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Submitted By
Heidi L. Miller
Regional Manager

Ryan Woodward
Account Manager

CITY OF GAHANNA

2024 Staffing Study Executive Summary



CONSULTANTS TO MANAGEMENT

Akron | Cincinnati | Columbus | Lima
www.clemansnelson.com
[1.800.282.0787](tel:18002820787)

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Staffing Study Background and Methodology

Staffing is one of the most important management functions in any organization. Providing the most beneficial positions and accurate number of employees is vital for an organization's productivity, morale, efficiency, and development. When staffing is not correctly implemented and developed, organizations will not be able to continue to keep up with the continuously evolving workforce.

The City of Gahanna contacted Clemans, Nelson & Associates, Inc., (hereinafter Clemans Nelson; or referenced as "the Consultants") to conduct a comprehensive staffing study of the City's current organizational structure, staffing allocations, and service delivery.

Clemans Nelson conducted the Staffing Study by doing the following:

1. Developed an understanding of the current key issues impacting and shaping the service requirements for the community and gathered an in-depth understanding of the current organizational structure. The Consultants met with the City's administrative team to discuss the project and determine specific project tasks and approaches.
2. While continuing to develop a better understanding of the current state of the City, the Consultants conducted individual interviews with each Department leader to learn more about the existing plans of the organization and current processes. During the interviews, Clemans Nelson identified the current staffing and their responsibilities within each department and noted any staffing trends or gaps. The Consultants also reviewed available information (e.g., budgets, workload data, union contracts, job descriptions, work rules, personnel rules, MOU's, etc.) to provide more insight into each Department's delivery approach, regulatory constraints, and operational practices. Any contractual arrangements or shared services with other entities were included in the review.
3. Conducted a Comparative Assessment comparing the operations of each Department against comparable cities. The assessment provided the ability to benchmark the City against peer cities in areas such as organizational structure, staffing, technology, and key operational practices.
4. Evaluated the organizational structure in each Department to answer questions about any gaps or overlaps in functions, spans of control, and appropriate organizational location.
5. In some Departments, the Consultants evaluated staff utilization and deployment compared to service levels and workload. This analysis compared staffing allocations against both the current and desired service levels and existing and future workload. Through the analysis, the Consultants determined if current staff allocations are aligned with the adopted service demands and requirements and if the current staffing allocations should be adjusted to accommodate future workload.
6. Evaluated the adequacy of major work practices and focused on identifying opportunities to streamline work practices to increase efficiency and/or reduce staffing requirements.

7. Reviewed the goals, objectives, and service level targeted by each Department, and the succession planning and continuation of institutional knowledge.
8. Based on the above, Clemans Nelson developed the staffing recommendations outlined in this report.

History

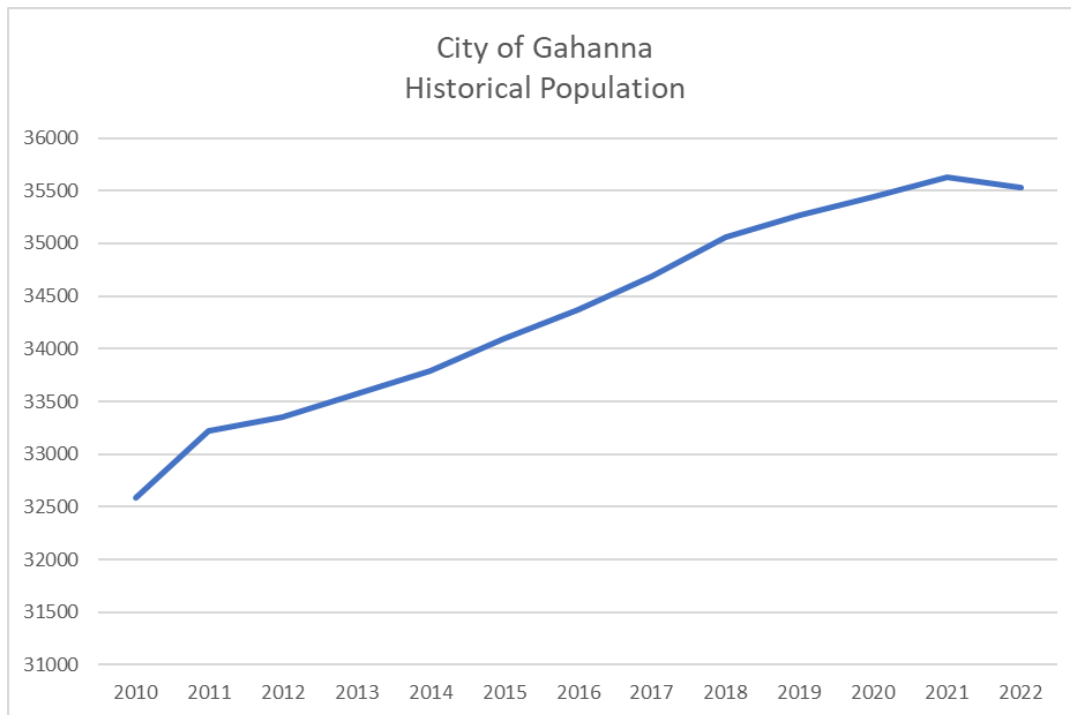
Gahanna was founded along the Big Walnut Creek in 1849 by John Clark of Ross County from 800 acres of land that his father, Joseph Clark, had purchased from Governor Worthington in 1814. Clark named his property the Gahanna Plantation, from which the City of Gahanna derives its name.

Gahanna maintained a considerable rivalry with the town of Bridgeport. Located directly across Granville Street from Gahanna and also along the banks of the Big Walnut Creek, Bridgeport was founded in 1853 by Jesse Baughman, a former Franklin County Commissioner. The two towns eventually put aside their differences and merged into one. They adopted the name Gahanna as there was already another town of Bridgeport in Ohio.

In March of 1881, 55 citizens of Gahanna petitioned Franklin County to incorporate the Village. The incorporation was granted in June and was recorded on August 8th, 1881. The Village then held its first mayoral election and on October 6, 1881, swore in its first mayor.

According to the 2020 Decennial Census, the population in the City of Gahanna is 35,726. Using sound modeling techniques, the Mid-Ohio Regional Planning Commission (MORPC) has forecasted population growth for Central Ohio from 2024 to 2050. According to their report, over the next 25+ years, Central Ohio will see a growth of 726,000 people. Franklin County is expected to absorb half of the regional growth. Additionally, recent growth places Central Ohio among one of the fastest-growing large metros in the Country.

Specifically, the population growth for the City of Gahanna since 2010 is shown below.



Summary of Recommendations

The City of Gahanna contracted with Clemans Nelson to conduct a comprehensive staffing study of the City's current organizational structure, staffing allocations, and service delivery. Conducting a staffing study is vital for an organization's productivity, morale, efficiency, and development and ensures the City can keep up with the continuously evolving workforce. Additionally, in 2025, 825 Tech Center Drive will be the new home to the Division of Police, City Hall, and the Senior Center and the City needs to consider the impact on operations and the need for modernization. The City intends to continue to raise the level of services provided, maximizing their usefulness, and increasing the quality of resident services.

If accepted, the recommendations summarized below will be passed by The City of Gahanna City Council through resolution.

1. Economic Development

- Intern: The Consultants recommend adding an Intern position who is responsible for research, compiling data, and investigating trends.

2. Engineering

- No Recommendations.

3. Finance

- Procurement: In an effort to have a consistent process, the Consultants recommend that one of the current Finance Analysts absorb the Procurement Process. The intent of having one position responsible for procurement is so the City can have a single source contact that can work with all departments to streamline and add consistency to the Process. The position should act as the operational backbone, executing sourcing tasks, conducting vendor research, performing cost analysis, and managing supplier contracts.
- Payroll Support: During the City's busy summer season, the Payroll Analyst must process nearly double the payroll normally processed during the off-season. The Consultants recommend that the City provide additional payroll support (Finance Analyst or HR Representative).

4. Human Resources

- Labor Relations: The Consultants recommend that the Human Resources Manager be responsible for handling labor relations.
- The Consultants recommend that the City monitor the number of HR Employees should staffing levels continue to increase.

- Training: The HR Representative is responsible for coordinating training activities. However, in the Department of Administrative Services section of this report, the Consultants have recommended that the City add a Training Coordinator. This proposed change will have a direct impact on Human Resources and training because all responsibilities related to staff training and compliance will move to the Training Coordinator. HR will remain responsible for identifying the necessary training topics for employees.

5. Information Technology

- Security/Network Analyst: The Consultants recommend adding a Security/Network Analyst position that is responsible for taking a proactive approach to cybersecurity in an effort to eliminate the City (Public Sector) being a popular target for cyber threats.
- Systems Analyst: In order to alleviate the workload of the Systems Administrator, a position that will only become more overworked as modernization and expansion continues, the Consultants recommend the City add a Systems Analyst.
- GIS Analyst: The Consultants recommend the City create a new position titled GIS Analyst. The position would support the GIS Administrator and would also absorb the GIS functions currently being performed in the Engineering Department.
- IT Manager Reclassified to Director of Information Technology (job audit): As a result of a job audit conducted by Clemans Nelson, the Consultants have recommended reclassifying the IT Manager to the Director of IT.

6. Mayor's Office – Communications and Marketing

- Communications Manager to Director of Communications and Marketing: The Consultants recommend replacing the Communications Manager with a Director of Communications and Marketing. This position will have the sole responsibility to oversee the entire division and lead and model expectations so that all departments can work together to grow and ensure open and responsive communications with residents.
- Digital Media Specialist: The Consultants recommend adding a Digital Media Specialist who can utilize digital media as a way to support better public relations outcomes, assist with crisis management, and build communities.

7. Department of Administrative Services

- Training Coordinator: The Consultants recommend adding a Training Coordinator who is designated to the Police Department fifty percent (50%) of the time and other City departments for the remaining fifty percent (50%) of the time. In addition

to coordinating and streamlining all training efforts, the position would be responsible for expanding the enterprise customer base and increasing revenue opportunities through the delivery of enterprise training programs and facility rental.

- *Risk Management and Safety Manager*: The Consultants have proposed that the Training Coordinator report to the Risk Management and Safety Administrator. As a result of this position having the responsibility to supervise and manage the Training Coordinator, it is recommended that the position be reclassified to Risk Management and Safety Manager.

8. Department of Operations

- *Sustainability Coordinator*: The Consultants recommend the City add a Sustainability Coordinator who can work toward operational efficiency and energy savings.

9. Planning

- No Recommendations.

10. Law

- Monitor the need for Additional Support.

11. Council

- No Recommendations.

12. Mayor's Court

- No Recommendations.

13. Parks and Recreation

Facilities, Golf Course, Parks, and Forestry

- *Parks Manager*: The Consultants recommend that the City add a Parks Manager who can directly oversee the Golf Course, Parks and Facilities, and Forestry.
- *Parks and Facilities Superintendent*: With the addition of a Parks Manager, and to allow for a narrower span of control, the Consultants recommend that the City restructure its table of organization so the Parks and Facilities Superintendent only oversees the Facilities and Parks divisions.

- *Golf Course Supervisor Reclassified to Golf Course Superintendent:* With the addition of a Parks Manager, the Consultants recommend that the Golf Course Supervisor be reclassified to Golf Course Superintendent and the Superintendent be solely responsible for overseeing the Municipal Golf Course.
- *Forestry Supervisor Reclassified to Forestry Superintendent:* With the addition of a Parks Manager, the Consultants recommend that the Forestry Supervisor be reclassified to Forestry Superintendent and the Superintendent be solely responsible for overseeing the Forestry and Horticulture divisions.

Forestry/Horticulture

- *Establish a Horticulture Division:* Currently, the Horticulturist reports to the Forestry Foreman and Forestry Supervisor. Although Forestry and Horticulture are interrelated, they are in fact different and require a different type of expertise. The workload required for both forestry and horticulture is enough to necessitate two separate divisions. As a result, the Consultants recommend that the City separate horticulture and create a horticulture division under the Forestry Superintendent.
- *Add Horticulture/Tree Foreman:* To maintain consistency with the structure proposed as noted above, it is recommended that the City add a Horticulture/Tree Foreman. This position will assist the Forestry Superintendent in planning, implementing, and executing Urban Forestry and horticulture program operations, will function as lead worker, and provide functional guidance to work crews when engaged in field operations.
- *Horticulture/Forestry Maintenance Workers:* The Forestry program by itself has enough work year-round to support two additional Maintenance Workers. The Horticulture program, in the summer, also has enough work to support two additional Maintenance Workers. To provide both divisions with the support needed, the Consultants recommend the City add two Maintenance Workers who will support both the Forestry and Horticulture divisions.

Maintenance Workers (Excluding Forestry/Horticulture)

The Department should continue to monitor the work performed and current and future projects. The Maintenance Workers' responsibilities will only increase as the Department works towards achieving its goals. As the Department continues to add recreational opportunities for the community, additional staff will be essential to maintaining the quality services the City offers.

Mowing and Upkeep of City Property

The Parks and Recreation Department and the Public Service Department are both responsible for the upkeep of City facilities and grounds. Having two separate departments

responsible for the same function is inefficient. As a result, the Consultants recommend that the City's Parks and Recreation Department be responsible for all mowing and upkeep, including responsibilities currently held by the Public Service Department. This recommendation will not necessitate a reduction in employees in the Public Service Department.

14. Public Service

- Operations Manager Reclassified to Project Manager: As a result of the concerns between Engineering and Public Service, the Consultants recommend that the Operations Manager be reclassified to Project Manager. The Project Manager will have the responsibility to oversee projects, manage contracts, and provide the City with a designated position that will be responsible for compliance and reporting functions (e.g., EPA reporting and compliance, filing, permitting, operator-of-record, consumer confidence reports, etc.).
- Maintenance Worker: The Consultants recommend two additional Maintenance Worker positions to assist with the ongoing duties within the Utilities and Streets Divisions.
- Administrative Assistant: The Consultants recommend adding an Administrative Assistant in the Fleet Division to assist with cataloging, inventory, purchasing parts for the stock room, and other administrative duties as necessary.
- New Division – City Facilities: The Consultants recommend that the City add a division in public service that is solely responsible for the maintenance of City facilities. This division will include a Facilities Superintendent, Facilities Foreman, Maintenance Workers, and Custodians.

15. Public Safety

- Deputy Chief of Police: The Consultants recommend that the City add a second Deputy Chief of Police to the organizational chart as part of succession planning as well as to divide the increasing roles among the three Police divisions among command staff.
- Training: The dedicated training space will be an asset for the entire city and a Training Coordinator has been proposed in a separate department (Department of Administrative Services). It is recommended that this Training Coordinator spend fifty percent (50%) of their time assisting the Division of Police working with the Training Sergeant to plan and coordinate training schedules, market opportunities to outside agencies, and schedule certified Instructors to provide training. As the projected use of the police training facility gathers more interest from external entities, it is recommended that the City, based on training needs, consider adding a full-time training position (e.g., full-time instructor, range supervisor,

coordinator). This position could be either an internal hire, a retired sworn officer, or a civilian position.

- Promote a Communications Technician I to a Communications Technician II: To assist in the training and retention of new hires, it is recommended that a Communications Technician II be included in the authorized strength of twelve (12) and assigned to a separate shift from the other Communications Technician II. This additional supervisor should be able to add to the time spent training new hires and share in the supervisory duties.

In time, when all twelve (12) technician spots are adequately filled, a third Communications Technician II would likely be an asset on the third remaining shift, resulting in three Communications Technicians II's, and nine Communications Technicians.

- School Resources Officer (SRO): The Consultants recommend additional SRO's based on consultation with the School District and their needs. The current funding model in place for the SRO's includes the District providing 75% of the SRO funding and the division funding the remaining 25%.
- Evidence Technician: Based on discussions with staff and research, the Consultants recommend two (2) full-time Evidence Technicians.
- Management Analyst-Records: The Consultants recommend adding a Management Analyst to the Division. This position will assist with the Records function and will be responsible for handling the many public records requests received by the Division.
- Management Analyst-Background Investigations: The Consultants recommend adding a part-time Management Analyst to assist with background investigations.
- Community Liaison Officer (CLO): The expectations and responsibilities of this position are growing, and the division will soon need an additional CLO. The Division operates with three geographically defined districts, and it would be a long-term goal to have one CLO per district. Like the workload of the support staff and management analysts, it is unknown how quickly the responsibilities of the current CLO may increase beyond the capabilities of one person. The workload should be analyzed and when appropriate, add a CLO. This position could be an addition to the authorized strength, or it could be a reassignment of a current position based on division needs at that time.
- Administrative Assistant: The Consultants recommend an additional Administrative Assistant to assist both Deputy Chiefs. Additionally, this position will support the patrol operations and investigation section lieutenants. The Division has demonstrated a growing number of tasks and responsibilities that need to be

monitored. Many of these tasks are clerical and are being delegated to a Detective, taking time away from higher-priority responsibilities. Handing off these duties to a civilian staff member will better support investigative services.

- Management Analyst: Management Analysts and other civilian roles should be cross-trained to address the needs of the Division until they are at full strength. Other members within the Division voiced a desire for extra support, but cross-trained staff should be able to work and assist in multiple areas of the Division. As workloads increase over time, staff will likely end up being assigned to specific full-time roles within the Division, creating a need for additional positions. It is unknown how soon the workloads will increase (due to call volume, low staffing, records requests, and other factors). These workloads should continue to be analyzed to support adding additional Management Analysts to specific areas of the Division as necessary.

Economic Development Department

The purpose of the City of Gahanna's Economic Development Department is to maximize the City's existing business resources. The Department focuses on redeveloping key areas of the City to enhance the overall quality of residents and businesses. The Department collaborates with other City departments as well as community stakeholder groups, including the Gahanna Area Chamber of Commerce, Visit Gahanna, Gahanna Community Improvement Corporation (CIC), and other related organizations.

Through economic development initiatives, the Department has grown the City's income tax base by attracting private investment and job creation opportunities. The Department proactively works to retain and grow approximately 2,000 existing businesses and also works to attract new businesses and jobs to Gahanna.

Position(s) and Purpose

Director of Economic Development: Serves as the Department Director and provides overall leadership, direction, guidance, and management of the functions, operations, programs, activities, and resources required for the comprehensive development, redevelopment, and expansion of the City as it relates to industrial, commercial, and residential facilities.

Minimum Qualifications: Master's degree in finance, economic development, community development, public policy, or a related field. Seven years of related experience, including supervisory experience. Economic Development Finance Professional Certification preferred.

Economic Development Administrator: Under the direction of the Department Director, the Economic Development Administrator facilitates and collaborates economic development-related activities as they relate to business retention and recruitment, business development, economic development finance, and small business programming. The Administrator provides business assistance and technical support for the expansion, recruitment, and retention needs of large and small local businesses.

Minimum Qualifications: Bachelor's degree in business, economic development, public policy, or a related field. Three years of progressively responsible related experience. Ohio Economic Development Association Certification, International Economic Development Council, or similar certification preferred.

Economic Development Coordinator: Under the supervision of the Director, the Economic Development Coordinator facilitates economic development activities as they relate to business retention and recruitment, business development, economic development incentive structures, and special project planning, including development site, community, tourism, economic finance, workforce development, and public relations. The Coordinator provides business assistance and technical support for the expansion, recruitment, and retention needs of large and small local businesses.

Minimum Qualifications: Bachelor's degree in business, economic development, public policy, finance, marketing, or a related field. One year of related experience.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Economic Development Core Services

Area	Core Services
Communication / Relationships	<ul style="list-style-type: none"> Provides continued consultation and communication to the Mayor and other City officials. Attends and provides updates at City and community meetings. Promotes the City's development plans. Disseminates information to the general public. Develops and implements a communications and marketing plan. Builds and maintains relationships with various businesses and regional business community partners.
Negotiation / Incentives	<ul style="list-style-type: none"> Negotiates the terms of all incentive offers. Works to secure the acceptance of the public or private development opportunity incentive proposal. Provides leadership for revitalization, including preparing requests for proposals, conducting developer rankings, handling negotiations with developers, and coordinating public input. Negotiates economic development agreements with other jurisdictions. Creates and modifies financial incentive programs and tools.
Retention, Redevelopment, and New Development	<ul style="list-style-type: none"> Assesses the resources available and needed for retention, redevelopment, and new development for residential, commercial, and industrial facilities through interface with public and private sectors; develops and implements strategic recommendations. Coordinates/administers business retention, expansion, attraction, creation, and workforce programs. Gathers, interprets, and prepares data for studies, reports, and recommendations.
Miscellaneous	<ul style="list-style-type: none"> Administers databases and other economic development duties, including coordinating the City's tax incentive programs, preparing annual tax abatement reports for various local boards, the County, and the State of Ohio, preparing prospect packages in response to site selection requests for information, and ensuring compliance to agreement terms, City ordinances, and site development. Reviews the City's Tax Increment Financing contracts for compliance and provides necessary invoices, documentation, or related functions of TIF monitoring.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

After meeting with the Director of Economic Development, the Consultants learned that the make-up of the entire Department is relatively new as they have all been employed less than a year and a half (at the time of the meeting). Since all positions have been filled within the Department, there has not been any other turnover and the Department Director is not predicting any future changes to current staffing. The Department does work with vendors and contractors who regularly contribute to team goals (e.g., legal firms, OneColumbus, MODE, JobsOhio, Chamber of Commerce, economic development consultants, etc.).

Goals

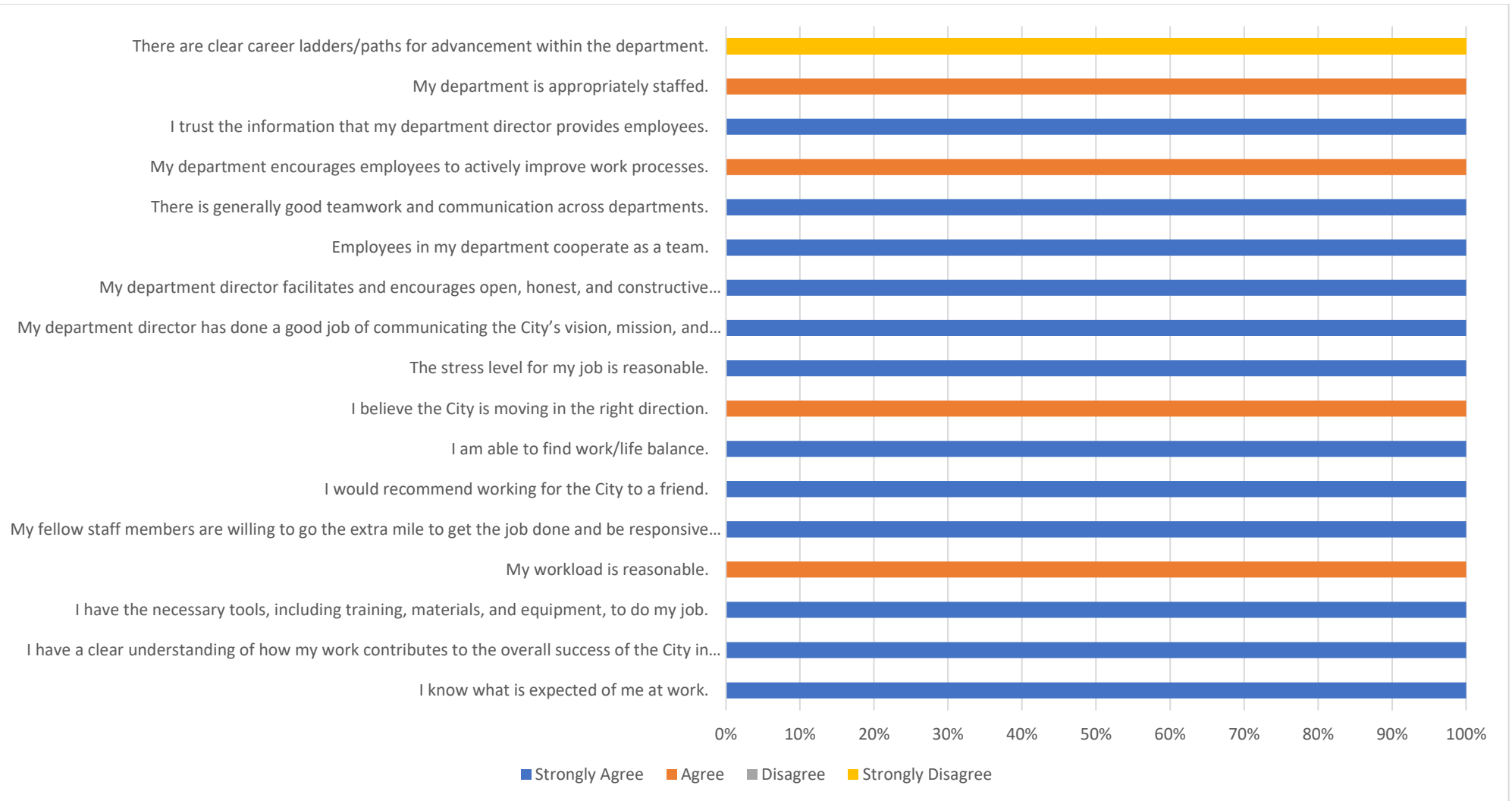
The goals for the Economic Development Department are to increase Business Retention and Expansion (BR&E) visits to help companies increase business attraction (at least one BR&E visit per week), increase backfilling and repurposing of vacant office buildings, and attraction of development to Creekside area. Additionally, the Department would like to initiate the economic development plan update by the end of 2024, meet all Tax Incentive Review Council (TIRC) reporting deadlines, revise/update the Department's website, and be more prominent in the marketing of the community.

Future Needs

The Director did not indicate a need for any full-time staff now or in the future. However, the Department lacks the ability to research, compile data, and investigate trends (e.g., monitoring the Statehouse regarding Economic Development, completing surveys, workforce development with schools, researching other projects going on across the Country, etc.). With that said, the Director indicated that although a full-time employee is not necessary, it might be beneficial for the Department to bring on an intern to fill this gap.

