



**BOARD OF COUNTY COMMISSIONERS
WARREN COUNTY, OHIO**

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***TOM GROSSMANN
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**BOARD OF COUNTY COMMISSIONERS
WARREN COUNTY, OHIO**

MINUTES: Regular Session – October 12, 2017

**Traveling Meeting held at the Deerfield Township Administration Building,
4900 Parkway Drive, Suite 180, Deerfield Township, Ohio**

The Board met in regular session pursuant to adjournment of the October 3, 2017, meeting.

Tom Grossmann – present

Shannon Jones – present

David G. Young – absent

Tina Osborne, Clerk – present

Minutes of the October 3, 2017 meeting were read and approved.

- 17-1579 A resolution was adopted to hire Brian Beaudry as Economic Development Specialist within the Warren County Economic Development Department. Vote: Unanimous
- 17-1580 A resolution was adopted to authorize the posting of the “Data Technician II” position within the Telecommunications Department, in accordance with Warren County Personnel Policy Manual, Section 2.02(a). Vote: Unanimous
- 17-1581 A resolution was adopted to approve end of 365-day probationary period and approve a pay increase for Ryan Powell, Meter Reader I within the Warren County Water and Sewer Department. Vote: Unanimous
- 17-1582 A resolution was adopted to approve end of 365-day probationary period and approve a pay increase for David Wood, LEPC/Grants Coordinator within the Warren County Department of Emergency Services. Vote: Unanimous
- 17-1583 A resolution was adopted to designate Family and Medical Leave of Absence to Sarah Smith, Eligibility Referral Specialist II, within the Department of Job and Family Services, Human Services Division. Vote: Unanimous

- 17-1584 A resolution was adopted to designate Family and Medical Leave of Absence to Johanne Hairston, Eligibility Referral Specialist II, within the Department of Job and Family Services, Human Services Division. Vote: Unanimous
- 17-1585 A resolution was adopted to designate Family and Medical Leave of Absence to Wesley Baker, Service Worker II, within the Department of Facilities Management. Vote: Unanimous
- 17-1586 A resolution was adopted to designate Family and Medical Leave of Absence to Tom Maloney, Building and Electrical Supervisor, within the Building and Zoning Department. Vote: Unanimous
- 17-1587 A resolution was adopted to designate Family and Medical Leave of Absence to Ronald Sempsrott, Building and Electrical Inspector III, within the Building and Zoning Department. Vote: Unanimous
- 17-1588 A resolution was adopted to designate Family and Medical Leave of Absence to Laura Gray, System Data Manager, within the Water and Sewer Department. Vote: Unanimous
- 17-1589 A resolution was adopted to designate Family and Medical Leave of Absence to John McIntosh, Sewer Collections Worker III, within the Water and Sewer Department. Vote: Unanimous
- 17-1590 A resolution was adopted to designate Family and Medical Leave of Absence to Jessica Johnson, Administrative Assistant, within the Telecommunications Department. Vote: Unanimous
- 17-1591 A resolution was adopted to designate Family and Medical Leave of Absence to Rhonda Bernard, Applications Analyst I, within the Telecommunications Department. Vote: Unanimous
- 17-1592 A resolution was adopted to designate Family and Medical Leave of Absence to Glenn McKeehan, Radio Systems Supervisor, within the Telecommunications Department. Vote: Unanimous
- 17-1593 A resolution was adopted to establish alternative meeting schedule for October, November and December 2017. Vote: Unanimous
- 17-1594 A resolution was adopted to authorize County Administrator to sign settlement agreement on behalf of the Warren County Board of Commissioners and Warren County Dispatch Association regarding overtime grievances. Vote: Unanimous
- 17-1595 A resolution was adopted to approve the Warren County Prevention Retention and Contingency Plan for the Warren County Department of Human Services. Vote: Unanimous

- 17-1596 A resolution was adopted to approve and authorize the President of this Board to execute an Annual System Support Agreement with Business Information Systems, Inc (BIS) on behalf of the Warren County Juvenile Court. Vote: Unanimous
- 17-1597 A resolution was adopted to approve emergency repair to the Snider Telecommunications Tower site. Vote: Unanimous
- 17-1598 A resolution was adopted to approve emergency repair/replacement to the Blower #1 at the Lower Little Miami Waste Water Treatment Plant. Vote: Unanimous
- 17-1599 A resolution was adopted to declare an emergency and waive competitive bidding for the immediate replacement of the water heater at the Water Department Striker Rd. Facility. Vote: Unanimous
- 17-1600 A resolution was adopted to approve and authorize the President of the Board to enter into Classroom Training Agreements on behalf of OhioMeansJobs Warren County. Vote: Unanimous
- 17-1601 A resolution was adopted to approve and enter into an adoption assistance agreement with Jerome and Catherine Craver on behalf of Ohio Department of Job and Family Services Children Services Division. Vote: Unanimous
- 17-1602 A resolution was adopted to approve and enter into an adoption assistance agreement with [REDACTED] on behalf of Ohio Department of Job and Family Services Children Services Division. Vote: Unanimous
- 17-1603 A resolution was adopted to approve and enter into an adoption assistance agreement with [REDACTED] on behalf of Ohio Department of Job and Family Services Children Services Division. Vote: Unanimous
- 17-1604 A resolution was adopted to approve and enter into an adoption assistance agreement with [REDACTED] on behalf of Ohio Department of Job and Family Services Children Services Division. Vote: Unanimous
- 17-1605 A resolution was adopted to approve and enter into an adoption assistance agreement with [REDACTED] on behalf of Ohio Department of Job and Family Services Children Services Division. Vote: Unanimous
- 17-1606 A resolution was adopted to enter into an engineering services contract with LJB Inc. on behalf of the Warren County Engineer. Vote: Unanimous
- 17-1607 A resolution was adopted to approve Change Order No. 1 to the contract with Jones Warner Consultants, Inc. for the FY13&16 Pleasant Plain Storm Sewer CDBG Project. Purchase Order No. 22078. Vote: Unanimous
- 17-1608 A resolution was adopted to acknowledge receipt of September 2017 financial statement. Vote: Unanimous

- 17-1609 A resolution was adopted to approve various refunds. Vote: Unanimous
- 17-1610 A resolution was adopted to acknowledge payment of bills. Vote: Unanimous
- 17-1611 A resolution was adopted to approve a subdivision public improvement performance and maintenance security agreement release with Rhein Natorp Development Co., LLC for Long Cove, Phase 6B situated in Deerfield Township. Vote: Unanimous
- 17-1612 A resolution was adopted to approve various record plats. Vote: Unanimous
- 17-1613 A resolution was adopted to approve appropriation decreases within various funds. Vote: Unanimous
- 17-1614 A resolution was adopted to approve repayment of cash advances within the Irwin Simpson Rd. assessment project fund No. 449-3320. Vote: Unanimous
- 17-1615 A resolution was adopted to approve an operational transfer from Commissioners fund #101-1112 into Human Services Fund #203. Vote: Unanimous
- 17-1616 A resolution was adopted to approve supplemental appropriation into Warren County Transit Fund #299. Vote: Unanimous
- 17-1617 A resolution was adopted to approve supplemental appropriations into Property and Casualty Insurance Fund #632. Vote: Unanimous
- 17-1618 A resolution was adopted to approve supplemental appropriation into Coroner Fund #101-2100. Vote: Unanimous
- 17-1619 A resolution was adopted to approve supplemental appropriations into Dog and Kennel Fund #206. Vote: Unanimous
- 17-1620 A resolution was adopted to approve appropriation adjustment from Commissioners General Fund #101-1110 into Juvenile Court Fund #101-1240. Vote: Unanimous
- 17-1621 A resolution was adopted to approve appropriation adjustment from Commissioners General Fund #101-1110 into Records Center & Archives Fund #101-1500. Vote: Unanimous
- 17-1622 A resolution was adopted to approve appropriation adjustment from Commissioners General Fund #101-1110 into Juvenile Detention Fund #101-2600. Vote: Unanimous
- 17-1623 A resolution was adopted to approve appropriation adjustment from Commissioners General Fund #101-1110 into Communications Center – Dispatch Fund #101-2850. Vote: Unanimous

- 17-1624 A resolution was adopted to approve appropriation adjustments from Common Pleas Community Corrections Fund #101-1224 into Common Pleas Court Fund #101-1220. Vote: Unanimous
- 17-1625 A resolution was adopted to approve appropriation adjustment from Juvenile Court Fund #101-2600 into Juvenile Detention Fund #101-1240. Vote: Unanimous
- 17-1626 A resolution was adopted to approve appropriation adjustments within Telecommunications Department Fund #101-2810. Vote: Unanimous
- 17-1627 A resolution was adopted to approve appropriation adjustment within Veterans Fund #101-5210. Vote: Unanimous
- 17-1628 A resolution was adopted to approve appropriation adjustment within Engineer's Fund #202. Vote: Unanimous
- 17-1629 A resolution was adopted to approve appropriation adjustment within the Certificate of Title Administration Fund #250-1260. Vote: Unanimous
- 17-1630 A resolution was adopted to approve appropriation adjustment within County Court Fund #253. Vote: Unanimous
- 17-1631 A resolution was adopted to approve appropriation adjustment within Emergency Services/EMA FUND #264. Vote: Unanimous
- 17-1632 A resolution was adopted to approve an appropriation adjustment within Prosecutor Fund #271. Vote: Unanimous
- 17-1633 A resolution was adopted to approve appropriation adjustments within Sheriff's Office Funds #285 and #286. Vote: Unanimous
- 17-1634 A resolution was adopted to approve appropriation adjustment within Transit Fund #299. Vote: Unanimous
- 17-1635 A resolution was adopted to approve appropriation adjustments within Records Center Fund #101-1500 and Data Processing Fund #101-1401. Vote: Unanimous
- 17-1636 A resolution was adopted to close Pinnacle Lane at the Bethany Road Intersection and reroute Pinnacle Lane traffic through the new Hudson Hills subdivision back to Pinnacle Lane using Hudson Hills Lane and Isleworth Lane. Vote: Unanimous

DISCUSSIONS

On motion, upon unanimous call of the roll, the Board accepted and approved the consent agenda.

Chris Romano, Deerfield Township Trustee, was present along with Eric Reiners, Deerfield Township Administrator, for a work session to update the Board of the great things happening in Deerfield Township.

Mr. Romano stated that the township engaged a company called Market Street Services to launch a strategic planning process to help make the township more prosperous, successful and a vibrant place to live, work and do business. He then presented the attached Deerfield Township Strategic Action Agenda that was the final result of the planning process.

Mr. Romano reviewed the goals used by Market Street Services to create the Agenda, a project overview and stated they are currently working on a gap analysis of where the township is going and what needs to be done in order to get them there.

Mr. Romano stated that based upon community feedback and the results of the Agenda, the next area of growth in the township will be empty nester/luxury style living housing along with the anticipation of an additional 10,000 residents to be added to the community over the next ten years.

Mr. Romano stated the desire to encourage growth in business and also the need to develop a streamlined process to make it easier to open a business in Deerfield Township. He cited the need to collaborate with the County to find a way to accommodate zoning and building permitting, roadway access, and water and sanitary sewer connections without traveling to numerous locations throughout the county.

Due to the desire of Deerfield Township Trustees to bring Landen Deerfield Park up to the same level and quality of amenities available to other parks within the township, the Trustees are partnering with the Warren County Park Board to provide supplemental funding for the park which will allow the Warren County Park Board to focus their spending in other areas. Mr. Romano stated that the township recently paid off a large park improvement bond and has money available to park improvements. He then provided an update on the partnership project between Deerfield Township, the City of Mason, and Warren County to create a handicap accessible "miracle field".

Mr. Romano shared with the Board the desire of the Deerfield Township Trustees to become debt free by 2020 which will allow them to focus their resources towards intentional growth.

Susan Walther, Warren County Children Services Director, was present along with Shawna Barger, Assistant Director, to discuss the urgent need for foster parents within Warren County.

Mrs. Walther reported that there are currently 235 children in the custody of Warren County Children Services and there have been a total of 372 so far this year. She stated that between 2014 – 2017, there has been over a 40% increase in the number of children in the foster care system in Warren County alone, partially due to the heroin epidemic and in Ohio. Seventy percent of the children in the custody of a children service agency under the age of one had a parent who used opiates, including heroin. She stated that Warren County currently has 77 children ages 0 – 2 out of the 235 total.

Mrs. Walther reported that within one year of recovery from opiates, 85% will relapse which has created an increase statewide of children staying in foster care and a system of children who are not leaving foster homes. She stated that the children are the invisible victims of the epidemic.

Mrs. Walther stated that Warren County is struggling to find homes for these children, who are often babies in need of a loving family either temporarily while the parent recovers from the addiction or permanently when the parent's rights have been severed. She stated that we currently have 52 foster homes available through the agency and 51 are foster to adopt homes. She stated that the children being placed have experienced trauma from being exposed to violence, drug use, abuse, and neglect. She then stated the urgent need for foster homes that are willing to work with children as they navigate through what they have been exposed to.

Mr. Walther reported that Warren County is spending \$400,000 per month on foster care, with an overall spend in 2016 of approximately \$5 million with the main cause being the increase in opiate use.

The Board discussed their desire to become involved in the recruitment of foster parents and requested the assistance of local elected officials as well as the local churches.

Chris Romano, Deerfield Township Trustee, stated his willingness to get involved in the recruitment and work with the local pastors in his area to set up a meeting to encourage their involvement in the process.

There was discussion relative to the need to increase the daily rate for foster parents.

Chris Combs, Safe Families/Coalition of Care, stated there are three main reasons why people do not choose to become foster parent:

1. There is a bureaucratic system that can be frustrating
2. Traumatized children = difficult behavior
3. Lack of knowledge—we need to create awareness of the needs of Warren County

Mr. Combs stated his willingness to work with Mr. Romano on setting up a meeting with the local pastors and local elected officials in order to begin aggressively recruiting foster parents.

Shawna Barger, Assistant Children Services Director, provided an update from the Southwest Ohio Regional Prevention Council Child Abuse and Neglect Needs Assessment 2016 report as it relates to Warren County.

Ms. Barger reported the following findings:

- Child poverty, 5 year estimate: Region 20.7%, Warren County 7%
- Kindergarten Readiness Assessment – demonstrating, 2014-2015: Region 38%, Warren County 47%
- Percentage of Households with three or more children, 2010-2014: Region 10.3, Warren County 8.9%
- Children receiving Early Intervention services, 2016: Region 1.8%, Warren County 2%
- Students receiving IEP services per 1000, 2010-2015: Region 144.1, Warren County 119.8
- Neonatal Abstinence Syndrome increased tenfold in Ohio from 2004-2014: from 14 to 134 per 10,000 live births
- Percentage of Births to Mothers who Smoked, 2010-2014: Ohio 13%, Region 11.7%
- The SW Regional has the counties with the highest infant mortality rates in Ohio, 2014
- Youth marijuana use 7th – 12th, 2016: Region 10.3%, Warren County 13.9
- Prescription drug usage w/in 30 days 7th – 12th, 2016: Region 4.8%, Warren County 6.2%
- Truancy per 1000 kids, 2010-2015: Region 10, Warren County 2.8
- Unintentional Drug Overdose Mortality Rate per 100,000, 2010-2015: Region 29, Warren County 15.4 (The Southwest Ohio Region experiences this at higher rates than any other region in Ohio)
- Percentage of Births to Mother w/o 1st Trimester Prenatal Care, 2010-2014: Ohio 29.3%, Region 31%

Neil Tunison, County Engineer, was present along with Kurt Weber, Chief Deputy Engineer, to discuss the closure of Pinnacle Lane in Deerfield Township.

Mr. Weber explained that Pinnacle Lane was extended to give access to Bethany Road until the adjacent property (owned by the Gilberts at the time) was developed. He stated that the property has now been developed into the subdivision Hudson Hills and the Bethany Road access needs to be closed and the traffic rerouted through the new development. He explained that he is working with the homeowners' association to provide adequate notice to the residents.

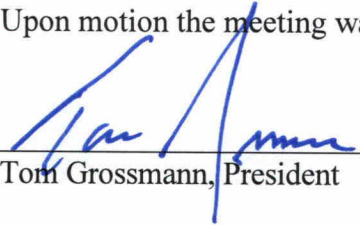
Chris Romano, Deerfield Township Trustee, informed the Board that the residents always knew this would happen and have been questioning when it would occur.

Mr. Weber stated the Engineer's Office will need to monitor the newly created intersection in order to make any needed safety improvement when warranted.

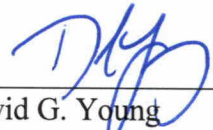
Upon discussion, the Board resolved (Resolution #17-1636) to close Pinnacle Lane at the Bethany Road Intersection and reroute Pinnacle Lane traffic through the new Hudson Hills subdivision back to Pinnacle Lane using Hudson Hills Lane and Isleworth Lane.

Lori Lutts, Deerfield Township resident and candidate for the unexpired Deerfield Township Trustee seat, was present to thank the Board for their encouragement to get involved in the community as well as allow the residents time on the agenda to discuss their concerns regarding the development of a park earlier in the year.

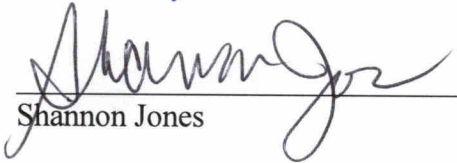
Upon motion the meeting was adjourned.



Tom Grossmann, President




David G. Young



Shannon Jones

I hereby certify that the foregoing is a true and correct copy of the minutes of the meeting of the Board of County Commissioners held on October 12, 2017, in compliance with Section 121.22 O.R.C.



Tina Osborne, Clerk
Board of County Commissioners
Warren County, Ohio

DEERFIELD TOWNSHIP STRATEGIC ACTION AGENDA



Leaders in Deerfield Township have launched a strategic planning process to help make the community a more prosperous, successful, and vibrant place to live, work, and do business. The **Deerfield Township Strategic Action Agenda** will result in a framework for economic development activities that reflects the community's commitment to sustainable and responsible growth for its businesses and residents.

Deerfield has seen a number of positive changes in recent years both in the Township and surrounding communities and the region. New developments, investments in transportation and infrastructure, and employment announcements suggest that the next decade will bring even more changes. Maintaining the high-quality educational assets and quality of life standards that residents have enjoyed will require addressing the changes and challenges that may come with growth.

A diverse Steering Committee comprised of representatives from the public, private, and non-profit sectors will guide this seven-month process and ensure that it lays the foundation that will allow people and businesses to thrive and wealth to accumulate in the community. The community-driven process will include six meetings and conclude in February 2018. The process will include five phases, details of which may be found on the opposite side of this handout.

Market Street Services, a national community and economic development firm based in Atlanta, will help facilitate the strategic planning process. Founded in 1997, Market Street's staff has worked with clients in 34 states and more than 160 communities throughout the country to devise measurable, achievable strategies and determine what is needed from an organizational standpoint to successfully implement those initiatives.

Take the online survey and help shape the Strategic Action Agenda!

Visit **DeerfieldActionAgenda.com** and click on the **Take Our Survey** tab.

The survey is open to anyone who lives or works in Deerfield Township or surrounding areas. Please share the link with your networks! The survey is open through Friday, August 18 at 5 p.m.

PROJECT OVERVIEW

phase one: Stakeholder Engagement

Qualitative input will be an important factor in identifying strategic priorities for Deerfield. Market Street will work with the Township and its partners to engage stakeholders from the community in one-on-one interviews, focus groups, and an online community survey. This input will help identify the community's strengths, weaknesses, opportunities, and challenges.

phase two: Community Assessment

The Community Assessment will provide a detailed examination of Deerfield's competitiveness as a place to live, work, and do business. The Assessment that will weave qualitative feedback from phase one with the quantitative findings into a set of "stories" that provide a concise narrative of the community's opportunities and the challenges it will face as it seeks to become a more prosperous and successful place.

phase three: Economic Development Service Gap Analysis

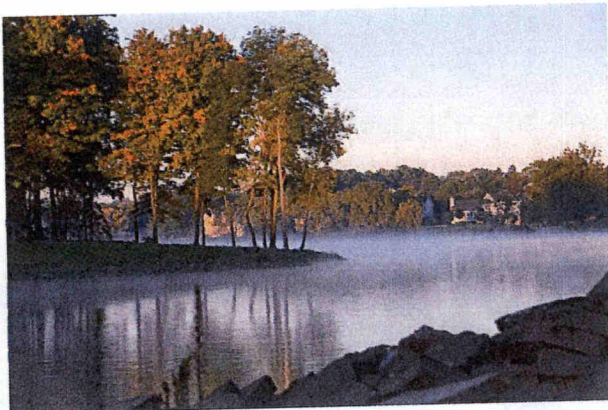
Communities around the country engage in economic development programs designed to increase their competitiveness for talent, jobs, and investment. These "services" are frequently delivered by a network of partners at the local and regional levels. The Economic Development Service Gap Analysis will examine how economic development services are delivered in Deerfield and the surrounding region to determine how the Township can take action to complement existing programs and meet any outstanding community needs. The Analysis will review a wide variety of economic development services, including recruitment and lead generation, project management, lead management, business retention and expansion (BRE), talent development, etc.

phase four: Strategic Action Agenda

The Strategic Action Agenda represents the culmination of all the quantitative and qualitative research findings and strategic implications. The Action Agenda will create a framework for economic development activities in Deerfield Township and will be geared towards addressing challenges and capitalizing on opportunities. The plan will be holistic, actionable, and measurable. Examples of best-practice programs, policies, and initiatives from communities around the country will be included when relevant and appropriate to help form strategic recommendations and their subsequent implementation.

phase five: Implementation Plan

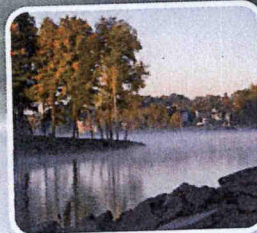
Timely and effective implementation is critical to the ultimate success of the Deerfield Strategic Action Agenda. If the Action Agenda represents what Deerfield leaders need to do to fully realize the community's single vision, the Implementation Plan determines how to do it. The Plan will formalize timelines for phasing in initiatives, identify lead and support implementation entities, determine existing and necessary financial and personnel capacity to drive implementation, propose optimal staffing and governance operations, and confirm performance metrics to track implementation progress and success.



