



# City of Gahanna

200 South Hamilton Road  
Gahanna, Ohio 43230

## Meeting Minutes Committee of the Whole

*Trenton I. Weaver, Chair*  
*Merisa K. Bowers*  
*Jamille Jones*  
*Nancy R. McGregor*  
*Kaylee Padova*  
*Stephen A. Renner*  
*Michael Schnetzer*

*Jeremy A. VanMeter, Clerk of Council*

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Monday, August 26, 2024

7:00 PM

City Hall, Council Chambers

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### A. CALL TO ORDER:

*Vice President of Council Trenton I. Weaver, Chair, called the meeting to order at 7:00 p.m. The agenda was published on August 23, 2024. All members were present for the meeting. There were no additions or corrections to the agenda.*

### B. ITEMS FROM THE CITY ATTORNEY:

[ORD-0054-2024](#)

AN ORDINANCE TO ADOPT AMENDMENTS TO PART FIVE GENERAL OFFENSES CODE SECTIONS OF THE CODIFIED ORDINANCES OF THE CITY OF GAHANNA; TO PROVIDE FOR PENALTIES; TO PROVIDE FOR CODIFICATION; TO PROVIDE FOR SEVERABILITY; TO REPEAL CONFLICTING ORDINANCES; TO PROVIDE AN EFFECTIVE DATE; AND FOR OTHER PURPOSES

City Attorney Tamilarasan presented a review of the criminal code, specifically Part Five: General Offenses. She explained that the review primarily involved updating language in the code to reflect changes in the Ohio Revised Code (ORC). Tamilarasan highlighted three substantive areas of change.

The first area concerned ethnic intimidation. She proposed broadening the scope to encompass various protections offered under other areas of the City's code, such as housing protections. This change aligns with language adopted by other municipalities. Subsection B provides examples of contextual clues that can indicate a person's motive, though it is not exhaustive. Additionally, the ordinance proposes making ethnic intimidation a first-degree misdemeanor, recognizing the unique harm caused by this type of criminal behavior, which is distinct from the predicate offense.

The second area of change involved the dissemination of an image of another, a crime under state law since 2019, but previously omitted from the City of Gahanna code. Tamilarasan considered this an oversight, adding it to the City's code.

The third area addressed the update of the code to comply with the recent legalization of adult-use cannabis. This was a substantial task, as it affected several areas of the code. The state legislature passed a stopgap measure in the ORC chapter, but it did not update the corresponding criminal offenses. This review was a first pass to ensure the City of Gahanna's code was internally consistent and not in conflict with state-authorized uses. Tamilarasan mentioned that a more detailed review would be presented at the next committee meeting in two weeks. She welcomed any questions or comments.

Councilmember Schnetzer asked if the Police Department had an opportunity to review the proposed changes and if they had any comments or input.

City Attorney Tamilarasan responded that she had discussed the broad categories of changes with Chief Spence and the Police Department, but they had not yet reviewed the redlined version of the code this early in the process. She welcomed their input on the matter.

Councilmember Schnetzer stated that he would reserve additional comments until he had an opportunity to hear from the Police Department, as they would be responsible for enforcing the changes. Councilmember Schnetzer confirmed with the City Attorney her intention to bring the matter back to the committee in two weeks.

President Bowers inquired whether other communities had also established ethnic or discriminatory intimidation as a first-degree misdemeanor, or if this approach was unique to Gahanna.

City Attorney Tamilarasan noted that other communities, such as Columbus and Reynoldsburg, had established it as a first-degree misdemeanor and had broadened the list of protected categories. However, while these communities continued to call it "ethnic intimidation," Gahanna would be the first to rename it as "discriminatory intimidation." Despite the name change, the bulk of the language mirrored that of other communities in the area.

Mayor Jadwin asked for clarification, confirming that Gahanna would be the first community to adopt the term "discriminatory intimidation."

City Attorney Tamilarasan affirmed that Gahanna would be the first to change the name, although the broader categories of protection had been adopted by several other communities.

President Bowers expressed appreciation for the proposed amendments, particularly those related to marijuana restrictions, which align the City of Gahanna's code with Issue 2 and state regulations. She acknowledged the importance of input from the Department of Public Safety and the Police Department, and thanked Tamilarasan for her work on these updates.