Employee Survey

Summary of Employee Survey Responses - Economic Development Department



Market Trends / Findings

Structures of Comparable / Local Economic Development Departments

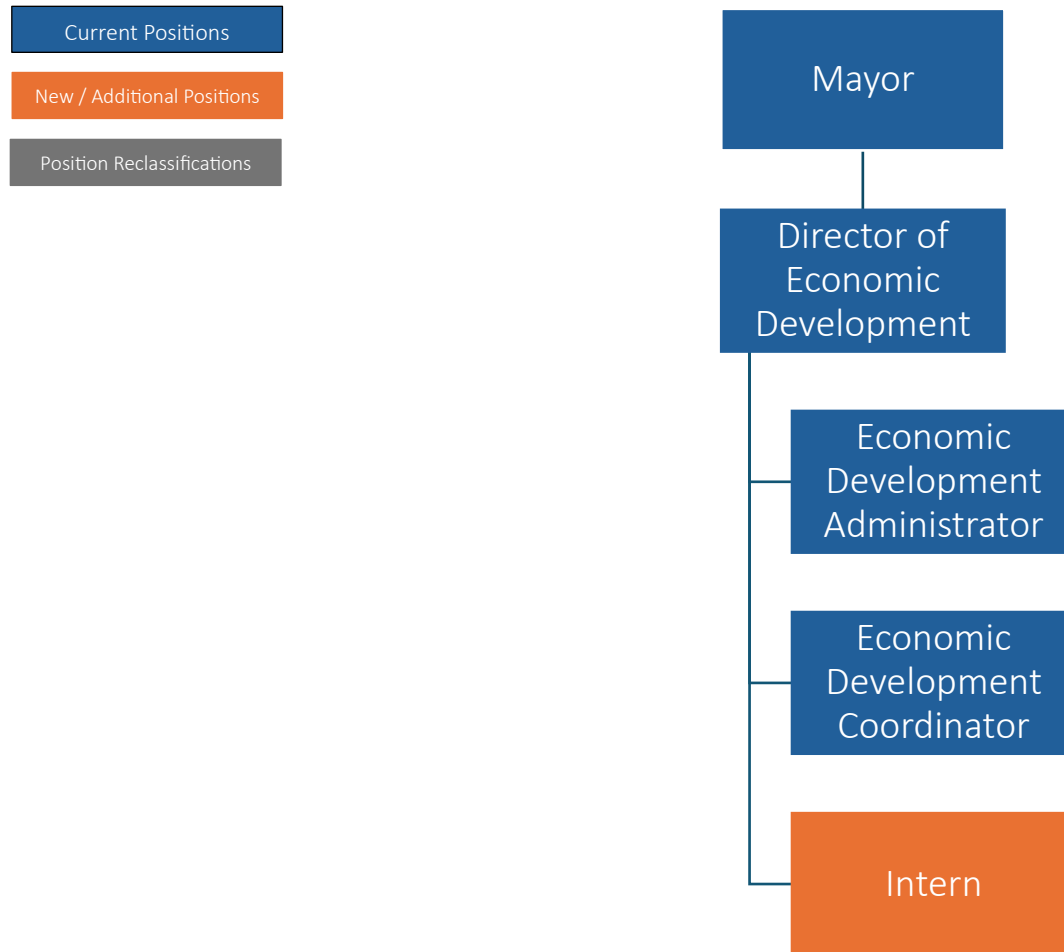
City	# of Positions	Title(s)		
		1	2	3
Delaware	2	Director	Project Manager	Coordinator
Gahanna	3	Director	Administrator	Coordinator
Grove City	3	Director	Manager	Specialist
Hilliard	3	Director	Downtown Manager	Specialist
Pickerington	2	Director	Development Services Specialist	---
Upper Arlington	1	Director	---	---
Westerville	3	Director	Coordinator	Specialist

Economic Development Recommendations

Although there is current and future work for the Department, the City does not have a lot of ground for future development. The City has added one position since 2021 and has restructured the position makeup of the Department. Additionally, the Department is functioning in a manner that is similar to other municipalities. The Director did express the desire to have an intern who can conduct research, compile data, and investigate trends and if this is work that the Department cannot currently perform, the Consultants recommend the City consider this position for the Economic Development Department.

The table of organization provided on the following page shows the current structure of the Department and includes any proposed positions, if any.

Economic Development Organizational Structure, 2024-2030



Engineering Department

The City of Gahanna's Department of Engineering is responsible for the capital planning, design, and construction of Transportation and Mobility systems (roads, bridges, sidewalks, etc.) and Public Utilities infrastructure (sanitary, storm, and domestic water). The Department works in close coordination with the Department of Public Service, Streets, and Utilities divisions to bring improvements and address areas of critical need throughout the City.

The Department assures conformance to all engineering standards for development occurring within the City. Work within the Department can be identified into four main categories: Transportation & Mobility, Utility Systems (sanitary, stormwater, and domestic water), Right-of-Way administration, and Private Development review. The Department oversees the Capital Improvement Plan related to these categories.

Prior to January 1, 2023, the Department was housed in the Public Service Department.

Position(s) and Purpose

Director of Engineering: Directs all engineering functions required by the City. Provides overall leadership, direction, guidance, and management of the Engineering Department, comprised of a staff of engineering professionals and technical and administrative/clerical support personnel engaged in the planning, programming, design, and construction of public infrastructure maintenance and improvement projects (sanitary and storm sewers, streets, bridges, water lines, water towers, traffic control/street lighting systems, and a variety of other engineering-related activities). Manages capital improvement projects, review of private development plans, long-term planning, budget preparation, public relations, contract management, traffic engineering and signal system operation, feasibility studies and risk assessments, and provides technical engineering support to other city departments.

Minimum Qualifications: Bachelor of Science degree from an accredited four-year college or university in Civil Engineering. 5 or more years of progressively responsible experience in a role or similar work environment that would demonstrate effectiveness in leading engineering projects and providing technical expertise. Supervisory experience, with at least two years in local, state, or federal government administration preferred. State of Ohio Professional Engineering License required.

Engineering Program Coordinator: The core function of this position is to work with the Director of Engineering, support staff, and various city departments on a variety of projects as required; performs a variety of program administrative tasks and office assistance, administers accounting functions of the department, budget preparation, competitive bidding, oversees all prevailing wage determinations and updates for the City of Gahanna; assists with records, plan retrieval, and interpretation; assists citizens.

Minimum Qualifications: Associate's degree from an accredited institution in business or a related field and four or more years of advanced professional office experience OR high

school diploma or equivalent and six years or more of advanced professional office experience

Administrative Coordinator: Supports a City Department by performing a variety of complex administrative functions involving the use of independent judgment and personal initiative; coordinates the daily operations and procedures of the office; assists with projects as necessary.

Minimum Qualifications: Associate's degree from an accredited institution in business or a related field and three or more years of professional office experience OR high school diploma or equivalent and five years or more of professional office experience.

Senior Engineer – Utilities: Under the direction of the Director of Engineering, performs professional engineering services with a predominate focus on utility engineering; is responsible for leading and/or participating in the planning, budgeting, contract management, public relations, design, and construction administration of assigned utility capital improvement projects, capital maintenance projects, asset management, private development and right of way permit reviews, in addition to providing technical support to other city departments.

Minimum Qualifications: Bachelor of Science degree from an accredited four-year college or university in Civil Engineering or related field. Four or more years of professional engineering experience. Professional Engineering (PE) registration with the State of Ohio. Backflow Prevention Certification (within one year of hire).

Senior Engineer – Transportation and Mobility: Under the direction of the Director of Engineering, performs professional engineering services with a predominate focus on the transportation and mobility discipline; is responsible for leading and/or participating in the planning, budgeting, contract management, public relations, design, and construction administration of assigned Transportation and Mobility Capital Improvement Plan (CIP) projects, capital maintenance projects, traffic signal timing evaluations, ADA transition plan, private development and right of way permit reviews, in addition to providing technical support to other city departments.

Minimum Qualifications: Bachelor of Science degree from an accredited four-year college or university in Civil Engineering or a related field is required. Four or more years of progressively responsible experience in a related engineering role that would demonstrate effectiveness in leading engineering projects and providing technical expertise. Minimum of two years of project management experience or federal, state, or local government administration. Licensed Professional Engineer within the state of Ohio. Professional Traffic Operations Engineer, PTOE, desired.

Project Administrator I- Utilities: Serves the functional administration of projects, including capital improvement projects involving the City's utilities.

Minimum Qualifications: Bachelor of Science degree in civil engineering or construction management from an accredited four-year college or university in a related field. Two or more years of related experience. Engineer in Training (EIT), preferred.

Project Administrator I: Serves the functional administration of Capital Improvement, Right of Way Management, and Private Development Programs per areas assigned.

Minimum Qualifications: Bachelor of Science degree in civil engineering or construction management from an accredited four-year college or university in a related field. Two or more years of related experience. Engineer in Training (EIT), preferred.

Project Administrator II: Serves the functional administration of Capital Improvement, Right of Way Management, and Private Development Programs per areas assigned. Manages special and high-profile capital improvement and private development projects, public relations, contract management, and provides project management support to the service department.

Minimum Qualifications: Bachelor of Science degree in civil engineering or construction management from an accredited four-year college or university in a related field. Five or more years of related experience with at least 1 year of supervisory duties. Engineer in Training (EIT), preferred

Engineering Technician: This position provides support and assistance by performing a wide range of technical engineering (waterlines, stormwater/sanitary sewer, roadway, sidewalks, drainage, and construction-related tasks) as required.

Minimum Qualifications: Bachelor's degree in construction management; or Associate's degree in construction management and two years of related experience; or high school diploma/GED and four years of related experience. Engineering Intern registration desired; Certified Professional in Sediment and Erosion Control desired; Certified Stormwater Manager desired.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Department of Engineering Core Services

Area	Core Services
Capital Improvements	<ul style="list-style-type: none">• Major, non-recurring physical expenditures<ul style="list-style-type: none">◦ Upgrading or expanding public infrastructure• Scoping and budgeting• In-house design and review services• Utility coordination• Land acquisition for right-of-way and easements• Bidding and awarding construction contracts• Construction administration and inspections• Warranty and closeout

Area	Core Services
Private Development Permitting and Construction Oversight	<ul style="list-style-type: none"> • Traffic Impact Study criteria and analysis • Utility availability • Design Review Services • Residential permitting (fences, decks, sheds, pools, and additions) • Commercial and Off-Site Improvements Inspections • Platting and easement recording
Right of Way Management	<ul style="list-style-type: none"> • Manages the minor maintenance and construction permitting of private utilities (AEP, Columbia Gas, Telecom providers) • Administers and inspects residential and commercial entities' property owners performing work in the right-of-way (e.g., sidewalk/driveway apron repair and replacement)
Regulatory Compliance	<ul style="list-style-type: none"> • MS4 and NPDES municipal separate storm sewer system (MS4) and national pollutant discharge elimination system (NPDES) • Bridge and Culvert inspections • Sanitary Sewer Evaluation Studies • Water quality standards under the Clean Water Act • ADA Public Right-of-Way Accessibility Guidelines
Utilities Engineering	<ul style="list-style-type: none"> • Evaluates the condition and capacities of the systems and makes recommendations for repairs and replacements • Oversees hydraulic model updates through consultant services • Rate setting collaboration and fee calculations
Transportation and Mobility Engineering	<ul style="list-style-type: none"> • Thoroughfare planning • Traffic signal timing • Traffic control intersection warrant analysis • ADA transition plan

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

Currently, the Department of Engineering is short-staffed, has been experiencing turnover, and has struggled to recruit qualified candidates. The Director has found that the City is often a first stop for employees, meaning that they come to Gahanna, get trained, and then go work for another company where the compensation and benefits might be greater. The Department also works with consulting firms and 3rd party vendors who provide professional design services and construction administration.

The Director believes that the City struggles to recruit qualified individuals because the private sector pays significantly more for Engineering positions. Additionally, the Director has found that potential talent steer toward consulting.

Collaboration between Engineering and Public Service

Since the Department of Engineering separated from Public Service effective January 1, 2023, there has been confusion regarding how Engineering overlaps with Public Service and it has been a struggle for some to understand why certain functions are performed by Engineering and why certain functions are not. The Director also indicated that certain functions within the Department are not getting the attention needed. Likewise, the Public Service Department also shared similar concerns and mentioned that there is a large gray area between the two departments.

As a result of the shared concerns, the Consultants requested a dual meeting with the Department of Engineering and Public Service Department in an effort to understand what is not being accomplished. The issues or areas of concern addressed in the meeting are listed below.

- Grease Trap and Backflow Compliance
- Infrastructure Maintenance and Repairs
- Compliance and Reporting
- Testing and Monitoring
- Infrastructure Planning and Development
- Environmental and Health Safety
- Specific Inspection and Installation Tasks
- Coordination and Documentation

After further discussion, many of the areas of concern were a non-issue and both departments had a good grasp on who should be doing the associated tasks. The Engineer did state that there are functions that fall under Infrastructure Maintenance and Repairs, specifically preventative maintenance that cannot be performed because Gahanna does not have enough staff to handle it. The Director is under the impression that additional Maintenance employees in Public Service would suffice to perform more preventative maintenance (e.g., clean, televise, and perform root control) of the sewer and water lines.

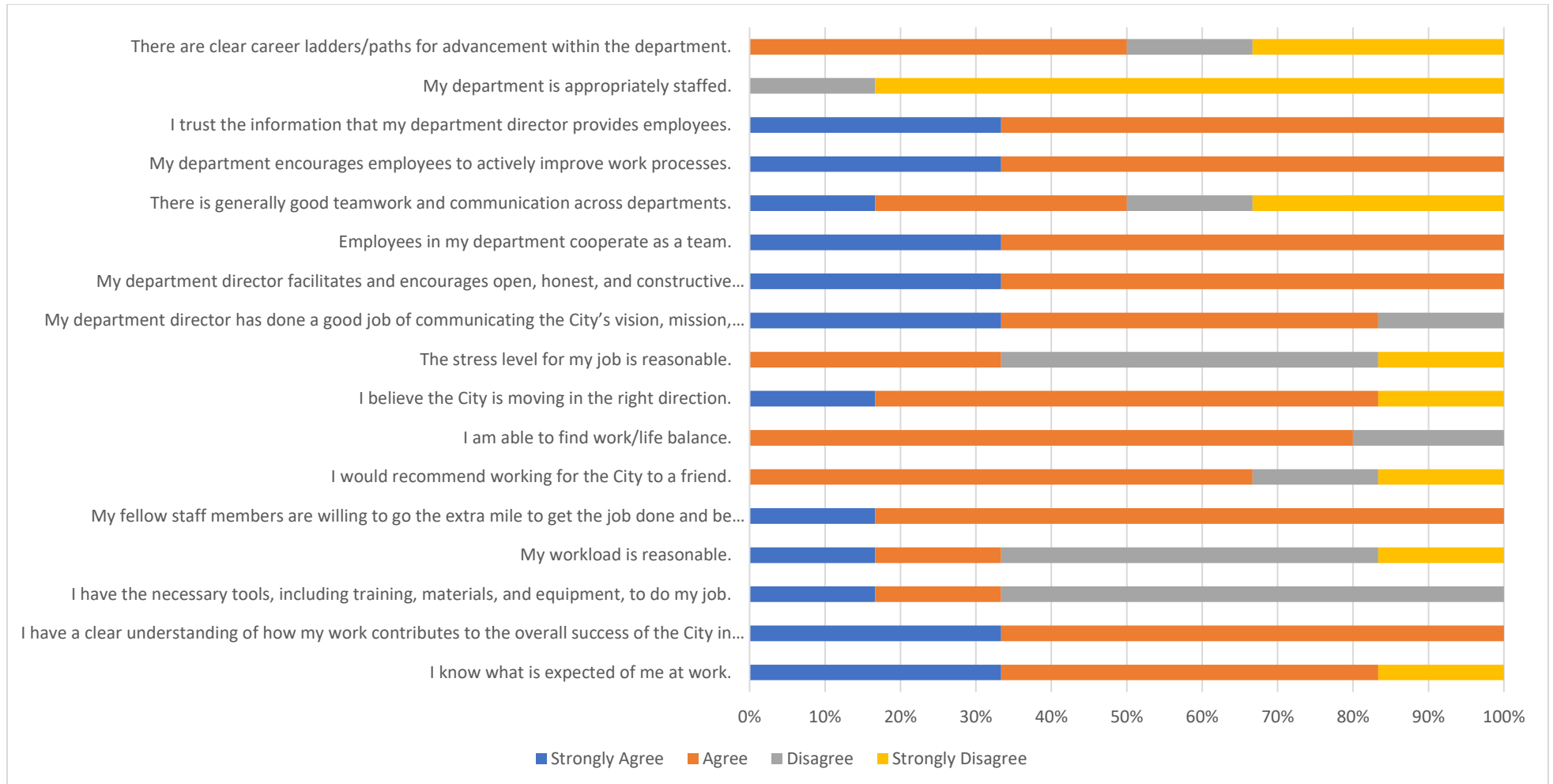
Another area of concern between the two departments was compliance and reporting. At one time, the City employed a Water Resources Engineer. Although the individual in this role was titled as Engineer, it was shared that the individual was not necessarily performing engineering duties, rather, they were doing administrative and operational type functions. When the individual in this position left the City, the Department focused on the Engineering functions, and the administrative and operational functions were never officially absorbed by any other position. As a result, the City of Gahanna team members involved in the dual meeting concluded that it would be most beneficial for the City to create a position that can take on project administration, and compliance and reporting functions (e.g., EPA reporting and compliance, filing, permitting, operator-of-record, consumer confidence reports, etc.). These concerns will later be addressed in this report under the Public Service Department.

Geographic Information Systems (GIS)

The Department of Engineering also expressed concern about system/network planning, including GIS, and shared some uncertainty regarding where that position should fall. Additionally, it was expressed that GIS in Engineering is a lot for one person to handle. GIS will later be addressed in this report under the Information Technology Department.

Employee Survey

Summary of Employee Survey Responses - Department of Engineering



Market Trends / Findings

During the meeting with Department Directors, the inability to recruit qualified Engineers was a primary concern. To determine if this is a result of compensation provided or the availability of qualified applicants now and in the future, Clemans Nelson compiled occupational projections between 2020 and 2030.

Long-Term Occupational Projections (2020-2030)

Title	Base	Projected	% Change	Avg. Annual Openings
Civil Engineering Technician	68,800	70,000	1.7	6,500
Civil Engineer	309,800	335,100	8.2	25,000

Source: State Employment Projections; Projections Managing Partnership (PMP)

The availability of Engineers is only anticipated to increase so if recruitment issues persist, the City should consider other factors that may be affecting recruitment and retention.

Structures of Comparable / Local Engineering Departments

City	# of Positions	Total Staff	Position Title	Department
Canal Winchester	6	Unknown	Construction Services Director	Construction Services
			Construction Inspector	
			Construction Services Technician - Utility Locate	
			Construction Services Technician - Right of Way	
			Events and Communications Coordinator	
			Community Center Coordinator	
Delaware	6	10	Public Works Director / City Engineer	Public Works
			Deputy City Engineer	
			Project Engineer (4)	
			Project Manager	
			Right of Way Manager	
			Inspector (2)	
Gahanna ¹	10	11	<i>Director of Engineering</i>	<i>Separate Department</i>
			<i>Engineering Program Coordinator</i>	
			<i>Administrative Coordinator</i>	
			<i>Senior Engineer - Utilities</i>	
			<i>Senior Engineer - Transportation & Mobility</i>	
			<i>Project Administrator II</i>	
			<i>Project Administrator I - Private Development</i>	
			<i>Project Administrator I - Utilities</i>	
			<i>Project Administrator I - ROW</i>	
			<i>Engineering Technician (2)</i>	
Hilliard	4	4	City Engineer	Community Development
			Project Engineer	
			Project Manager	
			Engineering Technician	
Pickerington	1	1	City Engineer	Separate Department
Upper Arlington	15	19	Public Service Director	Public Service
			Public Service Director / City Engineer (Vacant)	
			Deputy Public Service Director / City Engineer (Vacant)	
			City Engineer	
			Assistant City Engineer	
			Engineering Coordinator (2)	
			GIS Administrator	
			Electrical Supervisor	

City	# of Positions	Total Staff	Position Title	Department
			Engineering Technician (4)	
			GIS Analyst	
			Utility/Engineering Technician	
			Utility Locator	
			Management Assistant	
			Electrician/Traffic Technician (4)	
			Intern (Vacant)	
Westerville	6	8	City Engineer	Planning & Development
			Project Manager (3)	
			Traffic Engineer	
			Civil Engineer	
			Engineering Technician	
			Utility Coordinator	

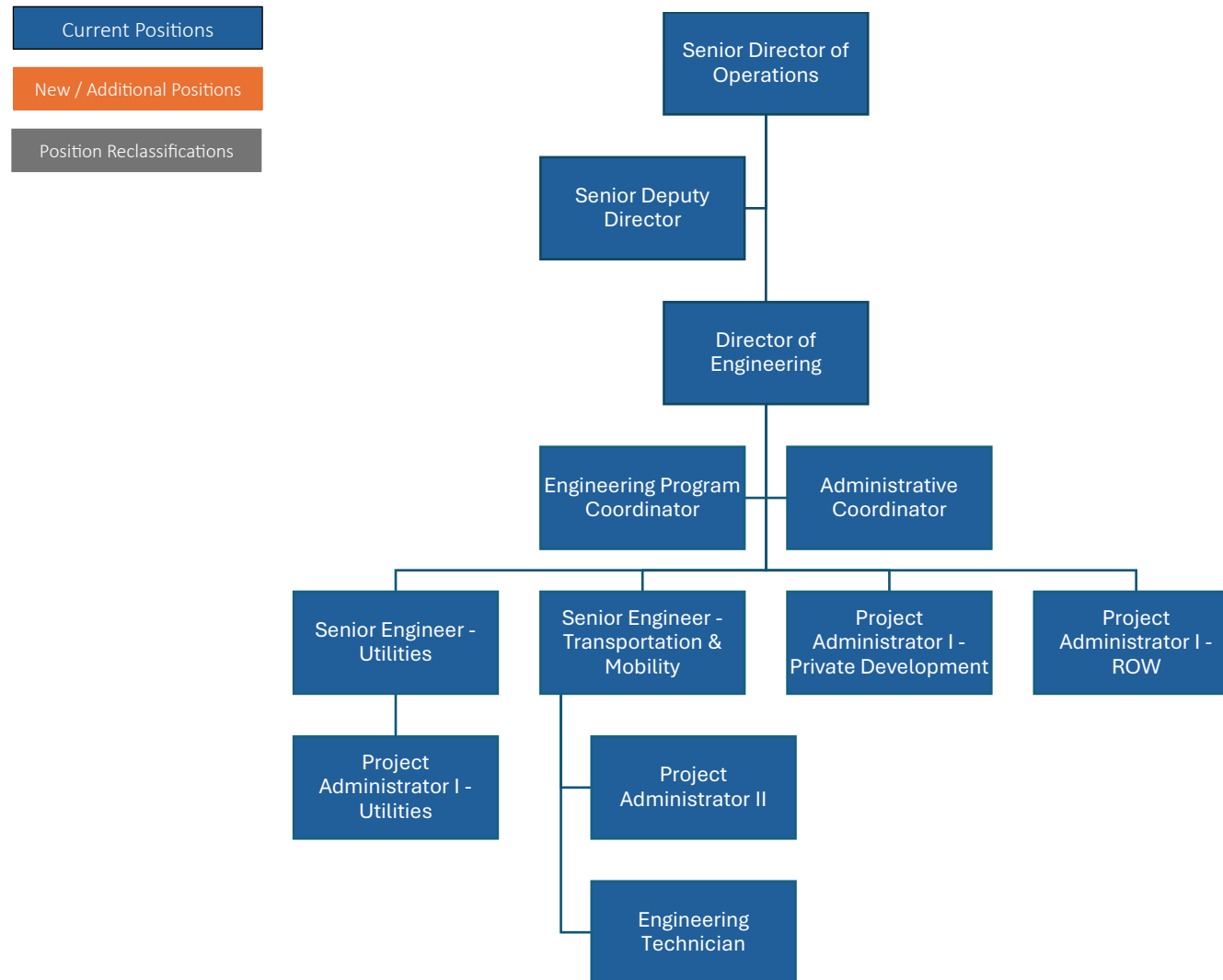
¹ # of positions and total staff does not reflect Senior Director of Operations or Deputy Director
Total Staff includes the total number appropriated for; some vacancies may not be reflected

Engineering Department Recommendations

As a result of the Consultants' findings, no changes are being recommended to the Engineering Department. However, the Consultants propose changes to staffing in other departments (i.e., Information Technology and Public Service) that have a direct impact on Engineering. Additionally, these changes will alleviate many of the concerns shared throughout this study.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.

Engineering Department Organizational Structure, 2024-2030



Finance Department

The Finance Department supports the City's operations and financial stability by delivering sound fiscal management, revenue forecasting, budgeting, accounting, and compliance.

The Department oversees the collection and proper distribution of all City revenues, including the local income tax, property tax, and all other streams of income for the City. The Department provides general accounting services, including debt management and investing and banking activity of over \$110 million in pooled cash from all City funds. The Department is also responsible for administering Citywide expenses such as inter-fund transfers, debt service transfers and payments, enforcing revenue-sharing agreements, and managing Tax Increment Financing transactions.

The Department's day-to-day responsibilities include payroll processing, accounts payable processing, batch deposits, and treasury management.

Position(s) and Purpose

Director of Finance: Serves as the Chief Financial Officer of the City; carries out the overall mission of the Finance Department; oversees all financial transactions, revenues and expenses; provides oversight of investments of the City's cash, collections, and disbursements; handles financial forecasting; ensures compliance with all laws and regulations; ensures the Mayor and City Council are properly informed of the City's financial position at all times; manages, directs, trains, and evaluates subordinate employees.

Minimum Qualifications: Bachelor's degree in public finance, accounting, public administration, business administration, or related. Seven years of experience with municipal accounting, auditing, and financial management/financial investments, including supervisory experience.

Manager – Finance: Supervises staff and activities of the Finance Department. Assists with the preparation of the City's Annual Comprehensive Financial Report (CAFR), Popular Annual Financial Report (PAFR), and other reports as requested. Responsible for maintaining the integrity of the accounting and time/attendance systems. Assists the Director in preparing and presenting the annual budget, appropriations, and capital projects budget.

Minimum Qualifications: Any combination of education, training, and experience that provides the required knowledge, skills, and abilities to perform the essential functions of the job. A typical way to qualify is four years of progressively responsible experience with municipal accounting (including cost and fund accounting), auditing, and financial management/financial investments including supervisory experience and a Bachelor's degree in Public Finance, Accounting, Public Administration, Business Administration, or related field OR two years of progressively responsible experience with municipal accounting (including cost and fund accounting), auditing, and financial management/financial investments including supervisory experience and a Master's

degree. Six hours of continuing education by the State Treasurer's Office annually is required.

Management Analyst II – Finance: Under direct or general supervision, performs intermediate to advanced government accounting and finance tasks.

Minimum Qualifications: Any combination of education, training, and experience that provides the required knowledge, skills, and abilities to perform the essential functions of the job. A typical way to qualify is three years of progressively responsible experience and a Bachelor's degree from an accredited four-year college or university in Business Administration, Accounting, or related field.

Payroll Analyst: Responsible for in-house payroll function for the City of Gahanna, which includes a wide variety of payroll, accounting, and employee benefits duties.

Minimum Qualifications: High school diploma/GED and three years of payroll, benefits, and wellness experience, preferably in a municipal environment and with handling multiple bargaining unit agreements; or associate degree in human resources or a related field and one year of related experience; or bachelor's degree in business administration.

Finance Analyst: Under direct supervision, the Finance Analyst performs accounts payable and accounts receivable functions.