FOR MORE INFORMATION, PLEASE CONTACT:

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**PHASE 2:
DEERFIELD TOWNSHIP
COMMUNITY ASSESSMENT**

Submitted by Market Street Services, Inc.
www.marketstreetservices.com

October 6, 2017

MARKET ST



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STEERING COMMITTEE

Name

Title, Organization

Chris Romano	Trustee, Deerfield Township (co-chair)
Scott Jones	Partner, Graydon (co-chair)
Eric Reiners	Administrator, Deerfield Township
Eric Hansen	City Manager, City of Mason
Sherry Taylor	President/CEO, Mason Deerfield Chamber
Tim Ackermann	Superintendent, Kings Local School District
Dr. Gail Kist-Kline	Superintendent, Mason City Schools District
Jim Childress	Property Manager, Deerfield Towne Center
Ryan Silverman	Vice President, Silverman and Company, Inc.
Meredith Raffel	Executive Director, Arts Alliance
Scott Csendes	Senior Vice President, KZF Architects
Ken Natorp	CEO, Natorp's
Tim Schmalz	Vice President, Anthem
John Kramer	Chief Operating Officer, Apex
Montrail Tavernier	Worldwide Quality Assurance, P&G
Matt Starr	Director of Development, Crawford Hoying
Richard Hagalge	Partner, Terra Firma
Randy Kuvin	President/Managing Partner, Flagel Huber Flagel
Tom Daskalakis	Chief Administrative Officer, UC Health/West Chester Hospital
George Sehi	Executive Director, Warren County Educational Service Center
Scott Markland	Vice President, Sinclair College
Michael Hogan	General Manager, Marriott/Pyramid Hotels
Jason Skidmore	CEO, Vernovis
Jonathan Cooper	Chief Innovation Officer, Mason City Schools District



PROCESS OVERVIEW

The five-phase research and strategic planning process will last approximately seven months, concluding in February 2018. A diverse Steering Committee comprised of representatives from the public, private, and non-profit sectors will guide the process and ensure that it lays the foundation that will allow people and businesses to thrive and wealth to accumulate in the community.

Phase 1: Stakeholder Engagement

The first phase of the process involved reaching out to as many stakeholders as possible in Deerfield Township and its surroundings. Public input included focus groups, one-on-one interviews, and online survey that received 785 responses. The qualitative feedback gathered through these methods is a vital component that will be used to inform subsequent phases in identifying strategic priorities for Deerfield Township.

Phase 2: Community Assessment

This Community Assessment provides a detailed examination of Deerfield's competitiveness as a place to live, work, visit, and do business. During this phase, Market Street conducted original research, incorporated previous and ongoing research and strategic efforts to complement input from the Stakeholder Engagement phase. This report synthesizes key findings from the quantitative and qualitative analysis to frame the discussion around the key "stories" that define Deerfield as a destination of choice – encompassing competitive strengths, challenges, and opportunities.

Phase 3: Economic Development Service Gap Analysis

This phase will examine the landscape of economic development service delivery throughout Warren County and the broader region to determine where Deerfield Township's efforts can best complement existing partner programs and meet needs specific to the Township that don't currently have dedicated resources. The Analysis will review a wide variety of economic development services, including recruitment and lead generation; project management/lead management; business retention and expansion (BRE); small business support; talent development, attraction, and retention; and other services and programs as appropriate.

Phase 4: Deerfield Strategic Action Agenda

Informed by the first three phases, the Strategic Action Agenda will serve as the blueprint for developing Deerfield's economic development program. It will provide the Township with tactical, measurable, and actionable details as well as best practices.

Phase 5: Implementation Plan

While the Action Agenda represents "what" Deerfield Township needs to do, the Implementation Plan determines "how" it will be accomplished. The Plan will serve as the "road map" for putting the Action Agenda into motion by outlining the activities of the action plan's objectives on a daily, monthly, and yearly basis.



COMMUNITY ASSESSMENT

This Assessment examines the competitive issues facing Deerfield Township by evaluating them through the prism of what Market Street believes to be the three critical aspects of a community: its people, their prosperity, and the quality of the place. Findings related to these key attributes are incorporated into a narrative consisting of four key stories that help explain the community's current realities, key successes, and remaining challenges. The stories in this Assessment emerged from public input provided by people who live and/or work in or around Deerfield Township as well as in-depth analysis of data covering demographic, socioeconomic, economic, and quality of life trends within the community. Collectively, they help take stock of conditions in the community as they presently exist and identify initial areas that may warrant strategic attention.

FOCUS GROUPS AND INTERVIEWS: A thorough assessment of a community's strengths, weaknesses, opportunities, and challenges must be informed by input from the people that live and work in the area. Accordingly, a series of focus groups and interviews with businesses and community leaders was conducted in August 2017.

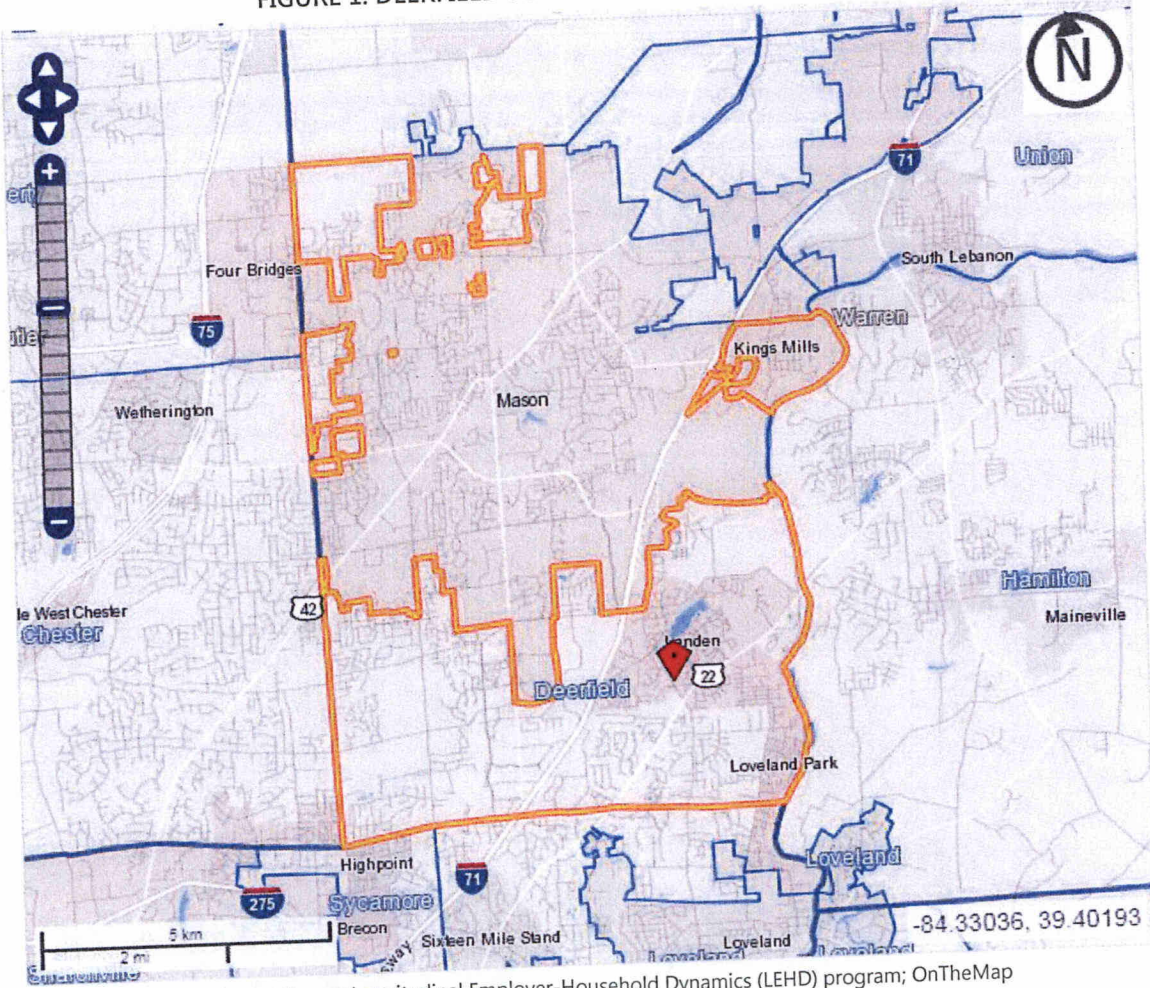
The input gathered during these discussions and the Online Survey (see below) has been summarized and incorporated into this Assessment when relevant and appropriate, and is **differentiated throughout the report by blue text**.

ONLINE SURVEY: In addition to in-person input solicited via focus groups and interviews, an online survey was open to the public for approximately eight weeks from July to August 2017. A total of 785 respondents participated in the survey to help ensure that this Assessment and forthcoming Strategic Action Agenda are well-informed and mindful of the needs, wants, and opinions of residents, workers, and businesses in Deerfield. Survey results are summarized in Appendix B of this report.

ASSESSMENT GEOGRAPHY AND DATA SOURCES

Deerfield Township is located in the northeast quadrant of the Cincinnati metro area. The Township covered a wide swath of land in southwest Warren County when it was first organized in 1803. Since that time, its footprint has been reduced as portions have become part of other townships or jurisdictions. The most important change in recent years has involved the growth of the City of Mason. Mason was incorporated as a village in 1840 but did not become a city until 1971. In 1997, the City of Mason withdrew from Deerfield Township.¹ Since that time, it has on multiple occasions annexed portions of Deerfield Township into the city limits. Due to these recent changes, Deerfield Township now consists of multiple non-contiguous blocks of land that border or are completely within the City of Mason. These boundaries are shown in Figure 1.

FIGURE 1: DEERFIELD TOWNSHIP BOUNDARIES, 2017



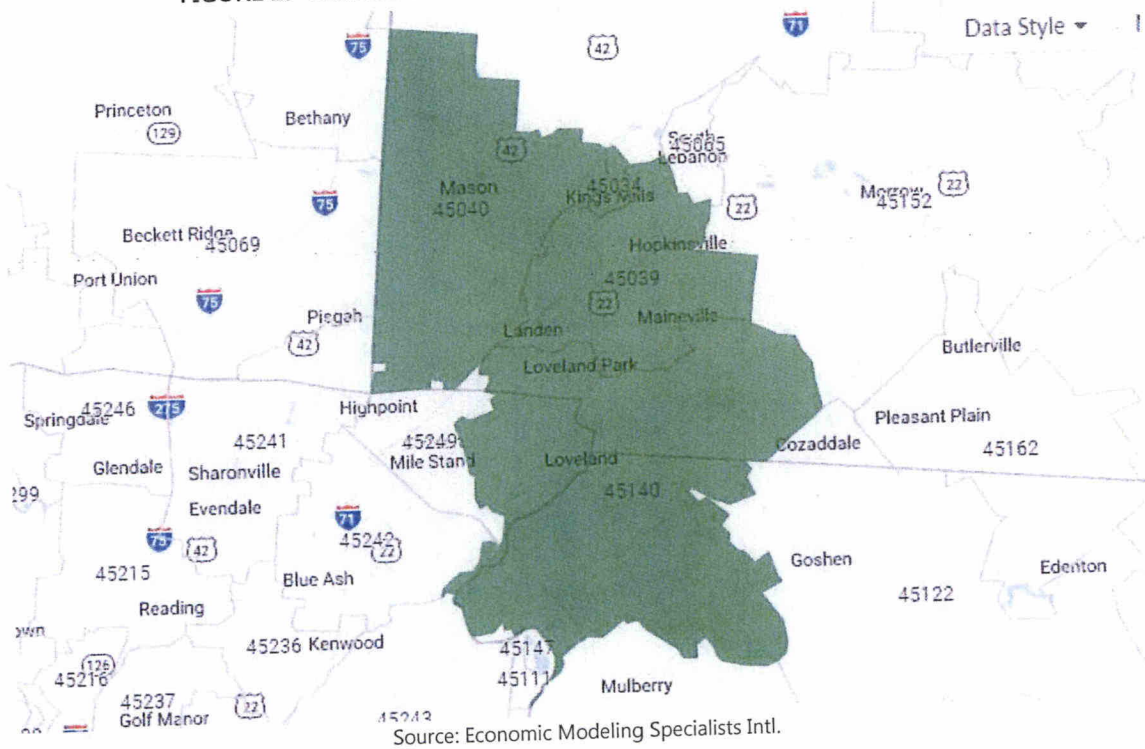
U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program; OnTheMap

Given these geographical changes, the Market Street team began this research phase with a careful review of issues of geography and data integrity. For many data indicators, the U.S. Census Bureau provides five-year estimates for Deerfield Township through its American Community Survey program. These estimates utilize the Township's formal boundary. Many other data indicators, however, are not available at the sub-county level. These include data from sources such as the Bureau of Labor Statistics (BLS), the Bureau of Economic Analysis (BEA), and the Internal Revenue Service (IRS). For these data indicators, Market Street analyzed data for Warren County.

For economic data, including estimates of employment, wages, etc., Market Street utilized proprietary data from Economic Modeling Specialists, Intl. (EMSI). EMSI data is available at the sub-county level by ZIP Code. Unfortunately, the ZIP Codes covering Deerfield Township do not conform well to Township boundaries. This analysis examines economic data from an aggregation of four ZIP Codes: 45034, 45039, 45040, and 45140. In addition to encompassing virtually all of Deerfield Township proper, these ZIP codes also provide insight

into the economic activity occurring along the Interstate 71 corridor northeast of Cincinnati. The aggregation of these ZIP Codes is referred to throughout the report as the "Greater Mason Deerfield" area.

FIGURE 2: "GREATER MASON DEERFIELD" ZIP CODE AGGREGATION



It is important to note that while this is an evaluation of Deerfield Township's competitiveness, the Township itself exists within a large region, in this case the 15-county, three-state Cincinnati Metropolitan Statistical Area (MSA). State and national trends will also be considered when relevant. Not all comparison geographies will be utilized for every indicator, but appropriate context for Deerfield's performance will be provided throughout the report. When discussing data indicators throughout this Assessment, Market Street will clearly identify the geography they cover.



Story Overview

Without a doubt, Deerfield Township is a highly successful community. This Assessment examined a range of demographic, economic, and socioeconomic data indicators; taken together, they reveal that Deerfield is in a position that would be the envy of most small jurisdictions around the country. The Township has exhibited strong population growth, has a highly educated workforce with favorable age dynamics, and is positioned within a major job center within the Cincinnati region. Relative to many communities, Deerfield Township is a place with almost no major concerns about the short- or long-term prosperity of its residents and businesses.

But even the most successful communities must never stop striving to improve. Deerfield Township's leaders clearly understand this, and the fact that they have undertaken this strategic planning process demonstrates that the community is committed to sustaining its success for decades to come. Research and public input reveals that if the community is to maintain its current competitive position – or improve upon it – it ensure that it remains as attractive to top talent and employers in the future as it has been in the past. To do so, the community must proactively address several potential threats even as it celebrates its successes.

Findings from this Assessment are incorporated into four key stories. These stories discuss key strengths and assets as well as potential challenges and threats that partners in the community should consider addressing through this strategic planning process and beyond. The stories are comprised of themes that emerged not only from in-depth data analysis, but also from stakeholder input provided by residents, workers, business representatives, and community leaders from in and around Deerfield Township. The four stories are:

1. An Educated, Young, and Prosperous Community
2. A "Destination of Choice" Reliant on the Cincinnati Region for Talent
3. Quality of Life and Place: Adapting to Shifting Preferences
4. A Corporate Hub with Additional Opportunities for Growth

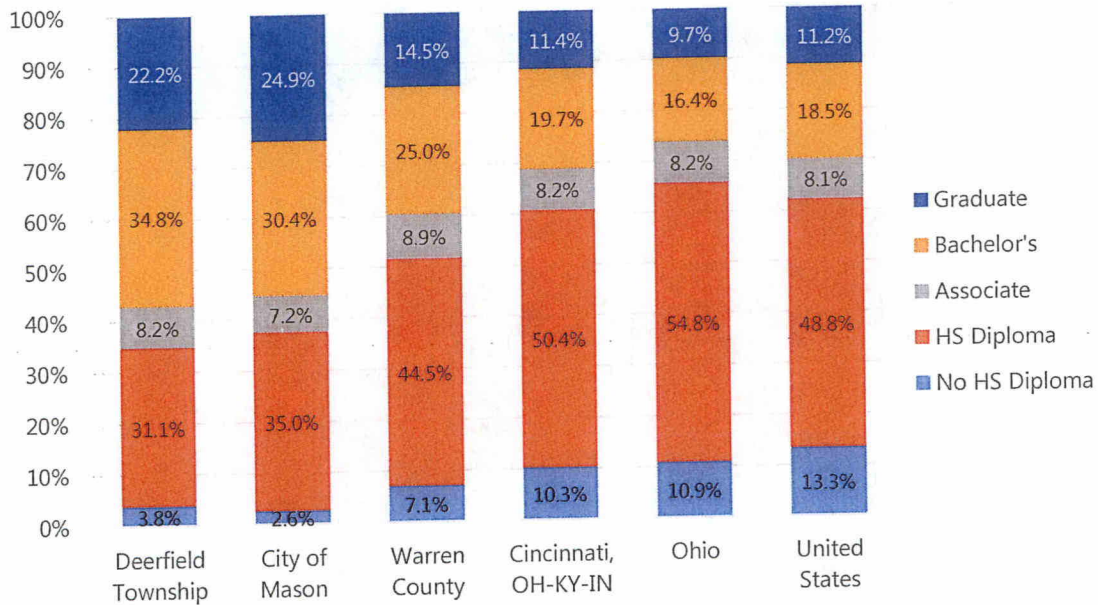


1. An Educated and Prosperous Community

A new adage has taken hold in community and economic development: “business follows talent.” In an increasingly competitive, knowledge-based world, companies now rate access to a skilled workforce as a top factor driving site selection decisions. For 31 years, *Area Development Magazine* has asked business executives about the most important considerations that influence their company’s location decisions, and in the most recent version published in February 2017, 89.8 percent of respondents ranked the “availability of skilled labor,” as important or very important. It ranked second among the top site selection factors, coming in ahead of occupancy or construction costs, state and local incentives, and corporate tax rates.² Many skilled and educated workers now decide where to live based on factors such as quality of life as opposed to moving somewhere for a job. Accordingly, communities all over the country are adjusting their community and economic development priorities. Fortunately, Deerfield Township is exceptionally well positioned when it comes to talent, with a highly educated and relatively young population, and excellent public schools.

Educational attainment is frequently used as a “topline” data indicator to measure of talent. As shown in Figure 3, 57.0 percent of Deerfield Township residents aged 25 and over have obtained a bachelor’s degree or higher, with 22.2 percent holding a graduate or professional degree. **This places Deerfield Township among the most educated places in the country.** Nationwide, there are 1,184 Census Designated Places (including cities, towns, etc.) with populations of adults aged 25 and over between 20,000 and 80,000. This captures many of the nation’s most prosperous and dynamic suburban communities in major metropolitan areas. Among them Deerfield ranks 108th – within the top 10 percent (or 90th percentile) – for bachelor’s degree attainment. There are just two Census Designated Places in Ohio in this size range with higher bachelor’s attainment levels – Dublin and Upper Arlington, both of which are suburbs of Columbus. Overall, Deerfield’s bachelor’s and graduate degree attainment rates exceed the national average by 27.3 percentage points and 11.0 percentage points, respectively. Moreover, Deerfield Township is outpacing the United States in terms of gains in bachelor’s degree attainment. Between 2010 and 2015, the share of adults aged 25 and older holding a bachelor’s degree increased by 3.7 percentage points in the Township compared to just 1.8 percentage points nationwide. On the other end of the educational attainment spectrum, just 3.8 percent of adult residents in Deerfield do not have a high school diploma, a significantly lower figure relative to regional (10.3 percent), state (10.9 percent), and national averages (13.3 percent). Only the City of Mason (2.6 percent) had a lower rate.

