

**Montgomery County Land Reutilization Corporation (MCLRC)**  
**November Board Meeting**  
January 15, 2019

**Attendees:** Carolyn Rice, Montgomery County Commissioner (Chair of the Board)  
Doug Harnish, Principle, Market Metrics (Vice Chair of the Board)  
Sheila Crane, Realtor/Community Dev. Specialist, HER Realtors (Board Member)  
Todd Kinskey, Director of Plan. & Comm. Dev., City of Dayton (Board Member)  
Mark Willis, Commission Aide to Judy Dodge (Commission Representative)  
Kery Gray, Commission Aide to Carolyn Rice (Commission Representative)  
Lynn Cooper, Interim Treasurer (Board Member)  
Mike Grauwelman, MCLRC (Executive Director)  
David Williamson, MCLRC (General Counsel)  
Judy Zimmerman, Dir. of Finance, Treasurer's Office (Treasurer)  
Angela Lilly, Montgomery County Treasurer's Office (Secretary)  
Sam Braun, Finance Manager, Montgomery County Auditor's Office

**Absent:** Scott Paulson, Trustee, Washington Township (Board Member)  
**(Copies To)**

**Call to Order**

Carolyn Rice, Chair of the Board, noting a quorum, called the meeting to order. A copy of the agenda is attached for reference.

**Approval of Minutes**

Lynn Cooper moved to approve the November 27, 2018 Board meeting minutes. The motion was seconded by Doug Harnish and approved unanimously by voice vote.

**Appointment of Members:**

- Interim Treasurer – Lynn Cooper (Resolution 18-1756)
- 2019 Commissioner Appointments – Carolyn Rice & Judy Dodge (Resolution 19-0061)
- Commissioner Rice Representative – Kery Gray

**New Business – Item No. 1: 2018 Accomplishments**

Mike Grauwelman provided accomplishments to the 2018 objectives and metrics outlined below:

Strategic Objectives

- Further develop MCLRC's role in community and economic development.
- Strategic planning – Improve program/resource strategic use

- Develop policy framework/practices to balance competing community objectives – economic/community development and tax collections
- Identify a pilot program to fill gaps in neighborhood needs – evaluate our ability to impact historic neighborhoods/AREA

#### Primary Objectives

- Community based strategic planning
- Foreclosure property utility bill and tax billing
- Identify how programs can be leveraged to improve impact
- Provide greater support to disadvantaged population group

#### Business Objectives

- Operations – Review organizational authorities
- Financial – Revenues/manage program financial risk
- Marketing – Increase market and brand awareness

#### Program Objectives

- Evaluation programs effectiveness – Measure quantitative and qualitative effectiveness
- Implement NIP – Complete the acquisition, remediation properties according to schedule

#### Other Accomplishments

- Clean audit report with Ohio Auditor of State Award

The Steering Committee recommended to the Board the acceptance of the 2018 Accomplishments. The motion was seconded by Lynn Cooper and approved unanimously by voice vote. *See attached Accomplishments to the 2018 Objectives and Metrics memo.*

#### **Other Business – Financials**

The Board reviewed the MCLRC program expenditures and revenues, including a NIP reimbursement and expenditures summary. The December cash balance is approximately \$5 million.

#### **Other Business – West Carrollton**

The City of West Carrollton acquired a parcel of land from the former Appleton Paper company. The property is contaminated and the City is potentially a responsible party. They have been working with the EPA and the EPA recommended applying for an assessment grant. As a PRP, they cannot apply for the grant.

They are asking the MCLRC to apply for the grant as a potential purchaser of the property. The Board is not making a commitment beyond the grant application before more due diligence is completed.

**Announcement**

The next board meeting is scheduled for Tuesday, February 19, 2019.

**Call to Adjourn**

There being no further business, the meeting was adjourned.