**Recommendation: Held in Committee; Further Discussion scheduled for 9/9/2024.**

**C. ITEMS FROM THE COUNCIL OFFICE:****Historic Village Records Update & Supplemental Request****ORD-0052-2024 AN ORDINANCE AUTHORIZING SUPPLEMENTAL APPROPRIATIONS  
- General Fund Council Office Professional Services for Grant Award**

Deputy Clerk Sophia McGuire provided an update on the grant project related to the digitization of the historic village records. She began by giving background information on the project, noting that the Council Office was awarded \$2,940 in April by the Ohio Historical Records Advisory Board (OHRAB) for this purpose. The records, which span from 1881 to 1970 and include meeting minutes, ordinances, and resolutions from when Gahanna was a village, were scanned by ScanWorks, an Ohio-based business, with assistance from intern Charlie Schneider. McGuire reported that the scanning phase was complete, and they were halfway through the project. Over 20 years of historic Village of Gahanna council meeting minutes are now available online. By the end of 2024, all Village Council meeting minutes will be accessible on the legislative website.

McGuire provided instructions on how to access these records via [gahanna.legistar.com](http://gahanna.legistar.com), emphasizing that the public could search by year, though a minor issue with the software was noted in adding records from the 1800s. McGuire highlighted a snippet from the first Village Council meeting minutes from 1881 as an example of what could be found.

Looking beyond the grant project, McGuire mentioned the possibility of engaging the public in transcription efforts, particularly since not all records are easily readable by screen readers and Optical Character Recognition (OCR) technology struggles with handwriting. This crowdsource transcription could become a future project.

She then transitioned to discussing the need for a supplemental appropriation. The funds from the grant were awarded in April but not received until June. To ensure the project stayed on schedule, the office paid for the project from their budget and now required reimbursement to their Professional Services line.

President Bowers expressed her appreciation for the progress made in preserving Gahanna's historical records, especially in light of the City's 175th anniversary. She commended McGuire and the office for their dedication to this important work.

Vice President Weaver also praised the project, expressing interest in the records' previous storage conditions. McGuire explained that the records had been stored off-site and were in poor condition. She noted that some records had been microfilmed, but the quality of those scans was degraded, making the new high-quality archival images particularly valuable. Weaver shared his experience with public records, referencing a fire at the Franklin County

Courthouse in the early 1920s that resulted in the loss of many records. He emphasized the importance of preserving such documents for posterity and thanked McGuire for her efforts.

**Recommendation: Introduction/First Reading on Regular Agenda on 9/3/2024;  
Second Reading/Adoption on Consent Agenda on 9/16/2024.**

**D. ITEMS FROM THE SENIOR DIRECTOR OF OPERATIONS:**

[ORD-0053-2024](#)

AN ORDINANCE APPROVING THE PLAN OF OPERATION AND GOVERNANCE FOR THE SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL ("SOPEC") ELECTRIC AGGREGATION PROGRAM, AND FOR THE PURPOSE OF JOINTLY ESTABLISHING AND IMPLEMENTING AN ELECTRIC AGGREGATION PROGRAM

Senior Director Kevin Schultz provided the second update on the City's progress with Sustainable Ohio Public Energy Council (SOPEC) and the Community Choice Aggregation program. Schultz introduced Luke Sulfridge, the Executive Director of SOPEC, and Philip Leppla, the Deputy Director and Legal Counsel, who were present to assist with any detailed questions.

Schultz began by reminding the Council that they had officially voted to become members of SOPEC the previous week, August 19, 2024. He reiterated that SOPEC is a Regional Council of Governments that provides energy aggregation programming for 29 communities across Ohio. Gahanna would become the 30th community to implement their services.

The focus of the evening's discussion was the Plan of Operation and Governance, a critical next step in realizing Gahanna's aggregation program. Schultz emphasized that the Council was not setting rates or starting the program at this time; however, Council was considering the adoption of the governance plan. The plan, a 15-page document attached to the agenda, outlines how the aggregation program will operate on behalf of Gahanna. It includes details on structure, governance, operations, management, funding, and policies that member communities and program participants will follow. Schultz noted that the plan must be certified by the Public Utilities Commission of Ohio (PUCO).

He compared this process to the one the City undertook in 2000 when Gahanna first became a municipal aggregator, explaining that if SOPEC is to provide aggregation services, the City must fall under their governance plan.

