

QUAKER VALLEY COUNCIL OF GOVERNMENTS  
MONTHLY BOARD OF DIRECTORS MEETING  
June 20, 2018

Board President Jean-Sebastien Valois called the meeting to order at 7:00 p.m. at the Ben Avon Municipal Building, 7101 Church Avenue, Pittsburgh, PA. 15202. Mr. Valois then led the pledge of allegiance.

**The following members in attendance:**

Aleppo:	Glenfield: Curtis Reiner
Avalon: John Paul McFeeley	Haysville:
Bell Acres:	Kilbuck: Jean-Sebastien Valois (President)
Bellevue: Tom Fodi	Leet: Betsy Rengers / Donna Adipietro
Ben Avon: Megan Dolan / Melanie Holcomb	Leetsdale: Jeffrey Weatherby
Edgeworth: John Schwend	Sewickley:
Emsworth:	Sewickley Heights: Katie Stringent
Glen Osborne: Barbara Carrier	

**Public Comment:**

**Omnibus Motion** was made by Jeffrey Weatherby to approve the May 16, 2018 meeting minutes, Accounts Payable (Bills to Pay) for the period as of June 20, 2018, Bank Reconciliations May 2018, June 2018 Statement of Revenue and Expense and Balance Sheet. Seconded by Tom Fodi. Motion Carried.

**Discussion:** John Schwend, Edgeworth Borough, Amend the May 16<sup>th</sup> Board of Director meeting minutes to reflect receipt of one opposed to the by-laws as revised. Edgeworth Borough requests an itemized accounts payable report including payroll, print out of payroll summary.

Susan Hockenberry reviewed the Financial Statements. On the income statement the COG generated \$65,276 in revenue and \$72,996.96 in expenses. The balance sheet shows a snap shot of the COG's physical position. Bank Account balances are listed. The debit account #5950 has been closed. Funds were transfer to the General Fund account in the amount of \$81.76. The credit card is used for all purchases previously purchased using the debit card. Liabilities are primarily payments to contractors. The Budget to Actual is run through the date the report is ran. This only presents the general fund account because this is the budget we adopt. This report cannot be produced for example as of 05/31/2018, Quickbooks report will only show 5/12ths of the budget. The date the report is ran is printed on the bottom of the report. Bill to Pay are checks presented for payment. Most notable are payments to various members which represent a finish line for what we started last year when we created the recycling committee for the QVCOG to create one unified application to Pennsylvania DEP for the Recycling Grant. The grant is based on the sum of the residential and commercial recycling, with the residential portion returned to the participating municipalities. There is a fee of \$5,000 to be paid to PA Resource Council from the grant funds for their technical assistance. The balance of about \$3,500 was approved for future recycling events. This grant was based on 2016 tonnage. All members are encouraged to keep promoting recycling.

**Executive Director's Report** – Attached

**Old Business:**

**Community Development Block Grants:**

The Community Block Grant Funds have been approved. We have also been awarded additional grant funding through the COG Wide Public Improvement Funding not included in the competition of CDBG Funding.

**Motion** was made by Tom Fodi to approve the resolution awarding Community Development Block Grant funding. Seconded by Curtis Reiner. Motion Carried.

**Financial Sustainability Committee Report:** Attached

**New Business:**

Notice from Sewickley stating intent to leave the QVCOG.

**Other Concerns of Delegates:**

**Motion** was made by John Schwend, Edgeworth Borough for review of the bylaws as submitted. Seconded by Jeffrey Weatherby. Roll call vote taken: AYES: Ben Avon, Edgeworth, Glen Osborne, Glenfield, Leet, Leetsdale & Sewickley Heights, NAYS: Bellevue & Kilbuck. Motion Carried.

**Discussion:** Motion for Review of a Bylaw, submitted by Edgeworth Borough, June 20, 2018

The sections of the bylaws that should be amended are Article III, Section C4 and C5.

The bylaws currently state:

(C4) "If the Notice of intent to Withdraw is provided before June 30, the Full Member's membership will be terminated at the end of the calendar year."

(C5) "If Notice of Intent to Withdraw is provided on or after July 1, the Full Member's membership will be terminated June 30 of the subsequent year and the Full Member will remain responsible for that portion of its dues."