**I hereby certify that the minutes related to the Board of Directors' monthly meeting January 15, 2019 set forth above are the minutes approved by the Board of Directors at their meeting of March 19, 2019.**

**/s/ Angela Lilly**

**Angela Lilly, Secretary**

**Montgomery County Land Reutilization  
Corporation**



## **Board Meeting Agenda**

**Montgomery County Land Reutilization Corporation  
January 15, 2019 3:30 pm  
Montgomery County Treasurer's Office**

**Call to Order:** Chair Carolyn Rice

**Roll Call:**

**Approval of Minutes:** November 27, 2018 (Attached)

**Appointment of Member:**

- **Interim Treasurer**
- **2019 Commissioner Appointments**
- **Commissioner Rice Representative**

**Old Business:**

**New Business:**

**Item No. 1 – 2018 Accomplishments (Attachment)**

- Presentation and Discussion
- Motion to Recommend to Accept

**Other Business:**

**Next Meeting:** February 19, 2019 @ 3:30 pm

**Adjourn**

**RESOLUTION NO. 18-1756  
DECEMBER 13, 2018**

**RESOLUTION ACCEPTING THE RESIGNATION OF CAROLYN RICE,  
MONTGOMERY COUNTY TREASURER AND APPOINTING LYNN COOPER AS  
ACTING TREASURER FOR A PERIOD OF UP TO THIRTY (30) DAYS EFFECTIVE  
JANUARY 1, 2019 IN ACCORDANCE WITH THE OHIO REVISED CODE SECTION  
305.02(F).**

WHEREAS, Carolyn Rice, Treasurer of Montgomery County, Ohio, has tendered her resignation from said office to the Board of County Commissioners and that said resignation indicates that she has resigned her office effective 12:00 a.m., January 1, 2019; and

WHEREAS, the Board of County Commissioners, pursuant to Section 305.02(F) of the Ohio Revised Code, may appoint a person to serve Acting Treasurer and to perform the duties thereof between the occurrence of the vacancy and the time the vacancy is filled by the Central Committee; and

WHEREAS, the Board of County Commissioners of Montgomery County, Ohio, is of the opinion that Lynn Cooper is qualified to act in the capacity of an Acting Treasurer for Montgomery County, Ohio; and

WHEREAS, Lynn Cooper, pursuant to ORC Section 305.02(F) shall perform the duties of the Treasurer of Montgomery County, Ohio for a period of up to thirty (30) days.

NOW, THEREFORE, BE IT RESOLVED that the Resolution accepting the resignation of Carolyn Rice, Treasurer and appointing Lynn Cooper as Acting Treasurer for a period of up to thirty (30) days effective January 1, 2019 in accordance with Ohio Revised Code Section 305.02(f) be and is hereby approved.

BE IT FURTHER RESOLVED that the Clerk certify a copy of this Resolution and make an imaged copy of this Resolution available on the Montgomery County, Ohio website at <http://www.mcoho.org/>

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**RESOLUTION NO. 18-1756**  
**DECEMBER 18, 2018**


Mrs. Lieberman moved the adoption of the foregoing resolution. It was seconded by Ms. Dodge, and upon call of the roll the following vote resulted:

Mrs. Lieberman, aye; Ms. Dodge, aye; Mr. Foley, aye: Carried.

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I hereby certify that the foregoing is a true and correct copy of a resolution duly adopted by the Board of County Commissioners of Montgomery County, Ohio, the 18<sup>th</sup> day of December, 2018.

THE BOARD OF COUNTY COMMISSIONERS HEREBY FINDS AND DETERMINES THAT ALL FORMAL ACTIONS RELATIVE TO THE ADOPTION OF THIS RESOLUTION WERE TAKEN IN AN OPEN MEETING OF THIS BOARD OF COUNTY COMMISSIONERS, AND THAT ALL DELIBERATIONS OF THIS BOARD OF COUNTY COMMISSIONERS, AND OF ITS COMMITTEES, IF ANY WHICH RESULTED IN FORMAL ACTION, WERE TAKEN IN MEETINGS OPEN TO THE PUBLIC, IN FULL COMPLIANCE WITH APPLICABLE LEGAL REQUIREMENTS, INCLUDING SECTION 121.22 OF THE REVISED CODE.