Minimum Qualifications: Bachelor's degree in business administration, accounting, or a related field and 1 year of reconciliation experience.

Core Services

The Department performs a variety of services and tasks that constitute core department services. These include but are not limited to:

- Cash management
- Debt administration
- Income tax administration
- Banking and Investing
- Accounts payable
- Accounts receivable
- Payroll processing
- Managing Operating and Capital Budgets
- Financial Reporting
- Facilitate Annual Budget

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

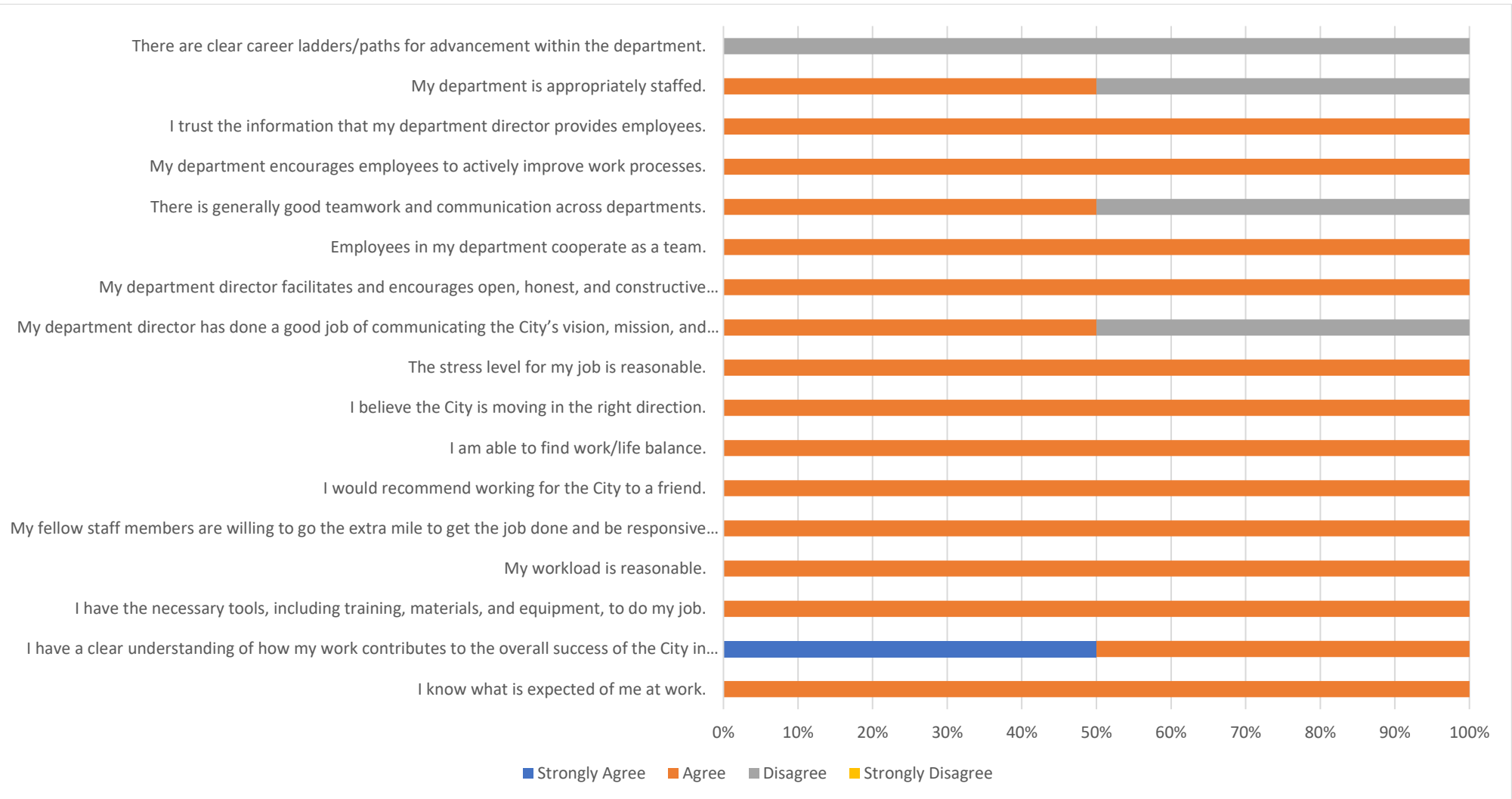
The primary challenge for the Finance Department has been previous employee turnover. The Finance Director shared that half of the Finance Department team are relatively new employees. Additionally, with the pending retirement of one of the Department's Finance Analysts, who is scheduled to retire at the end of 2024, the Finance Director has placed her focus on filling that role and doesn't think it will be necessary to add staff based on the current structure of the City. The Finance Director would like to take time to re-analyze the duties being performed by this individual to determine the future needs/structure of the Department. An issue for the City to consider is that adding staff in other departments across the City could impact payroll processing in the Finance Department.

RFP / Procurement Process

While meeting with the Finance Department, the RFP/Procurement process was brought to the Consultant's attention. Currently, this process is being managed and carried out by the Senior Deputy Director in conjunction with other City employees who assist as needed based on the work that needs to be performed. As a result, the City lacks consistency in this process and could benefit from standardization.

Employee Survey

Summary of Employee Survey Responses- Finance Department



Market Trends / Findings

Structures of Comparable / Local Finance Departments

City	# of Positions	Total Staff	Position Title
Canal Winchester	5	Unknown	Finance Director
			Finance Specialist
			Utility Billing Clerk
			Clerk of Courts
			Administrative Assistant
Delaware	11	16	Finance Director
			Deputy Finance Director
			Financial Specialist II
			Accounting Specialist II
			Officer Supervisor Utility Billing
			Accounting Specialist II
			Accounting Specialist I (4)
			Income Tax Administrator
			Collections Manager
Gahanna ¹	6	7	Office Supervisor Income Tax
			Clerical Specialist PPT (3)
			Director of Finance
			Manager - Finance
			Management Analyst II - Budget
			Management Analyst II - Grants
Grandview Heights	5	Unknown	Payroll Analyst
			Finance Analyst (2)
			Director of Finance
			Assistant Director of Finance
			Accountant
Grove City	4	4	Income Tax Administrator
			Tax Associate I
			Finance Director
			Finance Budgets and Accounts Payable
Hilliard	6	8	Accounting Assistant / Tax Administrator
			Payroll Specialist
			Director
			Deputy Director of Finance
			Fiscal Officer
			Finance Assistant (3)
Pickerington	6	7.5	Payroll Specialist
			Prevailing Wage Coordinator
			Director of Finance
			Deputy Director of Finance
			Finance Specialist
			Income Tax Administrator
Upper Arlington	10	10	Income Tax Specialist II
			Income Tax Specialist I - PT
			Director of Finance
			Assistant Finance Director
			Clerk of Court
			Finance Manager
			Payroll Administrator
			Accounting Assistant
Westerville	10	18	Fiscal Technician
			Purchasing Administrator
			Examiner
			Management Analyst
			Finance Director
			Deputy Finance Director
			Accounting & Financial Systems Manager
			Accountant (3)
			Accounting Assistant (6)
			Budget Analyst
			Income Tax Administrator
			Income Tax Auditor (2)
			Utility Billing Supervisor
			Customer Service Representative
			¹ # of positions and total staff does not reflect Senior or Deputy Director
			Total Staff includes the total number appropriated for; some vacancies may not be reflected

RFP/Procurement Process for Comparable / Local Municipalities

Within other cities, what position(s) is responsible for handling the RFP/Procurement Process?			
City	Department	Title	Job Duties
Westerville	Risk and Procurement	Procurement Coordinator	Assists staff with development of Request for Proposal documents and the formulation of complex specifications, in order to clearly communicate requirements to procure a variety of diversified commodities and services. Conducts research, evaluates findings, makes recommendations and implements cost saving methods by identifying cooperative purchasing opportunities either City-wide or by participating in cooperative contract opportunities with other municipalities. Provides professional procurement support to staff, and analyzes compliance to budgetary and policy requirements and recommends appropriate action regarding non-compliance.
New Albany	Engineering	Public Services Engineer	Manages and oversees bidding, design, construction, inspection, problem resolution with contractors and project closeout, GIS integrations, the completion/execution of infrastructure records and inventory including maintaining as-built drawings and various records of infrastructure improvements (e.g., EPA mandates, FHWA sign retro-reflectivity assessments, ADA curb ramp replacement program, street maintenance program and yearly traffic count generations). Evaluates public bid packages for completeness and accuracy and offers recommendation of project award to city manager; manages preparation and review of contracts, specifications and legal notices for the receipt of public bids and the awarding of contracts. Reviews, evaluates and implements grant agreements to confirm the utilization of all funding sources and coordinates grant reimbursement requests with the finance department.
Columbus	Purchasing	Senior Procurement Specialist	Under direction, is responsible for managing the procurement cycle within an assigned commodity or specialized area within the Purchasing Office for an individual agency or on a Citywide basis; performs related duties as required. Conducts contract management activities including preparing contract documentation, negotiation of terms and conditions, managing pricing, and resolving issues and extensions; designs and manages programs to encourage businesses to compete for City business; including outreach activities such as early supplier involvement meetings, pre bid meetings, technical assistance, prompt payment, and contract resolution programs; provides professional consulting services to City agency personnel regarding specification development, bid solicitation, sales solicitations, and contract development and administration in accordance with various and specialized procurement guidelines associated with expending capital, grant, internal service, or enterprise funds;
Hilliard	Operations	Operations Manager	Manages the purchase and procurement of materials, supplies, parts, tools, and rental equipment. Prepares request for proposals, public bids, contract documents, specifications, legislation, and purchase orders for operating purchases and capital improvement projects.
Dublin	Not Provided	Contract and Procurement Coordinator	No Description Provided
Delaware	Administration	Assistant City Manager	Coordinate the bid, request for proposal (RFP), proposal analysis and award process for procurement. Drive city-wide projects through project management to include cost/benefit analysis and assignment of tactical steps in order to drive results, particularly those projects involving multiple departments (this might include tracking city property, managing contracts, City facility upgrade and development, etc.)
Upper Arlington	Finance	Purchasing Administrator	Procures supplies, goods, materials, equipment and services of desired quality, price and delivery most beneficial to the City and in compliance with City ordinances.

Finance Department Recommendations

As a result of the findings noted above, the Consultants recommend the following:

1. Procurement.

The Consultants recommend that the City designate a position with the responsibility to handle procurement-related functions. The current Finance Analysts split Accounts Payable and Accounts Receivable. However, one of the Finance Analysts has announced her retirement and the other Analyst is going to take on both Accounts Payable and Accounts Receivable. As a result, there will be a vacant Finance Analyst position that can take on Procurement.

The intent of having one position responsible for procurement is so the City can have a single source contact that can work with all departments to streamline and add consistency to the RFP/Procurement Process. The position should act as the operational backbone, executing sourcing tasks, conducting vendor research, performing cost analysis, and managing supplier contracts.

2. Additional Payroll Support.

According to the Deloitte Global Payroll Benchmarking Survey, companies in North America average 1 payroll employee to 1,100 total employees. Another study conducted by the Willis Company determined that companies should have 1 payroll employee to every 250 employees.

During the off-season, the Payroll Analyst processes payroll for approximately 200 employees and during the City's busy summer season (summer), this number nearly doubles. Having one payroll employee is enough to support the City throughout the off-season. However, the City currently lacks a position/employee who can provide backup to the current Payroll Analyst. This has led to the employee avoiding time off during peak payroll times. With that being said, the Consultants recommend that either a Finance Analyst or a Human Resources Representative be cross-trained to provide backup support to the current Payroll Analyst.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.

Finance Department Organizational Structure, 2024-2030



Human Resources Department

The City of Gahanna's Human Resources (HR) Department serves as a partner within the City to attract and retain employees committed to serving the residents of Gahanna. HR provides support and expertise and benefits administration in order to strategically attract and recruit top talent.

Areas of responsibility include:

- Recruitment, Selection, and Retention
- Employee and Labor Relations
- Total Compensation Administration
- Safety and Workers' Compensation
- Training and Development
- Performance Management and Effectiveness
- Civil Service Administration
- Employee Benefits Administration
- Employee Engagement

Position(s) and Purpose

HR Manager: Manages the City's classification & compensation, recruitment and selection, employee relations and benefits administration functions, performance evaluations, operations, programs, activities, and resources; provides guidance and direction to a team of HR professionals in the execution of their duties and ensures compliance with all applicable Federal, State, and local laws, policies, rules, and regulations.

Minimum Qualifications: Bachelor's degree in HR or a related field. Four years of HR experience; one year of supervisory experience preferred. Professional in Human Resources (PHR) or Certified Labor Relations Professional (CLRP) desirable; Notary Public.

HR Administrator: Responsible for performing fully-skilled professional HR work; interprets, applies, and responds to questions regarding HR policies, work rules and labor contracts; responsible for full life-cycle recruitment; reviews and modifies job descriptions, screens applicants; oversees selection process; interviews; conducts new hire orientation, reference checks, and drug tests; responsible for the leave management program; assists in the administration of City benefit programs; reviews proposed policies; conducts investigations; maintains compensation system for the City staff; administers employee engagement programming; maintains the City's HRIS and other HR databases; implements and monitors performance evaluations to ensure timeliness and consistency; assists with the development of performance standards.

Minimum Qualifications: Bachelor's degree in HR or a related field. Two years of experience in HR. Professional in Human Resources (PHR) or Certified Labor Relations Professional (CLRP) preferred.

HR Representative: Responsible for performing entry-level professional HR and benefit-related work; serves as initial contact for the HR Department; oversees and monitors the health insurance programs and voluntary benefit programs; assists in the accuracy of data in the timekeeping system(s) and HRIS and ensures that applicable standards as set forth by law, ordinance or bargaining unit agreement are met; processes personnel/payroll transactions, adjustments, and corrections into computerized payroll system; prepares, audits, and validates payroll; leads employee deduction initiatives and maintains records to ensure there is accuracy in payroll deductions; processes and tracks claim for disability leave, injury leave, FMLA, and workers compensation; performs duties related to recruiting and onboarding functions; records and maintains employee information; maintains personnel record files; identifies problem areas and recommends solutions in payroll/personnel procedural practices.

Minimum Qualifications: Associate degree in HR and at least three years of related experience; or bachelor's degree in HR and at least one year of related experience.

Core Services

The Department performs a variety of services and tasks that constitute core Department services. Those functions are summarized in the table below.

HR Department Core Services

Area	Core Services
Recruitment, Selection, & Retention	<ul style="list-style-type: none"> • Screens, interviews, hires, conducts new hire orientation, and trains as needed. • Full-cycle recruitment and selection processes for all City positions. • Reviews and modifies job descriptions. • Conducts reference checks, and coordinates drug tests.
Employee & Labor Relations	<ul style="list-style-type: none"> • Partners with directors, managers, and employees to handle employment-related matters. • Interprets laws and rules. • Interprets, applies, and responds to questions regarding HR policies, work rules, and labor contracts. • Resolves controversial and complex personnel issues. • Advises and coaches during disciplinary situations. • Maintains responsibility for or assists with the investigation of disciplinary issues. • Participates in labor relations meetings; takes and maintains notes from the meetings; attends union negotiation meetings as necessary.
Compensation Administration	<ul style="list-style-type: none"> • Maintains compensation system for the City staff. • Accurately tracks all pay increases and ensures all staff are paid appropriately.

Area	Core Services
	<ul style="list-style-type: none"> Assists Payroll with pay issues or questions and contract interpretation.
Safety & Workers' Compensation	<ul style="list-style-type: none"> Manages injury leave.
Training & Development	<ul style="list-style-type: none"> Trains staff. Coordinates and develops staff training.
Performance Management	<ul style="list-style-type: none"> Appraises performance. Implements and monitors performance evaluations to ensure timeliness and consistency. Assists with the development of performance standards.
Civil Service Administration	<ul style="list-style-type: none"> Administers and oversees civil service processes in accordance with the City's Civil Service Rules and Regulations. Uses expertise in selection and examination methods to ensure fair and standardized procedures.
Employee Benefits	<ul style="list-style-type: none"> Administers the City benefit programs. Manages the wellness program components. Monitors the effectiveness of program operations and ensures the program runs smoothly and efficiently. Manages the leave management program, including FMLA, ADA, major medical, and short-term disability.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

In 2023, the City of Gahanna's HR Department experienced significant turnover. Three employees shifted to other departments within the City and one employee retired. Since then, it was difficult for the Department to hire employees as candidates would simply not show up for interviews and the City would make offers to candidates who would then decline the offer. It has become challenging for the City to find Human Resource professionals with public sector experience. All of the current employees, except the HR Manager, have come from the private sector.

Similar to payroll, another issue for the City to consider is that adding staff in other departments across the City will impact the HR Department, specifically it will require more recruiting and retention support.

Human Resources Director versus Manager

Currently, the Senior Director of Administrative Services performs the duties of a Director of HR by planning, leading, and managing the ongoing operations of the HR Department (e.g., leads and develops the City's benefit programs, develops the annual budget, develops and maintains relationships, creates goals and expectations, etc.). Additionally, a large component of this is handling labor relations for the City (e.g., contract interpretation, acting as an advisor for staff on

labor issues, developing drafts of legal agreements for various union issues related to union contracts and/or individual employee situations, maintaining original signed union contracts and distributing to members, participating in labor negotiations for all collective bargaining units, labor relations meetings and grievance hearings, etc.). These duties are in addition to the position's responsibility to also oversee the Finance, Information Technology Department, and Mayor's Court.

The current HR Manager has the responsibility for managing HR employees and executing and implementing the day-to-day operations such as recruitment and selection, compensation administration, employee benefits, etc.

Essentially, the purpose of the Director is to be more strategic, while the Manager performs practical tasks and handles the day-to-day operations.

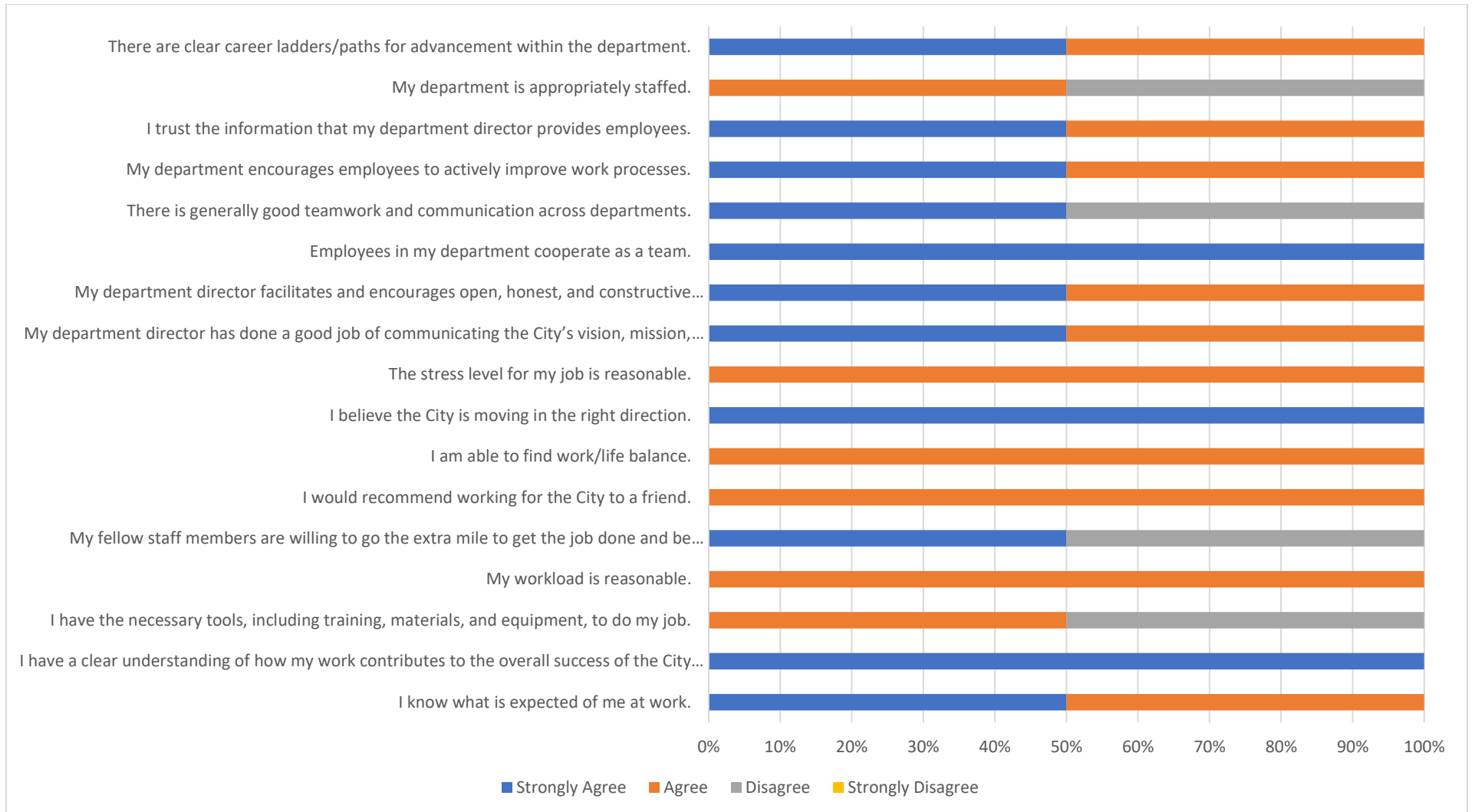
Training

One of the priorities or goals for the HR Department is to establish a training program that includes at least two City-wide in-service days in addition to establishing a quarterly training plan for supervisors and employees. Additionally, in late 2023, the Department implemented a Learning Management System (LMS). The intent of the system is to enhance the training and professional development courses offered to City employees. In addition, the LMS will be used for seasonal onboarding and training and will ensure the City's seasonal staff are properly trained.

The new City building that is scheduled to open in 2025 will include a state-of-the-art training facility for the Police Department. With such a heavy focus on training, Department staff expressed a desire to somehow incorporate a position that is specifically responsible for the coordination of training and professional development of all City employees. Currently, the HR Representative is responsible for coordinating training activities but with other Human Resource demands, the training aspect has become a secondary job function.

Employee Survey

Summary of Employee Survey Responses – HR Department



Market Trends / Findings

Structures of Comparable / Local Human Resource Departments

City	# of Positions	Total Staff	Title(s)		
			1	2	3
Canal Winchester	1	1	Human Resources Coordinator	---	---
Delaware	3	3	Human Resources Director	Human Resources Specialist	Human Resources Assistant
Gahanna ¹	3	4	Human Resources Manager	Human Resources Administrator	Human Resources Representative
Grove City	2	2	Human Resources Coordinator (2)		
Hilliard	3	3	Human Resources Director	Human Resources Generalist	Human Resources Specialist
Lancaster	1	1	Human Resources Director	---	---
Pickerington	2	2	Director of Human Resources	Receptionist	---
Upper Arlington	3	3	Human Resource Director	Human Resources Administrator	Human Resource Specialist
Westerville ²	3	4	Human Resources Manager	Human Resources Coordinator	Human Resources Specialist
¹ # of positions and total staff does not reflect the Senior or Deputy Director					
² At the time of the study, Westerville was seeking candidates for a Human Resources Director. The impact on the Human Resources Manager is uncertain.					
Total Staff includes the total number appropriated for; some vacancies may not be reflected					

Appropriately Staffing an HR Department

There is no best way to determine the size or structure of an HR Department. Of course, the size of an organization affects the number of staff in HR. Other factors include employer growth, culture, organizational structure, strategy, and needs. Most importantly, many functions of an HR Department cannot be overlooked as most lawsuits and other costly mistakes can be traced to issues related to hiring, performance management, discipline, or termination, misclassification of exempt and nonexempt jobs, inadequate HR files, inaccurate time records, and insufficient documentation. As a result, the Department must be staffed appropriately so that necessary functions are not overlooked and to ensure mistakes are avoided.

According to the Society for Human Resources Management (SHRM), it is recommended that an organization have one HR employee per 100 employees within an organization. Based on this recommendation, the City of Gahanna is currently appropriately staffed.

Human Resources Department Recommendations

As a result of the findings noted above, the Consultants recommend the following:

1. Director OR Manager.

The Consultants evaluated the City having an HR Director versus an HR Manager (the position currently in place). The number of City employees and the current structure of the City do not support having both a Director of HR and an HR Manager. With that being said, the Consultants recommend that the Senior Director of Administrative Services maintain

the current responsibility of overseeing the Department. However, it is recommended that the HR Manager absorb the labor relations responsibilities.

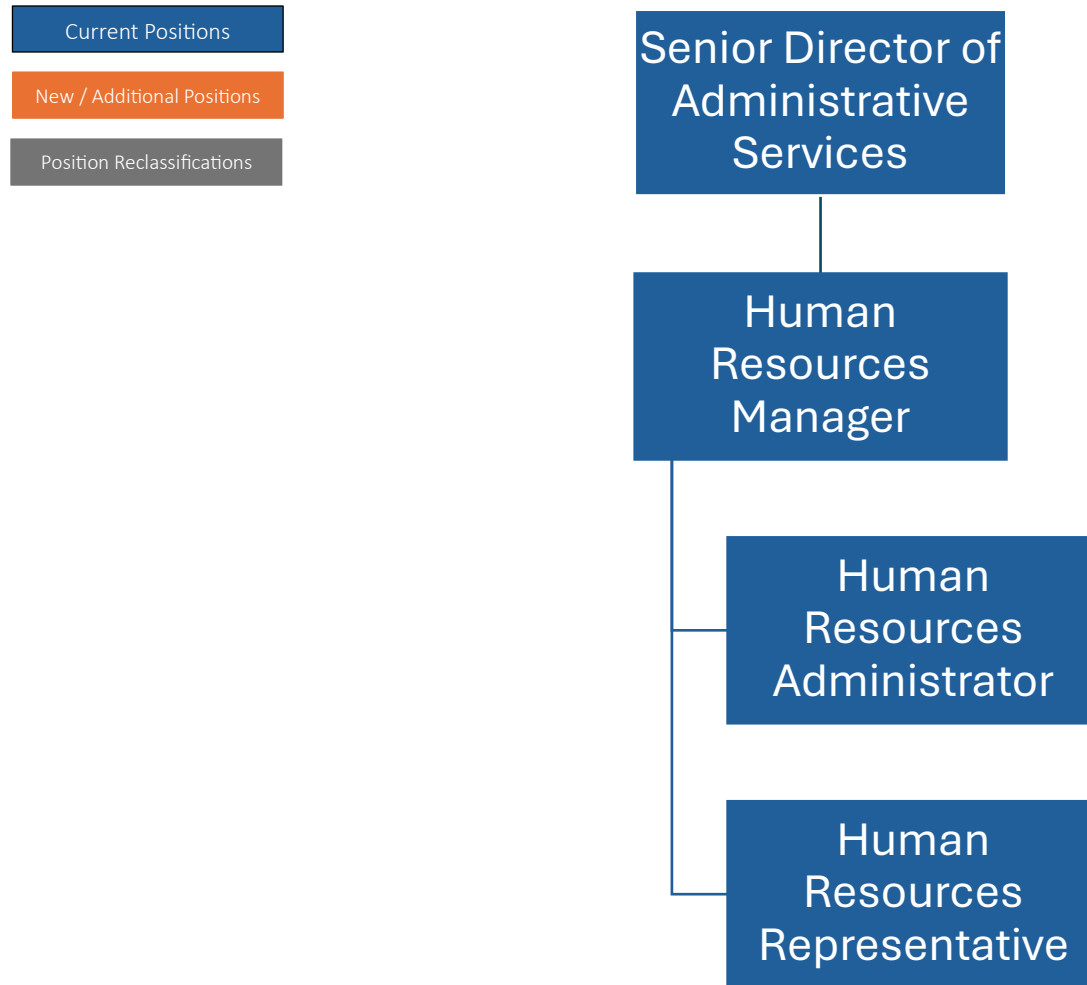
2. Monitor the Number of HR Employees.