FIGURE 3: EDUCATIONAL ATTAINMENT, 2015



Source: U.S. Census Bureau

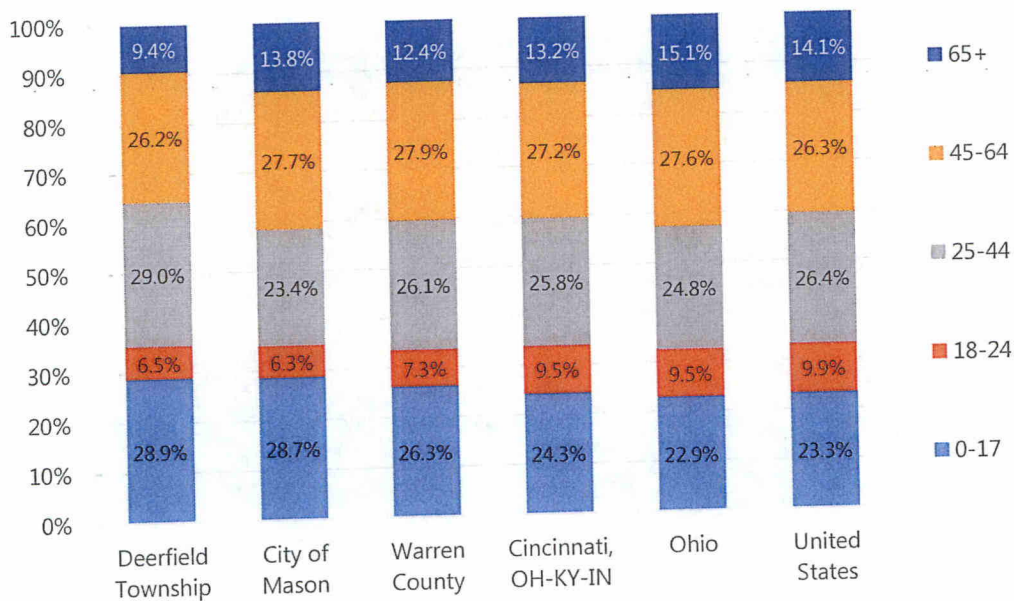
Deerfield Township's age dynamics are also highly favorable. In the United States, the proportion of residents aged 25 to 44 is roughly equal to the proportion aged 45 to 64 – both make up slightly more than 26 percent of the population. Nationwide, there are just enough individuals in the younger cohort to “replace” those older workers who will retire over the course of the next two decades. And this figure is just an average; many communities face significant threats from impending retirements because they do not have enough young people. As shown in Figure 4, this is not a concern in Deerfield Township, where the 25 to 44 age group makes up 29.0 percent of the population – 2.8 percentage points more than the 45 to 64 age group. No other comparison geography has favorable age dynamics like Deerfield Township – the City of Mason, Warren County, the Cincinnati MSA, and the state of Ohio all have more residents aged 45 to 64 than residents aged 25 to 44.³ But while the Township finds itself in a competitive position with respect to the age dynamics of its resident workforce, it is important to acknowledge that employers located in Deerfield draw from a much larger labor shed, one that more closely approximates the Cincinnati metro area. And as previously indicated, the larger region is facing disadvantageous age dynamics. So although the Township's residents are relatively young, the demographics of the larger regional workforce could pose a threat to the Township's prospects when competing for corporate relocations or expansions that are also considering other metropolitan regions in the country with more favorable regional workforce dynamics.

Fortunately, younger residents in Deerfield Township and the larger Cincinnati region are far more educated as a group than their older counterparts. Roughly 54 percent of Township residents between the ages of 45 and 64 have obtained at least a bachelor's degree or higher; among residents aged 25 to 44, this figure is approximately 66 percent. A similar dynamic exists throughout the Cincinnati region (39.6 percent of those



aged 25-44 vs. 27.8 percent of those aged 45-64), and to a much lesser extent, the United States as a whole. Collectively, these trends foretell a Township and metropolitan region that are likely to see educational attainment rates rise faster than the national average in the years to come as older, less educated residents age out of the workforce and are replaced by more highly educated, younger counterparts. Overall, Deerfield Township residents between the ages of 25 and 44 are almost twice as likely to hold a bachelor's degree or higher relative to the same age group nationwide.

AGE DISTRIBUTION, 2015



Source: U.S. Census Bureau

When asked to discuss Deerfield Township's greatest strengths, public input participants frequently discussed another issue related to talent: the community's public PK-12 school districts. The Township's boundary does not match up with that of a single school district; instead residents attend schools in one of three districts, each of which also enrolls students who live outside the Township. Among the three districts, most children in Deerfield Township are enrolled in either Kings Local Schools or Mason City Schools, with a much smaller attending Princeton City Schools. Given these enrollment patterns, this Assessment focuses primarily on Kings and Mason City schools.

Stakeholders said they viewed the community's public schools as some of the finest in the state, and this assertion is supported by data. The Ohio Department of Education maintains a Performance Index Ranking, which ranks all public school systems in the state based on standardized test performance at various grade levels. Out of 881 districts in Ohio, Mason City ranked 13th and Kings ranked 79th in the most recent ranking from 2013-14, both finishing in the top 10 percent. As shown in Figure 6, students in both Kings and Mason City schools pass standardized tests at much higher rates relative to the state average. This holds true in third, eighth, and 11th grade.



FIGURE 6: PERCENTAGE OF STUDENTS PASSING OHIO STATE TESTS, 2016

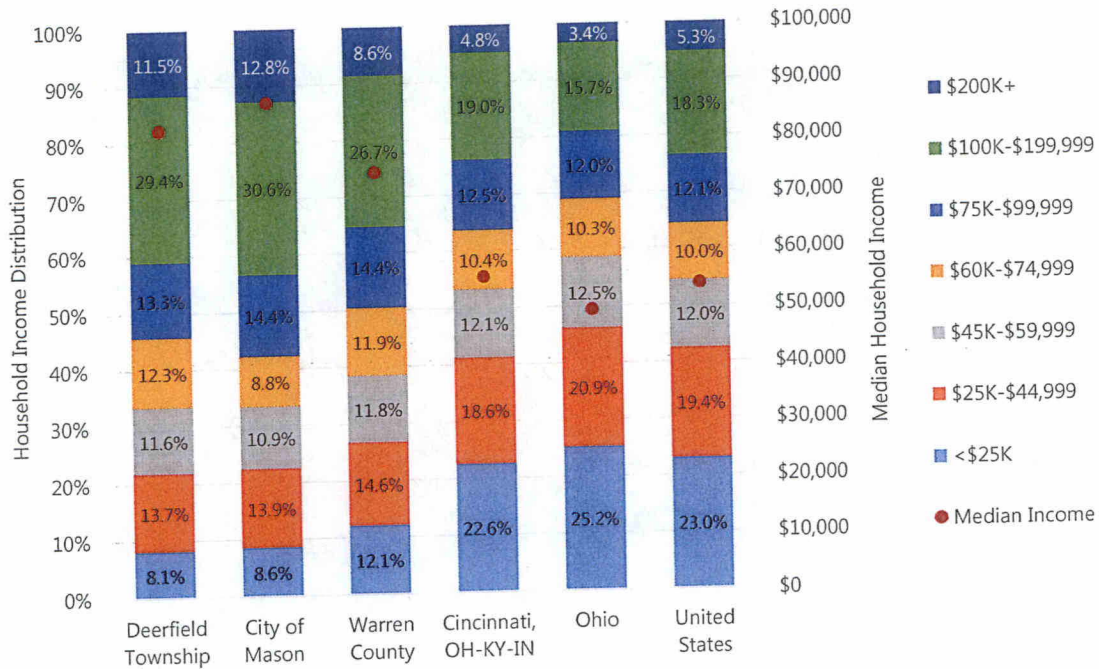
	3rd Grade		8th Grade		11th Grade	
	Reading	Math	Reading	Math	Reading	Math
Kings Local Schools	79.4%	87.0%	56.4%	73.9%	98.0%	96.3%
Mason City Schools	81.6%	89.9%	72.5%	79.8%	99.3%	98.8%
Princeton City Schools	49.5%	62.0%	41.1%	51.0%	94.3%	89.4%
Ohio	54.9%	65.8%	47.5%	52.7%	92.1%	88.0%

Source: Ohio Department of Education

The four-year graduation rates in the local districts are all higher than the state average of 83 percent. Mason City Schools had the highest rate of the three (97.2 percent), followed by Kings Local Schools (94.9 percent) and Princeton City Schools (86.4 percent). Between 2011 and 2015, Princeton City Schools saw the largest gain of the three, 4.7 percentage points, while Kings Local Schools actually experienced a slight decrease over the five-year period of 1.7 percent. Nonetheless, these are very strong numbers, especially compared to many school districts all over the U.S.

One might expect a community with high levels of educational attainment and well-regarded public schools to be a prosperous place, and this is indeed true for Deerfield Township. The median household income in the community is more than \$82,000, significantly higher than the median in the Cincinnati region (roughly \$55,000) and in the United States as a whole (slightly less than \$54,000). As shown in Figure 5, two-thirds of Township households have annual incomes of \$60,000 or higher. The largest income bracket in Deerfield Township is the \$100,000 to \$199,999 range, with 29.4 percent of households falling into this category. The largest household income bracket in the Cincinnati region, state, and nation is the "less than \$25,000" range. Accordingly, it is little surprise that the community's poverty rate is very low. According to Census estimates, just 2.4 percent of all residents and just 1.6 percent of children 17 and under live below the poverty line compared to national averages of 15.5 percent and 21.7 percent.

FIGURE 5: HOUSEHOLD INCOME DISTRIBUTION, 2015



Source: U.S. Census Bureau

Overall, Deerfield Township is in a highly favorable position. As previously discussed, talent is now the most important consideration in economic development, and the community has a highly educated, relatively young workforce and excellent public schools. **Additionally, economic development is ultimately about improving the lives of people by raising levels of prosperity and quality of life. As measured by household income and numerous other metrics, standards of living in Deerfield Township are already quite high. Simply put, the community is not facing the kinds of fundamental challenges that are present in many other places both within the Cincinnati region and around the country.**

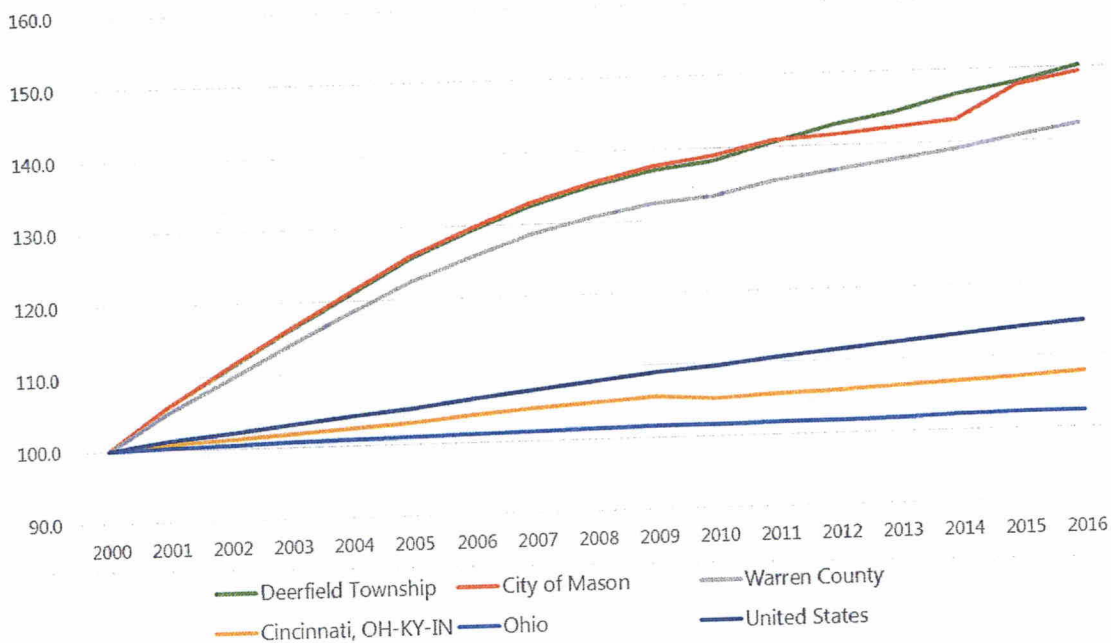
That said, even the most successful communities must proactively work to ensure that the competitive advantages and strong outcomes that they enjoy today will persist into the future. In particular, **a strong workforce is not a permanent asset; it is instead comprised of the workers who live in a community at a given time.** As the next story will show, Deerfield Township has built its strong workforce in recent decades by being a strong attractor of talent. This must continue if the community is to maintain or improve upon its current level of success.



2. A "Destination of Choice" Reliant on the Cincinnati Region for Talent

As discussed in the previous story, Deerfield Township is a highly educated and prosperous place. And in recent decades, it has also been a rapidly growing community. Figure 7 shows growth trends for Deerfield and the comparison communities between 2000 and 2016. It reveals that **during a time period when the Cincinnati region as a whole was experiencing slow growth, many of its northeastern suburbs were booming.** Deerfield, the City of Mason, and Warren County all experienced strong population growth between 2000 and 2016. During this 16-year period, Deerfield Township added 13,123 net new residents, a 50.3 percent increase.

FIGURE 7: POPULATION INDEX, 2000-2016, (2000 = 100)



Source: U.S. Census Bureau

Given this strong population growth and the community's very high educational attainment rates, it stands to reason that many of these in-migrants to Deerfield Township were highly educated people. This is supported by recent data from the Census Bureau. Between 2011 and 2015, an annual average of roughly 2,800 adults moved to Deerfield Township from somewhere outside of Warren County. Of these individuals, nearly 63 percent had obtained at least a bachelor's degree.

While Deerfield Township has clearly been an attractive destination for talent, detailed migration data suggests that it is likely attracting residents primarily from other parts of the Cincinnati and Southwest



Ohio regions. The Internal Revenue Service (IRS) Statistics of Income Program offers insights into “flows” of individuals from one community to another. Unfortunately, this data is not available below the county level, but by examining Warren County’s migration patterns, it is possible to surmise the sources and destinations of individuals entering and leaving many of Cincinnati’s northeastern suburbs. The IRS data is compiled from anonymized tax returns. If a given return moves from one county to another between tax years, the program categorizes that return – and all its associated exemptions – as having migrated between counties. Examining the number of exemptions that move from county to county in a given year can provide a rough estimate of the net flow of actual people from place to place.⁴ As shown in Figure 8, by far the largest net sources of migrants into Warren County are other counties in Southwest Ohio. Between 2011 and 2015, Warren County attracted a net average of more than 1,300 residents per year from Hamilton, Montgomery, Butler, and Green counties, all of which are in the Cincinnati or Dayton metro areas. **By contrast, Warren County attracted a net annual average of just 20 residents per year from Cuyahoga County, OH (Cleveland), the single biggest source of net migrants into the county from outside the Cincinnati and Dayton regions.** In summary, Warren County is gaining population from the Cincinnati and Dayton metropolitan areas, while losing population to fast-growing metropolitan economies across the country, including but not limited to Atlanta, Dallas, Raleigh, Charlotte, Tampa, and Miami. In this regard, it is evident that Warren County (and implicitly, Deerfield Township) is an attractive destination for existing residents within the larger Cincinnati-Dayton metropolitan super-region, but this super-region may not be creating sufficient employment opportunities to retain many of its most educated residents who are choosing to relocate to faster-growing economies that may offer greater opportunities.

FIGURE 8: TOP SOURCES AND DESTINATIONS FOR NET MIGRATION TO AND FROM WARREN COUNTY, 2011-2015

Net In-Migration		Net Out-Migration	
Hamilton County, OH	2,683	Lee County, FL	-156
Montgomery County, OH	2,275	Hillsborough County, FL	-145
Butler County, OH	1,164	Gwinnett County, GA	-136
Greene County, OH	670	Collin County, TX	-116
Cuyahoga County, OH	102	Palm Beach County, FL	-105
Lucas County, OH	86	Wayne County, MI	-91
Highland County, OH	83	Wake County, NC	-90
Marion County, IN	82	Fulton County, GA	-84
Boone County, KY	80	Mecklenburg County, NC	-84
Allen County, OH	77	Orange County, FL	-84
Allegheny County, PA	72	Lake County, IL	-83
		Sarasota County, FL	-80

Source: Internal Revenue Service

And so, this data clearly reveals that while Warren County is a destination of choice for many talented people, its success is also dependent on the Cincinnati region as a whole to develop, retain, and attract top talent. Census data that details the characteristics of in-migrants reveals that people who move to



Warren County tend to be older and have higher incomes than in-migrants to other parts of the region. The data is consistent with stakeholder feedback that Deerfield Township is an attractive community for established, high-income households, particularly those with young children or that are planning to start a family. Nearly 92 percent of online survey respondents agreed or strongly agreed with the statement “Deerfield is an attractive and desirable place to live for families with children.” Input participants who moved to the community frequently cited schools and public safety as top reasons for choosing Deerfield Township. Other reasons included moving closer to family and employment opportunities.

Deerfield Township has clearly been a strong magnet for talent in its recent history. But it must continue to attract talent from other places if it is to maintain its strong workforce and competitive position. Many of the older residents that the community attracted in decades past will soon begin to age out of the workforce and potentially even leave the community to retire. And while public schools in the community tend to be excellent, Deerfield does not have a complete “talent pipeline” – students wishing to attend a four-year college must go elsewhere in the Cincinnati region or beyond. Accordingly, the community must ensure that it remains as attractive and accessible to individuals and families as it has been in the past. And here in lies the challenge facing Deerfield Township in 2017: the location preferences of Generation Y (also known as Millennials) are quite different from those of past generations that have supported Deerfield’s rapid expansion (most notably, the Baby Boom generation).

To that end, one factor to consider is Deerfield Township’s position relative to other “in-demand” suburbs in the Cincinnati and Southwest Ohio regions. Input participants noted that communities such as the cities of Blue Ash and Montgomery and the townships of Liberty and West Chester in Butler County and Washington Township in Montgomery County are also competitive for top talent. As shown in Figure 9, however, Deerfield Township fares well compared to these communities on several key indicators. Deerfield Township’s bachelor’s degree attainment rate is the third-highest among these communities, trailing only the much smaller communities of Blue Ash and Montgomery. Additionally, Deerfield Township has the largest proportion of residents aged 25-34 and experienced strong growth in this age bracket between 2010 and 2015, a time period where Blue Ash and Liberty Township saw a drop in their 25-34 populations.

FIGURE 9: DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS OF SUBURBAN COMMUNITIES IN THE CINCINNATI AND SOUTHWEST OHIO REGIONS, 2011-2015 & 2006-2010

	Deerfield Township	City of Blue Ash	Liberty Township (Butler)	City of Mason	City of Montgomery	Washington Township (Montg.)	West Chester Twp (Butler)
Population 25+	24,344	8,918	22,517	20,570	7,204	41,226	41,873
25+ with a BA or higher	13,876	5,119	11,078	11,355	5,007	21,438	19,513
% 25+ with a BA or higher	57.0%	57.4%	49.2%	55.2%	69.5%	52.0%	46.6%
Median household income	\$82,324	\$70,321	\$102,863	\$86,994	\$104,735	\$69,520	\$79,252
% aged 25-34	12.9%	11.8%	8.6%	9.5%	6.4%	9.6%	12.3%
% chg. 25-34, 2010-2015	12.7%	-11.6%	-12.4%	9.5%	28.1%	5.8%	-0.1%

Source: U.S. Census Bureau



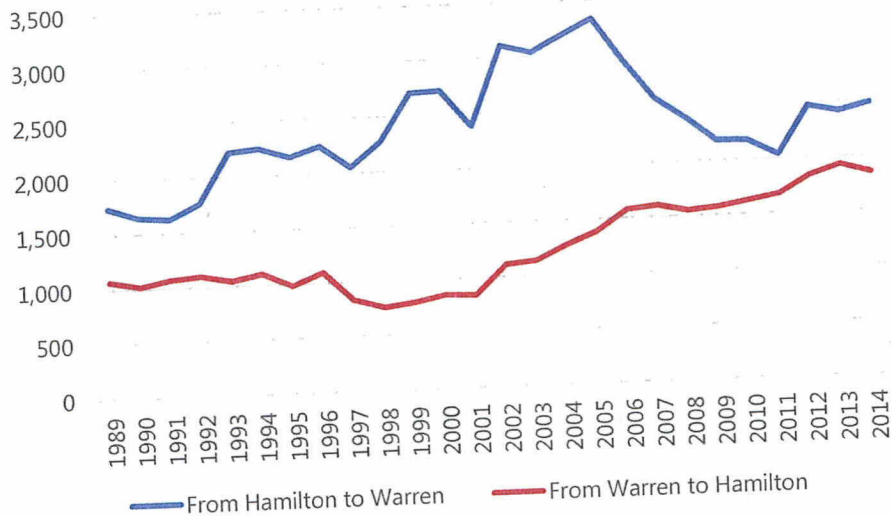
As previously discussed, Deerfield Township and all of the communities in the preceding table are part of a much larger labor shed – the “super-region” that encompasses the Cincinnati and Dayton metro areas. Figure 10 displays bachelor’s degree attainment rates by Census tract for portions of the Cincinnati and Dayton regions as of 2013. Darker shades of green indicate a higher level of attainment and the approximate position of Deerfield Township is marked by the red arrow. Many of the tracts with the highest levels of resident educational attainment are located along the Interstate 71 and 75 corridors northeast of Cincinnati. Deerfield Township is well-positioned within this highly educated “northeast quadrant” of the Cincinnati region. While this location unquestionably makes Deerfield Township and its surroundings an attractive location for businesses, the below map should also underscore the competition that the Township faces for talent.

