

# Colerain Township

COMMUNITY CENTER

BENCHMARKING PROJECT 2012

MARIE SPRENGER, DIRECTOR

The background of the slide is a dark, abstract composition. On the right side, a series of bright, white light rays or beams emanate from a point, fanning out towards the left. These rays create a sense of depth and movement. The lower portion of the slide is a solid, dark gray horizontal band.

# CENTER COMPARISONS

## BENCHMARKING INTRODUCTION

The Colerain Township Community Center, formerly known as the Colerain Township Senior Center, has been providing services for 30 years. Our Center can boast the honor of National Accreditation unlike any of the other centers. In the past 2 years, the Center has made remarkable changes in atmosphere, staffing and programming. We have evolved into a community center with classes and family events. In addition to continuing to meet the needs of the older adult population, our new approach focuses on attracting 50+ with interesting classes and programs attractive to those recently retired or those seeking to add new experiences or lifelong learning to their leisure time choices. We have expanded programming for all ages and will continue to maximize usage of the building. Our promotional efforts have been successful and we continue to bring in 25 new first-time members every month. The new model of "Community Center" gives us greater opportunities in servicing the Colerain Township community on a different scale and in different aspects. We have evolved, and will continue to adapt with a vision for the future.

As a part of this data seeking project, tours were taken of the centers and directors were interviewed. It was enlightening to see the various differences in facilities, operations, funding and marketing.

## CENTER COMPARISONS

CENTER	SERVICE AREA	FUNDING	AGE	FACILITIES	MEMBERS	FEE RES/NON	MEMBERS AGE
COLERAIN TOWNSHIP COMMUNITY CENTER	60,144	TOWNSHIP GENERAL FUND	30 YRS	TWO HALLS, TWO KITCHENS, ARTS ROOM, MUSIC ROOM, GAME ROOM, COMPUTER CENTER, ATRIUM, BALCONY	800	10/20	50+
GREEN TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER	56,660	TOWNSHIP GENERAL FUND	30 YRS	HALL, KITCHEN, THREE PROGRAMMING AREAS, CASS OFFICE	650	8/12	55+
SPRINGFIELD TOWNSHIP SENIOR CENTER	39,000	TOWNSHIP GENERAL FUND/ THE GROVE	17 YRS 10 YRS	HALL, KITCHEN, CARD ROOM, LOUNGE, WOODSHOP, ARTS ROOM, LIBRARY	475	20/25	55+
ANDERSON TOWNSHIP SENIOR CENTER	45,215	SENIOR INDEPENDENCE/ANDERSON TOWNSHIP	25 YRS	HALL, KITCHEN, DINING, EXERCISE, MUSIC, LIBRARY, COMPUTER	800	20/35 30/55 COUPLE	ANY AGE
WEST CHESTER ACTIVITY CENTER	60,958	PARTNERS IN PRIME COMMUNITY FIRST SOLUTIONS	1 YR	(FORMER LIBRARY) SIX PROGRAMMING AREAS INCLUDING FITNESS	400	60/72 30/55 COUPLE	ALL AGES  55+ CLUB
SYCAMORE SENIOR CENTER	22 AREAS	MAPLE KNOLL/CITIES OF BLUE ASH, MONTGOMERY, SYMMES, MADIERA, SYCAMORE	11 YRS 29 YRS	3 HALLS, KITCHEN, CAFÉ, FITNESS ROOM, ARTS ROOM COMPUTER CENTER	3,079	30/50 COUPLE	55+
MASON SENIOR CENTER	30,712	CITY OF MASON/MASON COMMUNITY CENTER	10 YRS	TWO ROOMS PART OF COMMUNITY CENTER ACCESS TO FITNESS/AQUATIC	643 131	25/40 SOC 55/70 EX 36/49 CENTER MONTHLY	55+

