_\_\_\_  
CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY:

PREPARED BY: LAW (STAFF)

|



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	City Manager
<b>PREPARED BY:</b>	Douglas Elliott
<b>DATE PREPARED:</b>	1/22/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	An Ordinance Establishing A Mayor’s Court And Establishing Chapter 172 Of The Oxford Codified Ordinances. (Douglas R. Elliott, Jr., City Manager)
<b>COUNCIL GOAL AREA:</b>	
<b>BUDGETED AMOUNT:</b>	
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approval
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	DRE

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### DISCUSSION:

The Butler County Board of Commissioners approved a resolution on January 6, 2026 to relocate the Area I Court to Hamilton effective April 1, 2026 at a cost not to exceed \$125,021.40. This centralization move will create travel burdens for residents currently served by the Area I Court in Oxford.

As a result of this decision by the BCC, the City Manager recommends creating a Mayor’s Court with an appointed Magistrate to handle the court docket. The Mayor’s Court will handle misdemeanor offenses, traffic cases, and other municipal ordinance violations occurring in the City of Oxford only. Currently Area I Court serves the City of Oxford and six townships (i.e., Hanover, Milford, Morgan, Oxford, Reily, and Wayne Townships). The City will have the added expense of at least 3 positions (e.g., Magistrate, Clerk, and Prosecutor). The cost of these positions will be offset somewhat by the revenue from the fines and fees charged. Also, the City will provide and manage a local diversion program. According to the Ohio Supreme Court Structure of the Ohio Judicial System, there were 275 Mayor’s Courts in the State of Ohio including Monroe and Trenton in Butler County in 2025.

On the legislative agenda is an ordinance to establish a Mayor’s Court in Oxford. The ordinance will create the positions of Magistrate, Clerk of Court, and Prosecutor. The Magistrate will be appointed by the Mayor with the consent of Council. The Clerk of Court and Prosecutor will be appointed by the City Manager. The Magistrate and Prosecutor positions will be part time and contract employees. The Clerk of Court will be a full time position with the City of Oxford. I expect that the Mayor’s Court will meet twice a month. Later, I will propose a supplemental budget for Council consideration. I recommend adoption of this ordinance after two readings.

**ORDINANCE NO.**

**AN ORDINANCE ESTABLISHING A MAYOR'S COURT AND ESTABLISHING CHAPTER 172 OF THE OXFORD CODIFIED ORDINANCES.**

**WHEREAS,** the Butler County Commissioners have decided to relocate Area I Court from the City of Oxford to the City of Hamilton; and

**WHEREAS,** the City Council and City Manager recommend the establishment of a Mayor's Court in the City of Oxford; and

**WHEREAS,** the purpose of the Oxford Mayor's Court is to provide the community with a local judicial forum to rule on the City of Oxford's misdemeanor offenses and traffic cases.

**THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:**

**SECTION 1:** Council having determined it to be in the best interest of the citizens of Oxford to establish a Mayor's Court with an appointed magistrate hereby enacts Chapter 172 of the Oxford Codified Ordinances as follows:

**172.01 MAYOR'S COURT.**

There is hereby created a City of Oxford Mayor's Court which shall exercise all judicial powers and functions granted to mayors of municipal corporations by the laws of the State of Ohio and applicable court rules.

**172.02 MAGISTRATE.**

The Mayor shall have the authority to appoint a magistrate, with the approval of City Council, to hear and determine prosecutions of civil and criminal cases subject to the laws of the State of Ohio. The Magistrate shall be appointed to a four (4) year term. The Magistrate shall not hold any other City office or City employment during the Magistrate's appointed term.

**172.03 CLERK OF COURTS.**

The City Manager shall appoint a Clerk of Courts to assist the Magistrate with recordkeeping.

**172.04 PROSECUTOR.**

The City Manager shall appoint a Prosecutor to prosecute city cases. The Prosecutor shall not hold any other City office or City employment during the Prosecutor's appointment.