The proposed bylaw revision is as follows:

(C4)" The Full Member's membership will be terminated at the end of the calendar year in which the Notice of Intent to Withdraw is provided."

(C5) – Eliminated

**Meeting Recess:** 9:10 – 9:20

**Executive Session:** 9:20-10:30

**Board Discussion:**

**Adjournment:**

**Motion:** Tom Fodi made a motion to adjourn the meeting, seconded by John Schwend, with all in favor. Meeting was adjourned at **10:30** pm.

**The next meeting will be held on:** August 15,2018 at 7:00 PM, at the Fern Hollow Nature Center, 1901 Glen Mitchell Road, Sewickley, PA. 15143.

Respectfully Submitted,

Susan G. Hockenberry  
Executive Director

TO: QVCOG Members

FR: Susan Hockenberry, Executive Director

RE: QVCOG Notes, May 30, 2018

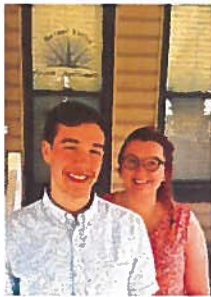
1. As reported last month, on April 18, 2018 an amendment was made to the QVCOG Bylaws. The new Bylaws became effective on May 19, 2018. Prior, the proposed Bylaws changes were reviewed at a Special Meeting on January 31, 2018 and were introduced at the February 21, 2018 QVCOG Board of Directors meeting. A public comment period between February 22, 2018 and March 30, 2018 netted one comment and no modification to the proposed amendment. During the required 30 day period for objection after April 18, 2018, one municipality filed an objection. The Bylaws became effective May 19, 2018 having received objection from less than 1/3 of the members.

In October 2016, QVCOG embarked on Bylaws review to achieve greater clarity, accountability and responsibilities. A year-long review was performed. Many thanks to the Board of Directors, Managers & Secretaries Committee, and The Ad-Hoc Bylaws Review Committee (2017 offices):

Matthew Doebler, Commissioner, Aleppo Township  
Thomas Lloyd, Jr., Councilmember, Avalon Borough  
William Monski, Councilmember, Glen Osborne Borough  
Jean-Sebastien Valois, Supervisor, Kilbuck Township

A complete copy of the Bylaws and the January 31 video presentation can be found on the QVCOG [website](#).

2. Recycling and Solid Waste-The [2018 Hard to Recycle event](#) in partnership with Pennsylvania Resources Council is scheduled for June 30, 2018 at Quaker Valley High School. As in 2017, this highly successful event is offered through no cost to the QVCOG or its member municipalities. Volunteers needed; please contact me. The Recycling Committee will meet June 13, 2018 at Emsworth at 10 AM to address Fall events. Additionally, a tour of Arden Landfill and its waste-to-energy facility is scheduled for June 21, 2018. Tour participants may include municipal officials and staff. [More information and RSVP on QVCOG website](#).



3. [Local Government Academy](#) Municipal Interns Carlee Benhart and Jason Ferrante started May 15. Both will be working multi-municipally on continuing the Blight Fight through systematic property rating system and code enforcement. The application is structured on the QVCOG-wide GIS.
4. QVCOG-wide GIS welcomed Aleppo Township to the program, bringing the total to 6. Three municipalities have subscribed to the Technical Assistance program and 3 custom maps, 1 collector app, and one training session for QVCOG area have been developed since the launch of the 2018 technical assistance program. Secure subscriber web pages and help ticket system developed in May as well. Participation grows these resources! Thanks Aleppo! [Click here for a complete summary of QVCOG-wide GIS](#). Next training July 11.
5. QVCOG is hosting on its website a state-wide survey to estimate quantities for document digitization. This survey is being promoted by the non-profit PA E-Gov Consortium and PA Association of Councils of Governments to determine economies of scale to be had if a joint RFP is developed. There is no obligation by completing the [survey](#).
6. On May 30, 2018 QVCOG hosted its first [Public Works Roundtable](#) to facilitate communication and identify mutual concerns and priorities. Many challenges and good peer-to-peer advice shared. The next roundtable to be scheduled September 2018.
7. The next meeting of the Board of Directors is June 20, 2018 at Ben Avon Borough at 7 PM (new time). The meeting will focus on financial sustainability of QVCOG. In 2017 the COG utilized approximately \$15,000 (unaudited) in general fund balance. Although this was budgeted, the QVCOG "reboot" includes stemming such losses which have persisted for over 5 years ([click here to see 2015 and 2016 audit reports](#)). A financial sustainability committee will chart course to good government finance standard of current revenues matching current expenditures and meeting new Bylaws requirement.
8. The Managers & Secretaries Committee has moved to the 4<sup>th</sup> Wednesday, effective June 27. Meetings conducted at Emsworth Borough at 10 AM.
9. Our 65 Corridor Study is circulating for funding. We received [some good media coverage recently](#). Outreach continues. Met with our project partner and fellow COG, Beaver County COG, reps on May 29.
10. A reminder, this "QVCOG Notes" is provided for your meeting packets. Delegates and Managers/Secretaries, please distribute to your elected officials and staff. The QVCOG E-Newsletter is also available by signing up [here](#).