Schultz outlined the key goals and objectives of the plan, including leveraging the bargaining power of the customer pool, securing sustainable energy sources, and providing energy options for all qualified customers. He also discussed the ability for customers to opt out or opt into the program at any time, ensuring that quality and reliable customer service is provided by SOPEC and AEP Energy.

Regarding the opt-out aggregation process, Schultz explained that all eligible accounts would be automatically entered into the program unless they

choose to opt out. He clarified that customers who already participate in an alternate supplier program, such as the State of Ohio's Apples to Apples program, would not receive a notice about the City's aggregation program. He emphasized that the choice ultimately remains with the customer, who can opt out, search for their own supplier, or do nothing and be entered into the aggregation program.

Schultz also touched on the importance of educating consumers about their choices. He listed questions that residents should ask when considering any energy program, including whether the rates are fixed or variable, the term of the contract, and whether there are any fees associated with their current supplier.

He then described the aggregation program process, which involves providing a customer list to SOPEC and AEP Energy. Eligible customers would be notified once a rate is set and the program is ready to begin. Customers would have 21 days to opt out of the program and return to the default supplier, AEP Ohio. The distribution utility would then transfer all accounts to AEP Energy. The only change on the customer's bill would be the supplier's name listed under the supply portion of the utility bill. The program would become effective on the next full billing cycle after the opt-out period. Schultz noted that the 21-day opt-out notice would be delivered via the United States Postal Service.

President Bowers asked what would happen if a resident did not receive the initial opt-out letter and only realized they were part of the program upon receiving their first monthly bill. She inquired about the options available to residents who might not want to participate in the program under those circumstances.

Senior Director Schultz explained that if a resident did not want to participate after realizing they were part of the program, they could call the provided 1-800 number to be returned to the default supplier. Alternatively, they could shop for their own electrical supplier through the Apples to Apples website or choose to remain in the program if they found the City's rate favorable.

President Bowers reiterated the importance of this point, emphasizing that residents could still opt out of the program at any time, even if they missed the initial opt-out period.

Senior Director Schultz confirmed this, noting that residents could opt-in and out of the program as often as they liked, as long as the City was under an existing contract. He also mentioned that there would be no fees associated with opting in or out, provided there were no fees from the provider the resident was leaving.

Councilmember Schnetzer asked whether residents who had already chosen a different supplier through the Apples to Apples program, such as Dynegy, would still need to go through the opt-out process.

Senior Director Schultz clarified that those residents would not receive an

opt-out notice because they would not be eligible for the program, as they were already with an alternate supplier.

Councilmember Padova asked if a resident whose current program expired or who was able to leave their current program could join the City's program later, and how they would go about doing so.

Senior Director Schultz responded that those residents could call a 1-800 number, which would be published, and go directly to AEP Energy, to be added to the Gahanna program.

Councilmember Padova confirmed that residents who were ineligible at the beginning of the program could still join whenever they wanted if they later chose to do so. Senior Director Schultz confirmed this.

Senior Director Schultz then discussed the next steps for the program. He noted that by Ohio Revised Code, the City was required to host two public meetings related to the adoption of the Plan of Operation and Governance. The first public hearing was scheduled for September 3, 2024, with the second on September 16, 2024. If necessary, the matter could return to committee on September 9, 2024 for further discussion. After these hearings, the Council could vote to adopt the plan, allowing the City to move forward with setting a rate and beginning the program in consultation with SOPEC. Schultz mentioned that previous Council discussions on the RFI for SOPEC's selection and membership were listed on the slide, along with a direct link to the Community Choice Aggregation program's webpage, which includes an FAQ section and a short explanatory video from Power Clean Future Ohio. He also noted that the City was working with the Marketing and Communications team to develop a communication strategy that would include a direct mail postcard, social media campaigns, newsletters, and website presence, to ensure that residents were informed and could make educated decisions about joining the program, opting out, or choosing their own supplier.

Councilmember Schnetzer thanked Mr. Schultz for the information and asked for clarification on the process. He confirmed that after the public hearings, the Council would be asked to authorize the Administration, in consultation with SOPEC, to set the rate. He acknowledged that the key factor in the program's success would be whether it would save residents money, which would depend on the rate set. Senior Director Schultz confirmed that this was correct.