  
Emily Bradford, Clerk  
Board of County Commissioners  
Montgomery County, Ohio



**CAROLYN RICE**  
**Montgomery County Treasurer**

451 West Third Street  
Dayton, Ohio 45422-1475

[www.mcoho.org](http://www.mcoho.org)

937/225-4010  
Fax 937/496-7122

[www.mctreas.org](http://www.mctreas.org)

December 14, 2018

Montgomery County Board of Elections  
451 W Third St  
Dayton, OH 45422

Dear Board of Elections:

Having won the November 6<sup>th</sup> election for Montgomery County Commissioner, I hereby notify the Board of Elections that my last day serving as Montgomery County Treasurer will be Monday, December 31, 2018.

If you have any questions or need more information, please contact me.

*Carolyn Rice*

RECEIVED  
2018 DEC 14 PM 3:34  
BOARD OF ELECTIONS  
MONTGOMERY COUNTY, OHIO

# ACCOMPLISHMENTS TO THE 2018 OBJECTIVES AND METRICS

## Board Draft January 11, 2019

The following is a reproduction of the 2018 Objectives and metrics approved by the Board. The document has only been revised to reflect the accomplishments of the organization for 2018 and which are shown in Blue.

**Introduction:** The following objectives and metrics are intended to provide direction and a means to measure the results of the organization's progress on an annual basis. These objectives are based upon the organization's mission and the strategic operating construct provided below.

The mission of the Montgomery County Land Reutilization Corporation is to facilitate the transition of blighted, foreclosed, and abandoned properties into viable, marketable properties by working collaboratively with public and private entities in a financially responsible, transparent manner with a long term goal of returning these properties to the tax roll.

The organization's mission related goals are to support Montgomery County citizens and community's community and economic development aspirations, preservation of community wealth, and improve the quality of life. Land Bank programs and projects accomplish this by stacking investments and coordinating tactics comprehensively:

1. Seeking creative solutions to real estate issues.
2. Acquiring distressed properties using Tax Foreclosure, Deed in Lieu of Taxes, Tax lien sales and donation.
3. Demolishing blighted properties.
  - a. Returning balance to market supply and demand.
4. Eliminating barriers (financial, title) that prevent a property's reuse.
  - a. Repositioning and conveying distressed properties.
5. Generate tax revenues via responsible owner's reuse of properties.
6. Assembling and banking properties for redevelopment.
7. Returning consumer / market confidence to targeted neighborhoods.
8. Encouraging and conducting strategic planning.
  - a. Aligning its programs and projects with community goals and objectives.
9. Aligning community organizations and resources into comprehensive strategies.

**The organization's business strategies are to:**

1. Operate programs that are self-sustaining.



2. Leverage its resources strategically.
3. Enable private sector investment.
4. Acquire and leverage public investment.

**The organization’s business strategies and tactics include:**

1. Charging fee for service to offset expenses.
2. Leverage foreclosure as a means to increase tax collections.

The organization’s focus in 2018 will be to begin to make resource and program adjustments to account for changes in the operating environment, and continue to develop the strategic planning and data initiatives to better guide future efforts.

**STRATEGIC OBJECTIVES**

- **FURTHER DEVELOP MCLRC’S ROLE IN:**
  - COMMUNITY AND ECONOMIC DEVELOPMENT
    - ✓ COMPREHENSIVE NEIGHBORHOOD REVITALIZATION
      - THRIVING NEIGHBORHOOD INITIATIVE
      - RIVER CORRIDOR AND WOLF CREEK PLANNING EFFORTS
    - ✓ COMMERCIAL REVITALIZATION / REDEVELOPMENT
      - ARCADE
      - SPECIAL PROJECTS
      - OPPORTUNITY ZONE
    - ✓ BROWNFIELDS REDEVELOPMENT
      - CLEAN OHIO 2.0 COLLABORATIVE (FUNDING & REGULATORY)
        - NAIOP AND GREATER OHIO POLICY CENTER
    - ✓ SOLVING TROUBLED REAL ESTATE PROBLEMS
      - SOLVING TROUBLED REAL ESTATE IS THE CORE OF OUR MISSION. AT TIMES OUR INVOLVEMENT ONLY INVOLVES CONSULTATION AS A SERVICE TO FACILITATE A SOLUTION, AND NOT FORECLOSURE.