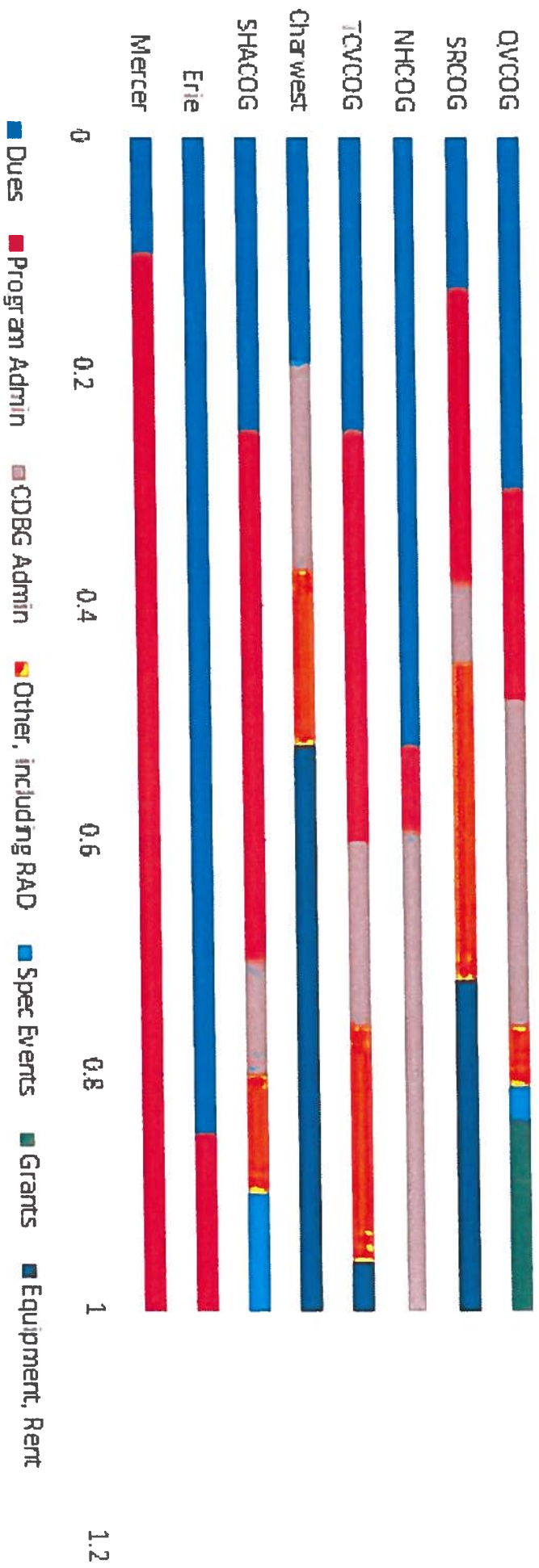
General Fund - History of Fund Balance

2010	98,580		
2011	96,032	-2,548	
2012	120,205	24,173	
2013	207,656	87,451	<b>transfer from SMAC of 96754 so actual loss of 9303</b>
2014	168,083	-39,573	
2015	146,893	-21,190	
2015	140,162	-6,730	<b>prior period adjustment</b>
2016	125,445	-14,372	
2017	110,062	-15,698	