Councilmember Jones asked for clarification regarding the difference between AEP Energy and AEP Ohio, noting that a neighbor had asked her about this, and she struggled to explain it clearly. She inquired if customers would still write their monthly bills to the same AEP entity and whether account numbers would change.

Senior Director Schultz explained that customers who join the energy aggregation program would see no changes to their bill, account number, or the entity to which they write their checks. The bill would remain almost

identical, with the only notable difference being that AEP Energy's logo would appear under the supply portion of the bill, indicating the rate for energy supply. He mentioned that while the bill might look slightly different for customers on a budget plan, all the necessary information would still be present, although presented differently.

Councilmember Padova asked if the relationship between AEP Energy and AEP Ohio could be likened to that between Walmart and Sam's Club. Senior Director Schultz confirmed this analogy.

Councilmember McGregor emphasized the importance of customers paying attention to the end dates of their contracts with other energy suppliers. She shared a personal experience where she missed her contract's end date by a couple of days and had to pay a \$100 fee. She reiterated that customers should be mindful of their contract dates and any associated fees.

Senior Director Schultz agreed and reiterated that it is crucial for all customers to ask these questions, regardless of which program they are on. He noted that if a customer misses their contract's end date, they might not only incur a fee but also face a significant rate increase, potentially losing the savings they had initially expected. He reassured the Council that in the City's aggregation program, SOPEC would keep track of contract periods to ensure continuous service at the best possible rate, avoiding any lapses or unfavorable rate changes. He also mentioned the possibility of entering a "bridge agreement" with SOPEC, which would extend the initial term until June, when many of SOPEC's current contracts expire. The strategy behind this would be to negotiate a new contract with a larger customer pool, likely resulting in a more competitive rate post-June.

Councilmember McGregor asked if there was an estimate of how many residents were currently enrolled in an alternate energy program.

Senior Director Schultz responded that this information would become available once the list of eligible customers was obtained after the plan's adoption. At that point, they would know how many residents are eligible for the program and how many are currently purchasing their energy from other suppliers.

Councilmember Renner asked a brief question regarding when the Gahanna information page would go live, noting that the short Uniform Resource Locator (URL) was not resolving.

Senior Director Schultz explained that if a forward slash was added at the end of the URL, the page would resolve correctly. He then demonstrated the current status of the website, which had been updated that morning, August 26, 2024. The site was still in the "coming soon" phase; however, it included several key features such as the Power A Clean Future Ohio (PCFO) video, which explains aggregation in a concise one-minute clip, and a series of frequently asked questions (FAQ). He noted that the website included questions about what aggregation is, the steps Gahanna has taken, and details about opt-out community choice aggregation programming. All

legislative actions taken by the Council and presentations given were also available on the site, except for older presentations. He encouraged anyone who noticed missing information in the FAQ to send a note to City staff for inclusion.

Mayor Jadwin added that an easy way to find the aggregation information on the website was to navigate from the homepage under "Our Government" and "Initiatives," where a link to "Community Choice Aggregation" would direct users to the relevant page.

Councilmember Renner mentioned that he had tried this method, but it did not work for him. Mayor Jadwin responded that she just tested the method, and it directed her correctly to the page.

President Bowers expressed her gratitude to Senior Director Schultz for an excellent presentation, noting that he addressed many resident questions clearly and succinctly. She also appreciated the website build-out, which had seen significant updates, even over the past weekend. She thanked Mr. Schultz, Mr. Wybensinger, and the rest of the City Hall team for their hard work.

Vice President Weaver had two quick questions. First, he confirmed that the plan was to be adopted as presented. Senior Director Schultz confirmed this. Second, Vice President Weaver asked for clarification about a reference to a 2% carbon fee in the plan. Senior Director Schultz clarified that the 2% carbon fee applied only to the City of Athens. Vice President Weaver thanked Schultz for the clarification and asked if there was any desire to bring the item back to committee between the public hearings scheduled for September 3, 2024 and September 16, 2024. Seeing no interest, he confirmed that the Council would anticipate the public hearing on September 3, 2024. He thanked Director Schultz, City staff, and the Administration for their efforts, as well as the SOPEC representatives for their attendance and contributions.