Based on the guidance provided by SHRM, the City's HR Department is appropriately staffed. However, should staffing levels continue to increase, the City will need to monitor the total number of employees to determine if additional HR Support is needed.

3. Training.

As previously mentioned, the HR Representative is responsible for coordinating training activities. However, in the Department of Administrative Services section of this report, the Consultants have recommended that the City add a Training Coordinator. This proposed change will have a direct impact on Human Resources and training because all responsibilities related to staff training and compliance will move to the Training Coordinator. HR will remain responsible for identifying the necessary training topics for employees.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.



Information Technology Department

The City of Gahanna's Information Technology Department focuses on Information Technology (IT) operations and Geographic Information Systems (GIS) for the entire City including Public Safety, 9-1-1 Communications, and the Police Department. The Information Technology Department is responsible for all IT infrastructure, networking, system security, systems administration, support of core information systems, Geographic Information Systems administration, telecommunications, and technology-related systems and services used by City staff. The IT Department also co-manages the City's fiber network (GNET) with both the Public Service, Planning, and Economic Development Departments. They also work with other municipalities to share resources and develop shared services.

Position(s) and Purpose

Manager of Information Technology: Oversees the operations of the City's IT Department, which includes network operations, systems administration, desktop support/help desk functions, along with the associated application pools; oversees budgeting, strategic planning, project management, policy management, departmental standards, project prioritization, and workload balancing. Additionally, the IT Manager provides analytical and technical assistance to staff when workloads are high and when staff falls below normal levels. Additionally, the Manager evaluates emerging technologies, provides technical support for potential system integrations, and manages various technology-based projects.

Minimum Qualifications: Bachelor's degree in a related field of study. Four years in an IT field, preferably within a government agency.

Network Administrator: Responsible for the ongoing operation and management of Citywide IT enterprise network infrastructure, IT security, system monitoring, and IT audits. The Network Administrator proactively audits, reviews, identifies, and recommends alternatives for optimizing IT resources throughout the City's IT environment.

Minimum Qualifications: Bachelor's degree in computer science, engineering, or a related field. Five years of related experience.

Systems Administrator: Responsible for the ongoing operation of Citywide enterprise systems and their associated subsystems (e.g., physical servers, virtual environment, storage area networks, business applications, public safety systems, etc.); provides complex system-level support of multi-user operating systems, hardware and software tools, including the installation, configuration, maintenance, and support of these systems; pro-actively reviews, identifies, and recommends optimizations to IT resources throughout the City's IT environment; works cooperatively with other IT staff and departments to ensure security protocol, backup and recovery and other requirements (LEADS, CJIS) are being properly managed and maintained.

Minimum Qualifications: Bachelor's degree in computer science, engineering, or related field. Three years of experience in Microsoft System administration, Active Directory, Group policy, SAN environments, virtual environment, holistic system security, etc.

IT Support Specialist I: Responsible for providing technical assistance and support related to computer systems, hardware, or software both in City office space and in City mobile units; responds to queries, runs diagnostic programs, isolates problems, and determines and implements solutions.

Minimum Qualifications: Associate degree in a related field of study. Two years of experience in IT, including managing multiple complex projects.

IT Support Specialist II: A new position that was requested on the 2024 budget. The IT Support Specialist II is under the general supervision of the IT Manager and is responsible for providing tier-two technical assistance and support related to computer systems, hardware, or software, both in City office space and in City mobile units and related duties as required.

Minimum Qualifications: Bachelor's degree in computer science, information systems management, or a related field. Three years of experience in IT, and experience with Public Safety is preferred. Acquire and maintain LEADS and NCIC certification within six months of hire. Employee must complete OSSI CAD/RMS and Mobile Computer Terminal System Administrator training within two years of hire.

GIS Administrator: Designs, implements, and maintains all facets of the Citywide GIS system, including layers, tables, and system interfaces; researches, manages and implements large-scale GIS projects; recommends hardware, software, services, and applications to be used; provides support to all City departments; collaborates and works with IT Operations personnel during design, implementation, and/or recovery operations of major GIS systems and system-level devices.

Minimum Qualifications: Bachelor's degree in cartography, computer science, engineering, or a related field. Six years of related experience.

Asset Administrator: Responsible for the ongoing development, implementation, and management of the Citywide asset management system; working cooperatively with the GIS Administrator, the Asset Administrator will ensure best practices are being properly managed and maintained within the system; supports and assists departmental-level users in the use of the system.

Minimum Qualifications: Bachelor's degree in GIS or a related field. Three years of experience with GIS, Asset Management, and/or the development of workflow processes.

CAD Administrator: Responsible for the overall development, implementation, and management of the City's Computer Aided Dispatch (CAD) and Records Management System(s) (RMS).

Minimum Qualifications: Bachelor's degree in computer science, information systems management, or related field. Three years of related experience with Public Safety is preferred. Acquire and maintain LEADS and NCIC certification within six months of hire. Complete OSSI CAD/RMS and Mobile Computer Terminal System Administrator training within two years of hire.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Information Technology Department Core Services

Area	Core Services
IT Operations	<ul style="list-style-type: none"> • Provides management, guidance, security, support, and maintenance for all IT functions throughout the City. • Maintains network infrastructure and physical endpoints dispersed across nine locations. • Monitors network, security, and penetration testing. • Maintains the wireless infrastructure for City Hall, the Police Department, and all satellite facilities including parks, traffic control devices, and other specialized equipment. • Maintains enterprise data storage, including backup and recovery both onsite and off. • Manages over 60 virtual servers and desktop terminals which also provides failover and disaster recovery capabilities. • Provides business application configuration, support, and maintenance for numerous program-specific platforms. • Provides IT-related training and support for all telecommunications, computer software and hardware, as well as mobile unit support for public safety operations. • Jointly ensures Payment Card Industry (PCI) and Law Enforcement Agencies Data System (LEADS) compliance. • Manages fiber interconnectivity and vendor management for GNET.
Geographic Information Systems (GIS)	<ul style="list-style-type: none"> • Provides visual analysis of geospatial data that is used to better understand the City's built infrastructure, natural environment, and public safety needs. • GIS used by the Service, Engineering, and Parks Departments to drive operational awareness across operations. • Manages over 240 spatial datasets, including City boundaries, assets and infrastructure, parcels, water bodies, flood plains, parks, ward boundaries, and transportation layers. • Updates and supports mapping applications used by the Police Department, Fire Departments, and other outside entities.

Area	Core Services
	<ul style="list-style-type: none"> • Provides custom GIS viewers (websites) for internal and external stakeholders. • Processes internal map requests and printing. • Supports and maintains shared services for neighboring municipalities. • Operates a drone to capture detailed photography in support of various departments' projects.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State/Future Needs

As a result of the new City building, the IT Department will be responsible for all technology, some of which will be new. The IT Manager anticipates that the Network Administrator, Systems Administrator, and IT Support Specialist roles will become more complex. Additionally, the IT Manager stated that the Systems Administrator role will become unmanageable for one person. The individual in the position is already overloaded and will be responsible for taking on most of the work because of the move.

The City initially hired a CAD Administrator to help roll out the new CAD/RMS system. This role ultimately did not work out and the City ended up replacing the position with an IT Support Specialist II. The project contains very complicated network requirements, and the Department anticipates that this will be a heavy lift over the next fifteen (15) to eighteen (18) months.

In addition to the move to the new building and the rollout of the CAD/RMS system, the Manager expressed that her primary concern for the City is the ongoing risk of issues related to cybersecurity. She stated that local governments are a major target for cyber-attacks. Currently, the Network Administrator handles tasks related to security, but the Manager feels cybersecurity is being overlooked in the City simply because of the workload among staff.

To alleviate these concerns, the Manager anticipates the necessity of adding a Security/Network Analyst to support the Network Administrator and a Systems Analyst to support the Systems Administrator.

Asset Administrator and GIS Administrator

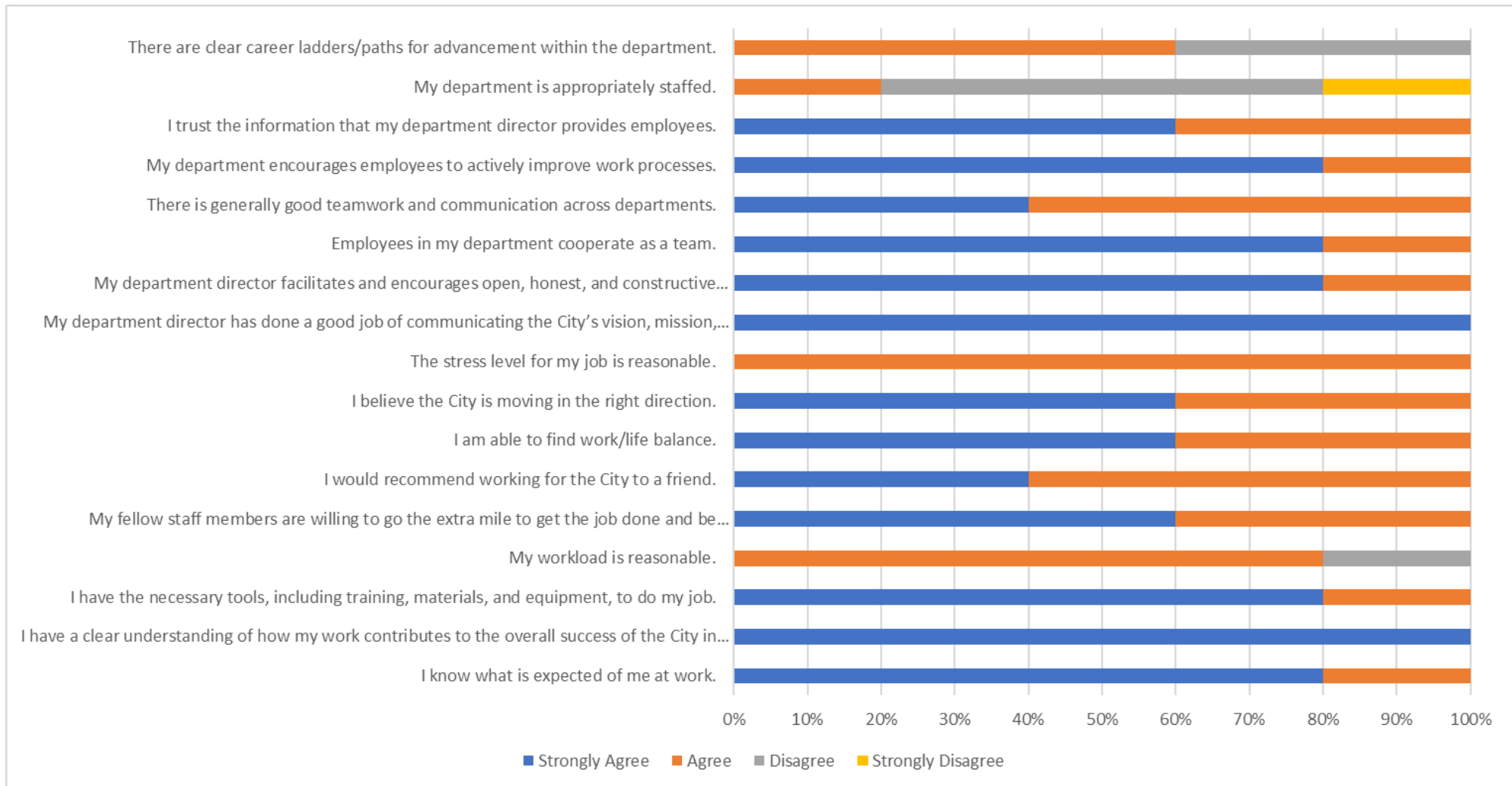
In 2023, the Department hired an Asset Administrator who manages the implementation, configuration, and deployment of the asset management system. This system drives operational awareness in the Parks, Engineering, and Public Service Departments and should be fully functional in 2024. Additionally, the GIS function provides visual analysis of geospatial data that is used to better understand the City's built infrastructure, natural environment, and public safety needs. This information is shared through GIS applications that allow users to view, query, analyze, and visualize data elements within the system. The GIS is also leveraged very heavily by the Asset Management system. City staff questioned whether IT is the appropriate department for both the GIS Administrator and Asset Administrator.

IT Manager

The IT Manager expressed the desire to be reclassified to a Director-level position. The Manager feels that she is already performing the job duties and is meeting expectations for a director-level position (e.g., oversees the operations of the City's IT Department, which includes network operations, systems administration, desktop support/helpdesk functions, Geographic Information Systems (GIS), and evaluation and integration of emerging technologies; develops and supports partnerships with neighboring municipalities, managing service delivery, and revenue generation where appropriate).

Employee Survey

Summary of Employee Survey Responses – Information Technology Department



Market Trends / Findings

Structures of Comparable / Local Information Technology Departments

City	# of Positions	Total Staff	Excluding GIS / Asset		Position Title
			# of Positions	Total Staff	
Canal Winchester	2	2	2	2	Information Technology Coordinator (reports to PS Director)
					Information Technology Technician
Delaware	10	11	8	9	Chief Information Officer
					Deputy IT Director / Security Officer
					Deputy IT Director
					Network Administrator
					Help Desk Technician
					Tech Support Specialist (2)
					IT Manager
					Applications Systems Specialist
					GIS Coordinator
					GIS Analyst
<i>Gahanna</i> ^{1 2}	7	7	5	5	<i>Manager of Information Technology</i>
					<i>Network Administrator</i>
					<i>Systems Administrator</i>
					<i>IT Support Specialist</i>
					<i>IT Support Specialist II</i>
					<i>GIS Administrator</i>
					<i>Asset Administrator</i>
Grandview Heights	2	2	2	2	Director of Information Technology
					IT Specialist
Grove City	6	9	4	7	Information Systems Director
					Information Systems Deputy Information Security
					Information System Deputy
					Information Systems Coordinator (4)
					GIS Administrator
					GIS Analyst
Hilliard	5	6	3	4	Director of Information Technology
					IT Administrator (2)
					IT Specialist
					GIS Administrator
					GIS Analyst

City	# of Positions	Total Staff	Excluding GIS / Asset		Position Title
			# of Positions	Total Staff	
Lancaster	2	2	2	2	IT Director
					Assistant IT Director
Pickerington	1	1	1	1	Operations / IT Administrator
Upper Arlington	6	6	6	6	Director of Information Technology
					Systems Engineer (Vacant)
					Applications Engineer
					Infrastructure Engineer
					Project Manager / Web Developer
					Systems Administrator (2)
Westerville	10	13	10	13	CIO / Information Systems Director
					Services Coordinator
					Technical Operations Manager
					Systems Engineer (3)
					Systems Analyst
					User Support Analyst
					Solutions Manager
					Programmer/DBA (2)
					Systems Analyst GIS II
					Business Analyst

¹ # of positions and total staff does not reflect Senior or Deputy Director

² The GIS Administrator and Asset Administrator are in the IT Department but do not provide support to the Department

Total Staff includes the total number appropriated for; some vacancies may not be reflected

IT Security Responsibility for Comparable / Local Municipalities

Within other cities, what position(s) are responsible for IT Security?		
City	Title	Job Duties
Westerville	Information Security Administrator (NEW position; vacant)	Information Systems Security work focuses on preventing cyber crime, hacking, intentional or inadvertent modification, disclosure, or destruction to an organization's information systems and IT assets and intellectual property, including: designing, testing, and implementing secure operating systems, networks, and databases; authentication auditing, network-based and Web application-based vulnerability scanning, virus management, and intrusion detection; conducting risk audits and assessments, providing recommendations for application design; monitoring and analyzing system access logs using through a security information and event management (SIEM); planning for security backup and system disaster recovery.
Columbus	Information Security Officer	Under general direction, is responsible for managing, planning, developing, and maintaining information security strategies and managing information security operations for the City's IT network; performs other duties as required.
Hilliard	IT Administrator	Recommends and implements network/computer policies and standards and ensures adherence to security procedures. Understand standard industry security best practices; performs planning, design, configuration, implementation, management, monitoring, troubleshooting, maintenance, and security of local and wide area networks in a large, complex, IT environment; develops contingency plans to ensure the integrity and security of the City's IT systems.
Dublin	Information Security Analyst	Under the general supervision of the Information Security Administrator, the focus of this Information Technology role will support cybersecurity initiatives to protect our residents and employees by performing the functions necessary to ensure the confidentiality, integrity, and availability of our critical data, network, and information systems, which support key infrastructure and operational activities for the organization. This role is also responsible for supporting and collaborating with team members throughout the city to achieve the objectives of both the security program and business units under the direction of the Information Security Administrator or Director of IT.
Delaware	IT Project Coordinator	Provides recommendation for infrastructure technology refreshment along with security posture advancements and security patches. Ensures security measures are in place and monitored, devices are updated with new releases along with support of audits and testing. Designs and develops written operating procedures, training programs and security controls.

Appropriately Staffing an Information Technology Department

Similar to an HR Department, there is also not one best way to determine the size or structure of an IT Department, and knowing how many IT staff are needed is not straightforward. There are many factors to consider; things like industry, the tech savviness of the workforce, and organizational size all come into play. A survey completed by workforce.com reflects that an organization with less than 500 employees should have one IT employee for every 18-34 total employees. It is important to note that this statistic includes the private sector and is not broken out by industry.

While the City of Gahanna employs approximately 215 full-time and 208 part-time/seasonal positions (according to the 2024 budget request), not all of those employees are assigned IT equipment. A breakdown of the equipment assigned is provided below.

Computers Assigned:	152
Cruisers:	24
Dispatch Computers:	5
CityWorks Tablets:	4 (Windows) + 5 (iPads)
Point of Sale:	9
Reception:	1
<i>TOTAL:</i>	<i>200</i>

Using the statistic provided above against the amount of equipment assigned, the City should have approximately 6 to 11 employees in the IT Department.

Information Technology Department Recommendations

As a result of the findings noted above, the Consultants recommend the following:

1. IT Security/Network Analyst.

The market trends noted above indicate that it is not unusual for other municipalities to have a separate position that is solely dedicated to IT Security and one city has even just added a designated IT Security position that has not yet been filled. Additionally, according to the Bureau of Labor Statistics (BLS), there is a high demand for IT security professionals, and the BLS is projecting a thirty-two percent (32%) increase in jobs from 2022 to 2032. This is ten (10) times faster than the projected growth for all industries. This research suggests the importance of this type of position within an organization. In order to alleviate the IT Manager's concerns and to provide support to the Network Administrator, the Consultants recommend adding an IT Security/Network Analyst.

2. Systems Analyst.

During meetings, the IT Manager had shared that the Systems Administrator was already in a position of being overloaded and this will only become exacerbated in a new state of the art municipal complex. As the City continues to raise the level of service provided at 825 Tech Center, the level of complex systems and technology will increase.

Additionally, based on the market trends noted above, although the City's IT Department is not one of the smallest, it is certainly on the lower end in terms of staffing. This is also in relation to the statistic provided by workforce.com. As a result, the Consultants recommend that the City add a System Analyst, a position that will support the Systems Administrator.

3. Asset and GIS Administrator and Add a Position Titled GIS Analyst.

It was expressed to the Consultants that the Asset Administrator and GIS Administrator, although housed in the IT Department, do not support the IT Department. Rather, the two positions support the Parks, Engineering, and Public Service Departments. When reviewing where similar positions fall within other municipalities it varied between IT and Public Service (Public Service sometimes included Public Works and Engineering).

The Engineering Department also has one position that is responsible for performing GIS functions, but these functions are often put on the back burner because other priorities and workloads do not allow the employee to prioritize the GIS functions. It was expressed to the Consultants that there is likely not enough GIS work in the Engineering Department to support a full-time position but there is enough GIS work across the entire City to support an additional GIS Analyst. The employee survey also reflects this need.

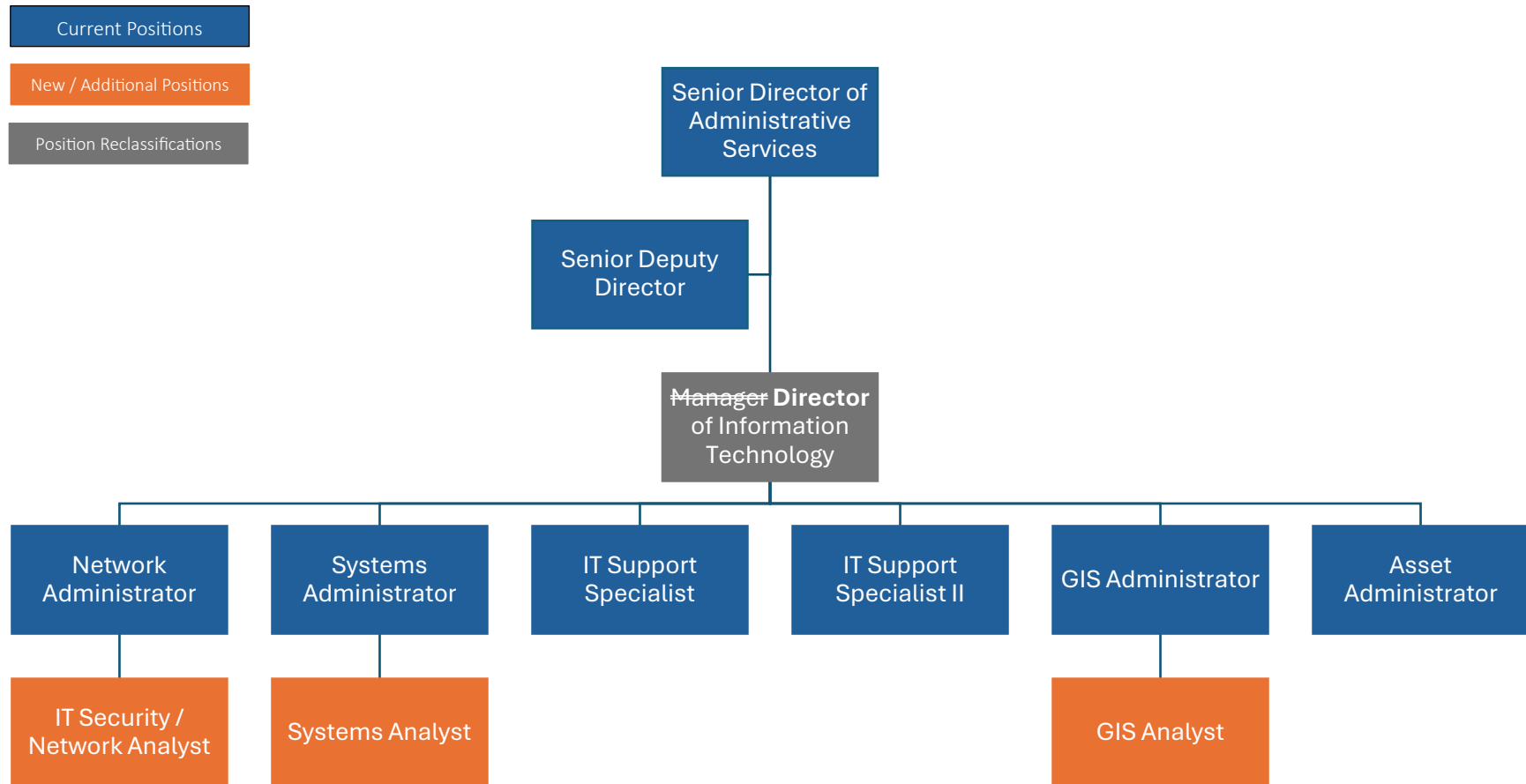
As a result, the Consultants recommend that the Asset Administrator and GIS Administrator remain in IT. Additionally, the Consultants recommend the City create a new position titled GIS Analyst. The position would support the GIS Administrator and would also absorb the GIS functions currently being performed in the Engineering Department.

4. IT Manager Reclassified to Director of Information Technology.

As noted above, the IT Manager indicated a desire to be reclassified to IT Director because she is currently performing the duties of an IT Director, a position that already exists within the City of Gahanna's salary ordinance. Additionally, based on the market trends (see above), the City of Gahanna is the only city that does not have an official Director of Information Technology. As a result, the Consultants conducted a job task analysis (separate from this staffing study) and have recommended reclassifying the IT Manager to the Director of IT.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.

Information Technology Department Organizational Structure, 2024-2030



Mayor's Office

The City of Gahanna's Mayor's Office is the central hub for all City business and affairs. Serving as the Chief Executive Officer of the City, the Mayor has ultimate responsibility for all aspects of City administration, including overseeing the day-to-day operations of the City and ensuring that all departments operate in accordance with the City's mission, vision, values, and strategic plan.

The following departments/divisions currently fall under the Mayor's Office:

- Operations
- Administrative Services
- Marketing and Communications
- Economic Development
- Public Safety/EMA

Position(s) and Purpose

Mayor's Office

Senior Director of Operations: Assists the Mayor with overseeing and directing the operations functions of Engineering, Parks & Recreation, Planning, and Public Service. Plans, directs, organizes, and monitors strategic and cross-functional projects.

Minimum Qualifications: Bachelor's degree from an accredited college or university in business administration, public administration, or a directly related field. Master's degree or higher in relevant areas, preferred. Seven or more years of progressively responsible administrative/managerial experience. At least three years in a management or supervisory capacity.

Senior Director of Administrative Services: Assists the Mayor with overseeing and directing the administrative functions of human resources, finance, Mayor's Court, and technology. Plans, directs, organizes, and monitors strategic and cross-functional projects.

Minimum Qualifications: Bachelor's degree from an accredited college or university in business administration, public administration, or a directly related field. Master's degree or higher in relevant areas, preferred. Seven or more years of progressively responsible administrative/managerial experience. At least three years in a management or supervisory capacity.

Senior Deputy Director: This position provides support and leadership for all City departments and directly manages staff as assigned. Oversees various projects and policy initiatives within city departments. This position reports to both the Senior Director of Operations and Administrative Services.