FIGURE 10: BACHELOR’S DEGREE ATTAINMENT BY CENSUS TRACT, 2009-2013



Another potential issue to monitor is the slowing pace of net migration from Hamilton to Warren County. Figure 11 shows the flows of migrants between the two counties between 1989 and 2014. The blue line represents individuals who moved from Hamilton to Warren while the red line represents individuals who moved from Warren to Hamilton. Between the early 1990s and mid-2000s, the number of people moving from Hamilton to Warren was generally on an upward trajectory, peaking in 2005 at 3,333. But this number declined sharply over the course of the next four years and hit a 20-year low of 2,039 in 2011. It has recovered somewhat since that time but the latest figures from 2014 are nowhere near the peak. Meanwhile, flows from Warren County to Hamilton County – while much smaller overall – have increased in 11 of the 13 years leading up to 2014. Overall between 1989 and 2005, Warren County attracted a net annual average of 1,351 residents from Hamilton. Between 2005 and 2014, it attracted a net annual average of just 721.⁵

FIGURE 11: MIGRATION FLOWS BETWEEN HAMILTON AND WARREN COUNTIES, 1989-2014



Source: Internal Revenue Service, Moody's Analytics

One possible explanation for the slowdown in migration from Hamilton to Warren is the fact that many of the most desirable portions of Warren County – including Deerfield and Mason – are running out of room for new development. As shown in Figure 7, population growth in Deerfield Township, the City of Mason, and Warren County has slowed in recent years relative to the early 2000s. Another possibility is that the Great Recession impacted location decisions for many families. Neither explanation adequately explains the slow but steady increase in out-migration from Warren to Hamilton.⁶ Another factor – the diverging location preferences of certain generations – is a more likely explanation. These changes and their implications for Deerfield's future growth and prosperity are examined in greater detail in the next story.

3. Quality of Life and Place: Adapting to Shifting Preferences

In 2015, the Urban Land Institute surveyed 1,202 adults to determine the types of environments in which they prefer to live and the community attributes with which they wish to surround themselves. The results of the survey reinforced what many have observed in recent years: that population trends around the country are increasingly influenced by the location preferences of Millennials as they age into the workforce, begin starting families, and embark upon homeownership. While the majority of Baby Boomers prefer to live in rural areas and small towns (51 percent), less than one-third of Millennials (32 percent) prefer such an environment. Meanwhile, 37 percent of Millennials prefer to live in cities as compared to just 22 percent of Baby Boomers and 28 percent of Gen X.

FIGURE 12: RESIDENTIAL LOCATION PREFERENCES BY GENERATION (2015)

	Baby Boomers (ages 50-68)	Millennials (ages 18-36)
Desired Residential Location (% who would like to live in a certain community type)		
Rural areas and/or small towns	51%	32%
Suburbs	24%	29%
Cities	22%	37%
Priorities When Choosing a Place to Live (% top or high priority)		
Convenient public transit	29%	39%
Walkability	50%	54%
Space between neighbors	57%	50%
Assessment of Current Community Characteristics (% somewhat or strongly agree)		
Bike lanes are insufficient	46%	54%
Neighborhood lacks outdoor space	31%	43%
Preferences for Specific Community Attributes (% agree)		
Prefer to live in a place where they do not need to use a car often	49%	63%
Prefer to live in a diverse community with a mix of cultures and backgrounds	61%	76%

Source: Urban Land Institute (ULI)

As these preferences have become evident in migration and population trends around the country, many have suggested that Millennials will simply age into similar preferences as Boomers over time. The logic often follows that Millennials have been "slowed down" by the Great Recession and/or are deciding to start families later. It theorizes that Millennials will be equally attracted to lower-density, single-family development patterns that are found outside of cities, along with a desire to seek out stronger public school systems, lower crime neighborhoods, and other attributes that are – in general – more common outside of core cities. By examining the changes in survey results between 2013 and 2015, we can help determine if Millennial location preferences are in fact evolving in this way.



Between 2013 and 2015, the percentage of Millennials that indicated they preferred to live in a suburb surged from 20 percent to 29 percent. But this growth came at the expense of rural areas and small towns rather than cities; the percentage that preferred to live in a city remained constant at 37 percent. And so, **the implications of these survey results are clear: Millennials increasingly prefer urban amenities and access, and are willing to locate in both cities and suburbs that offer these amenities and access. So while there are certainly exceptions, suburbs that offer these attributes will be better positioned for Millennial talent than those that do not.**

According to the America in 2015 survey, Millennials place higher priority on attributes such as walkability and public transit relative to their counterparts from the Baby Boom generation when making residential location decisions. They place less emphasis on physical space between them and their neighbors. When evaluating their current communities, Millennials are more likely to feel that their neighborhoods lack sufficient outdoor spaces and bike infrastructure. And a considerably larger percentage of Millennials prefer to live in culturally diverse communities that do not require a car. These are just a few examples of the types of changing generational preferences that are influencing and will continue to influence the growth and change of metropolitan regions and their individual communities for decades to come. And the implications are clear for Deerfield Township, the Mason-Deerfield area, and the larger Cincinnati region: the attributes, investments, development patterns, and other community characteristics that have supported growth and prosperity in the past may be insufficient or unlikely to appeal to future generations.

Businesses are taking note of these changing preferences as well. In 2014, State Farm announced that it would locate operations centers in three communities – Dunwoody, Georgia (near Atlanta), Richardson, Texas (near Dallas), and Tempe, Arizona (near Phoenix). Combined, these locations will employ many thousands of workers and occupy more than three million square feet of new Class A office space.⁷ All three are located in relatively “mixed-use” suburban environments that are actively working toward becoming even more walkable.⁸ In Dunwoody, State Farm is redeveloping 17 acres of low-density development into an urban, walkable, mixed use campus that conveniently connects its workers to MARTA, the regional transit operator in metro Atlanta. This is just one example of projects all over the country by firms who are proactive about gaining better access to talent while at the same time enhancing quality of life for its workers.

A study of interest is Smart Growth America’s *Core Values: Why American Companies Are Moving Downtown*. Between 2010 and 2015, nearly 500 companies relocated to or expanded in walkable downtowns. According to the report, one of the top reasons companies chose walkable downtowns was to attract and retain talented workers. Many of the companies who participated in interviews to inform the report said that they chose “vibrant, walkable neighborhoods where people want to both live *and* work” and wanted their location to be accessible and convenient.⁹ In metro Atlanta, Coca-Cola, Worldpay, athenahealth, Pulte Group, and NCR are among the companies that have relocated thousands of employees from suburban communities to the region’s urban core. But suburban communities that are able to provide a similar combination of amenities that young talent is seeking – communities such as Dunwoody and neighboring Sandy Springs, home to the new Mercedes-Benz North American Headquarters – are competing successfully and winning in the ever-competitive economic development landscape.



There are numerous factors that influence quality of place and quality of life beyond those discussed in the context of generational preferences, and many of them are subjective. Still, though, they are closely tied to a community's economic prospects, particularly when it comes to talent attraction and retention. The importance of quality of place and quality of life in the context of talent attraction and retention is further evidenced by the "Knight Soul of the Community" report from the John S. James L. Knight Foundation and Gallup. The report was the culmination of three years of research in 26 communities around the country – including Akron, Fort Wayne, Gary, and Lexington in Ohio or its border states – that sought to determine what attaches people to a community. The report defines community attachment as, "an emotional connection to a place that transcends satisfaction, loyalty, and even passion. A community's most attached residents have strong pride in it, a positive outlook on the community's future, and a sense that it is the perfect place for them. They are less likely to want to leave than residents without this emotional connection. They feel a bond to their community that is stronger than just being happy about where they live."

According to the report, three factors stood out in terms of their influence on community attachment:

- ✓ **Social offerings** (such as entertainment options and places to meet people)
- ✓ **Aesthetics** (physical beauty, green spaces, etc.)
- ✓ **Openness** (the ability for all kinds of people to build networks and thrive)

These factors are much more than feel-good sentiments. The report examined the relationship between levels of community attachment and economic growth and entrepreneurship and found a positive relationship. **In other words, places in which residents are attached to their community are more economically successful than those that are not.**

In the online survey, respondents were asked to rate a variety of quality of place factors that influence resident attachment and the Township's attractiveness as a place to live – these results are summarized in the following table. **Residents evaluated community aesthetics favorably – 68 percent indicated that the aesthetics an appearance of the community were above average or excellent – but the results are mixed with regards to social offerings.** Although roughly 70 percent of residents indicated that both shopping and dining opportunities were above average or excellent, just 20 percent evaluated nightlife options for adults favorably (above average or excellent) while just 18 percent evaluated cultural and arts facilities and programs favorably. And although residents are happy with their current shopping and dining opportunities, residents are also eager to support restaurants and retail shops with local flavor to better provide a sense of local culture—one survey respondent noted, "There are many dining choices, but I would much rather give my money to local business owners instead of corporations."

Residents also want a more walkable and bikeable community, with connections from neighborhoods to shopping areas. Input participants expressed a desire to be able to go to lunch, the grocery store, or other local amenities without getting in their cars. The Township requires new developments to include sidewalks and bike trails, but many of these existing pieces of infrastructure are not connected to one another. Nevertheless, this has created a foundation that the Township can build upon to create a network of paths and trails that residents and workers can use to feel more connected and more active. **This is important**



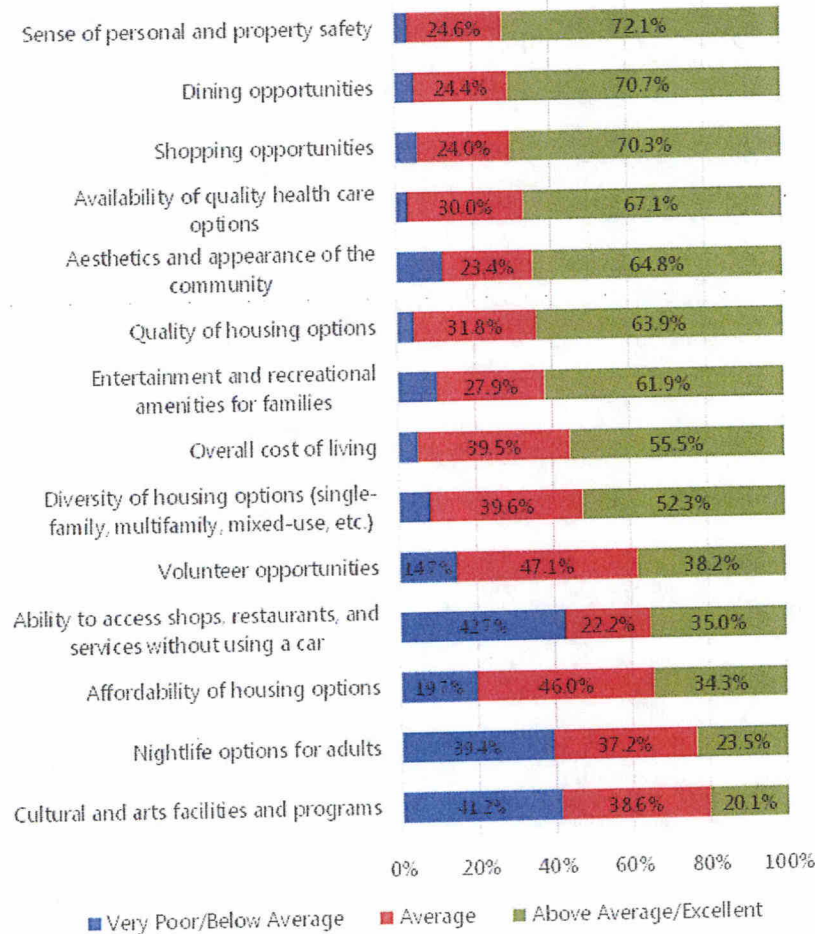
given the fact that, 42 percent of respondents felt that their ability to access shops and restaurants without using a car was below average or poor.

Input participants said the community would benefit from a “destination” or “focal point” that combines a community gathering space with a mix of walkable housing, shops, restaurants, nightlife options, open space, offices, and so on. Stakeholders suggested that such an area could be programmed with events, festivals, farmers markets, and other opportunities for community interaction in a similar fashion as Summit Park in Blue Ash. Additionally, input participants said that this type of development could be well-suited to support locally owned shops and restaurants.

Input participants noted that the Township has an opportunity to create such an environment at the “Kingswood” site. The Township has owned the 110-acre site, most of which was a former golf course, since 2006. It is located along the west side of Interstate 71 north of Irwin Simpson Road. In August 2017, Deerfield Township entered into a letter of intent with Crawford Hoying Development Partners LLC to serve as the master developer for the property. Crawford Hoying intends to create a “heart” for Deerfield Township centered around public spaces, which would make up at least 30 percent of the sites land area.¹⁰ According to input participants and media accounts, the future of the site is a subject of debate.¹¹ **Some stakeholders noted that the type of “focal point” area that many stakeholders want would require a large site and that Deerfield Township has very few large, easily accessible tracts of land available for development or redevelopment. According to these stakeholders, the Kingswood site presents a rare opportunity to make a “game-changing” improvement to the community’s quality of place and attractiveness to talent.** Additionally, input participants with knowledge of local real estate conditions said there are relatively few sites in the area that match Kingswood in terms of sheer size, development readiness, Interstate frontage and access, and proximity to high-income households.¹² Ultimately, many highly successful suburbs around the country are seeking to create walkable, mixed-use activity hubs in order to attract top talent. While specifics can vary, Deerfield Township must do the same if it is to remain competitive. Additionally, walkable, mixed-use centers are valuable not just in terms of attracting top talent; they can also be significant assets for older individuals who wish to age in place. Accordingly, such a development could achieve multiple objectives.

Given the aforementioned lack of large sites, redevelopment will also be an important consideration for Deerfield Township. Successful communities understand that revitalization and redevelopment are essential to continued attractiveness. While new developments are always welcome, successful communities that maintain attractiveness are able to effectively revitalize existing properties to respond to changing market preferences and redevelop those that have reached obsolescence. Land for development is scarce in many communities of Deerfield’s size, and leaders must be thoughtful and intentional in guiding new developments *and* incentivizing redevelopments.

FIGURE 13: SURVEY RESULTS – “PLEASE RATE THE FOLLOWING ASPECTS OF DEERFIELD’S QUALITY OF LIFE, BASED ON YOUR EXPERIENCES WHERE YOU LIVE.”



Source: Market Street Services; Deerfield, Ohio Community Survey (2017)

The survey results also reinforce perceptions communicated in focus groups that Deerfield is an attractive place to raise a family. Entertainment and recreational facilities for families – inclusive of parks and greenspace were evaluated favorably – just one in ten respondents evaluated them as below average or poor. Meanwhile, 72 percent of respondents indicated that their sense of personal and property safety was above average or excellent. This is a positive finding as many communities are plagued by pervasive crime and/or negative perceptions that do not match reality.

And while input participants also viewed cost of living favorably – just five percent felt that it was below average or poor – they are less certain about the affordability of its housing stock (19 percent indicated that it was below average or poor). Less than one third felt that the community’s housing affordability was above average or excellent. In this regard, residents are picking up on a potential threat to the Township’s future



competitiveness for talent, particularly young singles and families: concerns regarding the relative affordability of its housing stock.

Median home sale prices in ZIP code 45040 (\$305,000), a proxy for Deerfield, are significantly higher than in Warren County, Butler County, Hamilton County, and the Cincinnati metro. **Input participants, particularly young professionals, expressed that home prices are relatively high and prevent some young families from moving to the Township, instead opting to move to surrounding communities with lower housing prices.** While the pricing of the Township's housing stock certainly reflects the incomes of those who reside there, there are reasonable concerns that some young singles and families may be unable to find attractive single-family housing options that are affordable to them at a certain stage in their careers. And with companies placing an ever-increasing value on proximity to younger workers, the accessibility and affordability of the region's housing stock to this next generation of workers is paramount to the Township's future competitiveness. And to be certain, Deerfield is not alone in attempts to preserve affordability; **countless urban neighborhoods and suburban communities around the country are battling to remain both attractive and affordable.** When cost of living is compared across selected geographies in the Cincinnati region as shown in Figure 14, Deerfield has the third highest index value for housing, lower than only Turtlecreek and the City of Mason. In terms of affordability, young talent and families may opt to live in communities such as Hamilton, Lebanon, and Loveland Park, to save money on housing while still living in close proximity to the assets and amenities in the northeast suburbs.

FIGURE 14: COST OF LIVING, 2017, 100 = U.S.

	Overall	Grocery	Health	Housing	Utilities	Transport.	Misc.
Turtlecreek	106.0	90.4	95.0	133.0	98.0	98.0	93.0
City of Mason	106.0	90.4	95.0	130.0	98.0	98.0	93.0
Deerfield Township	102.0	90.4	95.0	119.0	98.0	98.0	93.0
Kings Mills	101.0	90.4	95.0	115.0	98.0	98.0	93.0
Lebanon	97.0	90.4	95.0	102.0	98.0	98.0	93.0
Hamilton Township	94.0	90.4	95.0	94.0	98.0	98.0	93.0
Loveland Park	91.0	90.4	95.0	86.0	98.0	98.0	93.0
City of Cincinnati	86.0	100.6	102.0	61.0	91.0	101.0	95.0
Warren County	97.0	90.4	95.0	103.0	98.0	98.0	93.0
Cincinnati, OH-KY-IN	90.0	94.3	98.0	77.0	95.0	99.0	94.0
Ohio	88.0	99.2	98.0	67.0	99.0	100.0	98.0

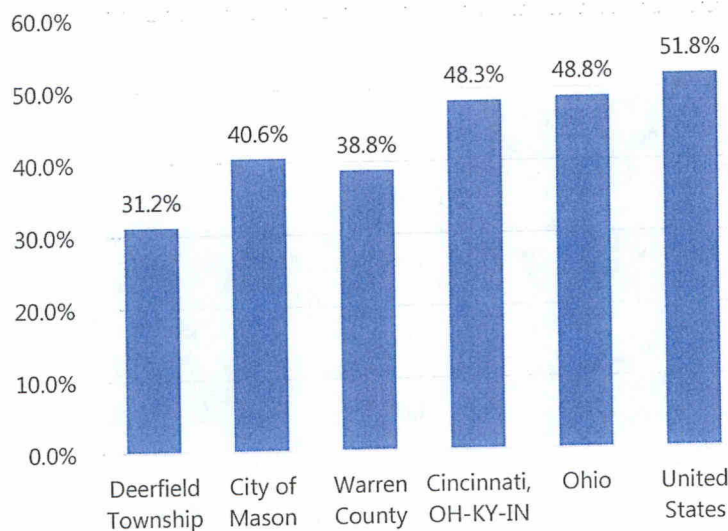
Source: Sperling's Best Practices

Input participants noted that Deerfield Township has seen significant new multifamily development in recent years. While data is not available for Deerfield Township alone, Zillow estimates that the median monthly rent for a multifamily unit in Warren County was \$1,325 – the highest of any county in the region and significantly above the median for the Cincinnati metro (\$1,017).¹³ The estimated median rent was even higher in the City of Mason (\$1,401), suggesting that locations in the County's southwest corner and/or with



access to Mason City Schools may be able to command higher rents. That said, due to high incomes in the area, Deerfield Township has a comparatively lower percentage of residents spending 30 percent or more of their income on rent than the examined geographies. A calculation that takes into account both a community's gross rents and resident income, Figure 15 illustrates that at this time, over two thirds of Deerfield renters can reasonably afford to live in the community's rental housing. That said, **many input participants said they would like to see the community expand its offerings of multifamily housing in walkable, mixed-use areas to appeal to young professionals and empty-nesters.**

FIGURE 15: RENTAL UNAFFORDABILITY: PERCENT OF RENTERS SPENDING 30 PERCENT OR MORE OF INCOME ON RENT, 2015



Source: U.S. Census Bureau

According to input participants, one additional issue that Deerfield faces related to resident attachment is a lack of a strong "Deerfield Township identity." Stakeholders noted that mailing addresses in the Township have the names of other communities such as Mason. Accordingly, input participants related anecdotes of businesses telling customers they were located in Mason despite actually being in the Township. **Some input participants even suggested that residents of the Township who do not handle or pay close attention to their property tax bills are sometimes unaware of the jurisdiction in which they actually live.** The Township has taken measures to ensure that visitors and residents alike are aware of when they are in Deerfield, by placing "Welcome to Deerfield" signs at key entrance points to the community and by including the Township logo on street signs. Nevertheless, without its own specific identity, attachments to the Township are not as easily formed. Some input participants noted that because many people think of the area as "Mason" or "Mason-Deerfield," a strong brand identity for Deerfield Township may not be crucial given the fact that Mason is a highly regarded city. Others disagree and feel that it is a disadvantage. **Others said that people tend to most strongly associate with their school district regardless of whether they reside in the City or Township. In any case, some input participants said a mixed-use center "focal point" development could help to establish a stronger brand identity for the community.**