**Recommendation: 1st Public Hearing with Introduction/First Reading on Regular Agenda on 9/3/2024; 2nd Public Hearing with Second Reading/Adoption on Regular Agenda on 9/16/2024.**

**E. ITEMS FROM THE SENIOR DIRECTOR OF ADMINISTRATIVE SERVICES:**

[RES-0032-2024](#)

**A RESOLUTION ADOPTING THE 2024 STAFFING PLAN FOR THE CITY OF GAHANNA**

Miranda Vollmer, Senior Director of Administrative Services, introduced Heidi Miller from Clemans Nelson & Associates, who was present to provide an update on the Staffing Plan. Vollmer reminded the Council that the five-year staffing study and plan had been included in the 2024 budget, and the City had engaged Clemans Nelson & Associates to conduct the study. Senior Director Vollmer explained that Ms. Miller would review the methodology and present the recommendations from the study. Vollmer noted that the Staffing Plan was intended to be a fluid, five-year plan and that the Council was asked to adopt it by resolution. The recommendations from the study would be used to build out the 2025 staffing request, which would be presented on October



21, 2024 with the 2025 budget proposal. Vollmer then handed the presentation over to Heidi Miller, offering to answer any questions at the end.

Heidi Miller explained the background and methodology used in conducting the staffing study. The first step was to gain a thorough understanding of the City of Gahanna, which included reviewing budget books and comprehensive plans to understand the current structure and operations. The next step involved conducting interviews with each department leader to understand the current staffing levels, goals, and needs of each department. Miller explained that a significant component of the study was collecting data from comparable cities, primarily local municipalities in the area, to see how they were managing their staffing. The study also examined gaps and overlaps in functions, span of control, work practices, and potential ways to streamline work efforts. She reiterated that the recommendations in the study were intended as guidelines for the next five years, rather than a strict timeline of actions to take in specific years. The recommendations were aligned with the City's growth intentions and provided a roadmap for potential staffing changes. Miller mentioned that the full report was lengthy; however, it contained detailed narratives explaining the rationale behind each recommendation, as well as the supporting data and comparisons. Miller encouraged Council members to interrupt with questions at any point if they needed clarification or if she was moving too quickly. She then began her department-by-department summary.

### **Economic Development**

Ms. Miller noted that the Economic Development Department was appropriately staffed at this time, given that it was relatively new and the current staff was still developing. The structure of the department was similar to that of other comparable municipalities. However, the director had indicated a need for additional support in research, data compilation, and trend investigation. As a result, Miller recommended adding an intern to the Economic Development Department. She concluded this section by showing a visual of the recommendations and a table of organization for the department.

### **Engineering**

Ms. Miller next discussed the Engineering Department. She noted that the study did not recommend any additional positions for the department directly; however, she highlighted concerns raised during meetings with department leaders from both the Engineering and Public Service departments. These concerns centered around some gray areas and unclear responsibilities between the departments, which led to a more reactive approach rather than a proactive one. Miller mentioned that these issues would be addressed later in the presentation when discussing the Public Service Department, as some of the recommendations there would help resolve these concerns.

Another issue identified in the Engineering Department was related to Geographic Information Systems (GIS). Currently, both the Engineering and IT departments handle GIS functions, leading to overlap in roles. It was noted

that managing GIS was becoming too much for a single position within the Engineering Department; this would also be addressed in the recommendations for the Public Service Department. Miller pointed out a specific gap in the coordination between Engineering and Public Service, particularly in the areas of compliance, reporting, and project management. She emphasized the need for a dedicated position to handle these responsibilities, as this was where the gray areas and overlaps were most evident.

Miller concluded the discussion on Engineering by showing the table of organization, reiterating that no changes to staffing were recommended for this department.

### **Finance**

Ms. Miller presented the findings for the Finance Department. She noted that no additional positions were recommended at this time. The finance team is relatively new, and the current focus is on developing the team and getting them up to the necessary operational level.

Miller mentioned that there is an upcoming retirement of one of the Finance Analysts, which provided an opportunity to reallocate responsibilities within the department. Currently, the Senior Deputy Director, along with other City employees, manage the Request for proposal (RFP) and procurement processes, leading to a somewhat inconsistent approach. To address this, Miller recommended that, following the retirement, the remaining Finance Analysts be assigned specific roles: one focusing on accounts payable and receivable, and the other taking ownership of the RFP and procurement processes. This reallocation would not involve adding any new positions but would streamline functions within the department.

Additionally, Miller highlighted the need for backup support for the Payroll Analyst, who manages payroll for about 200 employees during the winter season and double that number during the summer. She suggested that this support could come from another Finance Analyst or a Human Resources representative to ensure continuity in case of absences or vacations.