Minimum Qualifications: Bachelor's degree from an accredited college or university in business administration, public administration, or a directly related field. Five or more years of progressively responsible administrative/managerial experience. At least one year of managing and leading subordinate personnel.

Director of Public Safety/EMA: Serves as the Chief Administrative Officer for the Division of Police. Provides decision-making and direction in labor/management-related issues.

Minimum Qualifications: Bachelor's degree in criminal justice, labor management; twenty years of experience in law enforcement, public safety, emergency management, public sector HR, or as a practicing attorney with management experience.

Administrative Assistant: Performs a variety of administrative functions of a highly sensitive and/or confidential nature to support the Mayor's Office.

Minimum Qualifications: HS Diploma / GED. Three years of professional administrative assistant experience within a local government. State of Ohio Notary.

Administrative Services

Administrative Coordinator: Supports a City Department by performing a variety of complex administrative functions involving the use of independent judgment and personal initiative; coordinates the daily operations and procedures of the office; assists with projects as necessary.

Minimum Qualifications: Associate's degree from an accredited institution in business or a related field and three or more years of professional office experience OR high school diploma or equivalent and five years or more of professional office experience.

Management Analyst I: Primary responsibilities include performing research, conducting analysis, and providing recommendations and consultation to management on diverse or complex issues and matters. Assists in the development and preparation of the Department budget, reports, compiling and analyzing data, supporting process improvement projects, and related duties as required.

Minimum Qualifications: Associate's degree in a related field of study; two years of experience in local government.

Management Analyst II: Responsible for conducting research and analysis and providing recommendations to management on diverse and complex issues that may have a fiscal or operational impact on the City of Gahanna. The Management Analyst II is responsible for analyzing and proposing ways to improve the City's productivity, efficiency, or budget and performs other related duties as assigned.

Minimum Qualifications: Bachelor's degree in business administration or accounting. Three years of related experience.

Risk & Safety Administrator: Manages the City's comprehensive Risk Management/Occupational Safety & Health program area comprised of a self-insured Workers' Compensation Program, an Employee Safety Program, and a Property and Liability Insurance Program. Formulates, develops, implements, and/or recommends revisions to Risk Management/Occupational Safety policies, procedures, administrative orders, and rules & regulations.

Minimum Qualifications: Bachelor's degree in business administration, public administration, or occupational safety & health; master's degree preferred. Three years of related experience.

Marketing and Communications

Communications Manager: Responsible for developing, implementing, and overseeing all public relations, marketing, and communications functions of the City; carries out managerial responsibility in accordance with policies, procedures, and applicable laws.

Minimum Qualifications: Bachelor's degree in marketing, public relations, communications, or journalism. Four years of related experience, preferably in the public sector.

Marketing & Communications Specialist: Responsible for developing, implementing, and managing marketing and communications strategy and public relations work for the City of Gahanna. The duties include planning, streamlining, communicating, owning, and analyzing a variety of marketing information to facilitate communication distributed to employees, citizens, and the community.

Minimum Qualifications: Bachelor's degree in marketing, public relations, or journalism. Four years of related experience.

Public Information Officer: Responsible for developing, implementing, and overseeing a comprehensive communications program which builds public visibility of the City of Gahanna while strengthening the reputation of the City; understands overall aspects and functions of all City departments to be effective in overseeing creation and implementation of issue-management strategies, public relations techniques, and provides a positive, pro-active relationship with the media; facilitates cooperation and communication between staff and the public information function; serves as media contact and designated spokesperson for the City; responds to media inquiries, advises staff on media response, and contacts press for various City events; coordinates and assists Citywide public information efforts within departments to include meetings and scheduling of information dissemination; identifies newsworthy information, develops ideas and gathers necessary details to write, edit, and disseminate various materials. Supports Emergency Management Function by creating, distributing, training staff, and continually updating the City's communication crisis plan; acts as a point of contact during emergencies to include news media, press releases, and organization of press conferences, etc. Provides strategic advice and guidance to elected and appointed City officials concerning public relations aspects of policies, practices, procedures, programs, and actions. Uses current technology to inform and engage the community.

Minimum Qualifications: Bachelor's degree in marketing, public relations, communications, or journalism. Three years of related experience, preferably in the public sector.

Core Services

The Mayor's Office oversees a variety of services and tasks that constitute core services. Those functions are summarized in the table below.

Mayor's Office Core Services

Area	Core Services
Administrative Services	<ul style="list-style-type: none">• Finance• Human Resources• Information Technology• Mayor's Court• Risk and Safety
Operational Services	<ul style="list-style-type: none">• Engineering• Public Service• Planning• Permitting• Parks and Recreation
Public Safety	<ul style="list-style-type: none">• Police• EMA
Economic Development	<ul style="list-style-type: none">• See Core Services listed in the Economic Development Section
Marketing & Communications	<ul style="list-style-type: none">• Public Relations• Marketing• Communication

Summary of Meeting(s) with Division Staff/Summary of Findings

Communications and Marketing

The Marketing & Communications department is responsible for growing and ensuring open and responsive communications with residents, conducting strategic communications planning, crisis management, providing brand oversight, promoting community engagement, and providing communication and marketing support services to all Gahanna City departments. Additionally, this Division oversees all digital communications.

In addition to having ultimate oversight of the City, the Mayor directly oversees Operations, Administrative Services, Communications and Marketing, Economic Development, and Public Safety/EMA. The Communications and Marketing division is responsible for communication not only on behalf of the Mayor, but the division also supports communication and marketing for other departments. The Mayor believes the current staff are not able to keep up with the demands of the City and individual departments.

Sustainability Coordinator

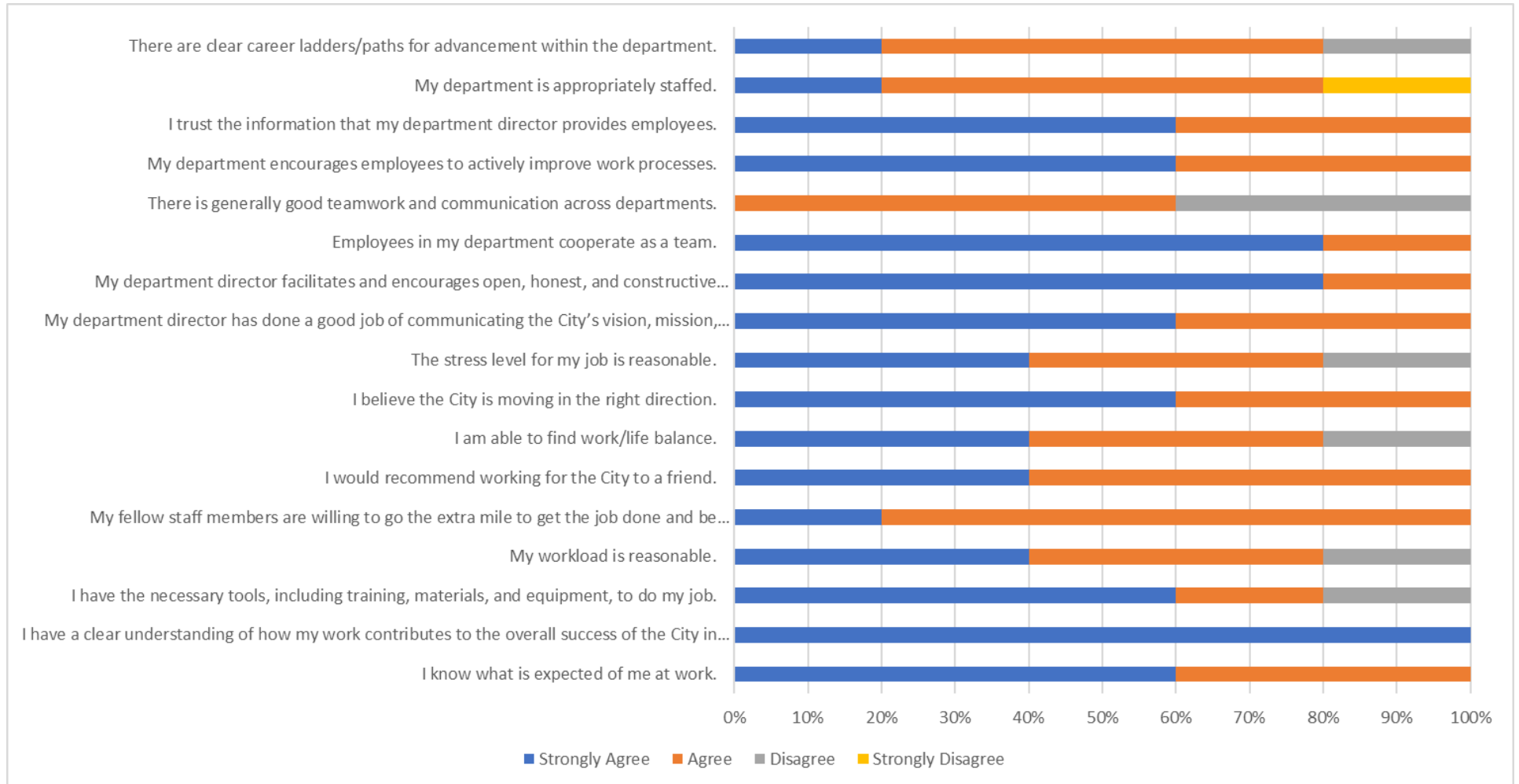
The City of Gahanna is not only a member of the Mid-Ohio Regional Planning Commission (MORPC), but also part of MORPC's Sustainable2050 program. Sustainable2050 members earn certification points in the program by implementing sustainable policies and practices that seek to meet the objectives and goals of the Regional Sustainability Agenda (RSA). In order to participate, members must pass a resolution of participation, designate a local champion, assign a representative to participate in program meetings, and share data with MORPC related to the goals and objectives. Additionally, there are various energy, natural resources, and sustainable neighborhood objectives that must be met. Sustainability has become a priority for the City, Mayor, and Council.

Training

As previously mentioned in the Human Resources section of this report, currently, the HR Representative is responsible for coordinating training activities, but with other Human Resource demands, the training aspect has become a secondary job function. The Risk Management and Safety Administrator, in addition to managing the Risk Management/Occupational Safety & Health program, also develops and conducts safety training and educational seminars/courses in a variety of subject areas and develops, implements, and conducts regular training programs under the Public Employer Risk Reduction Program (PERRP) regulations and works with Departments/Divisions to develop Department/Division-specific training programs. On top of this, the Police Department's new training facility will also necessitate a position that can coordinate training. This means that if the City remains structured as it currently is, there are potentially three separate positions that will have responsibility for coordinating the training of employees.

Employee Survey

Summary of Employee Survey Responses – Mayor’s Office



Market Trends / Findings

Structures of Comparable / Local Communications/Marketing Departments

City	# of Positions	Total Staff	Position Title	Office / Dept
Canal Winchester	1	1	Community Affairs Director	Community Affairs
Delaware	2	2	Community Affairs Director	City Manager
			Communications Specialist	
Gahanna ¹	3	4	<i>Communications Manager</i>	Mayor
			<i>Marketing & Communications Specialist (2)</i>	
			<i>Public Information Officer</i>	
Grove City	6	8	Division Chief	Community Relations
			Website Specialist	
			Social Media Specialist	
			Digital, Print, and Outdoor Media Specialist	
			Civil Engagement Website Manager (3)	
			Public Information Officer	
Hilliard	4	5	Director of Community Relations	Community Relations
			Community Relations Administrator (2)	
			Community Relations Specialist	
			Website & Graphic Design Specialist	
Upper Arlington	3	3	Community Affairs Director	City Manager
			Communications Manager	
			Communications Specialist	
Westerville	4	4	Community Affairs Director	City Manager
			Community Affairs Manager	
			Digital Media Specialist	
			Events & Special Projects Specialist	

¹ # of positions and total staff does not reflect the Mayor

Total Staff includes the total number appropriated for; some vacancies may not be reflected

Within other cities, what position(s) are responsible for sustainability?

City	Department	Title	Job Duties
Delaware	Public Works	Watershed / Sustainability Coordinator	Under immediate supervision of the Director of Public Utilities, the Watershed and Sustainability Coordinator is responsible for the implementation and enforcement of the Small Municipal Separate Storm Sewer System (MS4) Program. The coordinator will work closely with Public Utilities and Public Works staff to implement the city's Stormwater Management Plan. The coordinator will also develop, administer, and monitor a sustainability plan with supporting programs and policies that foster the environmental, economic, and social well-being of the community. This position is subject to emergency callouts and must be able to work overtime, including nights,
Westerville	N/A	Sustainability Coordinator	The Sustainability Coordinator is responsible for developing, implementing and overseeing comprehensive community-wide sustainability programs. Directs and coordinates all sustainability-related functions of the City; creates, implements, and evaluates internal and external programs, operations, and educational opportunities; works closely with the City's leadership team, communications, public service, other departments, residents, businesses, and the public.

Mayor's Office Recommendations

As a result of the findings noted above, the Consultants recommend the following:

Mayor's Office - Communications and Marketing

1. Director of Communications and Marketing.

Based on the market trends (see previous page), the City of Gahanna is the only city that does not have a director-level position overseeing the communications and marketing department. Additionally, this division is in need of a position that has the sole responsibility to oversee the entire division and lead and model expectations so that all departments can work together to grow and ensure open and responsive communications with residents. As a result, the Consultants recommend replacing the Communications Manager with a Director of Communications and Marketing.

2. Digital Media Specialist.

The Communications and Marketing Department is lacking a position that is primarily responsible for digital media (e.g., website, social media, etc.) and the Department struggles to keep up with the demands from other departments across the City. The importance of digital media in the modern world can't be understated. Digital media has revolutionized how people communicate, engage, and receive information. It has changed the way people live, work, play, and even think. With its unprecedented reach and potential, digital media is making a significant impact on society as a whole. The Consultants recommend that the City add a Digital Media Specialist. The intent is for this position to effectively utilize digital media as a way to support better public relations outcomes, assist with crisis management, and build communities.

Department of Administrative Services.

1. Training Coordinator.

In an effort to streamline all training efforts across the City, the Consultants recommend that the City add a Training Coordinator. The purpose of a Training Coordinator is to have one position that is responsible for the coordination of training and development programs to be used by all City departments and customers, including the Police Department. The intent is that fifty percent (50%) of this position's time would be designated to the Police Department and fifty percent (50%) to other City departments. This one position would eliminate the need to have training efforts spread across three separate departments. Additionally, the position would be responsible for expanding the enterprise customer base and increasing revenue opportunities through the delivery of enterprise training programs and facility rental.

2. Risk Management and Safety Manager.

In an effort to streamline training across the City and ensure that the coordination of training is not being split across several Departments/Divisions, the Consultants have recommended that the Training Coordinator report to the Risk Management and Safety Administrator. As mentioned, the Risk Management and Safety Administrator, in addition to managing the Risk Management/Occupational Safety & Health program, also develops and conducts safety training and educational seminars/courses in a variety of subject areas and works with Departments/Divisions to develop Department/Division-specific training programs. Since the Risk Management and Safety Administrator will be responsible for supervising and managing the Training Coordinator, it is recommended that the position be reclassified to Risk Management and Safety Manager.

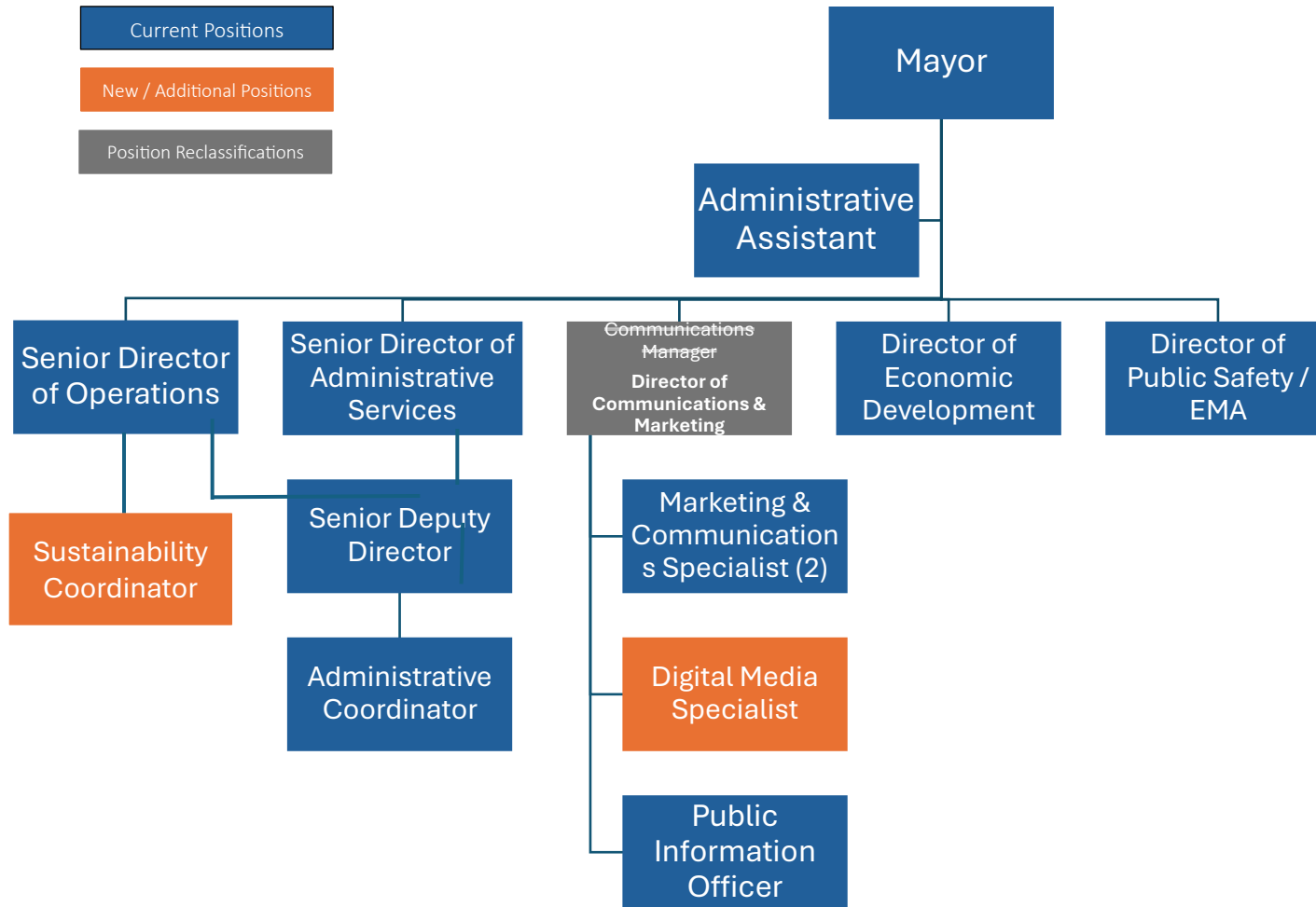
Department of Operations.

1. Sustainability Coordinator.

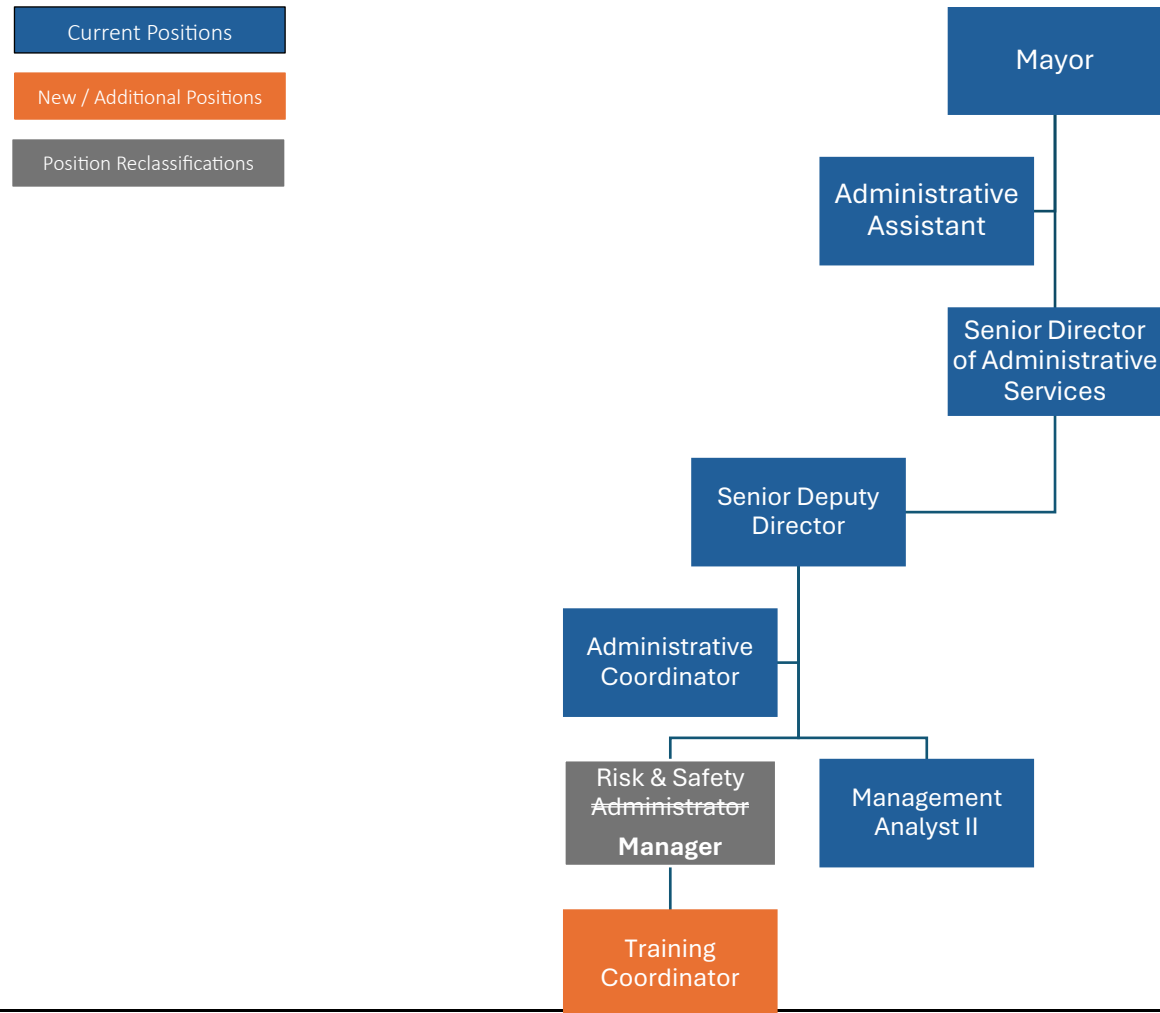
A Sustainability Coordinator has the potential to play a crucial role within the City, helping to ensure it commits to the agenda that will lead to a secure future. Avoiding the depletion of resources, looking after the needs of future generations, and planning economic viability are all important features of sustainability. The Sustainability Coordinator's purpose is to work toward operational efficiency and energy savings. Sustainability has become a priority for the City and the Consultants recommend that the City add a Sustainability Coordinator.

The table of organizations provided on the following two pages shows the current structure of the Department and includes proposed positions, if any.

Mayor's Office Organizational Structure, 2024-2030



Mayor's Office (Administrative Services) Organizational Structure, 2024-2030



Planning Department

The Department of Planning influences Gahanna's growth and redevelopment in both the short and long term. The Department of Planning supports the City's Planning Commission and City Council by performing reviews, processing, coordination, presentation, and permitting of development applications. The Department of Planning is charged with ensuring development proposals align with the City's land use plan, zoning code, Economic Development Strategy, and local, State, and national building codes. The Department also is responsible for reviewing, implementing, and updating Gahanna's land use plan and zoning code, and communicating the plans with various stakeholders.

Adherence and enforcement of Gahanna's codes are largely performed by both the Building and Code Enforcement Divisions. Adherence and enforcement are done through permit review, inspections during construction, and inspections after project completion. Complaints are identified proactively through patrols and reactively from the community. Citations issued by Code Enforcement are processed and administered by Gahanna Mayor's Court.

Position(s) and Purpose

Director of Planning: Provides leadership, coordination, and maintenance of the resources required to provide for the comprehensive development, redevelopment, and expansion of the City as it relates to industrial, commercial and residential facilities.

Minimum Qualifications: Master's degree in Urban planning, city and regional planning, public policy, or a related field OR a Bachelor's degree with a certification from the American Planning Association. Seven years of experience, including supervisory.

Manager-Planning: Responsible for the day-to-day activities of the Department of Planning, including building, zoning, code enforcement, and administration. Assists the Director, as needed.

Minimum Qualifications: Bachelor's degree in a related field. Four years of related experience.

Planning and Zoning Coordinator: Performs intermediate skilled administrative work to support the Building and Zoning department and acts as the first point of contact for the department.

Minimum Qualifications: Possession of a Bachelor's degree from an accredited college or university in city/regional planning or urban studies. One or more years of experience in a permitting/zoning field. Proven experience in a high-volume customer service role including, but not limited to email, phone, and in-person communications. Proven experience with zoning software or similar software including troubleshooting techniques. Proven experience as a Team Leader.

Planner II: Under the direction of the Manager of Planning, provides numerous and varied services to assist residents, contractors, developers, the Planning Commission, and other departments or

committees as necessary. The Planner II will review permit applications and assist with administering, interpreting, and enforcing the City of Gahanna Codified Ordinances, Land Use Plans, and floodplain regulations.

Minimum Qualifications: Bachelor's degree from an accredited four-year college or university in Urban Planning or a related field (for example transportation planning, landscape architecture, land use, economic development, etc.). Two or more years of progressively responsible experience in Urban Planning or a related field.

Code Enforcement Officer: Performs intermediate technical work in the enforcement of the Zoning Ordinance, Rental Property Registration, Maintenance Ordinance, and other Charter provisions; does related work as required.

Minimum Qualifications: HS Diploma / GED.

Chief Building Official: Supervises, plans, and coordinates the activities and operations of the Building Division within the Department of Public Service and Engineering; coordinates assigned activities with other departments, outside agencies, and the general public; provides highly responsible and complex staff assistance to higher level City staff; supervises the staff, office, and procedures of the Building and Zoning Division. Enforces City, State, and Federal building codes and standards for the City of Gahanna. This position exercises considerable initiative and independent judgment within these assigned areas of professional responsibility.

Minimum Qualifications: Bachelor's degree in structural engineering, architecture, business administration, or a related field. Ten years of related experience. State of Ohio Building Official Certification. State of Ohio Residential Building Official Certification. State of Ohio Building Inspector Certification. State of Ohio Master Plans Examiner Certification. Licensed Professional Engineer or Registered Architect in the State of Ohio.

Building Inspector: Supervises the issuing of building permits and ensures residential and commercial structures are constructed according to approved construction documents and building codes.

Minimum Qualifications: HS Diploma / GED. Two years of related experience. Ohio Certification as a Building Inspector and Residential Building Official.