## CENTER COMPARISONS

CENTER	SYSTEMS CARDS	AVG DAILY BLDG USE	AVG NEW MEMBERS PER MONTH	BIMONTHLY NEWSLETTER MAILED	STAFF	DIRECTOR SALARY	PART TIME PAY RANGE	# OF PROGRAMS	EVENING PROGRAMS
COLERAIN TOWNSHIP COMMUNITY CENTER	MY SR CTR YES	125	25	800	FT 3 PT 3 VOL 60	57,000	\$10-11	75	YES
GREEN TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER	NONE NONE	100	10	400	FT 1 FT SHARE 1 PT 1 VOL 60	48,000	\$9-15	25	1
SPRINGFIELD TOWNSHIP SENIOR CENTER	NONE NONE	35	2	400	FT 1 PT 8 VOL	52,000	\$9-14	30	NO
ANDERSON TOWNSHIP SENIOR CENTER	NONE NONE	50	5	800	FT 3 PT 2 VOL 40	45,000	\$8-12	35	1
WEST CHESTER ACTIVITY CENTER	NONE NONE	50	10	400	FT 1 PT 2 VOL 20	30,000	\$8	45	YES
SYCAMORE SENIOR CENTER	NONE NONE	200	30	2200	FT 5 PT 12 VOL 100	43,000	\$8-14	60	NO
MASON SENIOR CENTER	YES YES	70	20	700	FT 1 PT 2 VOL 40	30,000	\$9-12	35	NO

## CENTER COMPARISONS

CENTER	MEALS	TRANSP	ACTIVITY SURVEYS	CENTER RENTALS	OTHER RENTAL SITE (SEE RENTAL COMPARISONS)	HIGHEST RENTAL FEE	CREDIT CARDS/ FEE	LIQUOR PERMIT	NATIONAL ACCREDITATION/ AWARDS
COLERAIN TOWNSHIP COMMUNITY CENTER	YES	YES	PLANNED	YES	NO	\$1100	NO	REQUESTING D 5 TOWNSHIP	YES
GREEN TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER	YES (CASS)	YES (CASS)	NO	YES	THE LODGE	\$2200	NO YES AT LODGE ABSORB	YES BUT UNDER SENIOR GROUP NAMES MONTHLY	NO
SPRINGFIELD TOWNSHIP SENIOR CENTER	NO	NO	NO	YES	THE GROVE	\$1200	NO YES AT LODGE FEE	D 5 ANNUAL TOWNSHIP	NO
ANDERSON TOWNSHIP SENIOR CENTER	YES	YES	NO	YES	ANDERSON CENTER	\$50 HR \$2000 AC	NO	NO	NO
WEST CHESTER ACTIVITY CENTER	YES	NO	NO	YES	NO	\$150 HR	YES	NO	NO
SYCAMORE SENIOR CENTER	YES +CAFE	YES	ANNUAL	YES	NO	\$1500	YES	YES TEMPORARY	NO
MASON SENIOR CENTER	NO	NO	ANNUAL	YES	NO	\$135 HR	YES	NO	NO

## CENTER COMPARISONS

CENTER	BUDGET	EXPENSES	NOTES	CUTS	SHARED SERVICES	CURRENT CAPITAL IMPROVEMENTS	SEEK DONATIONS ADVERTISE WILL MEMORIAL
COLERAIN TOWNSHIP COMMUNITY CENTER	446,900	EXCEED		YES	PARTNERSHIPS W AREA BUSINESSES	HVAC GRANT	NO
GREEN TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER	237,000 (DOES NOT INCLUDE LODGE)	EXCEED	ALL MEMBERSHIP INCOME GOES TO THEIR ADVISORY BD	HAVE NOT BEEN REPLACING PEOPLE	NO	NO	NO
SPRINGFIELD TOWNSHIP SENIOR CENTER	317,500 (WITH LODGE)	EXCEED BY 60,000	ALL REVENUE FROM RENTALS	2008 LEVY FAIL STAFFING CLOSED MON	PURCHASING  WYOMING OPP	NO	NO
ANDERSON TOWNSHIP SENIOR CENTER	<500,000	EXCEED	SR INDEPENDENCE/ TWP 60/40	YES TWP	PARTNERSHIP WITH NON PROFIT	PARKING LOT NEW ENTRANCE	DIFFERENT LEVELS OF SPONSORSHIP
WEST CHESTER ACTIVITY CENTER	377,000	EXCEEDED BY 40,000	NON PROFIT PRIME TIME  DONATIONS	RE- ORGANIZATION 2 YRS AGO	WITH HAMILTON AND FAIRFIELD PRIME TIME	NO	DIFFERENT LEVELS OF SPONSORSHIP
SYCAMORE SENIOR CENTER	1.25 MIL	EXCEED BY 100,000	NON PROFIT ALL AREA CITIES MUST SUPPORT BY ORDINANCE	2009 STAFFING- NEVER PROGRAMS	WORK BLUE ASH BIERGARTEN AT CONCERTS	EXPAND CAFÉ WALL	WISH LIST POSTED ADV HOW TO BEQUEATH IN WILL
MASON SENIOR CENTER	MASON 120,000 YR +MEMBER SHIPS	EXCEED	UNDER COMMUNITY CENTER	RE-DESIGNED 2 YEARS AGO	TRIPS	NO	YES