Bylaws standard: "At all times the BOD will ensure cash on hand equal to or greater than 6 months from the prior budget year with the highest expenditures from the General Fund"

TOTAL EXP	6 MOS.	AS OF 05/31/18
173795	/2	101,343

## Comparison



Municipality	2016 Dues	2017 Dues	Based on Population (30%) and Assessed Value (70%) with a base of \$1000 per muni
Aleppo	1650	3300	3502
Avalon	2200	4400	5171
Bell Acres	1650	3300	3889
Bellevue	2200	4400	8278
Ben Avon	1650	3300	3325
Edgeworth	1650	3300	6287
Emsworth	1650	3300	3501
Glenfield	1100	1100	1211
Haysville	1100	1100	1087
Kilbuck	1100	2200	2098
Leet	1650	3300	3104
Leetsdale	1650	3300	3248
Glen Osborne	1100	2200	2135
Sewickley	2200	3300	8074
<b>TOTAL</b>	<b>22550</b>	<b>41800</b>	<b>54910</b>

Year End Financial Projections

	Actual as of 06/20/18	Budget	2018 Year End Est
<b>Revenue</b>			
4001101 Membership Dues	44,000.00	44,000.00	44,000.00
4002101 Project Management	11,612.41	45,000.00	49,000.00
4002105 Sale of Copies	12.00		20.00
4003101 Interest Income	5.07	25.00	25.00
4004101 Bid Documents		600.00	600.00
4005101 Grant Revenues	12,911.00	30,000.00	40,000.00
4005102 General Funds CDBG	7,500.00	7,500.00	7,500.00
4006101 Annual Dinner		5,700.00	8,500.00
4006106 Recycling Income		1,000.00	12,500.00
4006107 Utilization Fee	4,297.04	13,000.00	14,000.00
4006108 Service Fees- Revenue	8,002.00	32,670.30	16,500.00
4006109 Employee Time in Munis	1,000.00		4,360.00
4007101 Regional Asset Tax	4,359.77	6,800.00	199.00
4008101 Commission/Dividends	191.97	199.00	192.00
<b>Total Revenue</b>	<b>\$ 93,891.26</b>	<b>\$ 186,494.30</b>	<b>\$ 197,396.00</b>

Expenditures				
6001000 Advertising	33.60	500.00		500.00
6001101 Administration Payroll	45,752.03	125,620.00		125,620.00
6002110 Employer Paid Taxes	4,681.53	11,078.80		11,078.80
6004101 Travel Expense	142.17	300.00		300.00
6008101 Office Supplies & Maintenance	2,735.80	4,000.00		4,000.00
6008102 Dues, Memberships, Subscriptions	1,308.23	3,600.00		3,600.00
6008103 Miscellaneous Expenditures		300.00		300.00
6008104 Recycling	9,383.43			9,400.00
6008106 MS4 Stormwater		400.00		400.00
6008107 Meeting Meals	58.43	500.00		500.00
6010100 Bank Fees	301.67	270.00		500.00
6010101 Legal and Accounting	5,782.50	5,000.00		5,000.00
6012101 Telephone Expense	1,104.65	2,184.00		2,184.00
6013101 Annual Dinner Expense		5,700.00		6,500.00
6014101 Insurance Expense	26.00	1,960.00		1,960.00
6016101 Office Rent Expense	2,835.00	6,640.50		6,640.50
6016102 Utilities Expense	660.00	1,980.00		1,980.00
6016103 Data Processing	7,967.60	15,211.00		15,211.00
6017101 Conference & Meetings	555.71	250.00		250.00
6019101 SHACOG Joint Purchasing		1,000.00		1,000.00
Purchases	321.00			321.00
Total Expenditures	\$ 83,649.35	\$ 186,494.30	\$ 197,245.30	
Net Operating Revenue	\$ 10,241.91	\$ -	\$ 150.70	