Building and Zoning Specialist: Performs general duties for the Building Division: primarily responsible for all permitting administrative work associated with City-issued permits. Provides administrative support; assists Chief Building Official, Building Inspector, Planning and Zoning Coordinator, Code Enforcement Officer, and other Department of Public Service and Engineering members.

Minimum Qualifications: HS Diploma / GED. Three years of related experience. Notary Public Certification.

Residential Plans Examiner: Supervises the issuing of building permits and ensures residential and commercial structures are constructed according to approved construction documents and building codes.

Minimum Qualifications: HS Diploma / GED. Four or more years of progressively responsible related experience.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Planning Department Core Services

Area	Core Services
Building	<ul style="list-style-type: none">• Review and issuance of building permits for commercial, residential, and trade work projects (electric, HVAC, gas, etc.).• Works closely with the community on projects by identifying applicable permits, reviewing plans for compliance with City and State building codes, and inspecting construction activities.
Code Enforcement	<ul style="list-style-type: none">• Responsible for the inspection of property for compliance with maintenance standards along with managing the Rental Registration program.• Works closely with the community by identifying nuisance or maintenance code violations, working with property owners on addressing violations, and issuing residential rental permits.
Zoning	<ul style="list-style-type: none">• Responsible for the review and issuance of zoning permits along with development applications for Planning Commission and City Council.• Works closely with the community on projects by reviewing compliance with the Zoning Code, recommending or issuing zoning approvals, and evaluating project alignment with the City's Land Use Plan.

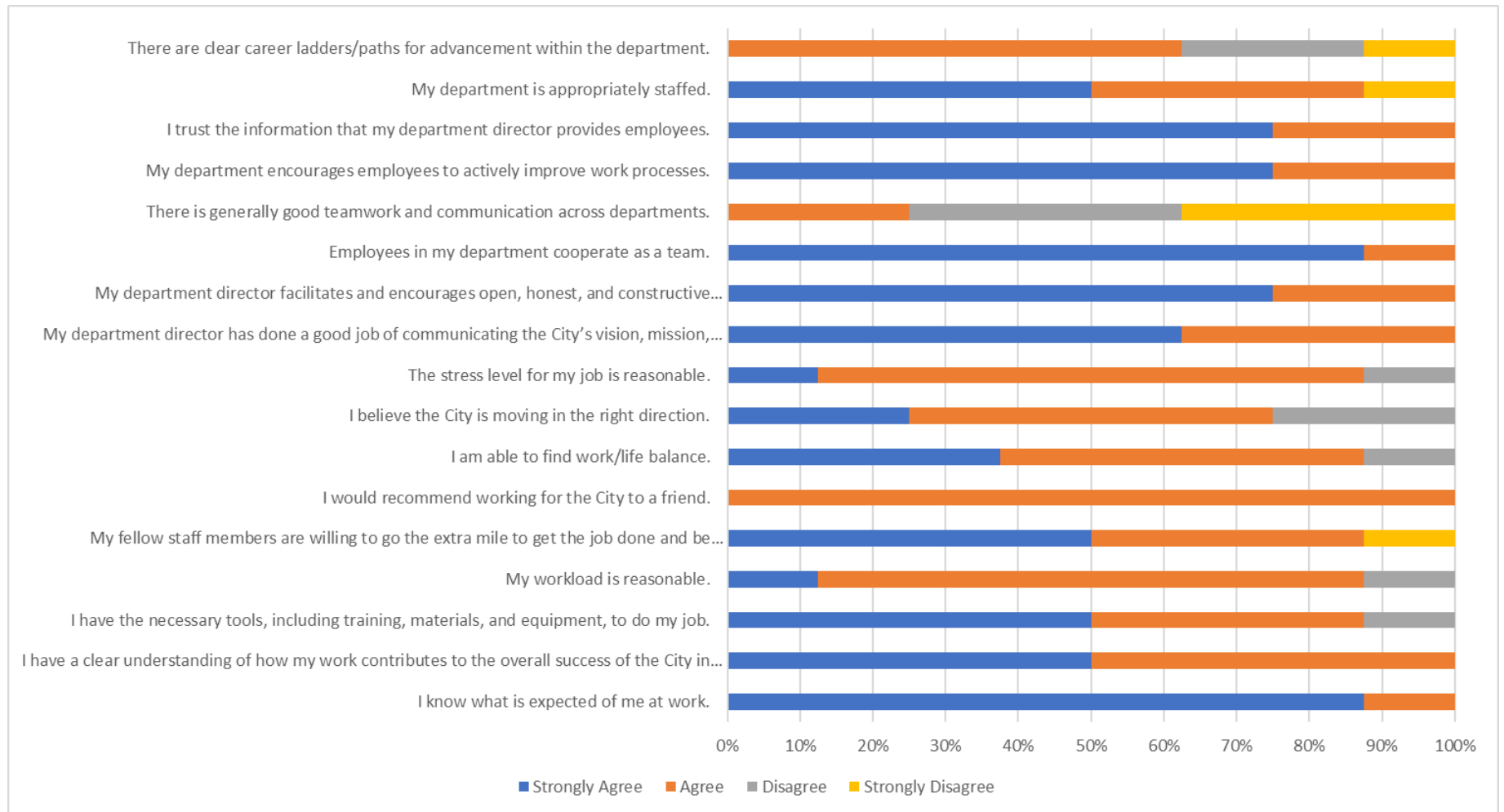
Summary of Meeting(s) with Division Staff/Summary of Findings

Based on meetings with the Department Director, the goals for the Planning Department include developing available land in a way that best supports the community and maximizing City revenue. In 2024, the City's zoning code was rewritten and at the time of the meeting, the Department was working toward getting it finalized. The Department Director did not see a need for new positions and wanted to focus on filling the vacancies that currently exist. The number of permits processed, building inspections, and CE Inspections between 2020 and the present is provided below.

Year	# of Permits Processed	# of Building Inspections	# of CE Inspections
2020	1,619	2,278	3,376
2021	1,751	2,509	4,843
2022	1,795	2,733	4,968
2023	2,077	3,225	5,107
2024	507	892	1,784

Employee Survey

Summary of Employee Survey Responses – Planning Department



Market Trends / Findings

Structures of Comparable / Local Planning Departments

City	# of Positions	Total Staff	Position Title	Office / Dept
Canal Winchester	6	6	Development Director	Development
			Planning & Zoning Administrator	
			Chief Building Official	
			Code Enforcement Officer	
			Zoning Inspector	
Delaware	10	15	Administrative Assistant	Planning & Community Development
			Planning Director	
			Deputy Director of Planning	
			Chief Building Official	
			Deputy Chief Building Official	
			Planning & Zoning Administrator	
			Development Planner (3)	
			Building Inspector II (4)	
Gahanna ¹	9	11	Code Enforcement Officer II	Planning
			Code Enforcement Officer I	
			Administrative Assistant	
			Director of Planning	
			Manager-Planning	
			Planning & Zoning Coordinator	
			Planner I	
			Code Enforcement Officer (3)	
Grove City	14	17	Chief Building Official	Building & Zoning
			Building & Heating Inspector	
			Building Inspector	
			Building & Zoning Specialist	
			Development Director	
			Administrative Secretary I	
			Community Development Manager	
			Senior Planner	
			Planner (2)	
			Chief Building & Zoning Official	
			Accounts and Systems Coordinator	
			Planning & Zoning Manager	
			Property Maintenance Manager	
			Property Maintenance Inspector (2)	
Hilliard	8	8	Building Permit Coordinator	Community Development - Building Standards & Planning (2 separate divisions)
			Building Inspection Manager	
			Inspector (3)	
			Master Plans Examiner (Vacant)	
			Building Standards Director / CBO	
			Permit Technician (2)	
			Electrical Inspector	
			Building Inspector (Vacant)	
Lancaster	4	4	Planning Director	Certified Building Code Enforcement
			Planning Manager	
			Zoning/Code Enforcement Officer	
			Zoning Inspector	
			Certified Building Manager	
Pickerington	5	6	Code Enforcement Director	Building Dept & Planning Dept (2 separate)
			City Planner	
			Zoning Administrator	
			CBO/Building Regulations Director	
Upper Arlington	8	9	Building Department Manager	Community Development
			Permit Specialist (2)	
			Planning Director	
			Zoning Officer	
			Community Development Director	
			Senior Planner	
			Chief Building Official	
			Planning Officer	
Westerville	12	21	Code Compliance Officer	Planning & Development
			Building Inspector / Plans Examiner (2)	
			Community Development Compliance Assistant	
			Administrative Assistant	
			Planning and Development Director	
			Chief Building Official	
			Assistant Chief Building Official	
			Plans Coordinator (3)	
			Code Inspector (5)	
			Deputy Planning & Development Director	
			Enforcement Manager	
Enforcement Officer (2)				
Planning Manager				
Planner (3)				
Services Coordinator				
Special Projects Coordinator				
¹ # of positions and total staff does not reflect the Senior Director of Operational Services Total Staff includes the total number appropriated for; some vacancies may not be reflected				

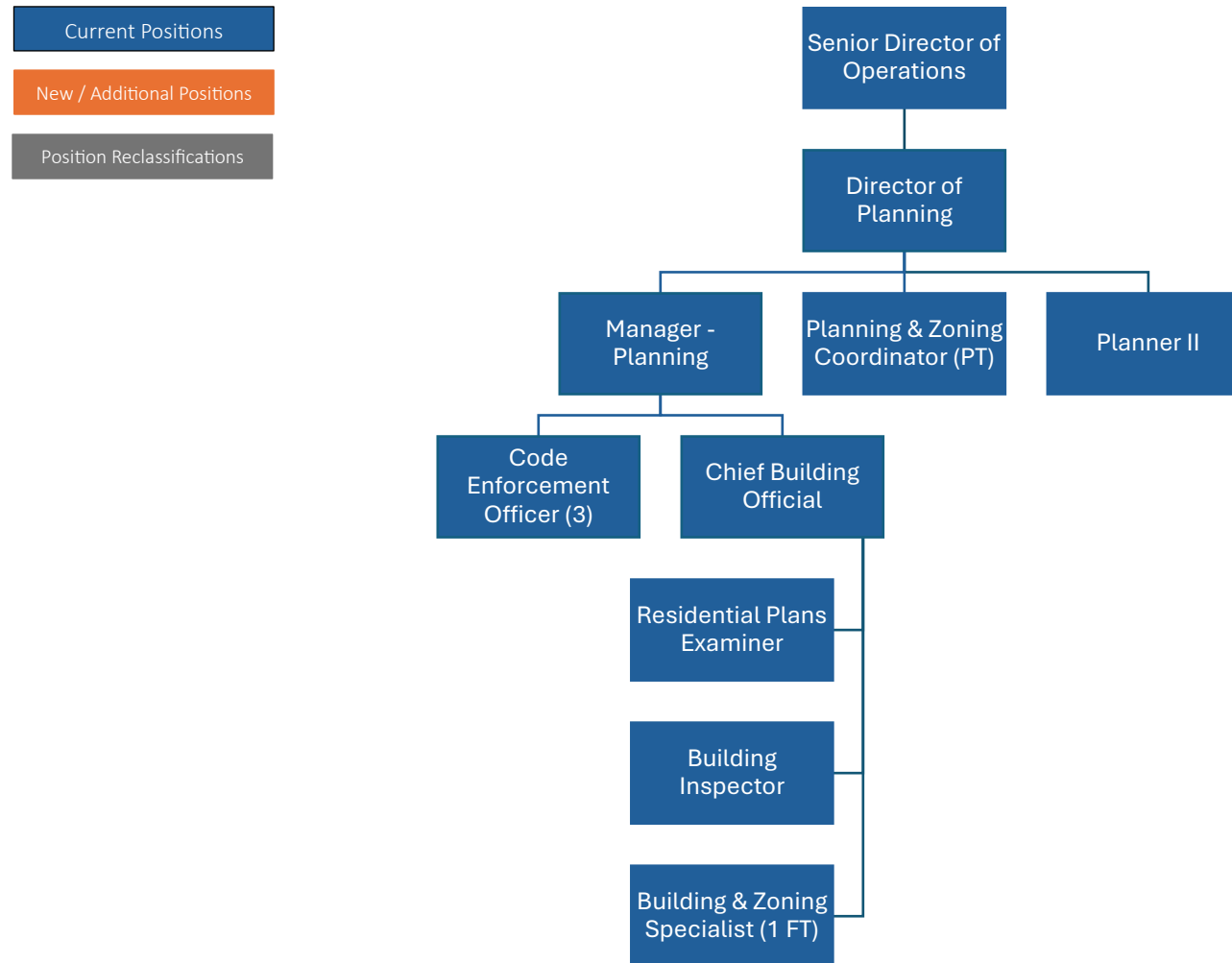
¹ # of positions and total staff does not reflect the Senior Director of Operational Services
Total Staff includes the total number appropriated for; some vacancies may not be reflected

Planning Department Recommendations

Based on the market trends, the City is operating in a manner that is similar to other municipalities. Additionally, the Department Director did not see a need for additional staff and intends to focus on filling current vacancies. As a result, the Consultants do not recommend any changes to the Planning Department. However, the City should continue to monitor the number of permits and inspections as these have steadily increased since 2020.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.

Planning Department Organizational Structure, 2024-2030



Law Department

The Department of Law is headed by the City Attorney, who is elected to serve a four-year term as the Law Director, advisor, and legal counsel for the City of Gahanna. The City Attorney provides advice and legal representation to the City, including all elected and appointed officials, boards and commissions, and employees of the City in their official capacities.

Additionally, the City Attorney prosecutes or defends all lawsuits for and on behalf of the City and may appoint assistants as Council authorizes. The City Attorney is the manager of all legal services for the City and hires and manages any specialized outside legal counsel required.

The Department of Law prepares and/or reviews all contracts, bonds, and other instruments concerning the business of the City. It also provides legal opinions to City officials pertaining to City business, assistance in the preparation of ordinances, resolutions, and other legal documents pertaining to the business of the City; and works with City Council and the Administration to proactively address and/or mediate any potential legal issues facing the City.

Position(s) and Purpose

City Attorney: Elected Position

Assistant City Attorney: Under the administrative direction of the City Attorney, the Assistant City Attorney provides professional legal services; prepares and reviews legal documents; prepares written opinions on a wide variety of issues; conducts legal research; acts as the City Attorney in their absence.

Minimum Qualifications: Bachelor's degree and a Juris Doctorate. Seven years of related experience. License to practice law in the State of Ohio. License to practice law in Federal Court (desired).

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Law Department Core Services

Area	Core Services
Legal Representation	<ul style="list-style-type: none">• Prosecutes or defends all lawsuits for and on behalf of the City of Gahanna.
Legal Advice/Counsel	<ul style="list-style-type: none">• Reviews all contracts, bonds, and other documents concerning the City.• Provides legal opinions to City officials pertaining to City business.• Assists in preparing ordinances, resolutions, and other legal documents.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

The Law Department has a newly elected City Attorney and also has an Assistant City Attorney and a contractor who assist in handling court cases and preparation. The Department is fully staffed, with no anticipated changes.

Goals

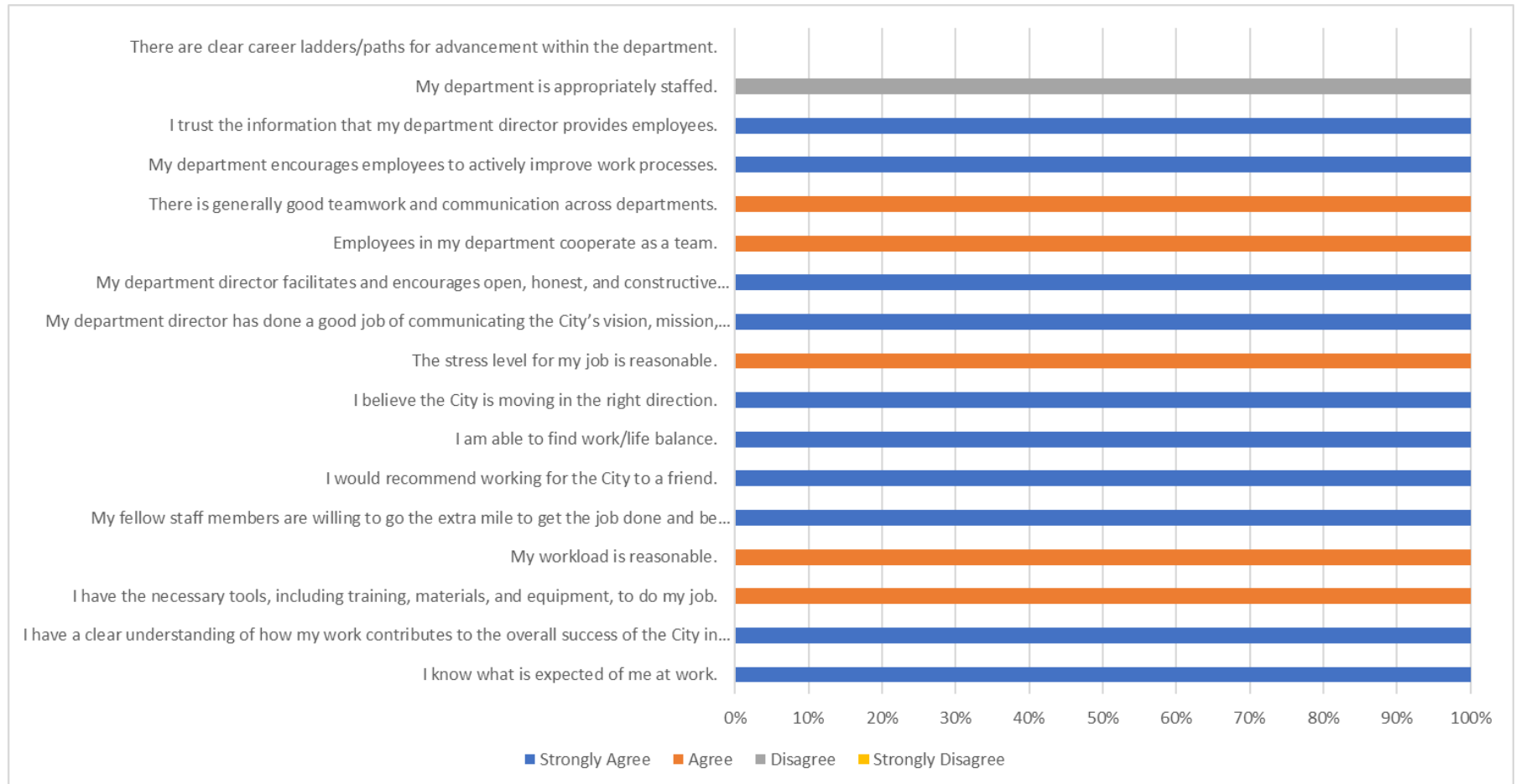
The Department stays busy with a regular caseload consisting of civil litigation and criminal matters. The Department would like to have a consistent means of tracking caseloads/court matters. The anticipated population growth of the City will likely increase the Department's workload. As a result, the Department will need to consider a better means of tracking the number of cases to assist in determining when additional staff are needed (attorney/administrative support).

Future Needs

The Department did not indicate a need for any full-time staff at this time. There is possibly a need for additional administrative support/paralegal assistance, but currently, this would not be a full-time or even part-time position.

Employee Survey

Summary of Employee Survey Responses – Law Department



Market Trends / Findings

Structures of Comparable / Local Law/City Attorney Departments

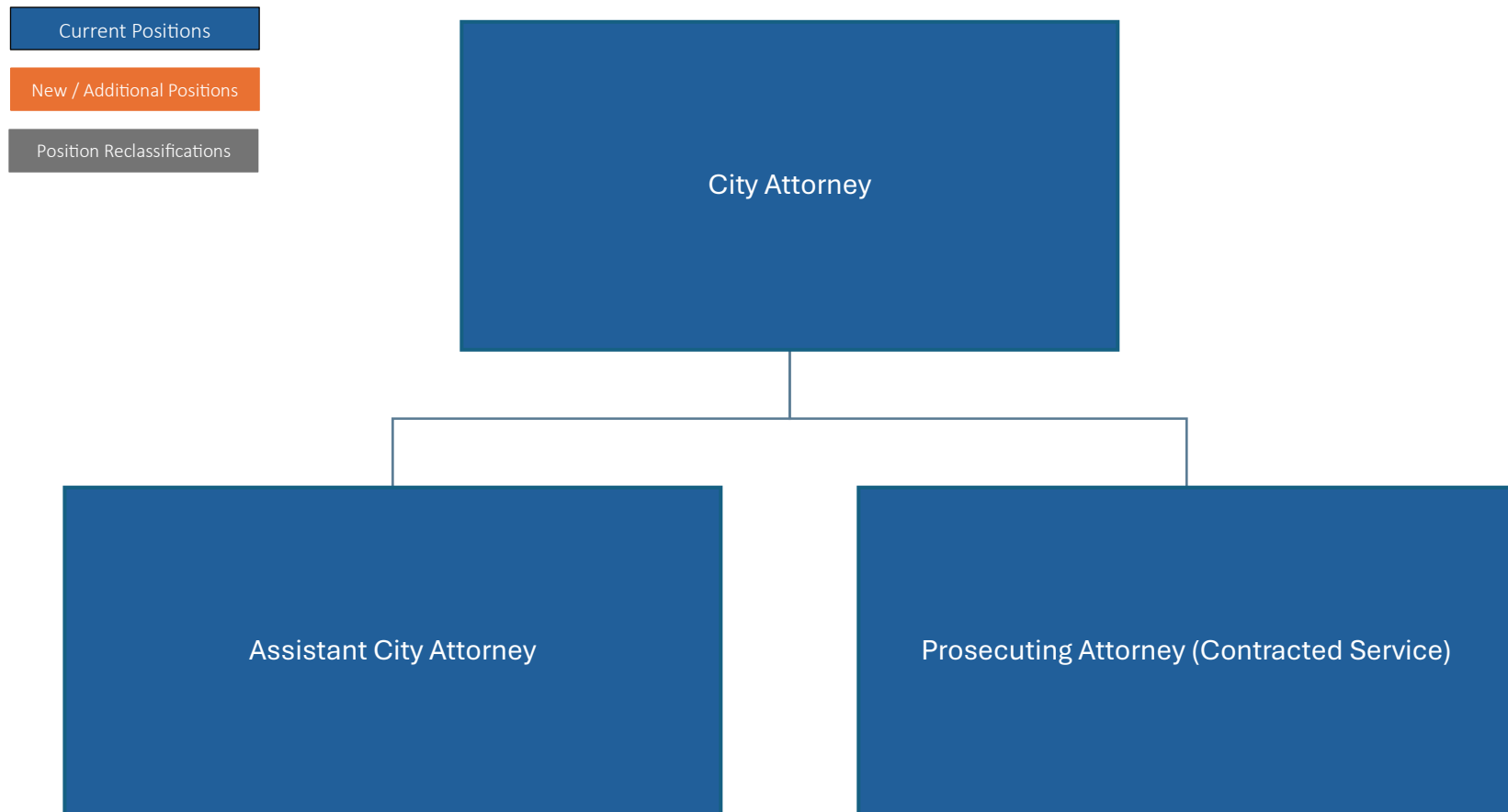
City	# of Positions	Title(s)			
		1	2	3	4
Delaware	8	City Attorney	Assistant City Attorney (4)	City Prosecutor	Admin Assistant (2)
Gahanna	3	City Attorney	Assistant City Attorney	Court Liaison / Victim Coord.	Contract Attorney
Grove City	1	City Attorney	All other support from Frost Brown		
Hilliard	4	City Attorney	Assistant City Attorney	Victim Advocate / Program Coord.	
Pickerington	---	Contract			
Reynoldsburg	4	City Attorney	Assistant City Attorney	Legal Assistant (2)	---
Upper Arlington	5	City Attorney	Assistant City Attorney (2)	Criminal Justice Administrator	Legal Assistant
Westerville	2	City Attorney	Assistant City Attorney	Outside Legal Contractors (6)	---
Whitehall	5	City Attorney	Assistant City Attorney	Victim Advocate	Legal Assistant & Paralegal

Law Department Recommendations

The Consultants make no recommendations. Discussions with the Department demonstrated the Department is staying busy but handling the current workload adequately. The Consultants recommend the Department look at developing a tracking system of the type of work/requests the Department handles. The tracking system can assist in monitoring the increasing workload, and identify where staff needs are more urgent (e.g., attorney assistance or administrative support). Then, as workloads increase, as stated above, and until such a time as a full-time support/attorney personnel is needed, the City could look at contractors or cross-train support personnel from another Department to complement the current Department staffing.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.

Law Department Organizational Structure, 2024-2030



Council Office

The City Council Office is led by the Clerk of Council. The office supports City Council, Planning Commission, Board of Zoning & Building Appeals, Civil Service Commission, Fair Housing Board, Records Commission, Property Appeals Board, and Charter Review Commission Members in various capacities. The office also works closely with the Office of the City Attorney.

The Clerk of Council manages the day-to-day functions of the office and is responsible for the preparation of agendas, minutes, and legislation. The Clerk also oversees the Department's budgeting and strategic planning. Further, the Clerk works alongside the Deputy Clerk to provide administrative services for the various boards and commissions. Council clerks serve as liaisons between residents of Gahanna and Council Members, as well as liaisons between Council Members and the Mayor's Administration.

The City Council Office also manages the City Records Program. The Office creates record policies and procedures, coordinates with departments to fulfill public records requests, and supervises the retention and disposal of records.

Council Office staff are cross-trained in most office functions. This allows for greater efficiency, cost savings, and more timely response to resident requests.

Position(s) and Purpose

Clerk of Council: Facilitates the work of government in an orderly, efficient, and citizen-friendly manner; serves as the liaison between City Council and the administration to ensure a smooth workflow and timely citizen response; ensures the City's legislative processes are open and public by providing a link between citizens and City government through the dissemination of information.

Minimum Qualifications: Associate degree in Business or Public Administration and five years of progressively responsible experience in local government or related field. Certified Municipal Clerk (within three [3] years). Ohio Sunshine Law Training Certification. Passport Acceptance Agent Certification.

Deputy Clerk of Council: Under the general supervision of the Clerk of Council, assists with the maintenance of the official records of proceedings of various boards and commissions as assigned, oversees the City's public records management, and assists with other general administrative functions as required.

Minimum Qualifications: Associate degree in Business or Public Administration and 2 years of progressively responsible experience in local government or related field. Certified Municipal Clerk (within four [4] years). Ohio Sunshine Law Training Certification. Passport Acceptance Agent Certification.

Management Analyst – Communications & Legislative Research: Under the general supervision of the Clerk of Council, the Management Analyst (Communications and Legislative Research) is responsible for developing and managing a variety of communications services, conducting in-depth research on municipal issues, and assisting with digital records management system operations. This role also involves coordinating public records requests, supporting livestreaming for public meetings, and ensuring effective communication strategies for City Councilmembers. The analyst must stay informed about current events, adhere to legal requirements like Ohio Sunshine Laws, and collaborate with colleagues, policymakers, and the public on legislative matters.