# S W O T

CENTER	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
COLERAIN TOWNSHIP COMMUNITY CENTER	FACILITY AND STAFF PROGRAMS RECENT EVOLUTION/VISION BRANDING	NON-RECOGNITION OF VALUE OF SERVICE TO FASTEST GROWING SEGMENT OF POPULATION IN COMMUNITY	RE-DESIGN RENTALS FOR INCOME EVENTS WITH LICENSE INCREASE EVENT SPONSORSHIPS UNIVERSITY CLASSES	BUDGET
GREEN TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER	NEW PRESIDENT OF ADVISORY BD TEAMED WITH CASS TO PROVIDE NEW SERVICE (MEALS)	LODGE BUDGET  LOCATION  RESISTANCE TO CHANGE	HAVE LAND-COULD ADD MORE ROOMS	BUDGET
SPRINGFIELD TOWNSHIP SENIOR CENTER	RENTAL INCOME	LACK OF STAFF	CREATING A NON-PROFIT ORG UNDER THEM TO APPLY FOR ARTS GRANTS/ ART DISTRICT POSSIBILITY (LIKE FAIRFIELD) SHARE PARKS/BLDG W ITH WYOMING	COMMUNITY APATHY-NOT INVESTED UNLESS INTEREST IS PERSONAL
ANDERSON TOWNSHIP SENIOR CENTER	DIVERSE ACTIVITIES	HOW TO INTEREST THE NEXT GENERATION/YOUNGER SENIORS	SR INDEPENDENCE AND TOWNSHIP HAS A STRONG COMMITMENT TO THE SENIOR POPULATION/PARTNERSHIP	OLD BUILDING/REPAIRS VEHICLES
WEST CHESTER ACTIVITY CENTER	SUPPORT FOR SOCIAL INTERACTION/FITNESS	UNDERSTAFFED  UNDERFUNDED	MERGING WITH COMMUNITY FIRST SOLUTIONS (LARGER ORGANIZATION)	BUDGET REPAIRS TO BUILDING
SYCAMORE SENIOR CENTER	BOARD IN LINE W/MISSION FACILITY DESIGN LOCATION STAFF ATTITUDE AND CULTURE HEALTHY CAFÉ MENU	MAPLE KNOLL LOSING 2 MILLION EVERY YEAR- CUTS RE-DIRECTED COA ZONING SIZE INCREASES	HIRING AN EVENT COORDINATOR TO INCREASE RENTAL \$ STAYING OPEN UNTIL 6 PM	CASS DOING MORE IN THE AREA- LOSING COMPETITIVE EDGE FOR GRANT \$/SERVICES
MASON SENIOR CENTER	PART OF COMMUNITY CENTER DOES NOT HAVE TO STAND ALONE	FUNDING  NO TRANSPORTATION	EXPAND ON TRAVEL OPPORTUNITIES	COMPETITION IN AREA LIFETIME FITNESS/COUNTRYSIDE Y/RETIREMENT HOMES ALL HAVE FITNESS EQUIPMENT

## BEST PRACTICES OF COLERAIN TOWNSHIP

- **NATIONAL ACCREDITATION**      The best possible best practice achievement is possessing accreditation or awards. National Accreditation exemplifies excellence by proving accountability and program quality.
- **BRANDING/IMAGING**      The professionalism of our marketing/promotional pieces and efforts in all areas
- **PROGRAMMING**      The large amount of quality programming opportunities available to different age groups, sets the bar for our peers.
- **FACILITY IMPROVEMENT**      The changes that have been made on a limited budget to enhance and/or update the Center (i.e. Fort Coleraine Hall, lighting (energy) upgrades, HVAC grant , recycling containers, computer center, PA system, ballroom chairs, signage, paint, seating, computer center, balcony patio)
- **STAFFING**      An organization's people and the culture they create is a competitive advantage. Our staff is extremely knowledgeable, trained, and possesses the professionalism and enthusiasm required.
- **VISION**      Our department has embraced change and is confident in our vision. We accept the challenges and new opportunities.