Miller concluded by displaying the table of organization for the finance department, reflecting these recommended adjustments without the addition of new positions.

### **Human Resources**

Ms. Miller reviewed her findings for the Human Resources (HR) Department. She stated that no additional positions were recommended for HR. Miller explained that she used a statistic from the Society for Human Resources Management (SHRM), which suggests a ratio of one HR employee per 100 employees within an organization. Based on this guideline, the current staffing level in the HR Department was deemed appropriate. She noted that this would need to be monitored if staffing levels increased over time; however, it was not a concern for the next five years.

Miller assessed whether the HR Manager position should be elevated to a director-level role. She concluded that, given the City's current structure and number of employees, there was no need to support both positions. However, she recommended that the HR Manager take on additional labor relations functions as much as the position allows.

Furthermore, Miller will be recommending the addition of a Training Coordinator position within the Department of Administrative Services. This new position would take over the training and compliance functions currently handled by an HR representative. Despite this shift, the HR department would remain responsible for identifying the relevant HR training topics.

Miller concluded by showing the table of organization for the HR department, reflecting the current staffing structure and the anticipated shift in responsibilities due to the recommended changes.

### **Information Technology**

Ms. Miller shared recommendations for the Information Technology (IT) Department. She noted several key positions that were recommended for addition or reclassification. Miller began by addressing the growing concern of cybersecurity, particularly in the public sector. She highlighted that cybersecurity has become a significant threat, with both the public and private sectors feeling the impact. As a result, many organizations are adding positions specifically focused on IT security. Reflecting on this trend, and in response to concerns shared by the IT Manager, Miller recommended adding a Security Network Analyst position to the IT Department. This role would help the department become more proactive in protecting the City's IT systems.

Miller recommended the creation of a Systems Analyst position to support the IT Department. She explained that the current Systems Administrator has a heavy workload, and with the City's planned modernization and the introduction of new technology in the new facility, the need for additional support is expected to grow.

Miller revisited the issue raised earlier in the presentation regarding Geographic Information Systems (GIS). She recommended adding a GIS Analyst position within the IT Department. This role would consolidate the GIS functions currently being handled by both the IT and Engineering departments, providing consistency, and centralizing these responsibilities within IT.

Lastly, Miller addressed the potential reclassification of the IT Manager position. Based on a job audit conducted at her request, she determined that the current functions performed by the IT Manager warranted a reclassification of the position to Director of IT. This reclassification was included in her recommendations.

Miller concluded by displaying the updated table of organization for the IT Department. She clarified that new positions were highlighted in orange, while

reclassifications, such as the IT Director position, were shown in gray.

### **Mayor's Office**

Ms. Miller next reviewed recommendations for the Mayor's Office. She noted that the Mayor had placed significant emphasis on the communications and marketing aspects of the office, particularly in evaluating current responsibilities and identifying any gaps. Miller identified a need for a more hands-on leadership role within the Communications Department. As a result, she recommended reclassifying the current Communications Manager position to a Director of Communications. This change would ensure stronger oversight and strategic direction for the department.

Miller recommended the creation of a Digital Media Specialist position. She noted that many comparable municipalities have similar roles due to the increasing importance of digital media. The Parks Department, in particular, has a high demand for digital media services, justifying the need for this specialized role.

Under the Mayor's Office, Miller addressed the Department of Operations. She learned about the City's involvement in Mid-Ohio Regional Planning Commission's (MORPC) Sustainable 2050 program, which includes various commitments to sustainability. To assist the City in meeting these requirements and to support energy, natural resource, and sustainable neighborhood initiatives, Miller recommended the addition of a Sustainability Coordinator position.

Miller concluded by displaying the updated organizational chart for the Mayor's Office, highlighting the two new positions-the Digital Media Specialist and the Sustainability Coordinator-and the reclassification of the Communications Director role.

### **Administrative Services**

Ms. Miller presented her recommendations for the Department of Administrative Services. She discussed the proposed Training Coordinator position, which she mentioned earlier in the presentation. Miller explained that the new state-of-the-art training facility in the upcoming office space would need to be managed effectively. Currently, training responsibilities are distributed across multiple departments, including risk management through Administrative Services, HR, and the Police Department. The introduction of a Training Coordinator would streamline these efforts by centralizing the management and coordination of training needs.