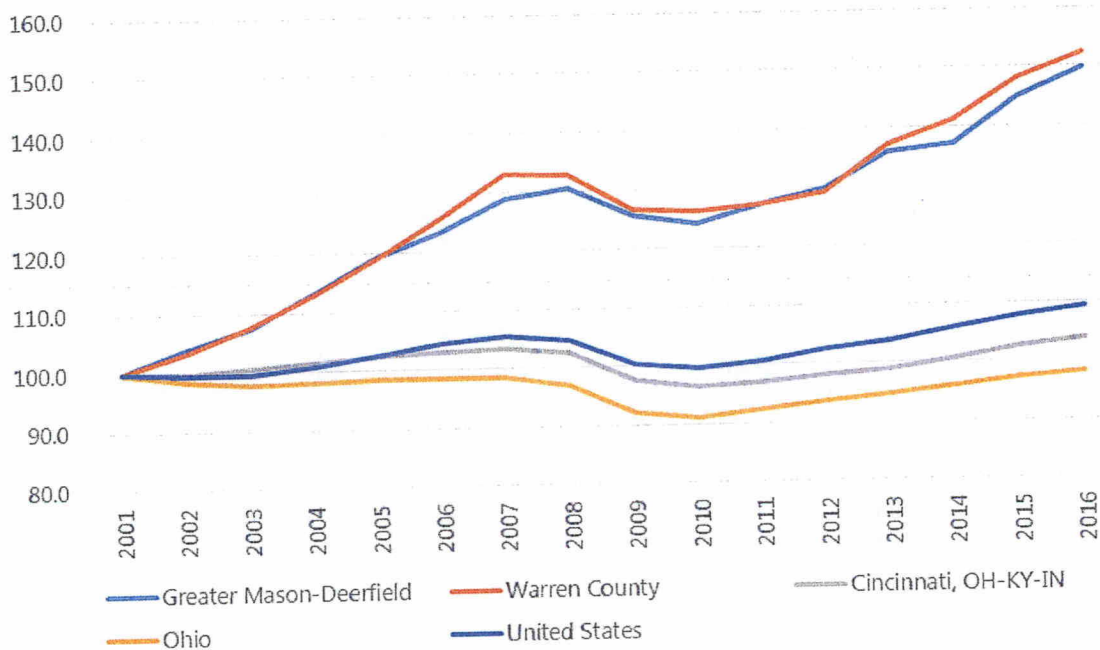


4. A Corporate Hub with Additional Opportunities for Growth

As noted in the preceding story, some Deerfield residents said that the community lacks a strong identity – economic or otherwise – to which residents attach themselves, and they acknowledged that the region’s complicated geography exacerbates this issue. As noted in the Methodology section, local and regional economies are often difficult to quantify due to varying geography sizes and types. In terms of economic development, however, it is important for communities like Deerfield to understand the employment dynamics of a larger region that extends beyond their jurisdictional borders; companies located in Deerfield rely upon a regional labor shed to support their operations and do not exclusively source labor from within the Township’s borders. For the purposes of this analysis, Market Street has examined a four-ZIP code area that represents “Greater Mason-Deerfield,” understanding that this larger area gives more insight into the employment dynamics that affect Deerfield.

Employment growth in Greater Mason-Deerfield underscores the fact that Deerfield is a community in a preferred area within the larger Cincinnati region. Figure 16 illustrates that employment growth in Greater Mason-Deerfield and across Warren County is significantly more rapid than in the region, state, and nation. Since the Great Recession, the local area and the county-at-large have seen impressive employment growth.

FIGURE 16: EMPLOYMENT INDEX, 2016



Source: Economic Modeling Specialists, Intl.



During the past ten years – a period which spans the Great Recession and subsequent recovery – Greater Mason-Deerfield had the strongest employment growth rate of any comparison geography; notably, the state of Ohio has yet to fully recover to pre-Recession employment levels. As shown in Figure 17, between 2006 and 2016, 10,584 new jobs were added in the Greater Mason-Deerfield area. **This accounted for all of the net new jobs in the entire Cincinnati metro, as other parts of the region lost employment during the same period.** This is a remarkable trend; the Greater Mason-Deerfield region is an increasingly attractive destination for employment within the larger metropolitan area. Over the course of the ten-year period, the Greater Mason-Deerfield region has risen from roughly 4.4 percent of metropolitan employment in 2006 to 5.4 percent in 2016.

FIGURE 17: TOTAL EMPLOYMENT, 2006, 2011, & 2016

				# Change		% Change	
	2006	2011	2016	2011-16	2006-16	2011-16	2006-16
Greater Mason-Deerfield	49,054	50,628	59,638	9,010	10,584	17.8%	21.6%
Warren County	81,635	82,723	99,060	16,337	17,425	19.7%	21.3%
Cincinnati, OH-KY-IN	1,099,062	1,036,041	1,109,439	73,398	10,377	7.1%	0.9%
Ohio	5,859,663	5,487,017	5,831,293	344,276	(28,370)	6.3%	(0.5%)
United States	150,997,139	145,702,356	158,021,584	12,319,228	7,024,445	8.5%	4.7%

Source: Economic Modeling Specialists, Intl.

When examining employment composition by sector, it is evident that the Mason-Deerfield economy has been driven by immense growth in corporate and regional headquarters operations. Roughly 30 percent of the region’s job growth (3,300 plus jobs) during this ten-year period occurred in the Management of Companies and Enterprises sector. As a result, the region’s location quotient – a standard measure of employment concentration – rose from 3.2 to 6.1, indicating that **corporate headquarters employment is more than six times as heavily concentrated in Greater Mason-Deerfield as the average American community.** While residents lamented the lack of a strong identity upon which they can attach themselves to Deerfield Township, the Mason-Deerfield area’s status as a historically preferred location for corporate headquarters employment is an unquestionably positive identity to promote and embrace. **The challenge for Deerfield Township and indeed the larger Mason-Deerfield region is to, as mentioned in the preceding story, maintain its attractiveness to corporate headquarters in a time when they are changing their location preferences in response to changing residential location preferences between generations.**

Figure 18 displays the Greater Mason-Deerfield area’s economic composition broken out by business sector. The table is sorted from highest to lowest by “location quotient” or “LQ,” a statistic that measures how concentrated a given sector is in a local economy relative to the national economy. A location quotient of 1.0 indicates that a sector is exactly as concentrated in the local economy as it is nationally. A location quotient above 1.0 could imply that a region possesses some form of competitive advantage supporting the location and growth of a given sector. In addition to its strengths in headquarter operations and other traditional “white-collar” sectors such as Finance and Insurance, **the community also has major concentrations of employment in sectors related to travel and tourism.** First among these is Arts, Entertainment, and Recreation, which is more than 3.5 times as concentrated locally as it is in the national



economy. This sector captures the employment at the Kings Island amusement park and related attractions. Accommodation and Food services is also roughly 21 percent more concentrated locally than in the national economy, a strong indication that the area is attracting outsiders who stay and dine locally. Though Kings Island is located in the City of Mason, portions of the property border Deerfield Township; their close proximity could present opportunities for the community to strengthen its economic base by supporting existing businesses that serve travelers and tourists, particularly locally owned businesses. Additionally, supporting the development of additional travel and tourism assets could help to support otherwise local-serving retail and help fill hotels year-round, which some input participants said is a challenge given the seasonal nature of Kings Island. Also of note is the fact that the Mason-Deerfield area has a location of just 0.71 in Health Care and Social Assistance. Health care services tend to “follow rooftops,” as people tend to seek care close to home. While the sector has grown rapidly in Greater Mason-Deerfield, it is somewhat surprising to see this concentration so low given the area’s strong population growth and high income levels. Accordingly, the Greater Mason-Deerfield area may be an attractive destination for a hospital system looking to expand its footprint or for medical office development.

FIGURE 18: GREATER MASON-DEERFIELD ECONOMIC STRUCTURE, 2006-2016

Sector			% of			U.S. %		2016 Location Quotient
	2006 Jobs	2016 Jobs	Total Jobs	# Chg., 2006-216	% Chg., 2006-16	Change, 2006-16		
Management of Companies and Enterprises	1,852	5,157	8.6%	3,305	178.5%	24.9%	6.09	
Arts, Entertainment, and Recreation	2,798	3,670	6.1%	872	31.2%	16.5%	3.58	
Finance and Insurance	3,541	3,490	5.8%	-51	(1.4%)	(3.8%)	1.49	
Admin. & Support & Waste Mgmt. & Remediation Svcs.	3,427	4,716	7.8%	1,289	37.6%	7.3%	1.26	
Accommodation and Food Services	4,832	6,246	10.4%	1,414	29.3%	19.1%	1.21	
Wholesale Trade	2,358	2,536	4.2%	178	7.5%	(1.3%)	1.11	
Manufacturing	5,684	4,963	8.2%	-721	(12.7%)	(12.9%)	1.04	
Professional, Scientific, and Technical Services	3,018	4,013	6.7%	995	33.0%	17.6%	1.04	
Retail Trade	5,144	6,100	10.1%	956	18.6%	1.8%	0.98	
Information	1,116	1,020	1.7%	-96	(8.6%)	(7.7%)	0.91	
Other Services (except Public Administration)	2,031	2,490	4.1%	459	22.6%	3.1%	0.86	
Construction	2,845	2,710	4.5%	-135	(4.7%)	(14.9%)	0.83	
Real Estate and Rental and Leasing	701	743	1.2%	42	6.0%	(5.7%)	0.75	
Health Care and Social Assistance	3,213	5,406	9.0%	2,193	68.3%	25.4%	0.71	
Educational Services	876	976	1.6%	100	11.4%	25.9%	0.63	
Crop and Animal Production	227	415	0.7%	188	82.8%	0.7%	0.56	
Government	4,854	4,809	8.0%	-45	(0.9%)	1.5%	0.52	
Transportation and Warehousing	404	698	1.2%	294	72.8%	12.1%	0.34	
Utilities	128	59	0.1%	-69	(53.9%)	2.3%	0.28	
Total	49,068	60,228	100.0%	11,160	22.7%	5.0%	---	

Source: Economic Modeling Specialists, Intl.

Note: Location quotients (LQs) are a ratio of the region’s share of employment in a given business sector divided by that same sector’s share of total national employment. A location quotient great than 1.0 indicates that the region’s share of employment in a given sector is greater than the average American community, and may be a sign that the region affords businesses in this sector with some level of competitive advantage.



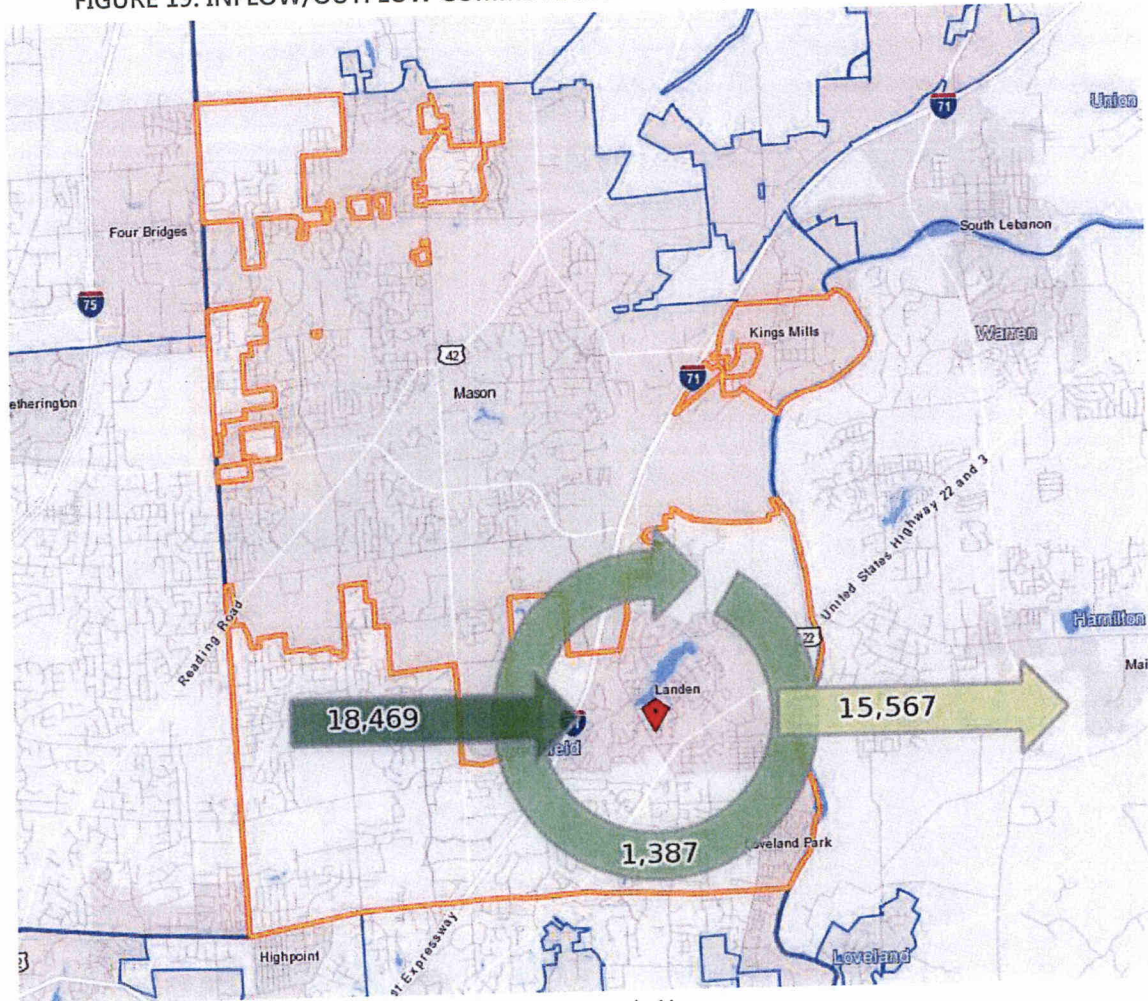
In Deerfield Township proper, major employers are largely in administrative and support services, including call centers like Macy's Credit and Customer Service and General Revenue Corporation; finance and insurance companies, including WellPoint; and healthcare-related firms, such as Express Scripts, MedPlus, and Parallon. Many of the large corporate operations in the area are located in the City of Mason, including Procter & Gamble and Cintas.

While the Greater Mason-Deerfield area is home to numerous large corporations, data reveals that small business activity in Warren County is less robust. The County Scorecard shown in Appendix A of this report ranked Warren County on various data indicators relative to five other large counties in the Cincinnati MSA as well as Montgomery County (Dayton). Among this comparison set, Warren County had the lowest proportion of business establishments with 10 or fewer employees, and these establishments made up the lowest percentage of overall employment in the county. In other words, small businesses account for a smaller share of Warren County's economy relative to other parts of the Cincinnati and Southwest Ohio region. Furthermore, all counties within the comparison set had proportionately less small business establishments and employment relative to the national economy.

Public input participants noted that services and support for entrepreneurs and small businesses are lacking in Deerfield Township. Input participants noted that the community has a large population of highly educated and innovative residents, many of whom presently work in the corporate world, who may have ideas for high-growth businesses. But according to stakeholders, there are no formal efforts to engage and support these individuals in pursuing their visions. Additionally, stakeholders said Deerfield Township lacks a co-working space, incubator, or other physical "hub" in which entrepreneurs and small business owners can work and interact. One survey respondent noted that they would like to see the community "offer more opportunities and incentives for local businesses and entrepreneurs to thrive." Others mentioned the need for a buy local program to encourage residents to support local small businesses. Many stakeholders expressed that small business should be a high priority in order to provide the local "character" that residents are desiring.

As previously mentioned, Deerfield Township is part of a larger labor shed. Companies based in the community rely on workers from across the Cincinnati metro area and Southwest Ohio. By that same token, Township residents also have access to employment opportunities across the broader region. According to data from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) program, **just seven percent of the employees at businesses based in Deerfield Township also live within the Township.** As shown in Figure 19, this amounts to just 1,387 people. The remaining 18,469 jobs within the Township boundary are held by individuals who live elsewhere. Meanwhile, 15,567 Deerfield Township residents commute somewhere else for a job.

FIGURE 19: INFLOW/OUTFLOW COMMUTING ANALYSIS, DEERFIELD TOWNSHIP, 2014



Occupational data shown in Figure 20 provides further insight into these dynamics. The top row in the table shows that there are 60,228 jobs based in the Greater Mason-Deerfield area. But there are 69,587 people who *live* in the Greater Mason-Deerfield area who hold a job. This means that there is a net outflow of 9,359 from the Greater Mason-Deerfield area who hold some type of occupation elsewhere. Looking at other rows in the table, it is clear that most occupations have a net outflow; for instance, there are 356 more people who live in Greater Mason-Deerfield who hold a managerial job than there are managerial jobs in Greater Mason-Deerfield. Businesses that require workers in occupations with high outflow may find the prospect of locating within the Greater Mason-Deerfield area attractive in order to be close to the talent they need. Additionally, communities may wish to attract businesses that are well-matched with their existing employment base to help shorten commute times for its residents and reduce congestion, increase community attachment, and increase the likelihood that resident expenditures stay within its borders. Interestingly, despite the Mason-Deerfield area's strong reputation as a hub for regional and national headquarter operations, many



occupations related to professional services have a significant net outflow of workers. Pursuing a more complete professional, management, and technical jobs base to complement headquarter operations would be a good way for Deerfield Township to provide more employment opportunities that match the skills of nearby residents. The same can be said for health care services.

FIGURE 20: OCCUPATIONAL DYNAMICS, GREATER MASON-DEERFIELD, 2016

Description	Jobs Based in Area	Workers Living in Area	Net Commuters
All Occupations	60,228	69,587	(9,359)
Management Occupations	3,766	4,122	(356)
Business and Financial Operations Occupations	4,028	4,703	(675)
Computer and Mathematical Occupations	2,863	2,941	(78)
Architecture and Engineering Occupations	940	1,525	(585)
Life, Physical, and Social Science Occupations	254	651	(397)
Community and Social Service Occupations	601	869	(268)
Legal Occupations	246	474	(228)
Education, Training, and Library Occupations	3,120	3,413	(293)
Arts, Design, Entertainment, Sports, and Media Occupations	1,226	1,365	(139)
Healthcare Practitioners and Technical Occupations	2,452	3,817	(1,365)
Healthcare Support Occupations	1,573	2,007	(434)
Protective Service Occupations	994	1,242	(248)
Food Preparation and Serving Related Occupations	6,226	5,708	518
Building and Grounds Cleaning and Maintenance Occupations	2,392	2,288	104
Personal Care and Service Occupations	2,738	2,416	322
Sales and Related Occupations	6,290	6,982	(692)
Office and Administrative Support Occupations	9,190	10,818	(1,628)
Farming, Fishing, and Forestry Occupations	162	94	68
Construction and Extraction Occupations	2,180	2,354	(174)
Installation, Maintenance, and Repair Occupations	1,960	2,494	(534)
Production Occupations	3,850	4,684	(834)
Transportation and Material Moving Occupations	2,991	4,277	(1,286)
Military occupations	187	344	(157)

Source: Economic Modeling Specialists, Intl.

Data and public input revealed several other considerations that Deerfield Township must keep in mind as it seeks to expand its economic base and employment opportunities. **One issue that emerged from stakeholder input regarding PK-12 schools is a desire for more career counseling to balance what input**



participants said is generally a narrow focus on college preparedness. As in many communities across the nation, stakeholders in Deerfield Township are concerned that students who are not likely to attend college are sometimes seen as an afterthought. Input participants in Deerfield said they would like to see the community's schools place an increased emphasis on adequately preparing these students. Stakeholders said this could be accomplished through specialized training and certification or by opportunities for apprenticeships and/or internships at local manufacturers or other firms in skill-based fields that can offer lucrative career opportunities to individuals without a four-year college degree. Input participants said such a program could bring local employers together with PK-12 schools, Sinclair College, and the Warren County Career Center, to the mutual benefit of all. While the Greater Mason-Deerfield area is known more as a white-collar hub, the community has nearly 5,000 manufacturing jobs and the sector is actually slightly more concentrated locally than in the national economy. Expanding programs to help prepare individuals for these careers or other trades (many of which can be highly lucrative) would increase opportunities for many residents while also broadening the community's workforce strengths. **Given the community's high levels of educational attainment, input participants said that any such effort will need to overcome the stigma around not attending college that impacts many students who could otherwise pursue a high-paying career that requires only a certification or on-the-job training.**

Another issue the Township must not ignore is the increasing barrier to affordable housing for residents who are lower-paying yet vital occupations that support the local economy – e.g. teachers, police officers, and so on. Data shows that there are more residents of Mason-Deerfield in these occupational groups than there are jobs in the area – ensuring that these individuals can remain in the community will be important to fostering high levels of community attachment and pride.