## Income for QVCOG 2017, to today

- Programs based upon
  - Stated interest/need to open ended questions from strategic planning survey, Jan 2017 session, discussions with managers
  - Competencies we possess
  - Low to no upfront cash investment
  - Status: slow progress with members; COG programs feel like sales to people
- Some principals:
  - No employees
  - No shared equipment
  - Commitment and funds should start the process to avoid stranded costs
- Lack of information: Did capital improvement plan to begin to identify mutual areas of concern for future projects and grants, but still much to learn; no Engineers meeting
- 904 Grant income proposal rejected (would have generated \$12,000 in income to QVCOG)
- Concurrently:
  - PI Team to provide more engagement/less staff centric program related research / work to break the vendor presentation/ now follow up/ do we have participation time waste
  - Address the complaints being heard about bad communication and lack of ability input by creating a path to program from ground up
    - 3 session so far
      - 06/17: Dig Doc Mgt, Comm Dev and Data Mining, Library Emergency Service
      - 08/17: Roadbotics, Zoning Tech Assistance, Emerg Mgt and Rails
      - 04/18: Mun Solar Init, Shared CTO
- Ambitious grant seeking

### Successful Intergovernmental funding scenarios

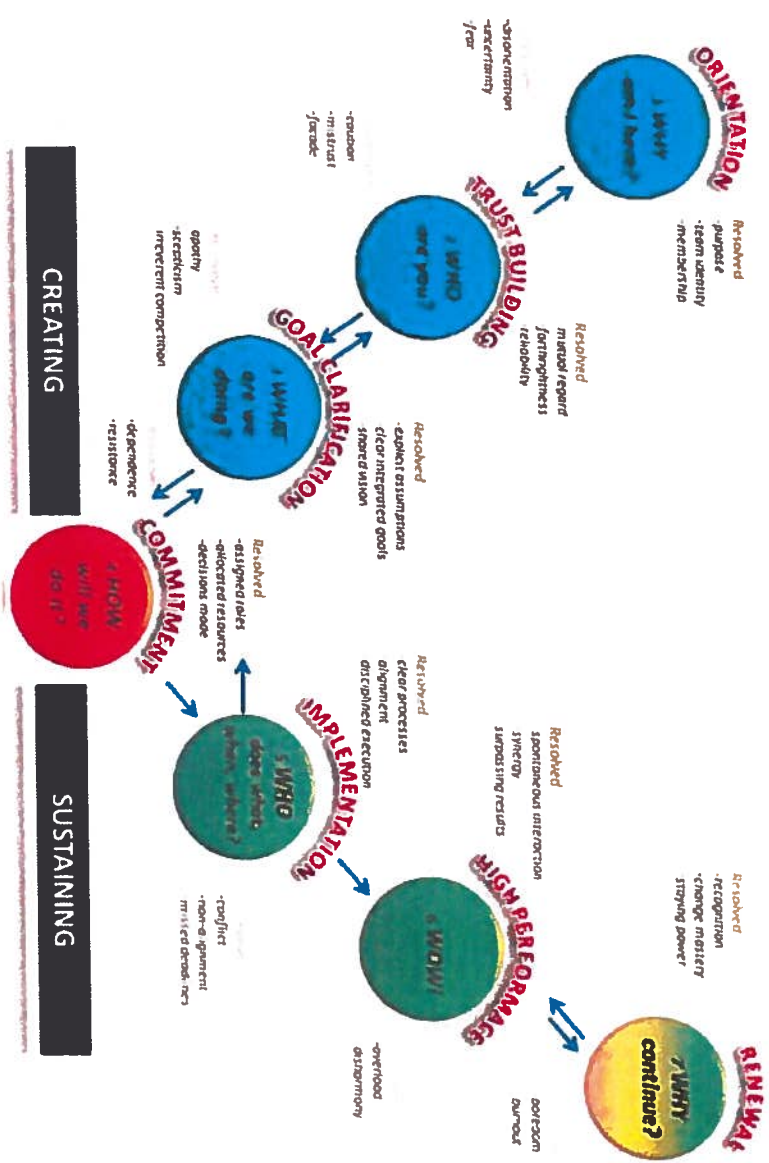
1. Fully funded by dues
  1. No reliance on outside funds: for example CDBG can go away and the org survives; RAD is used like one-time revenue; surplus that is accumulated in capital reserve fund
  2. Dues funded organization, overlapping jurisdiction authority with revenue stream independent of other sources
    1. Franchise fee collector
    2. Transportation Management Agencies
    3. Signing Trusts
  3. Direct services to municipalities
    1. Training
    2. Joint purchasing, employment agency
    3. Project formation for competitive grantseeking that allows the COG to administer on behalf of the municipalities
4. Pre-pay and plan for profitability to return a dividend.
5. Project Administration: Contractor fees and Agent relationships
6. Passive revenue- percentage based fees deducted prior to flow of funds to customer-- how Keystone is paid, Jordan is paid
7. Funded by combination of dues and fees
  1. Mixture of low dues, enrollment fees and contractor fees charged to vendors.
8. Funded by combination of dues, fees, grants
  1. Approach our budget has been based upon, with the exception of the fact that we have used fund balance.
9. Problem isn't really any one of these solutions vs another: Its time and commitment.