Minimum Qualifications: Associate degree in a related field of study and two years of related experience. International Institute of Municipal Clerks (within four years). Certified Municipal Clerk (within four years). Ohio Sunshine Law Training Certification.

Core Services

The Office performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Council Office Core Services

Area	Core Services
Legislation	<ul style="list-style-type: none"> • Votes on ordinances, resolutions, and/or motions. • Conducts public hearings. • Manages the Boards and Commissions.
Records Management	<ul style="list-style-type: none"> • Creates record policies and procedures. • Collaborates and coordinates with other departments to fulfill public records requests. • Manages the retention and disposal of records.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

The Office is currently staffed with two employees assisting the Clerk of Council. The Council Office is responsible for records requests and administrative functions for Council and some Commissions. One Deputy Clerk is used primarily with the Planning Commission. A Management Analyst was just promoted to Deputy Clerk, leaving a vacancy in the Management Analyst position.

Goals

The Office sees an opportunity to increase the communication/community relations role with the Management Analyst position in addition to records management duties. The position description was recently updated to reflect these newer responsibilities. It is a goal of the Office to monitor

this to determine if it will ever need to be done by a separate position. The Office would also like to explore opportunities to record and livestream public meetings more efficiently.

Employee Survey

Employees from the Council Office did not participate in the employee survey.

Market Trends / Findings

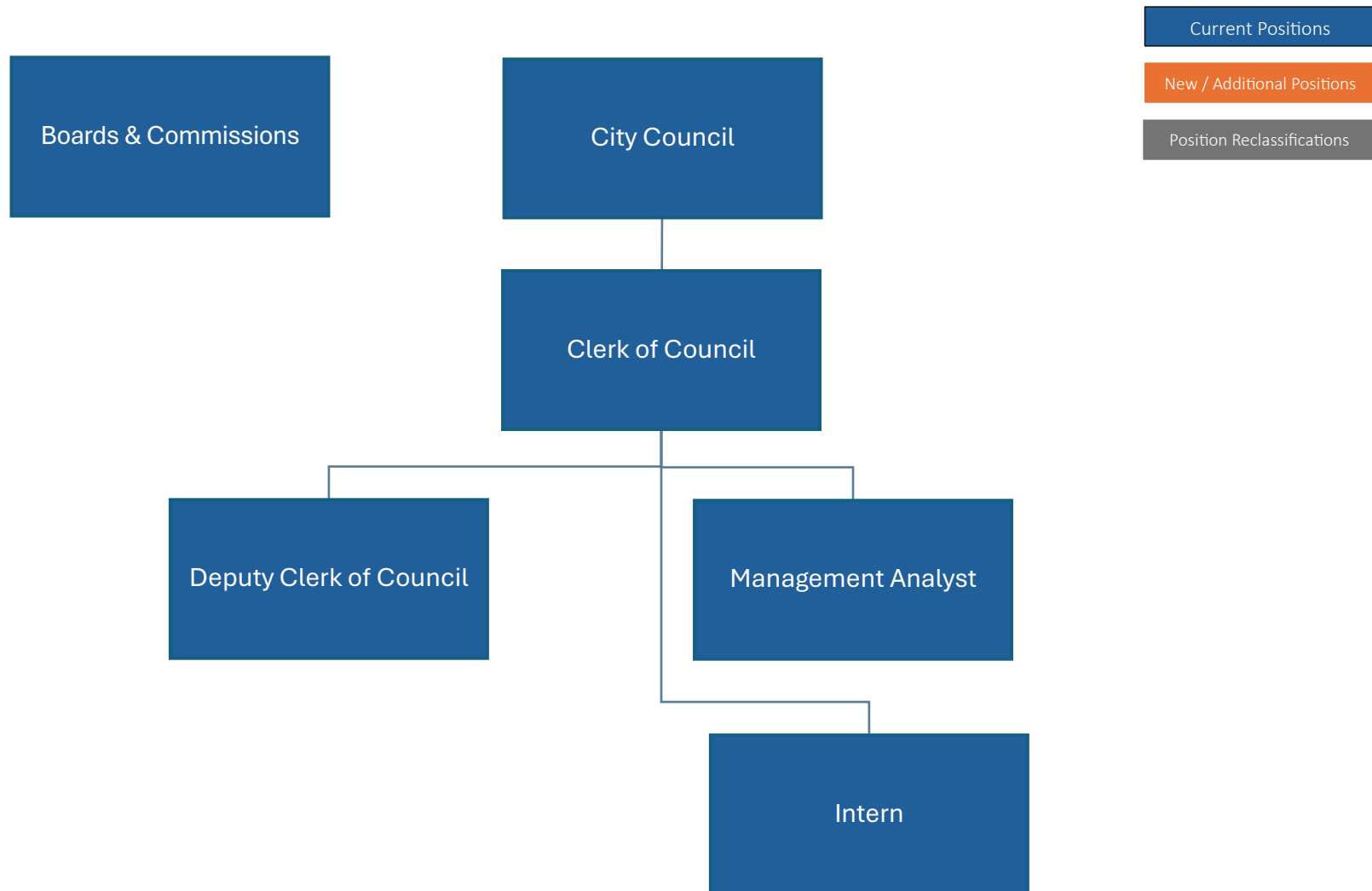
Structures of Comparable / Local Council Offices

City	# of Positions	Title(s)		
		1	2	3
Fairborn	1	Clerk of Council		
Gahanna	4	Clerk of Council	Deputy Clerk (2)	Management Analyst
Grove City	4	Clerk of Council	Deputy Clerk (1FT/2PT)	
Hilliard	2	Clerk of Council	Council Assistant	
Pickerington	2	City Clerk	Deputy Clerk	
Reynoldsburg	1	Clerk of Council		
Upper Arlington	1	City Clerk		
Westerville	3	Clerk of Council	Deputy Clerk (1FT/1PT)	

Council Office Recommendations

Based on the discussions with the Office and research conducted, the Consultants recommend no additional staffing above the current appropriated numbers at this time.

The table of organization provided on the following page shows the current structure of the Department and includes proposed positions, if any.



Mayor's Court

The Mayor's Court is responsible for the administrative aspects of the City of Gahanna and New Albany Mayor's Courts. The Clerk manages the court docket, maintains records, facilitates contracts, and oversees the case adjudication process. The Mayor's Court process provides a venue for citizens to resolve misdemeanor offenses in a small, local, convenient, and friendly environment.

The Mayor's Court for both cities is held weekly in Gahanna City Hall. Cases are presided over by a professional magistrate and prosecuted by the City Attorney and attorneys under contract with the City.

Position(s) and Purpose

Director of Court Services: Directs and oversees the clerical and administrative functions of Mayor's Court; supervises the daily activities of the Court ensuring the efficient and effective operation of the Court; establishes procedures and recommends policies for the effective execution of all matters pertaining to Mayor's Court.

Minimum Qualifications: Associate degree in a related field of study and four years of related experience. Notary Public.

Deputy Clerk of Courts: Performs intermediate skilled clerical work in the Mayor's Court; does related work as required.

Minimum Qualifications: Associate degree in a related field of study and four years of related experience. Notary Public.

Core Services

The Mayor's Court performs a variety of services and tasks that constitute core services. Those functions are summarized in the table below.

Mayor's Court Core Services

Area	Core Services
Local-level court for the City of Gahanna and New Albany	<ul style="list-style-type: none">Hears all misdemeanor offenses that occur in the jurisdiction of the Gahanna Division of Police not including second-offense driving under the influence (DUI), second-offense DUI or financial responsibility (FRA) suspension, and domestic violence cases.Conducts criminal and traffic arraignments, cases requiring interpreters, prisoner hearings, pre-trials, pre-trials with attorney representation, hearings, and trials.
Administrative Services	<ul style="list-style-type: none">Prepares and gathers documents for cases and trials.Facilitates contracts and manages court docket.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

The Mayor's Court is fully staffed currently with no anticipated changes. The caseload decreased during the pandemic, and even with the additional workload from taking on the cases from New Albany, the Court is still not at pre-pandemic numbers, therefore no staffing concerns exist at this time.

Goals

The goals of the Mayor's Court are to maintain high levels of customer service. With the addition of e-ticketing and a payment kiosk, staff can focus on more cases while meeting the public's need for accessibility in payment.

Future Needs

The Court's workload is largely dependent on tickets written by the Police Department. At this time, the workload is sufficient for the current staffing. Even with the shared Mayor's Court duties from New Albany, and a possible legislative update that would add Tax Assessments to the Mayor's Court responsibilities, the Court is confident it can handle these increases with the current staffing. At some point in the distant future, the ratio of workload to staff will likely demand additional staff. In the meantime, the Court does experience high caseloads on any given week but believes these increases in workload can be handled with cross-trained staff in other departments, for now.

Employee Survey

Employees from the Mayor's Court did not participate in the employee survey.

Market Trends / Findings

Structures of Comparable / Local Mayor's Courts

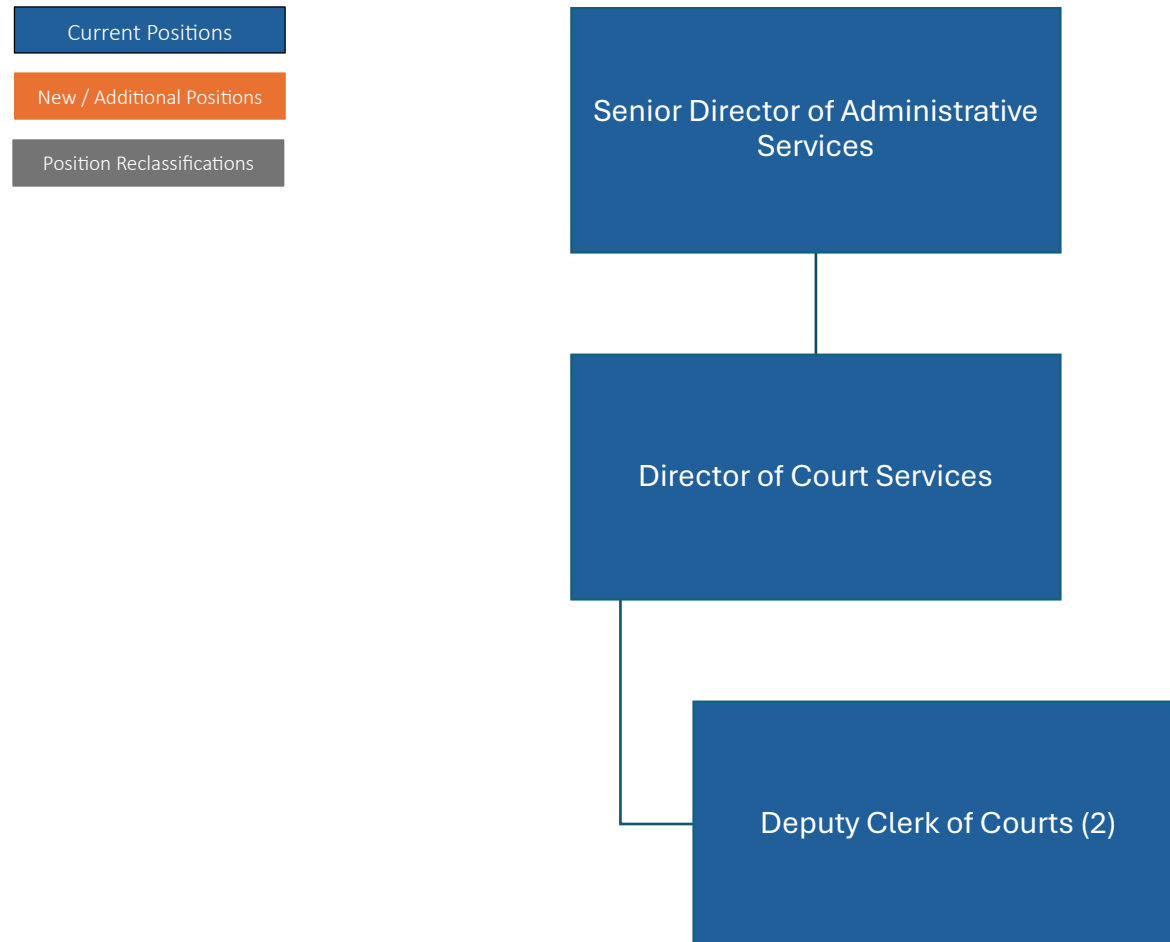
City	# of Positions	Title(s)		
		1	2	3
Fairborn	12	Clerk of Courts	Chief Deputy Clerk	Deputy Clerk (9) +Acct. Clerk
Gahanna	3	Director of Court Services	Deputy Clerk (2)	
Grove City	3FT/1PT	Clerk of Courts		
Hilliard	3	Clerk of Courts	Deputy Clerk (2)	
Pickerington	2	Clerk of Courts	Administrative Asst.	
Reynoldsburg	4	Clerk of Courts	Assistant Clerk of Courts	Deputy Clerk (2)
Upper Arlington	2	Clerk of Courts	Deputy Clerk	Volunteers*
Westerville	9	Court Administrator	Supervisor	Records Clerk (7)
Whitehall	2	Clerk of Courts	Deputy Clerk	

Mayor's Court Department Recommendations

Based on the above discussion with the Mayor's Court, the Consultants do not recommend any changes until the workload increases to a point that cannot be adequately serviced.

The table of organization provided on the following page shows the current structure of the Court and includes proposed positions, if any.

Mayor's Court Organizational Structure, 2024-2030



Parks and Recreation Department

The City of Gahanna's Parks and Recreation Department provides park access and recreation opportunities that contribute to Gahanna's quality of life offerings through operational planning and industry best practices. The Department is responsible for managing, maintaining, and programming diverse acres of open space, parkland, and parks and recreation facilities. The Department is responsible for one of the largest amounts of acreage owned by a municipality in suburban Franklin County. The Department also supports active recreation programming for all ages.

The Department is made up of three divisions, as follows:

1. Recreation.

Provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which include mini-parks, neighborhood parks, community parks, athletic/recreation facilities, and open space. Core program areas include:

- Aquatics
- Arts and Education
- Athletics
- Day Camps
- Fitness
- Golf
- Outdoor Education
- Paddle Programming
- Senior Programs
- Special Events

2. Maintenance, Parks, and Facilities (Includes Forestry and Landscape Maintenance).

Manages the following elements for the City of Gahanna. The Division is responsible for maintaining:

- 547 acres of developed park property over 27 parks that total 15.28 acres per 1,000 people
- 237 acres of natural park areas over 26 reserve sites
- 1 state nature preserve
- 24.10 miles of trails
- 30 rectangular sports fields for soccer and lacrosse
- 10 ball diamonds
- 11 basketball courts
- 7 tennis and pickleball courts

- 1 splash pad
- 2 outdoor aquatic facilities
- 1 nine-hole golf course
- 17 playgrounds
- 1 nature play area
- 1 dog park
- 15 picnic shelters
- 2 gazebos
- 1 skatepark
- 3 kayak launch areas
- 2 community gardens

The Division is also responsible for set up and tear down for special events in the City, indoor space cleaning, and care of maintenance shop and grounds.

3. Administrative.

Provides leadership, administrative, financial, communications, and strategic planning services to department employees so they can achieve their operational customer results and contribute to the achievement of the goals of the Department.

Position(s) and Purpose

Director of Parks and Recreation: Oversees all functions of the Parks & Recreation department. Plans, organizes, and evaluates park development and recreation programs. Performs short- and long-range planning including land use and property acquisition, park and trail development, applies for and acquires funding through grants, partnerships, and management oversight of outside professional services.

Minimum Qualifications: Bachelor's degree from an accredited four-year college or university in Parks and Recreation Management or a related field. Seven years of progressively responsible experience, including supervisory.

Projects Manager: Performs professional, technical, and administrative duties related to capital improvement and maintenance projects. The Project Manager is responsible for areas, including land-use planning, capital planning and capital budget oversight, project management, and individual park and system master plans.

Minimum Qualifications: Any combination of education, training, and experience that provides the required knowledge, skills, and abilities to perform the essential functions of the job. A typical way to qualify is four or more years of increasingly responsible experience in capital project management related to municipal parks and recreation projects or a bachelor's degree in a related field such as Construction/Project Management, Engineering, or Architecture.

Project Administrator I: Serves the functional administration of Capital Improvement Projects involving Parks & Recreation.

Minimum Qualifications: Any combination of education, training, and experience that provides the required knowledge, skills, and abilities to perform the essential functions of the job. A typical way to qualify is two years of experience in project management or a Bachelor's Degree in a related field such as Construction/Project Management, Engineering, or Architecture.

Administrative Coordinator: Supports the Parks & Recreation Department by performing a variety of complex administrative functions involving the use of independent judgment and personal initiative; assists with projects as necessary.

Minimum Qualifications: Associate's degree from an accredited institution in business or a related field; and three to five years of hands-on professional office experience.

Recreation Superintendent: Performs professional work planning and supervising a variety of recreation programs and special events. Carries out supervisory/managerial responsibility in accordance with policies, procedures, and applicable laws. Develops Recreation Division annual budget, and works with co-sponsors and interest groups in planning and implementing special events.

Minimum Qualifications: Bachelor's degree from an accredited four-year college or university in Recreation, Physical Education, or related field. Three years of progressively responsible experience, including supervisory.

Recreation Supervisor: Supervises a variety of recreation programs, special events, facilities, and business operations. The Recreation Supervisor is expected to function as a working supervisor, spending time planning and implementing all areas of operations and working at sites under his/her areas of responsibility.

Minimum Qualifications: Bachelor's Degree from an accredited four-year college or university with a degree in Parks and Recreation or a related field. Four years of progressively responsible experience managing recreation programs. One or more years of supervisory experience in a recreational-based program. Employees are expected to obtain and maintain program/division-specific certifications.

Recreation Coordinator 1: Under the supervision of the Recreation Supervisor, responsible for the general execution of recreation programs and events. This position is responsible for assisting the public and participants of the City of Gahanna's recreational programs and activities.

Minimum Qualifications: High School Diploma or equivalent and two years of experience in general recreation programming or; Associate's degree in Parks and Recreation or a related field and one year of experience in general recreation programming or; Bachelor's

degree in Parks and Recreation or a related field. Employees are expected to obtain and maintain program/division-specific certifications.

Recreation Coordinator 2: Plans, schedules, organizes, provides logistical support, and maintains high-standard program opportunities year-round. Under the direction of the Recreation Supervisor, this position organizes, creates, coordinates, and manages community special events and programming including but not limited to concert series, large seasonal events, 5Ks, volunteer coordination, and paddle boats.

Minimum Qualifications: Bachelor's degree in Parks and Recreation or a related field and two years of experience in general recreation or; Associate's degree in Parks and Recreation or a related field of study and three years of experience in general recreation programming. Employees are expected to obtain and maintain program/division-specific certifications.

Parks & Facilities Superintendent: Performs professional work planning and supervising the maintenance of city parks, including grounds, facilities, golf course, and athletic fields. Carries out supervisory/managerial responsibility in accordance with policies, procedures, and applicable laws. Develops Parks Division annual budget, and works with co-sponsors and interest groups in planning and implementing special events.

Minimum Qualifications: Bachelor's degree from an accredited four-year college or university in Park Management or a related field. At least five years of progressively related responsible experience, including supervisory experience. Employees are expected to obtain and maintain program/division-specific certifications.

Golf Course Supervisor: Directs and oversees the maintenance of the municipal golf course. This supervisor position is a working supervisor.

Minimum Qualifications: Associate's degree from an accredited college or university in Golf Course Administration, Business Administration, or a related field. Five to seven years of golf course operations management experience, including supervisory. Employees are expected to obtain and maintain program/division-specific certifications.

Maintenance Worker I: Under general supervision, is responsible for performing a variety of semi-skilled landscape and grounds maintenance work, including the operation of tractor mowers and related equipment, at city parks, athletic fields, golf course, and other work locations; performs related duties as required.

Minimum Qualifications: High School Diploma/GED. Specialized building trade training and/or certifications preferred.

Maintenance Worker II: Coordinates and conducts maintenance of Park and City properties specific to an assigned focus area.

Minimum Qualifications: High School Diploma/GED. One year of progressive, related experience. Employees are expected to obtain and maintain program/division-specific certifications.

Supervisor – Forestry: Overall supervision and management of the City of Gahanna's Urban Forestry and Horticulture Programs with an emphasis on project management, public relations, personnel management, resource allocation, program evaluation, and budget development.

Minimum Qualifications: Bachelor's degree from an accredited four-year college or university in Forestry, Horticulture, Landscape Management, or other related field OR Associate's degree and 6 years of direct field experience. One year of supervisory experience OR two years of experience leading work crews. Employees are expected to obtain and maintain program/division-specific certifications.

Forestry Foreman: Assists the Forestry Supervisor in planning, implementing, and executing Urban Forestry program operations; functions as a lead worker and provides functional guidance to work crews when engaged in field operations.

Minimum Qualifications: High school diploma and three years of related experience OR an Associate's Degree in Forestry, Horticulture, Landscape Management, or other relevant field required and one year of related experience. One year of experience leading work crews. Employees are expected to obtain and maintain program/division-specific certifications.

Horticulturist: Performs horticulture and arbor-related job functions. Leads the horticulture crew by managing administrative work, daily tasks, and field operations. Applies herbicides, fungicides, and insecticides, keeps records, and makes detailed reports. Determines plant species to be planted in coordination with the City Forester

Minimum Qualifications: High School Diploma/GED and five years of experience with thorough knowledge of materials, methods, and practices or; Associate's degree in a related field and two years of experience with thorough knowledge of materials, methods, and practices or; Bachelor's degree in a related field and one year of experience with thorough knowledge of materials, methods, and practices. Employees are expected to obtain and maintain program/division-specific certifications.

Facilities Foreman: Responsible for maintenance of city facilities, performing skilled and administrative work. Supervision is exercised over assigned crew members.

Minimum Qualifications: High school diploma/GED required; and combination of education and experience equivalent to graduation of related field associate degree; minimum 4 years of experience in facilities maintenance/construction or related activities. Employees are expected to obtain and maintain program/division-specific certifications.

Parks Foreman: Performs difficult skilled and responsible administrative work supervising the installation, maintenance, repair, and/or construction of parks; does related work as required; supervision is exercised over assigned crew members.

Minimum Qualifications: High school diploma/GED required; and combination of education and experience equivalent to graduation of related field associate degree; minimum 4 years of experience in facilities maintenance/construction or related activities. Employees are expected to obtain and maintain program/division-specific certifications.

Administrative Assistant: The Administrative Assistant will perform a variety of complex administrative functions involving the use of independent judgment and personal initiative; assists with projects as necessary. This position is customer-facing and provides excellent customer service.

Minimum Qualifications: High school graduate/GED is required, Associate's Degree or higher preferred. Three or more years of professional office experience. Proven experience in a high-volume customer service role including, but not limited to email, phone, and in-person communications.

Team Member (Parks and Facilities): Assists with the maintenance of parks and grounds areas as well as facilities and equipment by performing various manual tasks. Performs construction, janitorial, and custodial tasks involved in the maintenance of City streets, parks, and property. This position typically works 28 hours per week.

Minimum Qualifications: HS Diploma / GED.

Seasonal Staff: Seasonal staff includes Recreation Leaders (e.g., Guest Services Lead, Guest Services, Head Lifeguard, Swim Coach, Pool Manager, Swim Instructor, Aquatics Coordinator, Camp Program Specialist, Seasonal Camp Coordinator, Camp Manager, Events Coordinator, Pro Shop Beverage Cart, Golf Course Coordinator, and Recreation Crew Members (e.g., Lifeguard, Concession Crew Member, Counselor in Training, Camp Counselor, Event and Boat Crew Member). Duties vary based on division and job assignment.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Parks and Recreation Department Core Services

Area	Core Services
Administrative	<ul style="list-style-type: none">Leadership, administrative, financial, communications, and strategic planning services to Department employees so they can achieve their operational customer results and contribute to the achievement of the goals of the Department of Parks & Recreation.

Area	Core Services
Parks and Facilities Maintenance	<ul style="list-style-type: none"> • Parks and facilities maintenance and operational support services to the Gahanna Community and visitors so they can enjoy a safe, appealing, and well-maintained parks system.
Community Recreation	<ul style="list-style-type: none"> • Recreation, wellness, and education services to the Gahanna Community so the public can participate in programs and activities.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

The Department has experienced recent growth in staffing and the number of programs it offers after making the switch from a largely part-time department to full-time. In 2023, the Department adopted the Comprehensive Parks Master Plan. The guide incorporates goals and recommendations that are focused on achieving what the community desires for its parks and recreation facilities and programs over the next ten years.

According to the plan, “The Gahanna Parks and Recreation Department has made significant strides in updating the parks and recreation system from the previous recommendations in the 2015 Parks and Recreation Master Plan. Parks-related improvements were made along with expanding the trail system and adding additional programs. The Department has done an excellent job listening to the community and investing in their needs and desires.

The Department continues to struggle with the ability to enhance existing infrastructure and the ability to add new recreation facilities desired by the community to the system because of a lack of significant financial dollars available. The existing partnership with the Parks Foundation has helped to support the needed financial requirements of the system but additional is needed.

The current weakness of the system is the lack of indoor space to provide year-round recreation pursuits for youth and adults which is a major theme of this master plan. The leadership of the Department has done an excellent job in planning for updating parks, creating new, exciting programs, and building a strong advocacy base for the system...”

Priorities/Goals

According to the Comprehensive Parks Master Plan, the following priorities and goals have been established.

1. Priorities.
 - a. Update and add existing parks, trails, and amenities across the City.
 - b. Replace or build new recreation facilities and attractions in the City to support all age groups.

- c. Seek a dedicated funding source for operations and capital improvement needs to meet the community's needs and expectations via a combination of funding sources to support the department for the next 20 years.
- d. Develop an indoor community center to house senior services, aquatics, sports, fitness, and youth programs to meet the community's expectations for quality of life in the City.
- e. Maximize program options to activate parks, increase use of recreation facilities, and generate more earned income to support operational costs.

2. Goals.

- a. Parkland and Trails: Enhance existing parks and trails to maximize enjoyment for fun, safe, and memorable experiences for all users.
- b. Facilities: Recreation facilities will be updated, replaced, or built new to serve year-round use of the park system for the next 50 years.
- c. Programming: Activate the indoor and outdoor park spaces by inviting residents to participate in programs that meet their needs and build a sense of community.
- d. Administration and Operations: Create the right balance between operational dollars and capital needs to support the community's expectation for parks and recreation in the City.
- e. Finance: Achieve a per capita spending level for parks and recreation in the City that is within 20% of the best practice parks and recreation agencies in the Columbus region for comparable size cities.

3. Forestry and Landscape Maintenance.

One of the goals established in the Parks Master Plan is to establish a Forestry Master Plan and expand the street tree program. Residents feel that more trees can be added to Parks and the arborist can be used more effectively.