SUMMARY: THE ORGANIZATION CONTINUES TO DEFINE AND BROADEN ITS ROLE IN COMMUNITY AND ECONOMIC DEVELOPMENT. THE FUNDAMENTAL ROLE HAS BEEN TO SUPPORT OTHERS AND RESOLVE A VARIETY OF REAL ESTATE ISSUES (OWNERSHIP, TAX DELINQUENCY, ENVIRONMENTAL, TITLE, ETC.). THIS EVOLUTION IS SUPPORTED BY EXISTING PROGRAMS (PLANNING GRANT, TAX LIEN PURCHASE) THAT HAVE LED TO OPPORTUNITIES TO ENGAGE WITH OTHER COMMUNITY DEVELOPMENT ORGANIZATIONS, AND MAKE KNOWN OUR CAPABILITIES. IT SHOULD BE NOTED THAT THE ORGANIZATIONS ABILITY TO SUPPORT ALL THESE ISSUES HAS BEEN FACILITATED BY THE BOARD’S SUPPORT OF PROGRAM FUNDING AND THE EVOLVING ROLE.

- **STRATEGIC PLANNING**
  - IMPROVE PROGRAM / RESOURCE STRATEGIC USE
    - ✓ DEFINE PROGRAM DATA NEEDS
      - THERE ARE OVER 50 BASE DATA SETS AVAILABLE IN THE GIS PROGRAM, AND NUMEROUS WAYS TO SORT THE INFORMATION. ADDITIONAL DATA SETS ARE DESIRED, BUT NOT AVAILABLE OR IN A FORMAT THAT CAN BE SUPPORTED.
    - ✓ COMPLETE A DATA MAPPING SYSTEM
      - THE GIS SOFTWARE IS BEING USED AND IS UNDERGOING A QUALITY CONTROL REVIEW. THE PROGRAM HAS ALREADY IMPROVED EFFICIENCY IN IDENTIFYING INDIVIDUAL DIY AND CLIENT PROPERTY CANDIDATES. WE ANTICIPATE BEING ABLE TO USE THE PROGRAM FOR NEIGHBORHOOD ANALYSIS UPON THE COMPLETION OF THE QUALITY CONTROL REVIEW.
  
- **DEVELOP POLICY FRAMEWORK / PRACTICES TO BALANCE COMPETING COMMUNITY OBJECTIVES**
  - ECONOMIC / COMMUNITY DEVELOPMENT AND TAX COLLECTIONS
    - BALANCING THE COMMUNITY OBJECTIVES OF MAXIMIZING TAX COLLECTIONS AND FACILITATING REUSE IS A DIFFICULT CHALLENGE. TO FACILITATE A METHODOLOGY THE ORGANIZATION HAS DEVELOPED AN INFORMATION TEMPLATE TO FRAME THE MARKET “VALUE” FOR LAND BANK TAX LIEN SALES AND FORECLOSURE REQUESTS. THE TEMPLATE HAS ADDED VALUE, BUT CONTINUED EFFORT, COLLABORATION, AND COMPROMISE BETWEEN THE ORGANIZATIONS WILL BE NEEDED.
  
- **IDENTIFY A PILOT PROGRAM TO FILL GAPS IN NEIGHBORHOOD NEEDS**
  - EVALUATE OUR ABILITY TO IMPACT HISTORIC NEIGHBORHOODS / AREA
    - ✓ ONE NEW PILOT EVALUATED
      - No pilots were identified to evaluate historic neighborhoods.
      - DIY candidates evaluated but lack of market or plan a concern.