Another competitive challenge that Deerfield faces is that as a township, it has relatively few economic development tools at its disposal under Ohio law. The primary tool, which has been valuable in the past, is tax increment financing (TIF). To offer more enhanced incentives, the Township must partner with other jurisdictions (i.e. Warren County and its development arms). Additionally, it is important to note that cities and townships in Ohio have different revenue models and, by extension, different underlying motivations when it comes to economic development. Cities can levy income taxes on jobs based in their boundaries. Accordingly, it may be in the interest of a city to attract a business that will employ many highly paid workers in a relatively small footprint. By contrast, township revenues are derived primarily from *ad valorem* taxes on real and personal property. As such, a township's tax base would be best aided by businesses that will make large capital investments in building or equipment. Stakeholders also noted that cities in Ohio are in some circumstances able to annex parcels that border the city limit. Input participants noted that in past years, commercial properties that were formerly in Deerfield Township have been annexed into the City of Mason. Stakeholders said they believed additional annexations were unlikely but noted the possibility technically still exists in some cases.

Data reveals that the market for office space very tight along the Interstate 71 corridor northeast of Cincinnati. According to the Colliers International, the vacancy rate for office space in the I-71 Corridor North submarket was just 9.8 percent in the second quarter of 2017 compared to a region-wide average of 14.1 percent and a suburban average of 14.7 percent.¹⁴ Class A office space was even more scarce; the submarket's vacancy rate of 6.7 percent was significantly lower than that of Cincinnati's Central Business District and all



but one other submarket in the region with at least one million square feet of Class A product. Input participants said opportunities for redevelopment are plentiful, particularly in the Parkway Drive and Fields Ertel Road areas. A separate Colliers report covering the industrial market noted that the vacancy rate for light industrial spaces in the I-71 Corridor market was just 1.3 percent in the second quarter of 2017. Stakeholders said there is relatively little light industrial or "flex" space available in Deerfield Township, which could hamper the ability for small firms working with physical products or with unconventional space requirements to start up and grow in the community.

Just as talent attraction in Deerfield is reliant on the initial attractiveness of the Cincinnati region, Deerfield's economic competitiveness is also dependent on the competitiveness of Cincinnati's economy. Site selectors and prospective companies generally compare regions when they launch searches, and once they've settled on a short list of regions, they begin to explore potential sites within those regions. Thus, Deerfield to be considered for a competitive project looking at multiple regions, the Cincinnati metro must first be a top contender. As illustrated in the Metro Scorecard in Appendix A, Cincinnati ranks in the middle of a competitive set comprised of Cleveland, Columbus, Dayton, Indianapolis, Louisville, and Minneapolis on many metrics. Cincinnati ranks fourth on the percentage of adults with at least a bachelor's degree (31.1 percent), 10-year employment growth (1.3 percent), and 10-year wage growth (23 percent). Cincinnati ranks does rank second, however, behind only Minneapolis, for current annual average wages (\$49,120). The Cincinnati metro area has high concentrations of employment in three business sectors: headquarter operations (location quotient of 2.57), manufacturing (1.31), and finance and insurance (1.25). **As Deerfield further develops its economic development program, it will be imperative that an emphasis is placed on building and strengthening relationships with regional economic development entities, to support Cincinnati's competitiveness and marketing efforts, and to be accessible as opportunities become available for potential sites in Deerfield.**



APPENDIX A: DATA SCORECARDS

Appendix A contains two data scorecards that put data indicators for Warren County and the Cincinnati metro area into context. These scorecards evaluate the performance of the county and the region across multiple data indicators that reflect a community's ability to grow prosperity. The County Scorecard benchmarks Warren County against five other large counties in the Cincinnati region as well as the principle county (Montgomery) in the Dayton, OH Metropolitan Statistical Area. The comparison counties are:

1. Boone, KY
2. Butler, OH
3. Clermont, OH
4. Hamilton, OH
5. Kenton, KY
6. Montgomery, OH

The Metro Scorecard evaluates the performance of the Cincinnati, OH-KY-IN Metropolitan Statistical Area relative to six other metros with which it shares attributes and/or competes for jobs and talent. These metros are:

1. Cleveland-Elyria, OH
2. Columbus, OH
3. Dayton, OH
4. Indianapolis-Carmel-Anderson, IN
5. Louisville/Jefferson County, KY-IN
6. Minneapolis-St. Paul-Bloomington, MN-WI

All metro areas are displayed on the scorecard with the name of their principal city. Rankings are color-coded with top performers appearing in shades of green, middle-of-the-pack in shades of yellow and orange, and bottom performers in shades of red. A ranking of "1" signals that the community is the top performer, but does not necessarily have the highest value (for example, the community with the lowest crime rate would receive a ranking of "1"). Below each color-coded box is the numerical value from which the ranking was derived.



Deerfield Township Community Assessment

COUNTY SCORECARD

Data Indicator	Year	Warren, OH	Boone, KY	Butler, OH	Clermont, OH	Hamilton, OH	Kenton, KY	Montgomery, OH
1-Year Population Change	2015-2016	Census	1.2%	1.1%	0.6%	0.6%	0.4%	-0.1%
		1	2	3	3	6	5	7
5-Year Population Change	2011-2016	Census	5.2%	5.8%	2.0%	2.2%	1.1%	-0.7%
		2	1	5	4	6	3	7
% of Adults with a BA+	2015	Census	39.6%	30.8%	28.4%	27.1%	35.0%	28.9%
		1	3	5	6	2	4	7
5-Year Change in % of Adults with a BA+	2010-2015	Census	3.7%	2.6%	2.5%	2.3%	2.5%	1.4%
		1	2	3	5	3	6	6
% of In-migrants with a BA+	2016	Census	48.7%	39.7%	31.9%	32.8%	45.5%	33.1%
		1	3	7	6	2	5	4
% of Adults with a AA+	2015	Census	48.4%	40.0%	36.2%	36.5%	42.9%	37.0%
		1	3	6	5	2	4	7
5-Year Change in % of Adults with a AA+	2015	Census	4.7%	3.1%	3.6%	4.6%	2.9%	2.5%
		1	4	3	2	5	7	6
10-Year Employment Change	2006-2016	EMSI	22.4%	14.3%	2.9%	-0.1%	-3.1%	-7.5%
		1	2	3	4	6	5	7
Annual Average Wage	2016	EMSI	\$46,564	\$44,983	\$44,538	\$40,599	\$54,293	\$49,442
		3	4	5	7	1	2	6
10-Year Change in Annual Average Wage	2006-2016	EMSI	31.0%	19.4%	25.2%	15.8%	22.5%	33.4%
		2	5	3	6	4	1	7

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COUNTY SCORECARD, CONTINUED

Data Indicator	Year	Data Source	Warren, OH	Boone, KY	Butler, OH	Clermont, OH	Hamilton, OH	Kenton, KY	Montgomery, OH
Per Capita Income	2015	BEA	\$51,553	\$42,645	\$41,534	\$46,267	\$52,081	\$49,475	\$42,223
			2	5	7	4	1	3	6
Cost of Living	2017	Sperling's	96.9	94.0	89.2	89.5	88.3	87.2	74.9
			7	6	4	5	3	2	1
Patents per 10,000 Residents	2015	US PTO	8.0	4.4	5.1	13.9	3.3	1.2	2.2
			2	4	3	1	5	7	6
Percent of Total Metro Patents	2015	US PTO	17.2%	5.3%	18.4%	26.7%	25.8%	1.8%	3.3%
			4	5	3	1	2	7	6
Percentage of Commuters Traveling >30 Minutes to Work	2015	Census	37.2%	30.7%	34.4%	46.9%	30.6%	29.0%	23.7%
			6	4	5	7	3	2	1
% of Jobs in Firms with less than 10 Employees	2016	YourEconomy.org	24.6%	26.2%	27.3%	30.9%	24.8%	29.3%	25.2%
			7	4	3	1	6	2	5
% of Establishments with less than 10 Employees	2016	YourEconomy.org	78.9%	79.8%	79.8%	81.9%	80.3%	80.3%	79.6%
			7	4	4	1	2	2	6

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METRO SCORECARD

Data Indicator	Year	Data Source	Cincinnati	Cleveland	Columbus	Dayton	Indianapolis	Louisville	Minneapolis
1-Year Population Change	2015-2016	Census	0.5% 4	-0.2% 7	1.1% 1	0.1% 6	0.9% 2	0.5% 4	0.9% 2
5-Year Population Change	2011-2016	Census	2.0% 5	-0.6% 7	6.0% 1	-0.1% 6	4.9% 2	3.1% 4	4.8% 3
% of Adults with a BA +	2015	Census	31.1% 4	29.2% 5	34.1% 2	27.3% 6	31.4% 3	27.3% 6	39.5% 1
5-Year Change in % of Adults with a BA +	2015	Census	2.6% 1	2.2% 5	2.3% 4	1.6% 7	1.9% 6	2.6% 1	2.4% 3
% of In-migrants with a BA +	2016	Census	38.0% 5	39.4% 4	42.9% 2	35.8% 6	40.8% 3	29.3% 7	44.9% 1
% of Adults with a AA +	2015	Census	39.3% 3	37.1% 5	41.3% 2	36.6% 6	39.2% 4	35.3% 7	49.5% 1
5-Year Change in % of Adults with a AA +	2015	Census	3.6% 2	2.8% 4	2.8% 4	2.5% 7	2.6% 6	3.7% 1	3.3% 3
10-Year Employment Change	2006-2016	EMSI	1.3% 5	-3.6% 6	9.3% 2	-4.3% 7	9.7% 1	8.2% 3	4.7% 4
Annual Average Wage	2016	EMSI	\$49,120 2	\$48,253 4	\$48,554 3	\$44,600 7	\$47,136 5	\$46,656 6	\$55,957 1



METRO SCORECARD, CONTINUED

Data Indicator	Year	Data Source	Cincinnati	Cleveland	Columbus	Dayton	Indianapolis	Louisville	Minneapolis
10-Year Change in Annual Average Wage	2006-2016	EMSI	23.0% 4	20.7% 5	23.6% 3	15.5% 7	19.5% 6	24.6% 2	26.3% 1
Per Capita Income	2015	BEA	\$47,254 4	\$47,783 3	\$46,570 5	\$42,707 7	\$48,272 2	\$44,556 6	\$55,148 1
Cost of Living	2Q2017	C2ER	93.3 5	101.2 6	90.6 2	89.2 1	92.4 3	92.5 4	104.8 7
Acres of Public Land per 1,000 Residents	2017	Trust for Public Land	22.7 2	7.8 6	19.3 3	- -	13.4 4	23.2 1	12.4 5
Walkscore (Core City)	2017	Walkscore	50 3	60 2	41 5	46 4	30 7	33 6	69 1
Public Transit Score (Core City)	2017	Walkscore	43 3	47 2	31 4	- -	24 6	28 5	58 1
Patents per 10,000 Residents	2015	US PTO	4.9 2	4.5 3	2.2 7	3.3 5	3.7 4	2.3 6	9.7 1
Total passenger departures at airport (000s)	May-17	BTS Transtats	3,259 4	4,069 3	111 7	1,006 6	4,136 2	1,602 5	16,787 1
Percentage of Commuters Traveling > 30 Minutes to Work	2015	Census	34.8% 4	35.4% 5	31.2% 2	23.6% 1	35.9% 6	32.2% 3	36.5% 7

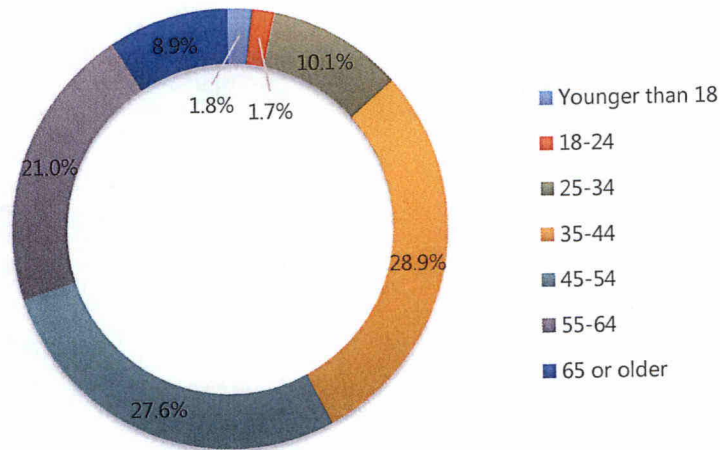
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APPENDIX B: ONLINE SURVEY RESULTS

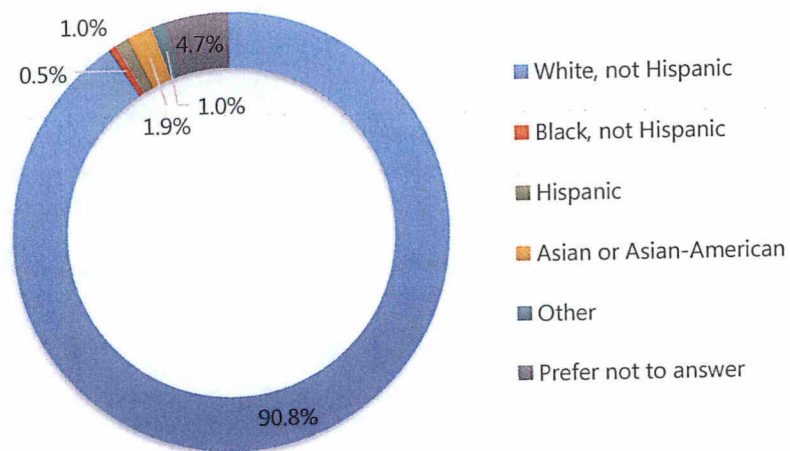
The Deerfield Township community survey was available for responses from July through August 2017. A total of **785 respondents** participated in the survey. For certain questions, "logic" was programmed into the survey to filter out respondents to those who can best speak to particular issues and questions.

While every effort was made to secure the participation of a representative sample of Deerfield Township residents, businesses, and employees in this survey, the actual response rates of certain constituencies and cohorts differ from their reported percentages in the community's total population and economic data.

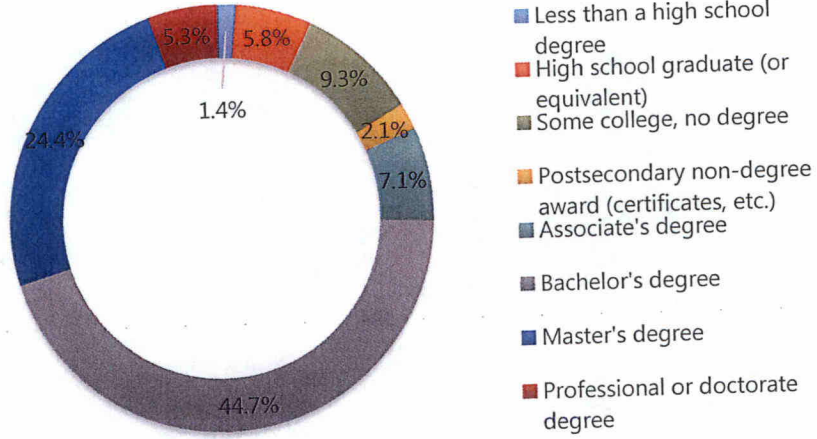
Q1: What is your age?



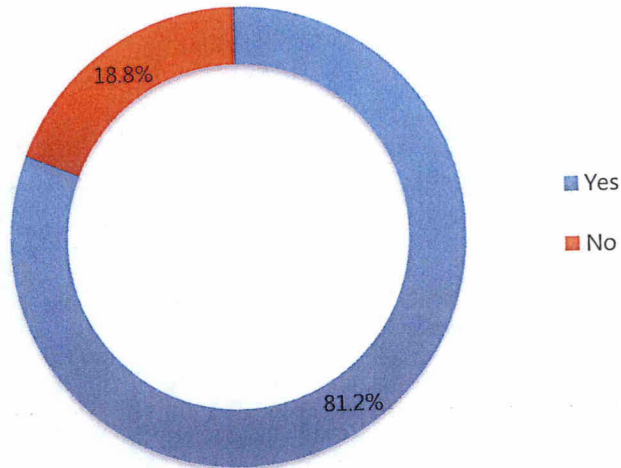
Q2: What is your race/ethnicity?



Q3: What is your highest degree or level of school completed?



Q4: Do you live in the Deerfield Township?

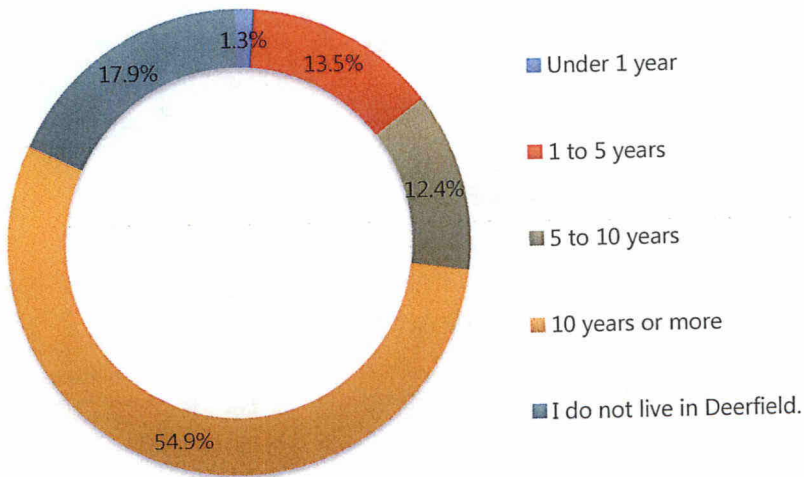


Q4a. If no, where do you live?

TOP RESPONSES

	Number	Percent of Respondents
Mason	39	26.9%
Other	37	25.5%
Hamilton	16	11.0%
West Chester	11	7.6%
Maineville	6	4.1%
South Lebanon	5	3.4%
Sycamore	5	3.4%
Landen	4	2.8%
Liberty	4	2.8%
Union	4	2.8%
Cincinnati	3	2.1%
Loveland	3	2.1%
Miami	3	2.1%
Montgomery	3	2.1%

Q5: How long have you lived in Deerfield?





Q6: Please indicate the zip code for your place of residence.

TOP RESPONSES

ZIP Code	Count of Respondents	Percent of Total
45040	305	39.5%
45039	209	27.1%
45140	149	19.3%
45034	17	2.2%
45249	9	1.2%
45069	8	1.0%
45152	8	1.0%
45241	8	1.0%
45036	7	0.9%
45011	5	0.6%

Q7: You indicated that you recently moved to Deerfield. From which county and state did you move?

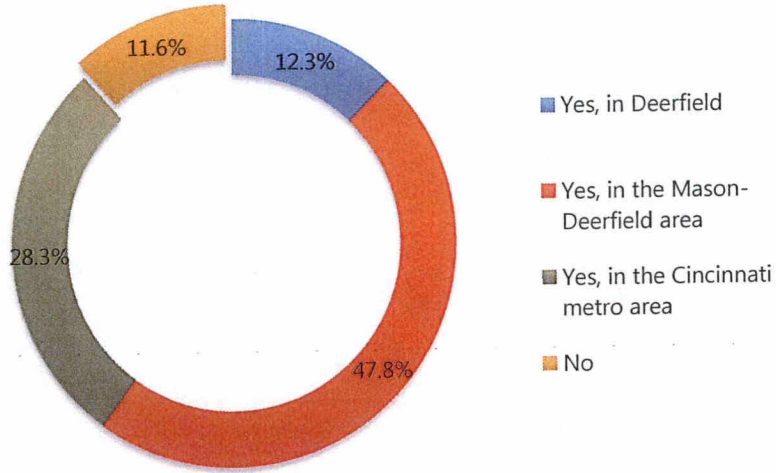
TOP RESPONSES

Geography	Number of Respondents
Hamilton County, OH	29
Warren County, OH	16
Butler County, OH	15
Out of state	11

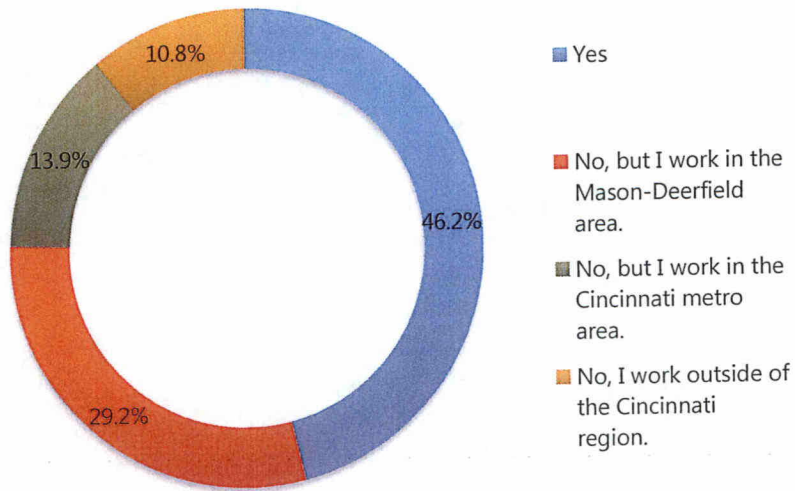
Q8: What brought you to the community?