## ANALYSIS

Although none of the centers have ever operated in the black, (as they have always been supported by general funds/city ordinances mandating financial support/non-profit organizations/grants/donations) the increasing budget cuts demand that the centers become income generating. All of the centers are focusing on using their facilities for rental income. There is one area township that does this with much success, and one that continues to have financial difficulties.

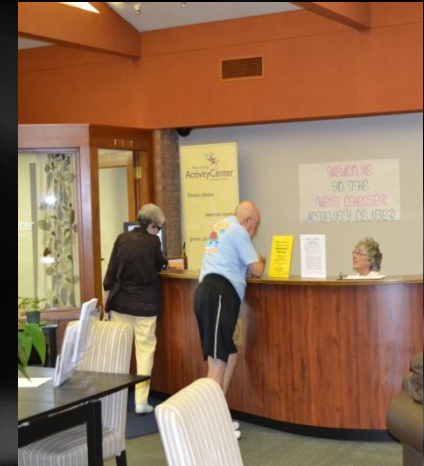
Modeling the best rental practices (Springfield and Anderson), Colerain Township Community Center will bring a request to the Trustees to make rental operating/policy changes, to secure greater revenue sources. These are explained in the rental comparison section of the benchmarking.

Other opportunities for the Center may include a cooperative venture with an area university to provide life-long learning classes for adults. We seek ways to expand our programming and offer new opportunities to the community.

We will continue to provide classes and events for all ages. Eventing such as Trunk or Treat and a Baseball Card/Sports Memorabilia Show, concerts with band and food sponsors (like Blue Ash and Anderson) are important to create the place of where Colerain will Play! This is the perfect time to involve residents and businesses, particularly with the re-development of the corner and Colerain Avenue. Additional Special Events that bring residents together in a festive atmosphere will add to our image. We need to create a “culture” with culture. Comparisons of best practices of these are in the event section of the benchmarking.

**Overall, the perception of the Colerain Township Community Center is of excellence. When your peers name you as a “threat” to their facility, and when they send over their advisory boards and staff to find out why Colerain is so successful, or their administrators want to know what Colerain is doing, the indicators are clear that we set best practices in many areas. Likewise, we can continue to draw from others’ best practices to make us even better, and to compete and sustain for the long run.**

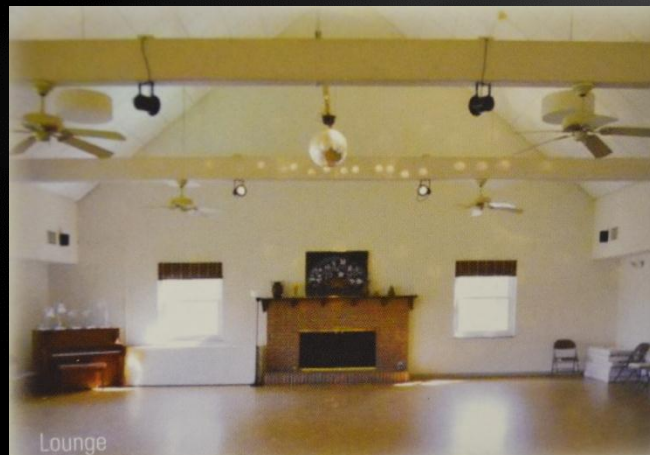
# WEST CHESTER ACTIVITY CENTER



# SPRINGFIELD TOWNSHIP SENIOR AND COMMUNITY ARTS CENTER



# ANDERSON TOWNSHIP SENIOR CENTER



# GREEN TOWNSHIP SENIOR CENTER



# MASON SENIOR CENTER



# SYCAMORE SENIOR CENTER



# EVENT COMPARISONS

The background of the slide is a dark, abstract composition. On the right side, several bright, white light rays or beams of light emanate from a point, fanning out towards the left. The lower half of the image is a solid, dark gray horizontal band that provides a base for the text.