**SECTION 2:** This ordinance shall take effect at the earliest time allowed by law.

---

MAYOR

ADOPTED:

ATTEST:

---

CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: MICHAEL SMITH

PREPARED BY: LAW (STAFF)



The City of Oxford  
 (513) 524-5200  
 15 S. College Ave.  
 Oxford, OH 45056

## STAFF REPORT

<b>ORIGINATING DEPARTMENT:</b>	Community Development
<b>PREPARED BY:</b>	Sam Perry
<b>DATE PREPARED:</b>	1/28/2026
<b>COUNCIL MEETING DATE:</b>	February 17, 2026
<b>AGENDA TITLE:</b>	An Ordinance Accepting The Recommendation Of The Planning Commission To Approve A Preliminary Subdivision, Preliminary & Final Planned Development, Waivers And Conditions For The New Roots 16-Unit Microhome Community To Be Located On 2.19 Acres Of Land At 5234 Hester Road (Sam Perry, Community Development Director)
<b>COUNCIL GOAL AREA:</b>	Housing For All
<b>BUDGETED AMOUNT:</b>	Infrastructure assistance - \$500,000 American Rescue Plan Act - Butler County Allocation
<b>ACCOUNT CODE:</b>	
<b>RECOMMENDATION:</b>	Approve as recommended
<b>CITY MANAGER/DEPT HEAD APPROVAL:</b>	SP DRE

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### DISCUSSION:

This two acre tract of land on Hester Road was originally purchased in 2021 to be developed as a 12-unit "Cottage Community." The project did not progress and Council authorized a new Request for Proposals to be released in 2025. Inclusive Housing Resources and EmpowerMe Living received the approval of the City to proceed with development of the property in [June 2025](#). The development will provide long term housing affordability as well as at least four of the units specifically for individuals or families with intellectual or developmental disabilities (IDD). The development team has indicated that there is a severe shortage in Ohio for the IDD market sector.

Planning Commission held a hearing and discussion on [January 13, 2026](#) to review the proposed Planned Development and Subdivision of land. Due to the number and type of units, the site will need completely cleared and compacted material added. All city staff departments have approved of the preliminary plans. The access to the development is provided by a single private street with parking areas and a "hammerhead" turn-around. The homes are designed with a high degree of architectural detail and quality

materials, larger than "tiny" homes but smaller than typical single-family homes of recent subdivisions in Oxford. Per the development agreement, a homeowner association will be responsible for maintaining the common area improvements, such as the street, sidewalk, lawns, parking, underground utilities and storm water detention. Though most all existing trees will be removed, there will be 61 new trees planted, many of which will be evergreen varieties.

One area couple spoke at the hearing with questions about the impact of the development but were generally supportive of the need for inclusive housing. Commission members asked for consideration of storm water and open space design improvements as well as garbage tote accessibility. It was generally understood during the hearing and discussion that the geometry of the land, with the number of detached units, did limit the design flexibility. The Commission recommended approval to Council with a 5-0 vote (2 absent). The design team responded to staff on January 26, with some minor design tweaks inspired by Commission member comments.

## ORDINANCE NO.

AN ORDINANCE ACCEPTING THE RECOMMENDATION OF THE PLANNING COMMISSION TO APPROVE A PRELIMINARY SUBDIVISION, PRELIMINARY & FINAL PLANNED DEVELOPMENT, WAIVERS AND CONDITIONS FOR THE NEW ROOTS 16-UNIT MICROHOME COMMUNITY TO BE LOCATED ON 2.19 ACRES OF LAND AT 5234 HESTER RD

WHEREAS, the Planning Commission met pursuant to Oxford Codified Ordinance Sections 1143.02, 1145 and 1101.4 on January 13, 2026 for the purpose of considering a Preliminary and Final Planned Development Application and a Preliminary Subdivision Application submitted by McGill Smith Punshon Design on behalf of Inclusive Housing Resources and EmpowerMe Living for a new development consisting of 16 homes situated on 2.19 Acres currently addressed as 5234 Hester Road, Oxford, Ohio 45056; and

WHEREAS, the Planning Commission, after a public hearing and discussion, voted and approved a motion recommending approval of a Preliminary and Final Planned Development Application and a Preliminary Subdivision Application submitted by McGill Smith Punshon Design on behalf of Inclusive Housing Resources and EmpowerMe Living for a new development consisting of 16 homes situated on 2.19 Acres currently addressed as 5234 Hester Road, Oxford, Ohio 45056 with the following waivers and conditions:

1. This Preliminary and Final Planned Development approval shall be valid for two (2) years. All necessary permits must be secured, and construction begun, within this time period. Should additional time be needed, the applicant/owner may request an extension to this timeframe prior to six (6) months of expiration.
2. The Preliminary Subdivision Plat approval shall be valid for three (3) years unless an extension is granted. Should additional time be needed, the applicant/owner may request an extension prior to six (6) months of expiration.
3. The number of new trees planted shall meet or exceed the total of 61 or as shown on the Landscape Drawing. Adjustments to height, location and species may be required by staff, upon further design details of the grading and slope of the site perimeter.
4. Parking lot light pole fixtures are limited to 16 feet above grade as specified by Code unless waiver by future amendment. Additional screening or shielding of light fixtures for surrounding neighboring residencies may be required by staff. This condition shall be finalized upon further details of grading and adjacent property elevation, up to and including the final zoning inspection stage of the project completion.
5. All common areas and associated improvements such as, but not limited to: Hester Road frontage right-of-way, open space lots, private street, sidewalks, curbs, trees, parking areas, lights, stormwater, water, and sewer infrastructure, shall be owned and maintained by a Homeowner Association. The Final Record Plat shall not be approved or recorded until the Law Director has approved the HOA documents.
6. A waiver is hereby granted to relieve the developer of the tree survey requirement of **Section 1148.05**. In exchange for this waiver any mature trees over 10 inches DBH, that are not planned to be disturbed by the development, shall be protected utilizing the guidelines of **Section 1101.01** Attachment H, Tree Protection. Similar caution shall also be used with excavation equipment around any mature trees on adjacent properties.

7. A waiver is hereby granted to reduce the required 20% Open Space, 40% lot coverage, reduce the minimum R-2A lot sizes and reduce the minimum 25 feet Planned Development perimeter setbacks. In exchange for granting these waivers, these approvals shall only be valid pursuant to the Development Agreement approved by City Council on October 7, 2025. The conditions, waivers and development approvals shall not transfer to a new use or new developer.
8. A waiver is hereby granted to reduce the required minimum number of parking spaces from 32 to 29.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:

SECTION 1: Council hereby accepts the recommendation of the Planning Commission, and further grants the approval of a Preliminary and Final Planned Development Application and a Preliminary Subdivision Application submitted by McGill Smith Punshon Design on behalf of Inclusive Housing Resources and EmpowerMe Living for a new development consisting of 16 homes situated on 2.19 Acres currently addressed as 5234 Hester Road, Oxford, Ohio 45056 with the following waivers and conditions:

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4. Parking lot light pole fixtures are limited to 16 feet above grade as specified by Code unless waiver by future amendment. Additional screening or shielding of light fixtures for surrounding neighboring residencies may be required by staff. This condition shall be finalized upon further details of grading and adjacent property elevation, up to and including the final zoning inspection stage of the project completion.
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SECTION 2:            This Ordinance shall take effect at the earliest time allowed by law.

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MAYOR

ADOPTED:

ATTEST:

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CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: JASON BRACKEN