- School district.
- To be closer to family.
- Better employment opportunities near Deerfield, and Deerfield was my preferred residential area.
- Spouse's employers relocated family to the area.
- Purchased a home.

Q9: Have you ever lived in or around Deerfield?



Q10: Do you currently work in Deerfield?

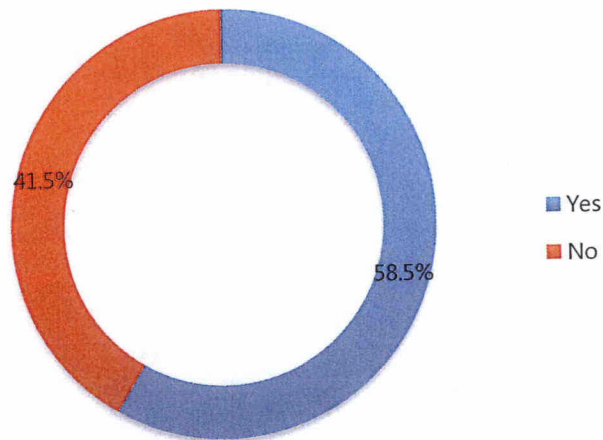




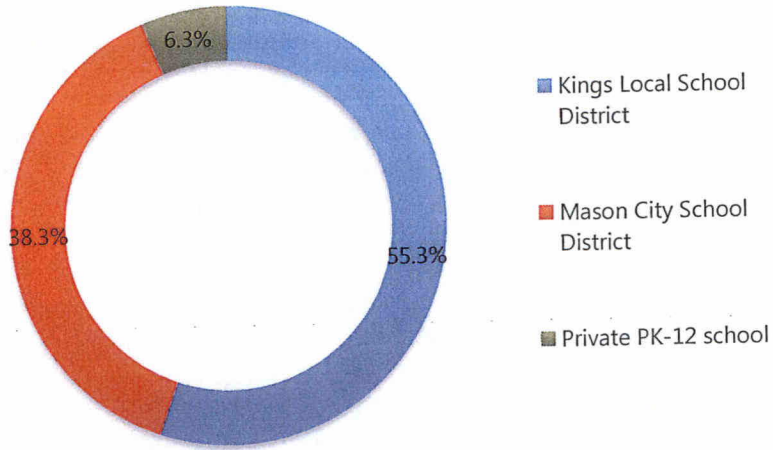
Q11: Please indicate the zip code of your place of employment.

ZIP Code	Count of Respondents	Percent of Total
45040	86	63.7%
45039	9	6.7%
45140	8	5.9%
45069	4	3.0%
45034	3	2.2%
45036	3	2.2%
45249	3	2.2%

Q13: Have you or your children attended a PK-12 school in the Mason-Deerfield area at any point in the past five years?

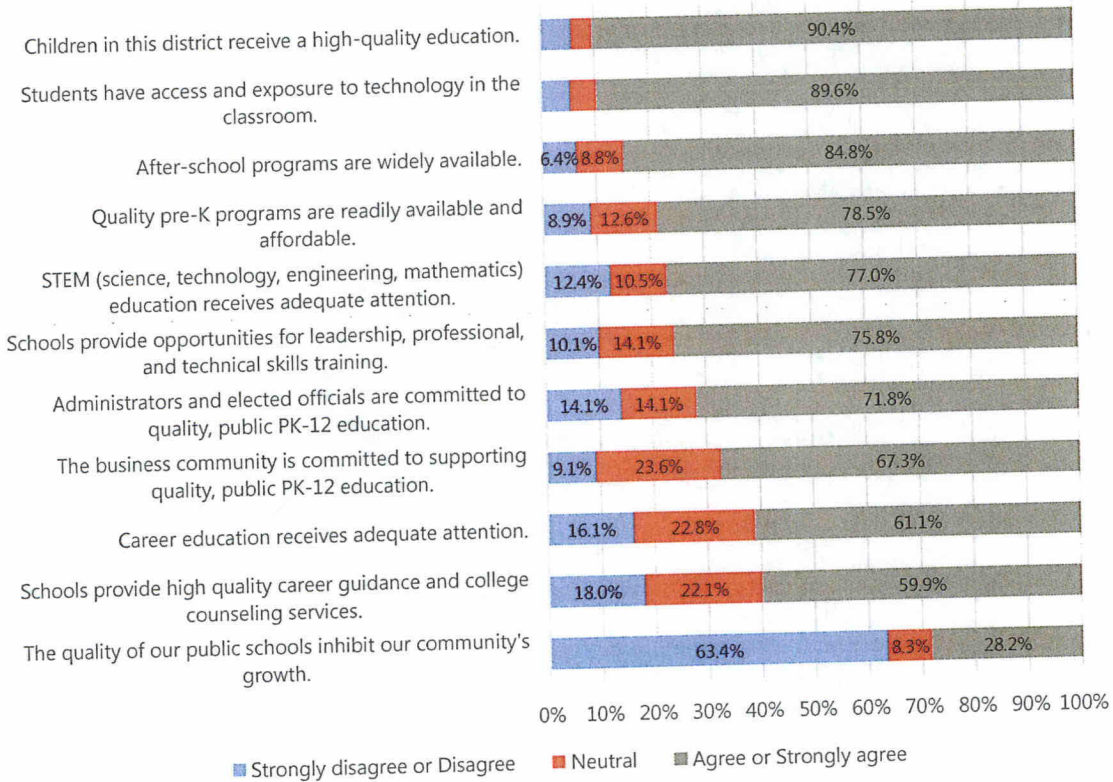


Q14: With which school district are you most familiar?





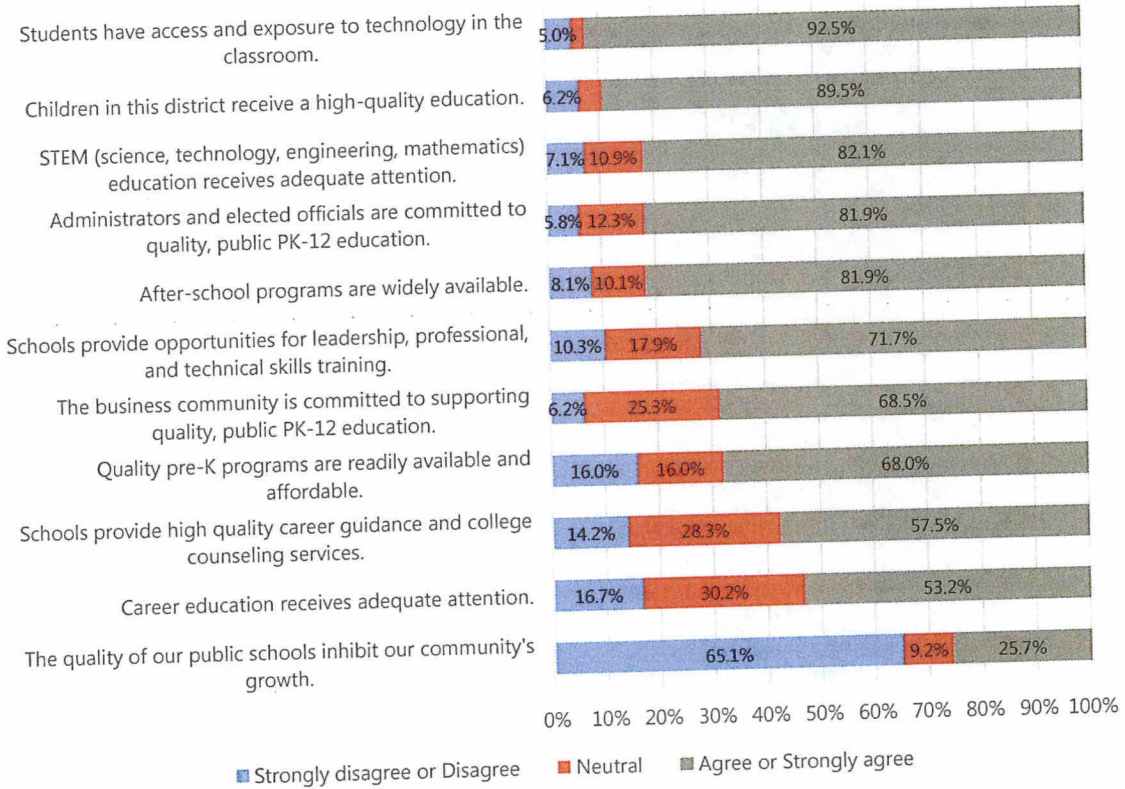
Q15a: Please respond to the following statements about the school district with which you are most familiar. (Kings Local School District respondents only)



Q16a: What do you think needs to be done - if anything - to improve Kings Local School District?

- We already are at or nearing capacity in our schools. We can't keep making class sizes larger while maintaining a quality learning environment.
- For students who will not be taking the college route more guidance is needed in the types of jobs that are available to them.
- Availability of computers, add more guidance counselors in the high school, provide classes to teach real life scenarios.
- Stronger STEM program.
- More interaction with the community and its businesses.

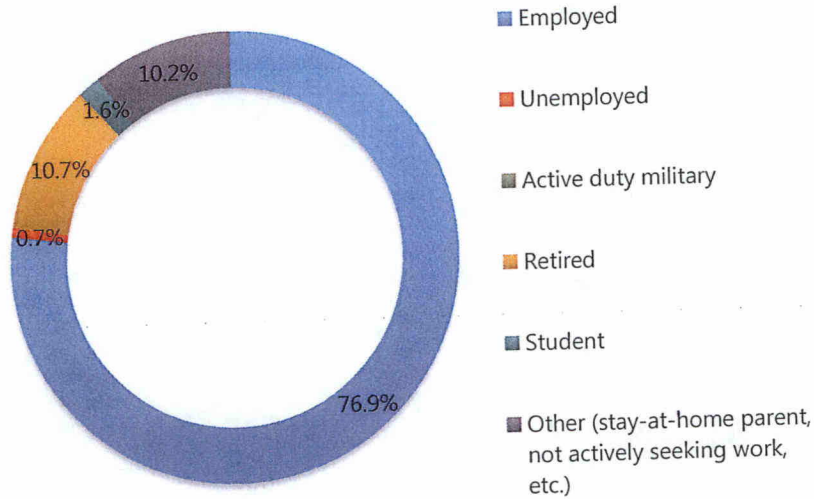
Q15b: Please respond to the following statements about the school district with which you are most familiar. (Mason City School District respondents only)



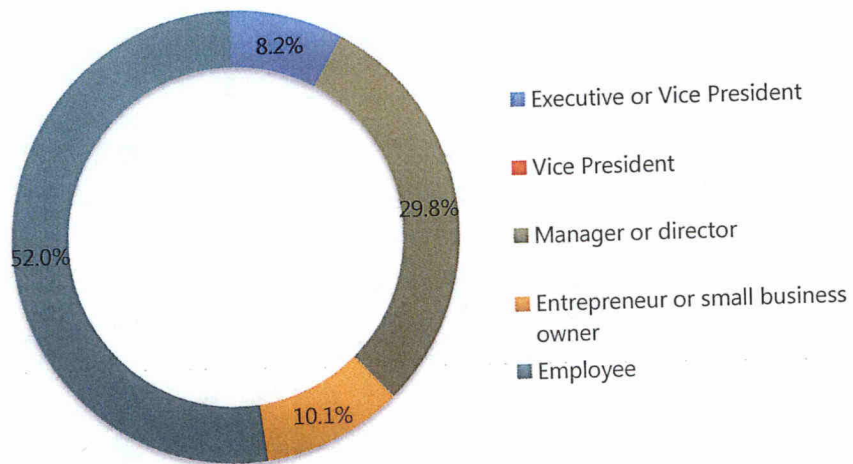
Q16b: What do you think needs to be done - if anything - to improve Mason City School District?

- Improve STEM education.
- Build a second high school to provide smaller classroom sizes.
- Promote life skills and create more options for building skill based careers.
- More technology in classrooms.
- Highlight business classes and create local partnerships.
- Greater access to preschool.

Q17: Which of the following best describes your current employment status?



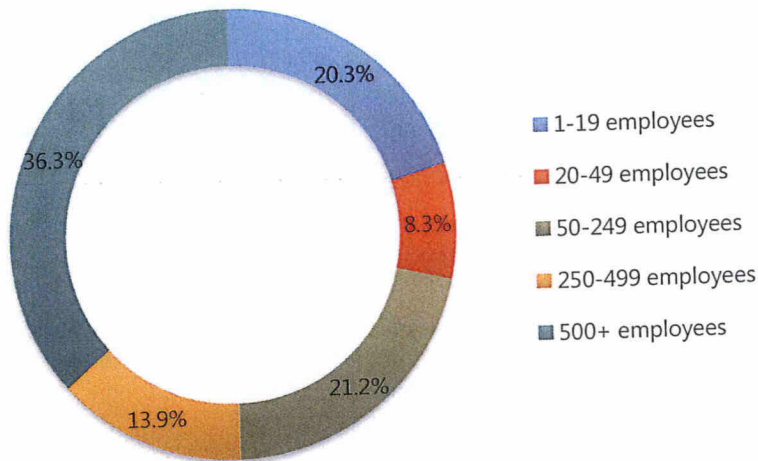
Q18: Which of the following best describes your role at your place of employment?



Q19: Please select the industry that most closely aligns with your place of employment from the following options:

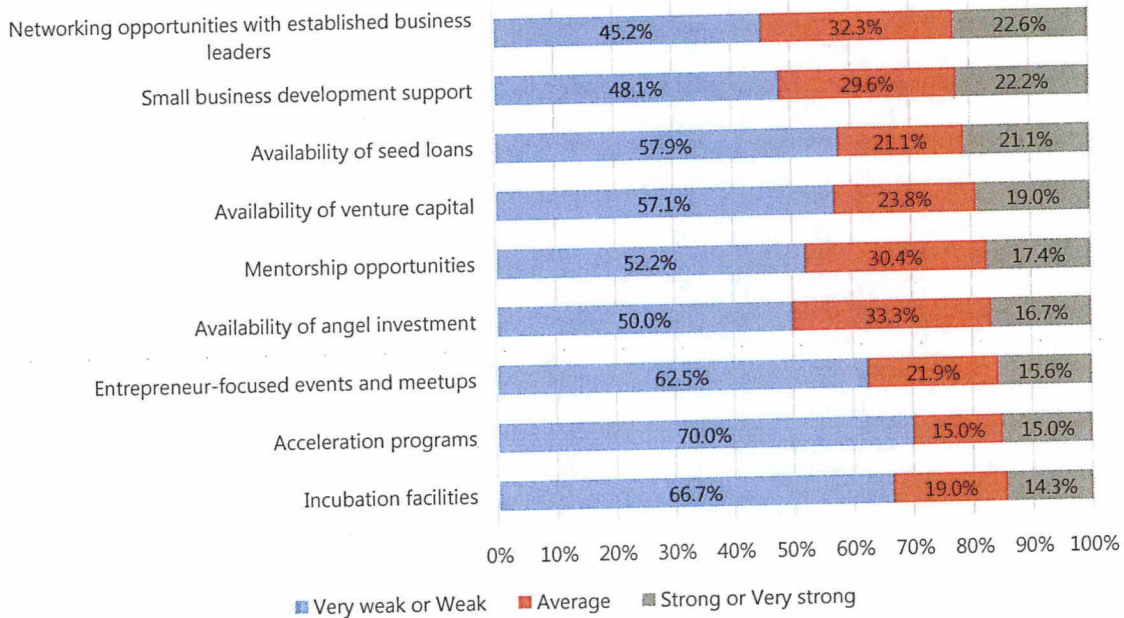
Answer Choices	Responses
Education	17.8%
Other	14.2%
Professional, Scientific, and Technical Services	11.9%
Health Care and Social Assistance	10.3%
Manufacturing/Production	9.4%
Information Technology and Data Centers	9.4%
Finance and Insurance	7.1%
Retail Trade	6.2%
Government	4.6%
Real Estate and Rental and Leasing	3.0%
Administrative and Support	2.5%
Transportation and Warehousing	1.3%
Construction	1.1%
Wholesale Trade	0.7%
Mining and Oil	0.4%

Q20: Approximately how many people are employed at your business?





Q21: Please rate the following components of Deerfield's entrepreneurial climate.

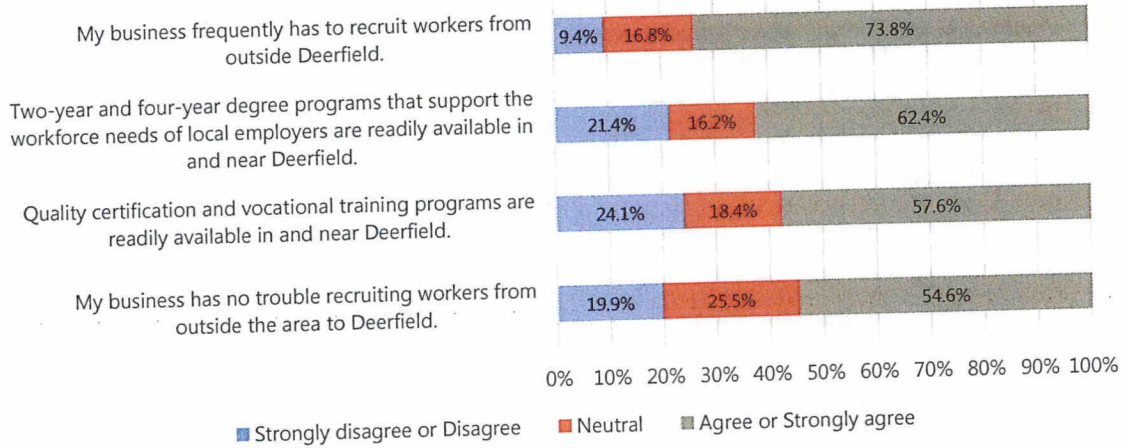


Q22: What could be done to enhance Deerfield's entrepreneurial capacity or "ecosystem?" (Selected answers)

- Make networking more affordable for small businesses.
- Promote small business.
- Attract startups, create an incubator and a VC company, appeal to millennials.
- Promote "green" businesses.
- There seems to be plenty of empty office space around the area to create this type of environment (Parkway Drive etc.) without building anything further. Redeveloping if needed or using existing space would be preferred.
- Stronger Chamber presence.
- Consider collaborating with local seed/angel capital investor groups and incubators.



Q23: Please indicate the degree to which you agree or disagree with the following statements regarding workforce development considerations in Deerfield.

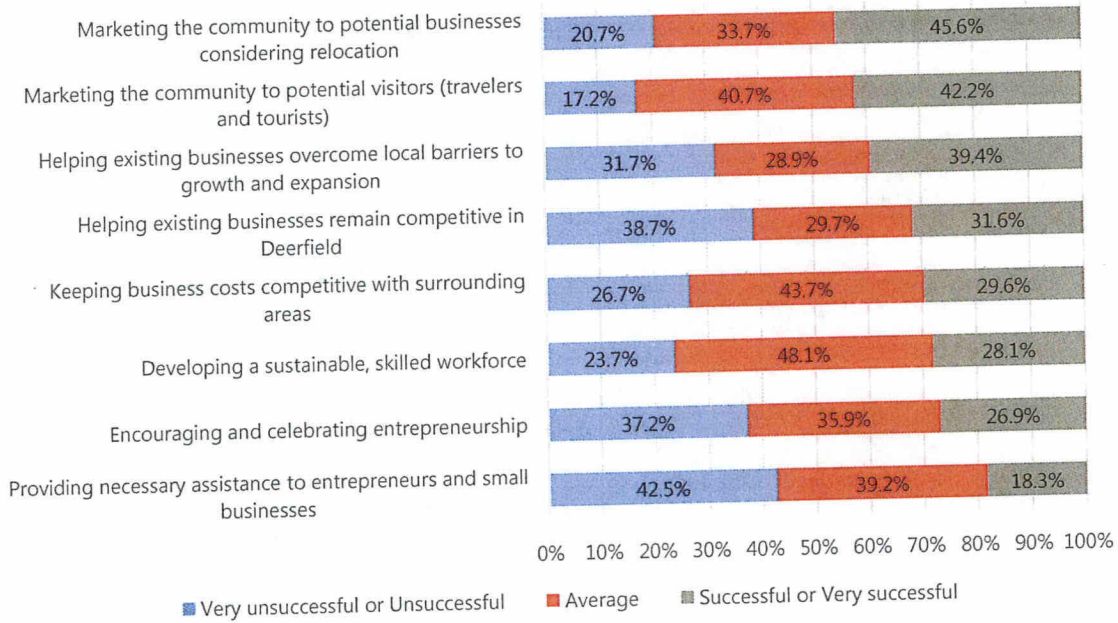


Q24: Are there any specific training or degree programs that you feel are missing in the region but are necessary to satisfy labor demands of Deerfield employers? If so, please list them here. (Selected answers)

- Better transportation to and from the Warren County Career Center.
- Four-year degrees available in the community.
- Better STEM training available nearby
- Non-college, non-degree programs that focus on technical skills employers need now.