## PRIMARY OBJECTIVES

- **COMMUNITY BASED STRATEGIC PLANNING** (*LAND BANK / COMMUNITY FOCUS*)
  - ✓ PROMOTE REPLICATION OF STRATEGIES / TACTICS
    - RELATIONSHIPS ESTABLISHED WITH COMMUNITY DEVELOPMENT ORGANIZATIONS HAVE AND WILL FACILITATE THE REPLICATION OF SUCCESSFUL STRATEGIES AND TACTICS. POTENTIAL SECOND AND THIRD THRIVING NEIGHBORHOODS AREAS ARE IN EARLY DISCUSSION.
  
- **FORECLOSURE PROPERTY UTILITY BILL AND TAX BILLING**

(*Tax foreclosed properties often continue to receive delinquent notices for taxes*)

  - ✓ WORK WITH PROVIDERS TO ELIMINATE THIS TIME CONSUMING ISSUE
    - SUPPORTED BY LAND BANK REPORTS TO THE VARIOUS ENTITIES RESPONSIBLE FOR THESE CHARGES PROGRESS HAS BEEN MADE, BUT THE ISSUE REMAINS A TIME CONSUMING PROBLEM THAT WILL REQUIRE CONTINUED VIGILANCE AND PROCESS IMPROVEMENTS TO RESOLVE.

- **IDENTIFY HOW PROGRAMS CAN BE LEVERAGED TO IMPROVE IMPACT.**
  - ✓ IDENTIFY PARTNERING OPPORTUNITIES
    - ABLE, CITYWIDE , MVRPC, DABR, REBUILDING TOGETHER, LENDERS, UTILITY COMPANIES, FIVE RIVERS, DAYTON PREMIER MANAGEMENT
  - ✓ DEVELOP A MODEL AGREEMENT
    - MODEL THRIVING NEIGHBORHOODS AGREEMENT COMPLETE
  - ✓ EXECUTE INFORMAL / FORMAL PARTNERING ARRANGEMENTS
    - INFORMAL AGREEMENTS UTILIZED WHERE RESOURCE COMMITMENT IS NOT MANDATORY / SIGNIFICANT OR FIDUCIARY RESPONSIBILITY NOT ASSIGNED. FORMAL THRIVING NEIGHBORHOODS AGREEMENT DRAFT COMPLETED.
  
- **PROVIDE GREATER SUPPORT TO DISADVANTAGED POPULATION GROUP.**
  - ✓ IDENTIFY 1 NEW PARTNERING OPPORTUNITY
    - ABLE AND REBUILDING TOGETHER SERVE SENIOR CITIZENS
  - ✓ DEVELOP A MODEL
    - PART OF THRIVING NEIGHBORHOODS

## Business Objectives

- **OPERATIONS**
  - **REVIEW ORGANIZATIONAL AUTHORITIES**
    - ✓ MAKE ANNUAL ADJUSTMENTS
      - COMMERCIAL ACQUISITION PROGRAM BUDGET AND AUTHORITY
  
- **FINANCIAL**
  - **REVENUES**
    - ✓ GENERATE PROGRAM “NET” INCOME ACCORDING TO BUDGET
      - TFAP: BUDGET \$36,600 / ACTUAL \$50,700
      - LAND BANKING: BUDGET \$3,400 / ACTUAL \$3,400
      - DIY: BUDGET (\$75,100) / ACTUAL \$30,500
      - COMMERCIAL: BUDGET (\$20,600) / ACTUAL \$19,700
      - PINEVIEW REMODEL: BUDGET (\$23,270) / ACTUAL (\$30,740)
      - LOAN: BUDGET \$1,000/ ACTUAL \$0
  
  - **MANAGE PROGRAM FINANCIAL RISK**
    - ✓ MANAGE PROGRAM TO BUDGET
      - TFAP NO MORE THAN 5 TRANSFER FAILURES (DEMOLITIONS)
        - 0
      - DIY NO MORE THAN 2 TRANSFER FAILURES
        - 2 FAILURES RE-DIRECTED TO NIP

- **MARKETING**
  - **INCREASE MARKET AND BRAND AWARENESS**
    - ✓ IMPLEMENT THE COMMUNICATION PLAN
      - ANNUAL FINANCIAL AND PROGRESS REPORT
      - FACEBOOK: FAST FACT FRIDAY, TRANSFORMATION TUESDAY
      - REVEAL EVENT, ZONING AND PLANNING WORKSHOP BOOTH
      - PRESENTATIONS, NEWSLETTER DEVELOPMENT

SUMMARY: ALTHOUGH MUCH WAS ACCOMPLISHED, THE COMMUNICATIONS PLAN WAS NOT FULLY EXECUTED AS A RESULT OF A LOSS IN PERSONNEL.