The goal was for the Training Coordinator to split their time equally between the Police Department, which has significant training demands, and the rest of the City. Additionally, this position would look to increase revenue opportunities by offering the training facility's services to outside entities. She explained that the Training Coordinator would report to the Risk and Safety Administrator. Given that this would place the Risk and Safety Administrator in a supervisory role, Miller recommended reclassifying the position to a Risk

and Safety Manager. This change would not involve adding a new position but would be a reclassification to reflect the new responsibilities.

Vice President Weaver asked Ms. Miller to clarify the reasoning behind positioning the Training Coordinator within the Department of Administrative Services (DAS) rather than having the role remain under HR. Ms. Miller explained that the decision was based on the Training Coordinator's role touching multiple departments. The Risk and Safety Administrator already handles significant training responsibilities from a safety standpoint, so it made sense to centralize training under DAS. This approach would ensure consistency across departments by having one position oversee all training functions, rather than having them dispersed across various departments, which could create inconsistencies.

### **Planning**

Ms. Miller shared there were no additional positions being recommended for the Planning Department.

### **Law**

Ms. Miller presented the findings for the Law Department. She stated that no additional positions were recommended at this time; however, she suggested the development of a tracking system to monitor work assignments and requests. This system would help assess the workload and determine if there might be a need for additional staff in the future.

### **Council Office**

Ms. Miller noted no recommendations for additional positions for Council Office.

### **Mayor's Court**

Ms. Miller also noted no additional positions recommended for Mayor's Court.

### **Parks & Recreation**

Ms. Miller addressed recommendations for the Parks and Recreation Department. She began by noting that the current structure includes a Parks and Facilities Superintendent responsible for overseeing facilities, the golf course, parks, and forestry-a considerable span of control. To better manage these responsibilities, Miller recommended the creation of a Parks Manager position. This new position would oversee the various divisions within the department. Consequently, the Parks and Facilities Superintendent would have their role adjusted to focus solely on parks and facilities. The Golf Course Superintendent role would be reclassified to directly oversee the golf course, and the Forestry Supervisor would be reclassified as a Forestry Superintendent. Miller explained that these changes align with the goals outlined in the Parks Master Plan, which aims to grow and develop the

department in line with the City's strategic objectives. The recommendation involves adding one new position (Parks Manager) and reclassifying several existing positions.

For the forestry and horticulture divisions, Miller recommended separating the two into distinct divisions, rather than having them lumped together as they currently are. This change would require the addition of a Horticulture/Tree Foreman to ensure that the two divisions work together effectively, especially since the workload varies seasonally. Additionally, Miller recommended adding two maintenance workers to support the horticulture division, in line with the department's growth plans.

Miller displayed an updated organizational chart to illustrate these changes. She pointed out the placement of the Forestry Superintendent and the new Horticulture Division, as well as the Parks Manager's role overseeing these areas. Miller advised that the number of maintenance workers should be continually monitored to ensure adequate staffing. She noted that currently, both the Parks and Recreation Department and the Public Service Department share responsibility for mowing and property upkeep. To streamline operations, she recommended that the responsibility for mowing and upkeep be consolidated under the Parks and Recreation Department. However, she clarified that this change would not result in a reduction of employees in the Public Service Department.

### **Public Service**

Ms. Miller reviewed her recommendations for the Public Service Department, revisiting an earlier point about the need for clarity between the Engineering and Public Service Departments regarding compliance, reporting, and project management functions. She explained that the Operations Manager position within the Public Service Department had been vacant for some time, and she recommended reclassifying this position to a Project Manager. The reclassified role would address concerns between the Engineering and Public Service departments by overseeing projects, managing contracts, and handling compliance and reporting functions.

Miller also recommended adding two maintenance workers, one for utilities and the other for the streets division. Additionally, she suggested creating an Administrative Assistant position for the fleet division to assist with cataloging inventory, purchasing, and other related functions.