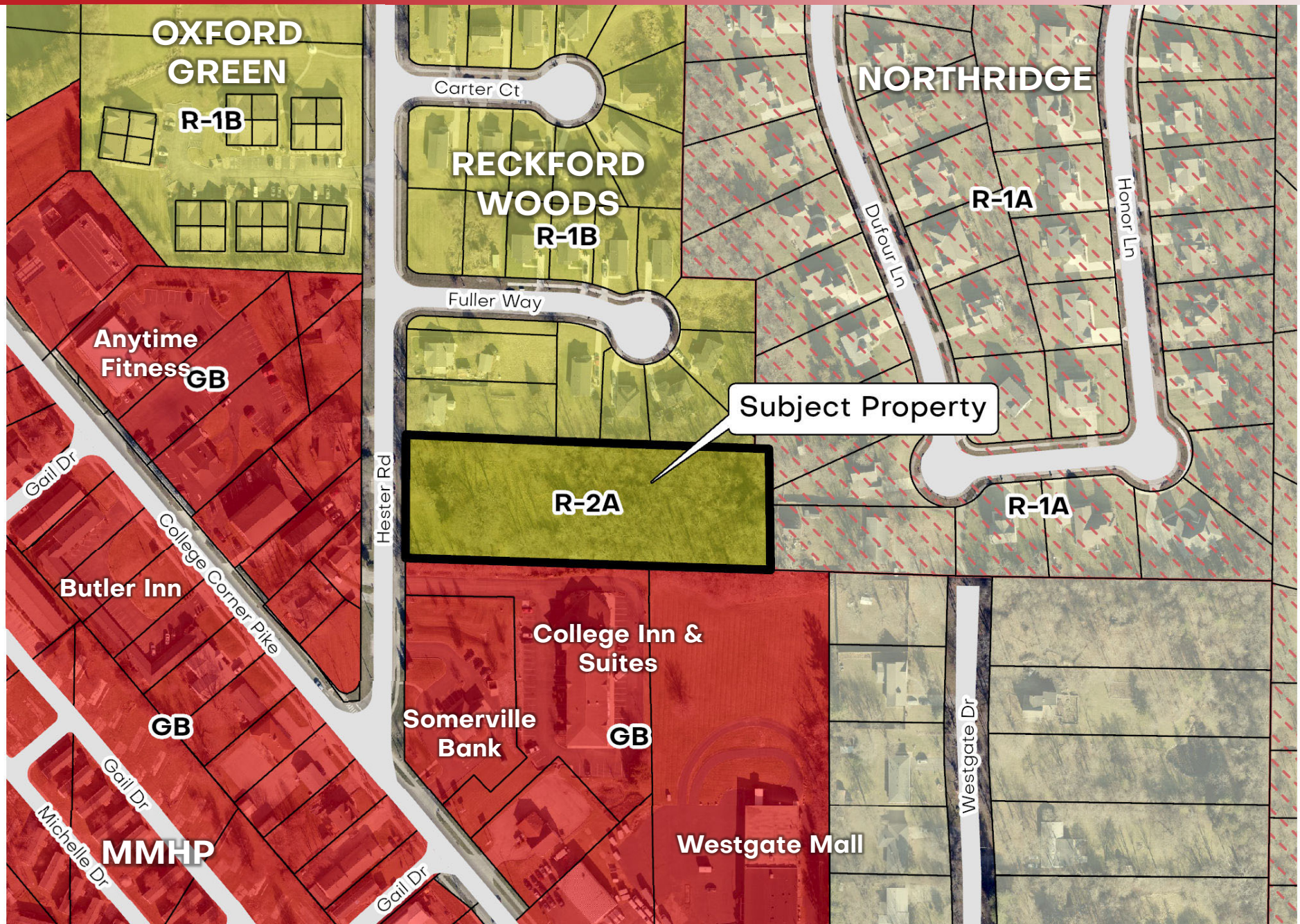
PREPARED BY: PLANNING STAFF

CHECKED BY: LAW

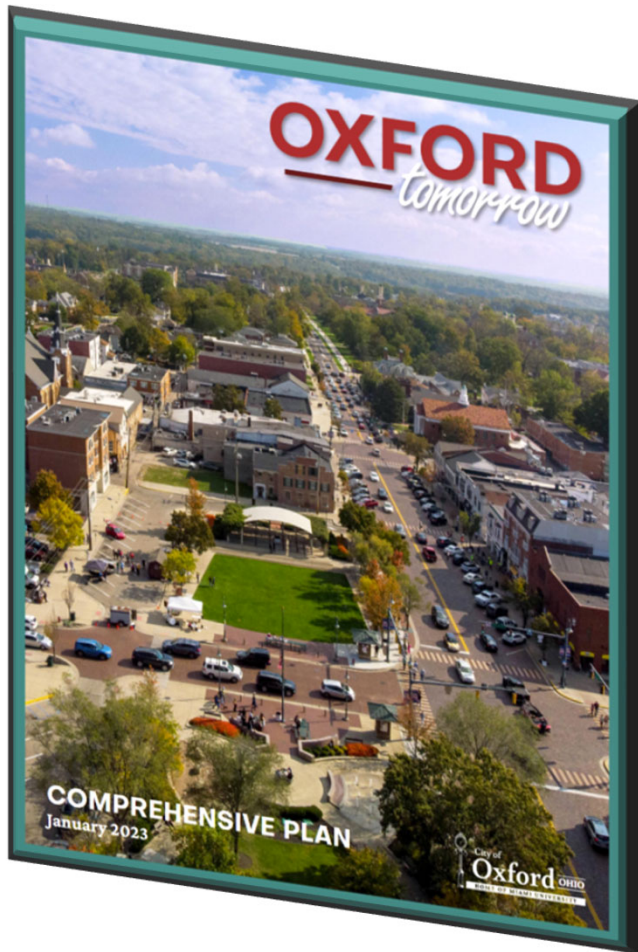
# Site Location



# Current Zoning



# Comprehensive Plan Goals



## Objective H1

Expand housing options for all life stages

Action H1-A4 Leverage land and other tangible assets to address housing supply gaps by boosting inventory

Action H1-A5 Support developments and programs addressing supportive and transitional housing

## Objective H2

Ensure housing affordability and attainability for all income levels

Action H2-A7 Explore ways to incentivize the creation and maintenance of housing types and arrangements that fulfill community needs



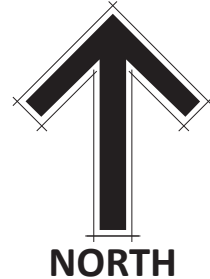
# NEW ROOTS AFFORDABLE HOUSING COMMUNITY

SITE PLAN

PROJECT NUMBER 25433.00 | DATE: 1-26-26

www.mspsdesign.com

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THIS DRAWING IS FOR ILLUSTRATION PURPOSES ONLY AND SUBJECT TO CHANGE.