## PROGRAM OBJECTIVES

- **EVALUATE PROGRAMS EFFECTIVENESS**
  - MEASURE QUANTITATIVE AND QUALITATIVE EFFECTIVENESS
    - ✓ DIY: 24 PROPERTIES TRANSFERRED
      - 25 DIY CONTRACTS EXECUTED
        - 12 DEEDS DELIVERED
      - 3 REALTOR SALES
        - 3 DEEDS DELIVERED
    - ✓ TFAP:40 PROPERTIES PROCESSED
      - 47 TRANSFERRED
      - 29 APPLICATIONS PROCESSED (5 MONTH SUSPENSION)
      - 2 FORFEITURES PROCESSED
    - ✓ LAND BANKING: MAINTAIN CURRENT AGREEMENTS / 0 NEW AGREEMENTS
      - NO NEW AGREEMENTS
    - ✓ PLANNING GRANT: 4 NEW GRANTS
      - 0 NEW GRANTS SUBMITTED
    - ✓ COMMUNITY LOANS: 2 NEW LOANS
      - 0 LOANS REQUESTED
    - ✓ PINE VIEW PILOT PROJECT EVALUATION
      - 1 RENOVATION COMPLETE
        - SALES PRICE: BUDGET \$40K / ACTUAL; \$52,900
          - PER SQ. FT.: BUDGET \$46 / ACTUAL \$61
        - IMPROVEMENT & ACQUISITION
          - BUDGET \$62,265 / ACTUAL \$83,640
      - NEW PARTICIPANTS AND RESOURCE COMMITMENTS
      - LOAN PRODUCTS, NEIGHBORHOOD EVENT

- ✓ COMMERCIAL REDEVELOPMENT: 2 PROJECTS
  - 5 PROJECTS
    - MATRIX 1 AND 2, NORTH MAIN, WEST FIFTH, ARCADE  
AMENDMENT TRANSFER COMPLETE
- ✓ COMMERCIAL ACQUISITION PILOT / HONEYWELL
  - INVESTMENTS
    - MINIMUM IMPROVEMENT \$120K ROOF REPAIR
    - EQUIPMENT MOVE
  - REAL ESTATE TAX RETURN
  - ECONOMIC DEVELOPMENT:
    - NEW COMPANY TO AREA / COUPLE OF JOBS
  - REVENUES & EXPENSES
    - LOSS ANTICIPATED
- ✓ MISC.
  - NCST
    - 10 PROPERTIES TARGETED DEMOLITION PAID
- **IMPLEMENT NIP**
  - ✓ COMPLETE THE ACQUISITION, REMEDIATION PROPERTIES ACCORDING TO SCHEDULE
  - ✓ MEET NIP MILESTONES
    - 2018 GOAL OF 75% BILLED WAS ACHIEVED NOV.
      - \$7.1M BILLED IN 2018
      - 408 UNITS
      - 131 PROPERTIES TRANSFERRED
        - \$132,500 ADDED TO GRANT
  - ✓ MANAGE MCLRC CASH FLOW TO LOAN AMOUNT
    - Maintained a healthy cash balance and flow
    - Reduced the Line of Credit (\$100K)
    - Eliminated \$18,000 in NIP services expenses.
  - ✓ RECAPTURE PROGRAM UNALLOWABLE COSTS
    - \$527,000 RE-BILLED FROM INCEPTION

### **Additional Accomplishments**

- Clean audit report with Ohio Auditor of State Award.
- Investment Policy
- Freedom of Information and Back Data Policy