A significant recommendation was the establishment of a Facilities Division within the Public Service Department, particularly in light of the City's new, more modern facility. Miller recommended the creation of a Facility Superintendent position to oversee this division. The superintendent would be responsible for the day-to-day operations of the facility, ensuring it remains safe and well-maintained. To support the Facilities Division, Miller proposed adding two maintenance workers to handle maintenance tasks and custodians to manage cleaning and upkeep. She justified these recommendations with statistics, noting that industry standards suggest one full-time maintenance employee per 50,000 square feet and one custodian

per 28,000 square feet. Based on these guidelines, and considering the nature of the City's facilities, Miller recommended the addition of two maintenance workers and possibly four to five custodians, but cautioned the statistic for custodians might not square exactly with the nature of an office building.

Miller concluded by displaying the updated organizational chart for the Public Service Department, highlighting the new positions, including the two maintenance workers, the Administrative Assistant, and the newly established Facilities Division with its Facility Superintendent and custodial staff.

### **Public Safety**

Ms. Miller presented the final section of her staffing recommendations, focusing on the Public Safety Department. She began by outlining the current structure, noting that the department is divided into three subdivisions, all under one Deputy Chief, which also includes a Communication Center and a Compliance and Accreditation Manager. Miller pointed out that comparable departments typically have one Deputy Chief per division or one to two Deputy Chiefs with multiple Lieutenants managing functions. Consequently, she recommended adding an additional Deputy Chief of Police.

Miller revisited the training aspect, tying it back to the earlier recommendation for a Training Coordinator within the Department of Administrative Services. She reiterated that this role would focus on increasing revenue opportunities by working with external entities and coordinating internal training.

Regarding the Communication Technicians, Miller noted that there are currently 12 positions, with only one Communications Technician 2 (supervisor) overseeing all shifts. She recommended promoting or reclassifying one of the Communications Technician 1 positions to a Technician 2, with the goal of eventually having a supervisor-level position on each shift.

Miller also discussed the anticipated expansion of the school district and the potential need for an additional School Resource Officer. She recommended working closely with the school district to assess their needs after the expansion before determining the exact number of officers required.

With the anticipated new City building, which includes an updated property room with advanced technology for evidence storage, Miller recommended adding two full-time Evidence Technicians. She also identified a need for a civilian position to assist with records functions, particularly handling the increasing number of public records requests, especially those involving video footage. Furthermore, Miller recommended adding a part-time Management Analyst to assist with background investigations.

Miller then addressed the Community Liaison Officer (CLO) role, noting that it has seen growing expectations and responsibilities. Given that there are three different districts supported by this position, she recommended adding another CLO, with the long-term goal of having one CLO per division.

If the Council decides to move forward with adding a Deputy Chief, Miller suggested also adding an Administrative Assistant to support the Deputy Chief, as well as other patrol operations and investigations.

Miller recommended monitoring the need for additional civilian staff, such as Management Analysts, in the future. She concluded by presenting the updated organizational chart for the Public Safety Department. She explained that the chart uses color coding to indicate priority levels: yellow for higher-priority positions and purple for those that are projected for the future. Miller then invited any questions from the Council.

#### **Questions from Council**

Vice President Weaver thanked Ms. Miller for her detailed presentation. He noted that the discussion would continue when the topic returns to the committee on September 23, 2024 for further questions, comments, and feedback. Weaver suggested that if Councilmembers had preliminary questions, they could address them now, but acknowledged that many might want time to digest the information and revisit it during the next Committee meeting.

Councilmember Padova sought clarification on the organizational chart presented by Ms. Miller, specifically asking about the color coding. She asked if the yellow indicated the most immediate recommendations.

Ms. Miller confirmed that the yellow color represented higher-priority recommendations, although she refrained from assigning a specific timeline to these. She explained that the purple color represented positions or actions planned for further into the future, while the blue color indicated current positions or structures.

Vice President Weaver addressed the Administration, recalling last year's budget discussions where the Administration was asked to prioritize roles. He inquired whether this prioritization would be presented during the upcoming budget season, or if he should request it now.

Senior Director Vollmer confirmed that the 2025 staffing request would include prioritization, similar to the previous year, with roles categorized into higher priorities and tiers (e.g., one A's, one B's) to guide the Council's decision-making during the budget process.

**Recommendation: Held in Committee; Further Discussion scheduled for 9/23/2024.**

#### **F. ADJOURNMENT:**

*With no further business before the Committee of the Whole, the Chair adjourned the meeting at 8:15 p.m.*



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**Jeremy A. VanMeter**  
Clerk of Council

*APPROVED by the Committee of the Whole, this  
day of 2024.*

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**Trenton I. Weaver**  
Chair

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