What does success look like?

1. Funding is a discussion of commitment not compliance
2. Fund balance requirements of Bylaws met
3. Good mix of revenue; not reliant on single source or funder
4. Economic fairness in dues structure
5. Good Business: Programs are valued and self sustaining
6. What does it look like to you?

Number 1 obstacle to Success: Commitment

Drexler/Sibbet Team Performance Model



### Scenarios

- to full fund with dues would need to generate \$100,000
- to fund at recommended 60% \$60,000
- currently at \$44,000
- Continue Programmatic priorities:
  1. Associate Members
  2. Project Management proposals (CDC development, Glen-Hays MMP, Salt Storage, Emsworth CE)
  3. Continue InterCOG collab program promotion
  4. Beware of unintended consequences (perception: always selling)
- Dividend in 5 years idea
- Merge with another COG
- Go out of business

The Big idea: well aligned with needs of community and timing

- Corridor Management -Transportation Management Association
- Programs that cut costs developed by members. Not vendor or staff driven

The 5 year turn-around time frame must be acknowledged as what is needed

What does that take?

## Timeline of Route 65 Corridor Study Project

1. October 2016 - Tom Klevan presented to Managers and Secretary Committee on previous work done at and vet the proposal that corridor is the regional priority
2. October 2016 - DCED Deputy Secretary visits QVCOG
3. December 2016 - DCED capacity grant applied for
4. February 2017 Stephen Quick of Remaking Cities Institute presents at QVCOG Board Meeting
5. April 2017 - DCED capacity grant received
6. May 2017 - Initial Meeting with Acting PennDOT District Executive Cheryl Moon-Siranni
7. May 2017 - Initial meeting to engage Beaver County COG
8. August 2017 - Initial Proposal to Mobility 21 (declined)
9. October 2017 - Don Carter Remaking Cities Institute is Keynote at QVCOG Annual Dinner, discusses project with the membership
10. November 2017 - Meeting with Aurora to invite as partner, added to project
11. January 2018 - Second Proposal to Mobility 21 (accepted and approved for \$90,000)
12. February 2018 - DCED Application for funding of community engagement study (40,000)
13. February 2018 - Endorsements from Beaver COG, Ravenstahl, Kulik, Reithenshaler
14. March 2018 - Second Meeting with PennDOT District Executive Cheryl Moon-Siranni
15. March 2018 - PennDOT Connects workshop and meet with Harrisburg/Central Office
16. April 2018 - Meet Secretary Richards at AV Summit; provide one pager
17. April 2018 - DCED Deputy Secretary visits QVCOG second time on specific Corridor funding request
18. April 2018 - Stephen Quick of Remaking Cities Institute presents at QVCOG Board meeting for second time
19. May 2018 - Friends of Riverfront meeting (2) to discuss nonprofit - COG collaboration for the trail/riverfront component of future a multi-modal planning
20. June 21, 2018 - scheduled meeting with PennDOT to secure final funding
21. July 2018 - anticipated start of study

Role Models

Capitol Region COG Municipal Service Sharing

<http://crcog.org/municipal-services/>

Centre Region COG Refuse and Recycling

[https://www.crcog.net/index.asp?Type=B\\_BASIC&SEC={E44AEB45-CAB8-40E5-9354-62909A10EC70}](https://www.crcog.net/index.asp?Type=B_BASIC&SEC={E44AEB45-CAB8-40E5-9354-62909A10EC70})

Oakland Transportation Management Association

<http://www.otma-pgh.org/about-us>

Erie Area COG

<https://www.erieareacog.org/>