# EVENTS

	SERVICE AREA	EVENTS	BUDGET	STAFF	MARKETING	OTHER	CROWDS
CITY OF BLUE ASH	12,000 PLUS MANY OTHER AREAS	RED, WHITE AND BLUE ASH TASTE OF BLUE ASH TUES CONCERTS IN PARK FRIDAYS ON THE SQUARE FRIDAY BEER GARDEN THURSDAY LUNCH CONCERTS	907,500 GENERAL FUND  (HAD 10% BUDGET CUTS THIS YEAR)  ALLOCATIONS JULY 4 (370,000) TASTE (375,000)	60,000 FT 1 32,000 PT 1  USE GROUNDS MAINT/PARKS	TV AND RADIO SPONSORS  2500 FLYERS 100 POSTERS BOOTHES BANNERS LOGO T SHIRT RESV SEATING RESV PARKING SOCIAL MEDIA LOGO LINKS RESTAURANT SPONSORS  \$100-25,000	OTHER EVENTING AND RENTAL SITE IS BLUE ASH GOLF COURSE	125,000 ATTENDED AT R/W/B  1000-1200 AT FRI CONCERTS
ANDERSON TOWNSHIP	45,215	ARTS, THEATRE, DANCE BRIDAL SHOW TEA AND TIARAS FARMERS MARKET ANDERSON DAYS PARTY ON PLAZA JULY 4TH	60,000	35,000 FT 1 HOURLY PT 1	WITH CHAMBER BELOW PLUS WEDDING MARKETING	TEAM UP WITH THE CHAMBER OF COMMERCE	
ANDERSON AREA CHAMBER OF COMMERCE AT ANDERSON CENTER	45,215	PARTY ON THE PLAZA /BANDS ANDERSONS GOT TALENT JULY 4 <sup>TH</sup> PARADE (W TWP) GREATER ANDERSON DAYS JACK O LANTERN WALK GOLF OUTING THANKSGIVING BREAKFAST VETERANS DAY CELEBRATION TREE LIGHTING/CAROLING	220,000 FROM CHAMBER MEMBERSHIPS/ SPONSORSHIPS/ EVENT REVENUES  PAY RENT TO CENTER FOR OFFICE SPACE  550 CHAMBER MEMBERS	FT EXEC DIR 1 PT OFFICE 3  BOARD OF DIRECTORS, MEMBERS AND VOLUNTEERS HELP WITH EVENTS	DIRECTORY  ANDERSON TWP NEWSLETTER  SUMMER FUN  SUMMER EVENTS	TEAM UP WITH ANDERSON TOWNSHIP	50,000 AT ANDERSON DAYS  500 AT PARTY ON THE PLAZA (8 X A YR)

## ANALYSIS

Events offer the community a chance to play in their community. They foster pride, involvement and a create a strong connection to that entity Both Blue Ash and Anderson Chamber of Commerce are indicative of best practices in Special Events. In my opinion, entities that have vision tend to build the best facilities (new) and lead in income generation, interest and community satisfaction with their trending facilities, programs and events. Their reputations and image is of excellence.

Both of their marketing is extremely strong, as well as their connections to business sponsors which is key. The City of Blue Ash promotes itself as “ well known throughout the Greater Cincinnati area as a leader in producing award-winning special events. The events draw a total of 300,000+ attendees annually. Each event is themed and features free national, regional, and local entertainment; food from area restaurants; and a family fun area for kids of all ages” in order to promote commitment from sponsors.

Colerain Township can already boast of the 4<sup>th</sup> of July and Taste of Colerain. On a smaller scale, we have numerous events including park concerts, park movies, Easter Egg Hunt, 5K, Recycling Day, Shred Day, Daddy Daughter Date Night, Artisan Craft Fair, Holiday Concert. We will offer a new Trunk or Treat and a Baseball Card/Sports Memorabilia Show in the fall.

With the re-development taking place at the corner and Colerain Avenue, it is a perfect opportunity to create some new events. With an annual liquor license for the Community Center and Government Complex area, and the possibility of a stage, we could also start Friday night concerts and other crowd drawing events. The key would be in procuring restaurants, media and sponsors, as well as self promotion which is lacking. Colerain Township needs a culture. This can be achieved when residents come together in a festive atmosphere to enjoy recreational time. We need to keep our residents appreciating the Township and expanding the perception of the Township and all the great things we do!

ANDERSON CHAMBER OF COMMERCE

BLUE ASH



**TASTE OF BLUE ASH**  
**AUGUST 24-26**  
**BLUE ASH TOWNE SQUARE**

Taste of Blue Ash is the Premier Event for the City of Blue Ash. There is something for every one, tasty treats for your taste buds, great music and national entertainment, rides & more!

*[Click here for details.](#)*