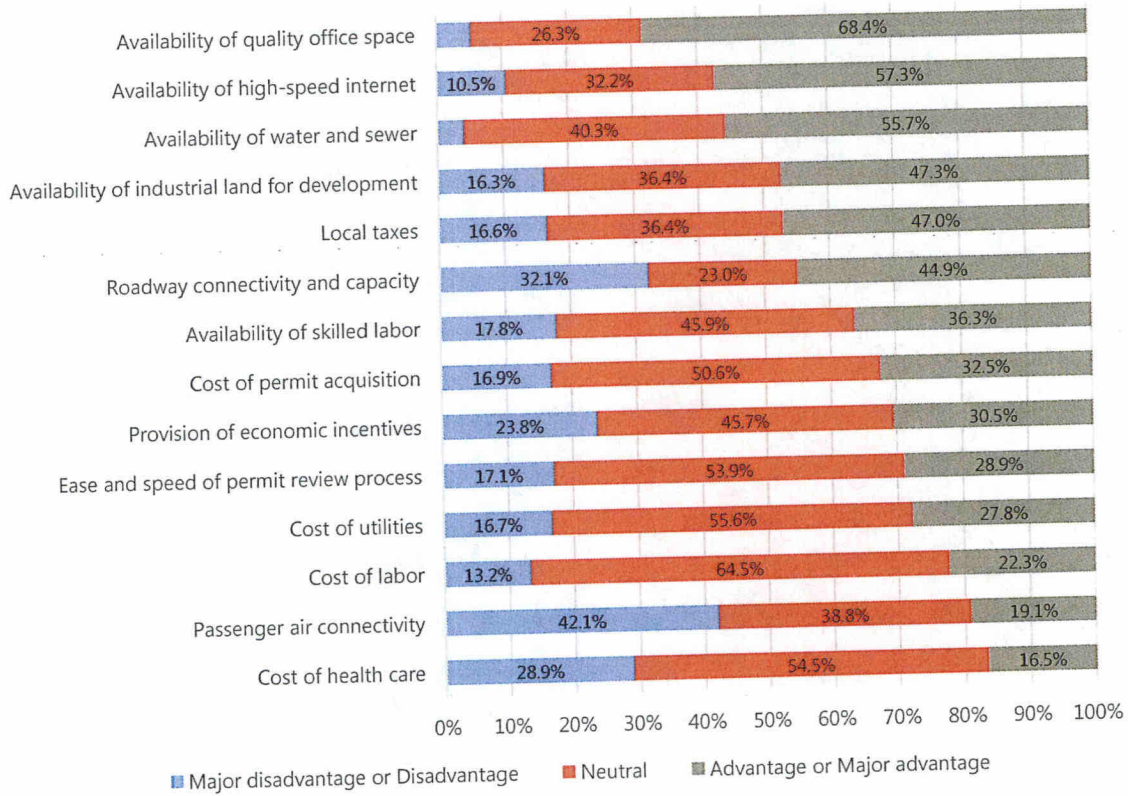


Q25: In your opinion, please indicate the degree to which you believe that the community has been successful in the following areas:



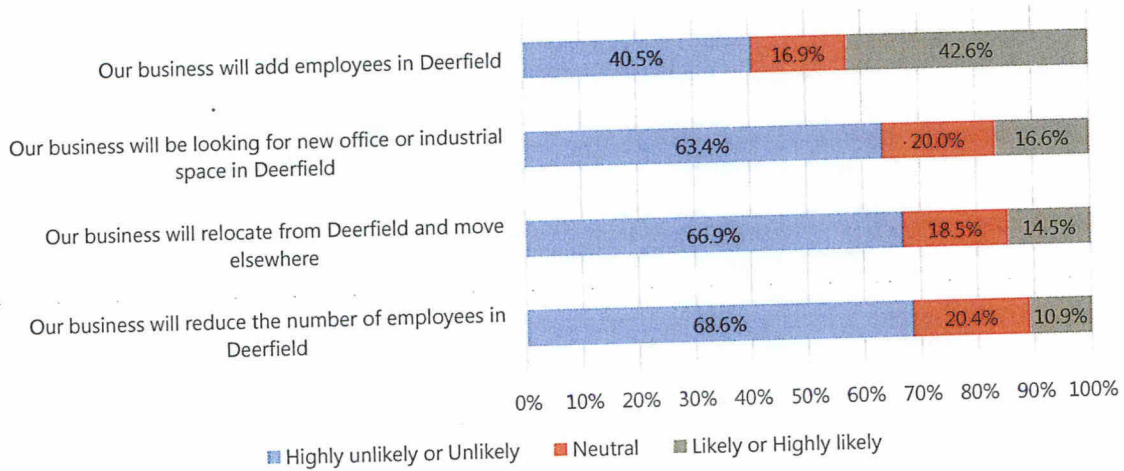


Q26: Please rate the following elements of the business climate in Deerfield according to the degree to which each is an advantage or disadvantage to existing and prospective new businesses.





Q27: Please evaluate the following statements as they relate to your company or employer's plans for the next five years.





Q28: From the standpoint of ECONOMIC DEVELOPMENT, what do you believe to be the community's GREATEST STRENGTH OR ASSET as it seeks to grow quality jobs that elevate standards of living for its residents? (Selected answers)

- Recent investment in infrastructure
- Quality schools
- Hiker/biker paths
- The availability of current office and retail space is good and existing levels are adequate to promote growth.
- Smaller, more intimate feel to the area.
- There is a solid group of long term residents who support the community.
- Location between Cincinnati and Dayton. Convenient to two airports.
- No income tax.
- Access to I-71.

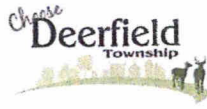
Q29: From the standpoint of ECONOMIC DEVELOPMENT, what do you believe to be the BIGGEST CHALLENGE facing Deerfield as it seeks to grow quality jobs that elevate standards of living for its residents? (Selected answers)

- Ensuring balanced growth.
- Traffic and road/transportation issues.
- Lack of outdoor lifestyle/lack of walkability.
- Vacant retail space.
- Quality workers.
- Lack of greenspace.
- Balancing the needs of the residents with business needs to ensure the quality of life doesn't deteriorate in the coming decades.
- Nobody knows where Deerfield is.

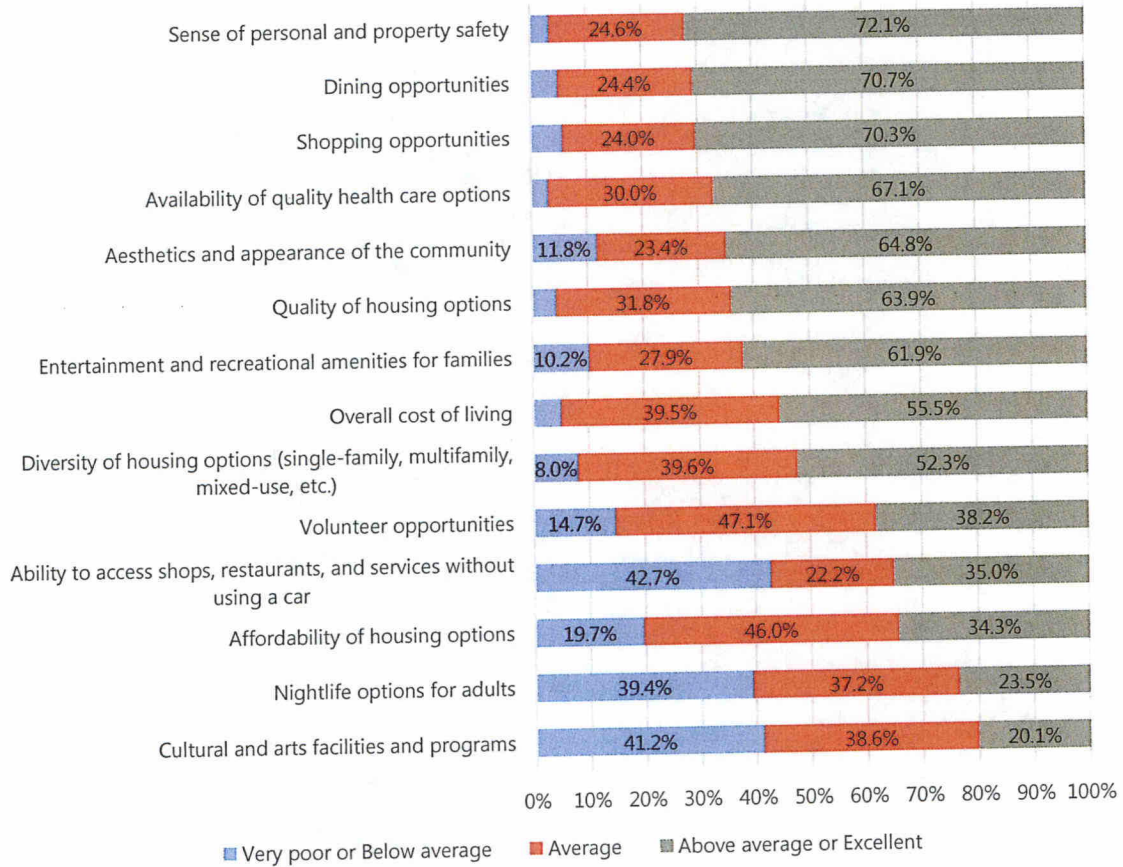


Q30: What is the MOST IMPORTANT THING that needs to happen to improve the Deerfield local economy? (Selected answers)

- Attract new residents.
- Fill the store spaces with more standalone restaurants. Skip the chain restaurants – there are plenty of those.
- Build a theater to house resident companies such as theater, dance, symphony, speaker series etc. This area is full of folks that appreciate the arts. Quality arts.
- Increase walkability, green space, and community space. Create community programming on the scale of other neighboring towns that will promote business and job growth locally.
- Strong leadership and commitment.
- Evaluate what we already have and determine if it can be used in a more creative way.
- Slowing the growth that is causing overcrowded schools.
- Be more deliberate in partnerships with both Kings and Mason school districts.
- Balancing green space with commercial space, and partnering with someone, or a company, with experience creating the new community spaces that are beginning to trend around the country.
- Make housing more affordable.
- Allowing residents to have a voice in planning activities.
- A marketing plan that makes Deerfield Township a destination.



Q31: Please rate the following aspects of Deerfield's quality of life, based on your experiences where you live.



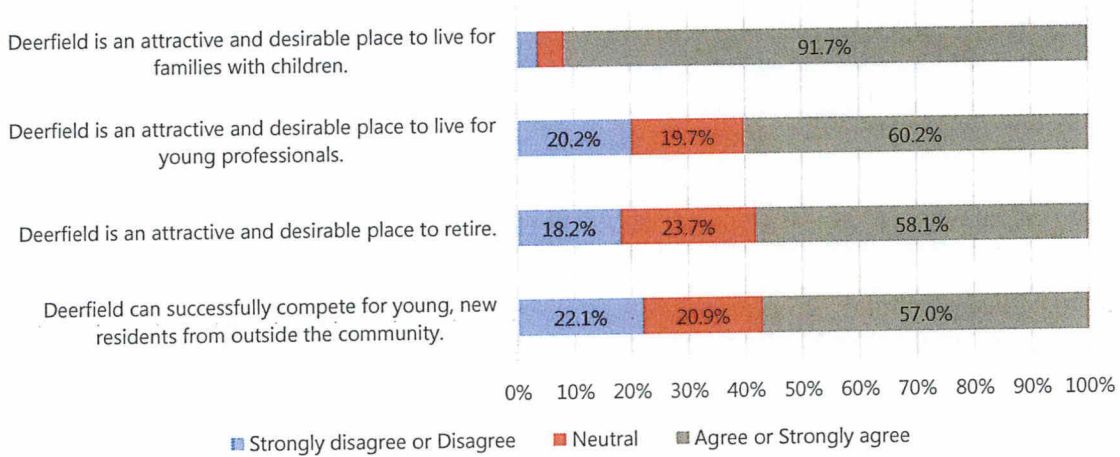


Q32: In your opinion, what additional quality of life amenities does Deerfield need most to become more competitive with comparable communities? (Selected answers)

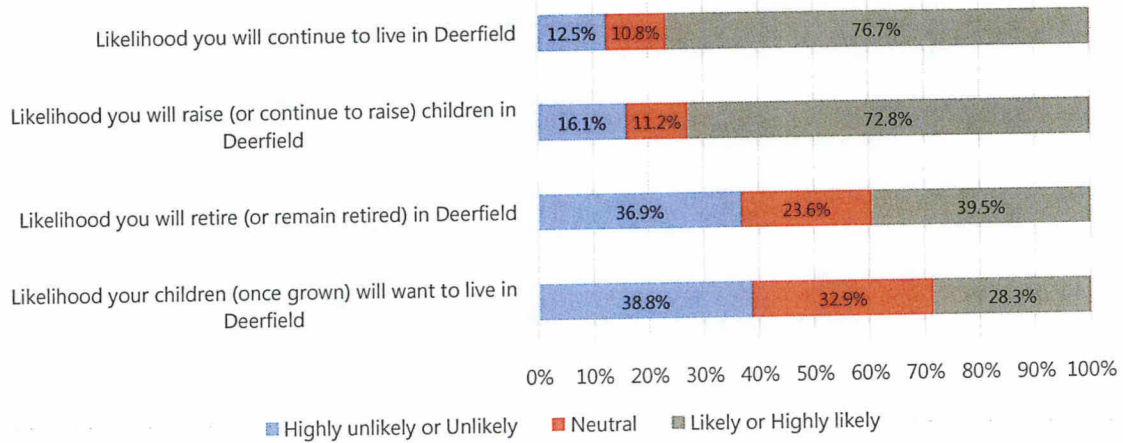
- More adult nightlife activities.
- Planning for future traffic that includes non-motorized options like bike and walking paths, sidewalks, and pedestrian bridges.
- A community center like in Mason, Blue Ash, and Sharonville.
- A dedicated arts theater.
- Better quality restaurants.
- More housing options.
- To be more inviting, benches on corners, flowers placed, bigger welcome to Deerfield signs, lights lining roadways, and a more "homey" feel
- More community gathering spaces



Q33: Please indicate the degree to which you agree or disagree with the following statements:



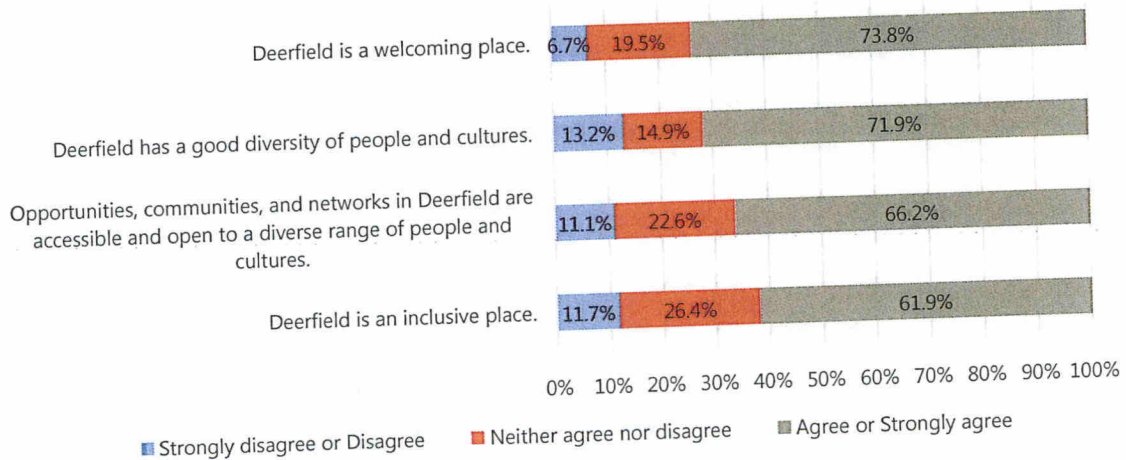
Q34: Please rate the following statements.



Q35: If you will not continue to live in the community, and/or feel your children will not choose to live in the community, what are your primary reasons? (Selected answers)

- No nightlife.
- No nearby universities.
- Not many smaller housing options.
- High taxes due to excellent schools.
- Not attractive to young people – not a walkable community.
- Poor availability of parks in community.
- Too expensive for retirees and young people.
- Lack of affordable housing.
- Need for better restaurants and shopping options.
- Aesthetics are deteriorating/lack of vibrancy.
- Job opportunities.

Q36: Please rate the following statements on the community's diversity and openness.

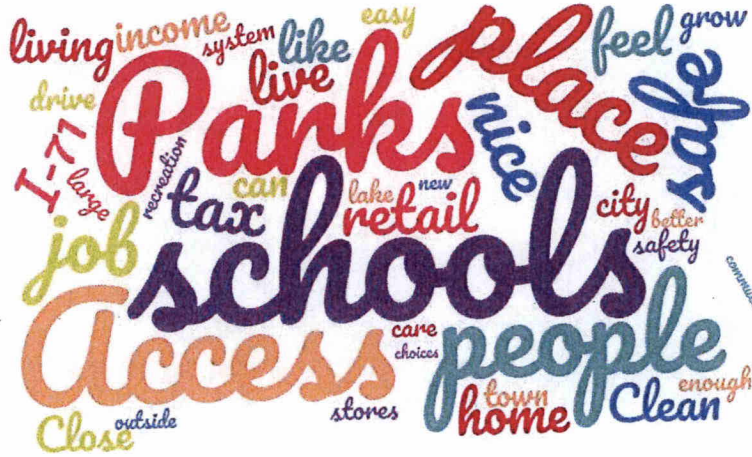




Q37: If you feel that Deerfield is not inclusive and/or welcoming, what could be done to make it a more inclusive and/or welcoming community? (Selected answers)

- More cultural activities to highlight the diversity in the area.
- More community events.
- Be more welcoming to minorities and more friendly to LBGT residents and visitors.
- Host a "meet your neighbors" campaign where people of different cultural backgrounds come together, learn from one another through personal connection and dialogue, and share cultural food dishes.
- Ensure that inclusivity is reflected in teachers, principals, and even PTO leadership in the school districts. Recruitment is important when seeking sincere inclusivity of minority groups.
- Create a community center, cultural center, and/or community gathering place.
- Provide better communication about opportunities, the community, and its networks.
- Ensure that Township leadership is diverse.

Q38: In your opinion, what is Deerfield's GREATEST STRENGTH as a place to live, work, visit, and do business?



Q39: In your opinion, what is Deerfield's GREATEST WEAKNESS OR CHALLENGE to overcome as a place to live, work, visit, and do business?





ENDNOTES

- ¹ "Our History." Deerfield Township. Retrieved from: <http://www.choosedeerfield.com/about-us/our-history-2/our-history-2/>
- ² Highway accessibility took over the number one spot in the 2016 survey which had been previously held by availability of skilled labor in the 2015 survey.
- ³ On the one hand, this could be a significant competitive advantage for Deerfield Township relative to other nearby communities that could be challenged from impending retirements. But on the other hand, Deerfield's economic competitiveness is in many ways tied to the economic fortunes of its immediate surroundings and the Cincinnati region as a whole, a topic that will be discussed later in this Assessment.
- ⁴ This data program has some limitations. While it provides information on the number of exemptions claimed on every return, this metric does not have an exact one-to-one relationship with actual people in a household. Second, the program tracks only those tax filers who submit a return in two consecutive years. As such, the program is known to undercount the elderly, college students, immigrants, and others who may not file a tax return in consecutive years. Additionally, because of their radically different methodologies, the figures from the IRS program do not match Census components of population change figures that are used elsewhere in this assessment.
- ⁵ These numbers may differ slightly from those shown in Figure 8 due to small potential differences in datasets.
- ⁶ Note that movement of individuals who are moving to or from college are not likely influencing these figures to a great degree as these individuals tend not to file a tax return in two consecutive years and are thus not considered in IRS data.
- ⁷ Sams, Douglas. "State Farm's Atlanta project could be 1M sf." Atlanta Business Chronicle. March 8, 2013. Retrieved from: <http://www.bizjournals.com/atlanta/print-edition/2013/03/08/state-farms-atlanta-project-could-be.html>
- ⁸ All three are also located on their region's rail transit systems. Given Cincinnati's lack of a high-capacity regional transit system, the region is unlikely to be competitive for projects seeking a transit-served suburban location.
- ⁹ "Core Values: Why American Companies Are Moving Downtown." Smart Growth America. 2016. Retrieved from: <https://smartgrowthamerica.org/app/uploads/2016/08/core-values.pdf>
- ¹⁰ *ibid.*
- ¹¹ Paeth, Greg. "Future of long-closed Kingswood Golf Course divides Deerfield Township." WCPO. June 2, 2017. Retrieved from: <http://www.wcpo.com/money/local-business-news/future-of-long-closed-kingswood-golf-course-divides-deerfield-township>
- ¹² This is supported to an extent by a 2015 analysis by the University of Cincinnati's Economics Center conducted on behalf of the Township identified comparable land sales that were at least 10 acres in size, located in a suburban community in northern Greater Cincinnati, in close proximity to a major highway, and had sold since 2010. The largest such land sale encompassed 45.81 acres, and just two of the 12 listed comps were larger than 30 acres.
- ¹³ On a price per square foot basis, rents in Warren County were slightly lower than in Hamilton County, which suggests that units in Warren are much larger.
- ¹⁴ Research and Forecast Report Cincinnati Office Q2 2017. Colliers International.