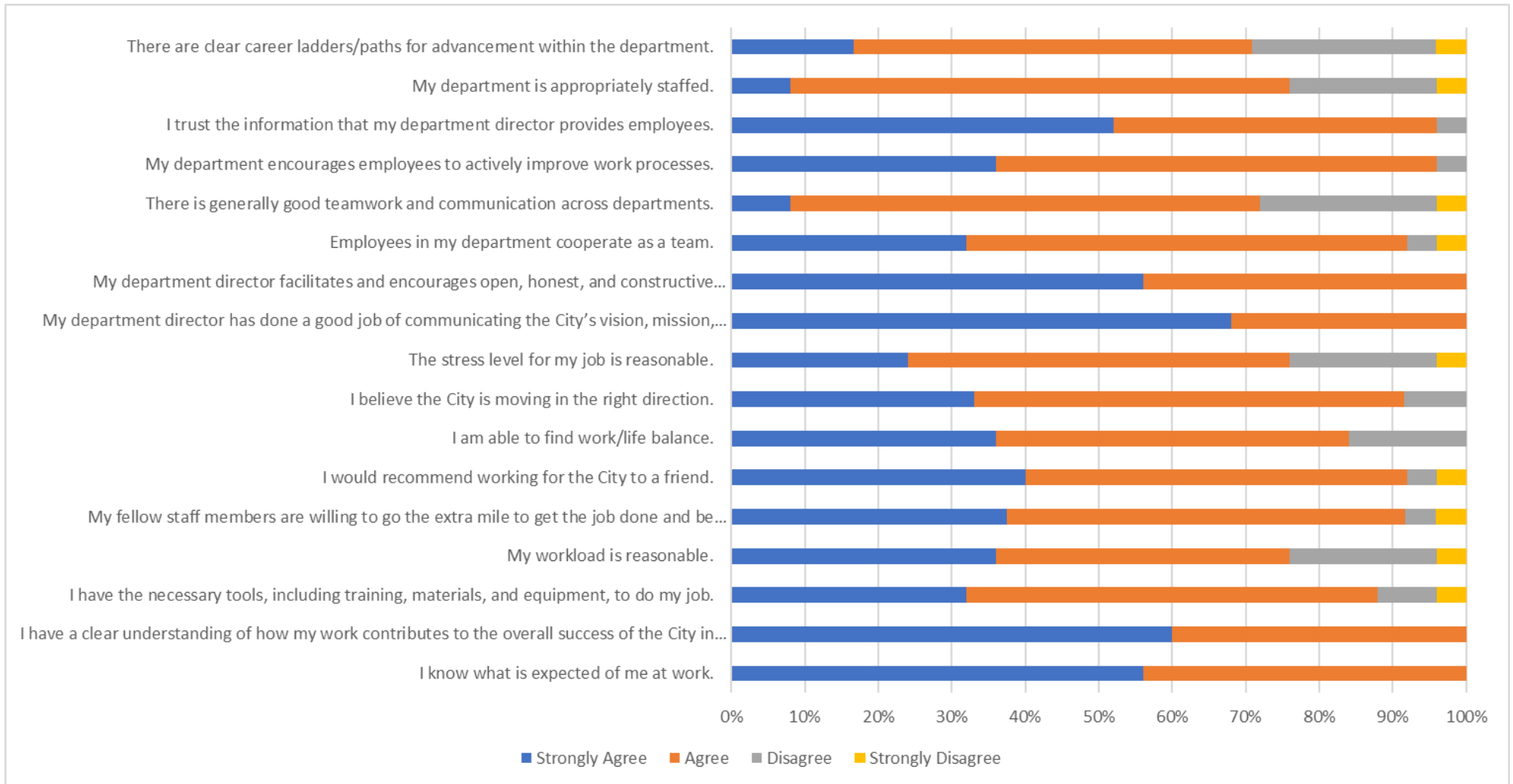
According to the Comprehensive Parks Master Plan, "The City does not have a dedicated funding commitment to forestry and landscape maintenance services. Out of 14 surrounding communities in the Columbus area, Gahanna is one of three that do not have a dedicated amount for forestry and landscape maintenance services. The other two cities include Whitehall and Reynoldsburg. The average per capita funding from the remaining 11 cities in the Columbus area that are similar in size to Gahanna is \$8.39 dedicated to forestry and landscape maintenance." Additionally, Gahanna is also one of three that does not have a pruning program, rather this is the citizens' responsibility.

Future Needs

In 2024, the Department increased staffing with additional Maintenance Workers, a Recreation Coordinator, and a Project Administrator to meet the demands, and still, the Department's needs continue to grow as nearly every aspect they are involved in is increasing or is expected to increase to meet the needs of the community. From adding programs and trails to growing the forestry program and a long-term goal of building an indoor recreation facility, all of these will require additional staffing at some point in the future. Additionally, the Department will continue to work towards achieving the goals established in the Parks Master Plan.

Employee Survey

Summary of Employee Survey Responses – Parks and Recreation Department



Parks and Recreation Department Recommendations

The Consultants recommend the following:

1. Facilities, Golf Course, Parks, and Forestry.

In order to allow for a more efficient span of control and to have a structure that is more closely aligned to the Public Serve Department (i.e., maintains consistency across the City), the Consultants recommend the following:

a. Parks Manager.

It is recommended that the City add a Parks Manager who will oversee the Golf Course, Parks and Facilities, and Forestry divisions. The overall current span of control for each of these divisions is one supervisor for every six employees (this number is as of July 2024). In Facilities alone, the span of control is one supervisor to eleven employees. Although just a guideline, an optimal span of control is one supervisor to five subordinates.

b. Parks and Facilities Superintendent.

With the addition of a Parks Manager, and to allow for a narrower span of control, the Consultants recommend that the City restructure its table of organization so the Parks and Facilities Superintendent only oversees the Facilities and Parks divisions.

c. Golf Course Supervisor Reclassified to Golf Course Superintendent.

With the addition of a Parks Manager, the Consultants recommend that the Golf Course Supervisor be reclassified to Golf Course Superintendent and the Superintendent be solely responsible for overseeing the Municipal Golf Course.

d. Forestry Supervisor Reclassified to Forestry Superintendent.

With the addition of a Parks Manager, the Consultants recommend that the Forestry Supervisor be reclassified to Forestry Superintendent and the Superintendent be solely responsible for overseeing the Forestry and Horticulture divisions.

2. Forestry/Horticulture.

As the City continues to work towards meeting the goals established in the Parks Master Plan, and as the Forestry and Horticulture programs continue to grow and funding increases, the City will need to add staff. This growth will also necessitate the following:

a. Establish a Horticulture Division.

Currently, the Horticulturist reports to the Forestry Foreman and Forestry Supervisor. Although Forestry and Horticulture are interrelated, they are in fact different and require a different type of expertise. Horticulture has several specializations but specifically, it is the cultivation of particular types of plants. It is the management, protection, and utilization of forests and plantations. The purpose of a forestry program is to create and maintain forest systems that can ultimately become a sustainable system of management. The workload required for both forestry and horticulture is enough to necessitate two separate divisions.

As a result, the Consultants recommend that the City separate horticulture and create a horticulture division under the Forestry Superintendent.

b. Add Horticulture/Tree Foreman.

To maintain consistency with the structure proposed as noted above, it is recommended that the City add a Horticulture/Tree Foreman. This position will assist the Forestry Superintendent in planning, implementing, and executing Urban Forestry and horticulture program operations and will function as lead worker and provide functional guidance to work crews when engaged in field operations.

c. Horticulture/Forestry Maintenance Workers.

The Forestry program by itself has enough work year-round to support two additional Maintenance Workers. The Horticulture program, in the summer, also has enough work to support two additional Maintenance Workers. To provide both divisions with the support needed, the Consultants recommend the City add two Maintenance Workers who will support both the Forestry and Horticulture divisions.

3. Maintenance Workers (Excluding Forestry/Horticulture).

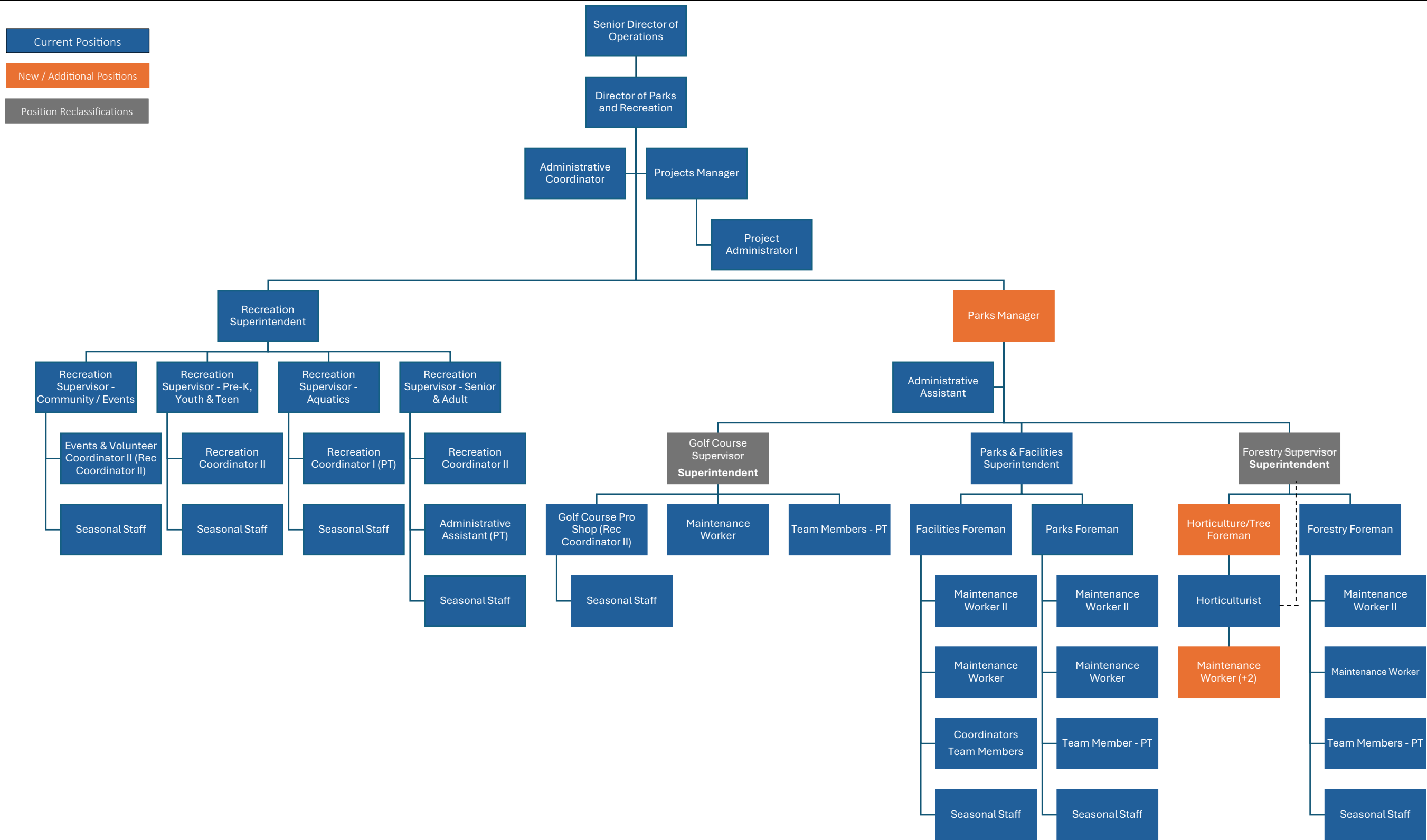
The Department should continue to monitor the work performed and current and future projects. The Maintenance Workers' responsibilities will only increase as the Department works towards achieving its goals. As the Department continues to add recreational opportunities for the community, additional staff will be essential to maintaining the quality services the City offers.

4. Mowing and Upkeep of City Property.

The Parks and Recreation Department and the Public Service Department are both responsible for the upkeep of City facilities and grounds. Having two separate departments responsible for the same function is inefficient. As a result, the Consultants recommend that the City's Parks and Recreation Department be responsible for all mowing and upkeep, including responsibilities currently held by the Public Service Department. This

recommendation will not necessitate a reduction in employees in the Public Service Department.

The table of organization provided on the following page shows the current structure of the Parks and Recreation Department and includes proposed positions, if any.



Public Service Department

The Department of Public Service is responsible for the operation, improvement, and maintenance of all public works, buildings, roads, and streets. Additionally, the Department maintains Gahanna's water distribution system, sanitary collection system, stormwater conveyance system, fiber network, streetlights, and traffic control devices.

Position(s) and Purpose

Director of Public Service: Directs all activities of the Department and provides overall leadership, direction, guidance, and management of the Fleet, Utilities, Facilities, and Streets Divisions. Responsible for the health, safety, and welfare of residents as it relates to clean water, waste removal, and properly maintained streets, facilities, and equipment.

Minimum Qualifications: Bachelor's degree in business administration or related field. Seven years of progressively responsible experience, including supervisory experience.

Administrative Coordinator: Supports a City Department by performing a variety of complex administrative functions involving the use of independent judgment and personal initiative; coordinates the daily operations and procedures of the Department; assists with projects as necessary.

Minimum Qualifications: Associate degree from an accredited institution in business or a related field; and three years of hands-on professional office experience.

Compliance and Program Administrator: Works with Director of Public Service on projects; maintains compliance (e.g., backflow, contracts/leases/service agreements, grease traps, EPA Consumer Confidence Report, right-of-way certificate of registration, small cell facilities and wireless support structures, etc.); serves as a financial coordinator for operations and projects (budget preparation, competitive bidding, accounts payable management, purchase order management, accounts receivable management, etc.); performs complex work of a technical nature to maintain program operations and assists with a variety of administrative tasks.

Minimum Qualifications: Associate degree from an accredited institution in business or a related field. Four or more years of experience in compliance and program management, related to municipal government, public service, engineering, and/or utilities operations preferred.

Facilities Maintenance Foreman: Performs difficult skilled work, including the installation, maintenance, repair, and/or construction of facilities.

Minimum Qualifications: HS Diploma / GED. Four or more years of facilities maintenance/construction or related activities.

Customer Service Supervisor: The Customer Service Supervisor is responsible for the supervision of the Customer Service division including ensuring the timely execution of the billing and collection of utility revenues and performing customer service duties.

Minimum Qualifications: HS Diploma / GED. Three years of customer service experience is required including previous experience working within a Utilities/Public Service Department.

Management Analyst I: Primary responsibilities include performing research, conducting analysis, and providing recommendations and consultation to management on diverse or complex issues and matters. Assists in the development and preparation of the department budget, reports, compiling and analyzing data, supporting process improvement projects, and related duties as required.

Minimum Qualifications: Any combination of education, training, and experience that provides the required knowledge, skills, and abilities to perform the essential functions of the job. A typical way to qualify is an Associate's degree and two years of progressively responsible experience in local government or a related field.

Customer Service Specialist: This position performs intermediate skilled clerical work in the billing and collection of utility revenues; answers and screens incoming phone calls; relays messages and/or important information and answers questions. This position is customer-facing and provides excellent customer service.

Minimum Qualifications: HS Diploma / GED.

Manager – Public Service: Under the direction of the Director, this position oversees the operations of the Department of Public Service.

Minimum Qualifications: Bachelor's degree in a related field of study. Four years of progressively responsible experience, including supervisory experience. Water Distribution License II and Sanitary License II (within two [2] years).

Fleet Superintendent: Supervises and oversees the maintenance and repair of the City's fleet of vehicles and equipment.

Minimum Qualifications: Bachelor's degree in a related field of study. Four years of progressively responsible related experience. Commercial Driver's License (within six [6] months).

Fleet Technician: Performs the skilled work necessary for the maintenance and repair of the City's fleet of vehicles and equipment in a cost-efficient manner, keeping them in a safe and useable condition. Works under the general supervision of the Fleet Management Superintendent.

Minimum Qualifications: HS diploma / GED. One year of basic experience in maintenance and repair within the fleet industry. Possession of a Class B CDL driver's license valid in the State of Ohio within the first year of the date of hire.

Streets Superintendent: Supervises and oversees the maintenance of the City's streets and related infrastructure. Responsible for managerial and administrative work planning and overseeing various maintenance staff and projects for the City. Work involves planning, scheduling, and organizing work projects and crews, ensuring job safety and completion.

Minimum Qualifications: Bachelor's degree in a related field of study. Four years of progressively responsible related experience. Class A Commercial Driver's License (within one [1] year). Backflow Prevention License (within one [1] year). Water Distribution License II (within one [1] year).

Street Foreman: Performs difficult technical and responsible work performing and supervising the maintenance and repair of streets, sidewalks, curbs, gutters, and ditches; does related work as required; supervision is exercised over assigned crew members.

Minimum Qualifications: High School Diploma or GED. Minimum 4 years of experience in street maintenance activities with thorough knowledge of materials, methods, and practices essential to the maintenance and repair of streets and related facilities. Comprehensive knowledge of modern management principles and practices with a minimum of one year of supervisory experience is required. Possession of an appropriate commercial driver's license valid in the State of Ohio; class B is required upon hire and class A required within six months from the date of hire.

Utility Superintendent: Supervises and oversees the maintenance of the City's utility infrastructure. Responsible for managerial and administrative work planning and overseeing various maintenance staff and projects for the City. Work involves planning, scheduling, and organizing work projects and crews, ensuring job safety and completion.

Minimum Qualifications: HS Diploma / GED. Three years of experience working in public water systems, including some experience in a supervisory capacity. Ohio EPA Class II Water Distribution License (within one [1] year). Backflow Prevention Certification (within one [1] year). Ohio EPA Class II Wastewater Collection License (within one [1] year).

Utility Foreman: Performs difficult skilled and responsible administrative work overseeing the installation, maintenance, and repair of public works and water, sanitary, sewer, and stormwater facilities; functions as lead worker and provides functional guidance to work crews when engaged in field operations.

Minimum Qualifications: HS Diploma / GED. Three years of experience in the maintenance, repair, and/or construction of water and sewer lines. Class B Commercial Driver's License (within one [1] year). Backflow Prevention. Ohio EPA Class II Water Distribution License (within one [1] year). Ohio EPA Class II Wastewater Collection License (within one [1] year).

Service Maintenance Worker I: Performs complex semi-skilled and skilled work on a variety of public works installation, construction, maintenance, and repair projects; occasionally operates specialized equipment in connection with tasks; related work as required.

Minimum Qualifications: HS Diploma / GED.

Service Maintenance Worker II: Newly bargained position.

Service Maintenance Worker III: Newly bargained position.

Core Services

The Department performs a variety of services and tasks that constitute core department services. Those functions are summarized in the table below.

Public Service Department Core Services

Area	Core Services
Administrative	<ul style="list-style-type: none"> • Monitor public works trends and innovations • Evaluate and implement effective technology • Continually improve processes • Manage contracts, leases, IRU's, and service agreements • Provide exceptional customer service to the Gahanna taxpayers and unwavering administrative support to all divisions of the Public Service Department and other City departments
Facilities Maintenance	<ul style="list-style-type: none"> • Properly care for City-owned facilities. This includes maintaining the municipal complex (City Hall, Police Station, and Senior Center), the Streets and Utilities Operations Complex, Creekside Parking Garage, 79 South Hamilton Road (the Lustron House), and the storage area of the Water Tower.
Fleet	<ul style="list-style-type: none"> • Procure, manage, and maintain safe, effective, and reliable equipment for user groups at the lowest cost possible. This division primarily provides maintenance and support to Gahanna (over 400 assets). In addition, the division provides fleet management services for the Village of Minerva Park Police Department and Bureau of Alcohol Tobacco and Firearms as requested. • Provides fuel management, purchasing, and technical assistance for all user groups as required.
Streets	<ul style="list-style-type: none"> • The purpose of the Streets Division is to maintain safe and aesthetically pleasing roadway corridors. The Division maintains 327.72 lane miles of streets and is responsible for snow and ice removal, pothole repairs, berm repair and maintenance, streetlight improvements, and street signs replacements. Additionally, the Division oversees residential waste

Area	Core Services
	collection and street cleaning. The Streets Division is primarily funded by the special street and state highway funds.
Water	<ul style="list-style-type: none"> The purpose of the Water Division is to properly distribute quality water in a manner that is consistent with the Environmental Protection Agency's (EPA) standards. The Division provides field customer service for utility accounts and maintains water lines, water meters, fire hydrants, master meter pits, a one-million-gallon water tank, pressure-reducing valves, and water booster pump stations. Water Division activities are funded from the proprietary water and water capital funds.
Sanitary	<ul style="list-style-type: none"> The purpose of the Sanitary Division is to properly remove sewage from structures in a manner consistent with the EPA's standards. The Division provides field customer service for utility accounts and maintains sanitary sewer lines, manholes, sanitary sewer lift stations, and performs biannual inspections on private grease traps. Sanitary Sewer Division activities are funded from the proprietary sewer and sewer capital funds.
Stormwater	<ul style="list-style-type: none"> The purpose of the Stormwater Division is to properly convey stormwater from structures in a manner consistent with the EPA's National Pollutant Discharge Elimination System (NPDES) standards. The Division manages Gahanna's four major watersheds and several drainage ditches, provides field customer services for utility accounts, and maintains stormwater lines, City detention/retention ponds, catch basins, manholes, and trash racks. Stormwater Division activities are funded from the proprietary stormwater fund.
Customer Service	<ul style="list-style-type: none"> The purpose of the Utility Billing Division is to provide fair, accurate invoicing, and excellent customer service. Water and sanitary sewage processing are provided by the City of Columbus, with billing to the residents of Gahanna performed by the Utility Billing Division. Through innovation and secure technology, the Division generates utility bills that encompass water, sewer, stormwater, refuse, recycling, and yard waste fees along with providing exceptional customer service. Utility Billing Division activities are funded from the proprietary water and sewer funds.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

Currently, the Public Service Department is experiencing turnover. Additionally, it is anticipated that five employees within the Streets and Utilities Division will be retiring soon and three of the four full-time mechanics within the Fleet division are planning on retiring within three years. The Department also works closely with the Engineering Department regarding utilities responsibilities.

The administration did not express being concerned about needing to recruit for future positions in the Streets and Utilities Division. However, due to the specialized skills required to work on a variety of Fleet vehicles, manufacturers, and types of equipment used by the City, the Mechanic roles will be more difficult to fill.

Goals

The goals of the Public Service Department are to provide a safe environment for the public and employees. Due to the anticipated retirements, the Public Service Department needs to sustain a highly qualified and motivated workforce.

Collaboration between Engineering and Public Service

The below summary is copied from the Engineering Department's section of this report.

Since the Public Service and Engineering Department separated January 1, 2023, there has also been confusion regarding how Engineering overlaps with Public Service and it has been a struggle for some to understand why certain functions are performed by Public Service and why certain functions are not.

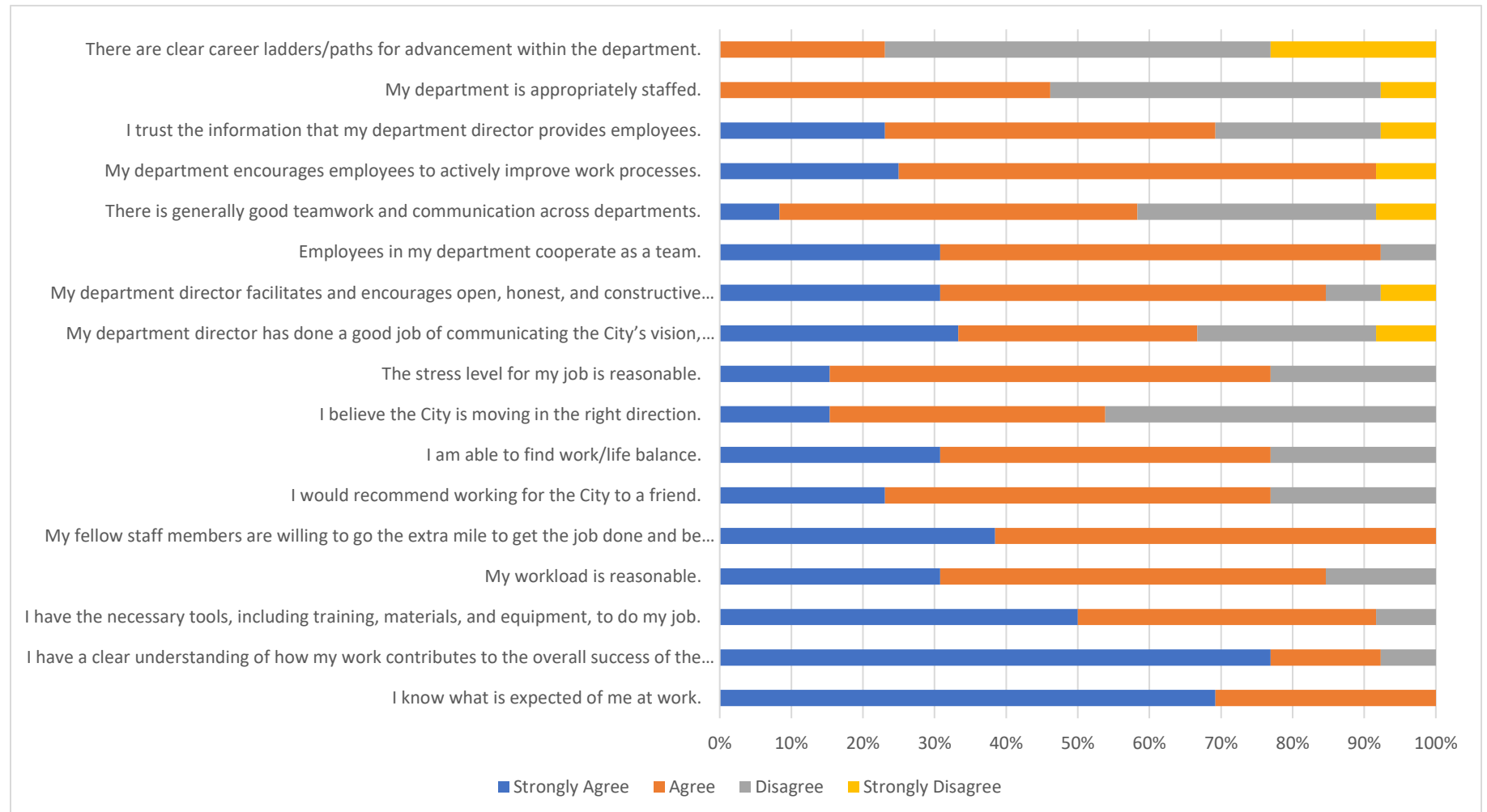
As a result of the shared concerns between the Public Service and Engineering Departments, the Consultants requested a dual meeting with the Public Service and Engineering Department in an effort to understand what is not being accomplished. The issues or areas of concern addressed in the meeting are listed below.

- *Grease Trap and Backflow Compliance*
- *Infrastructure Maintenance and Repairs*
- *Compliance and Reporting*
- *Testing and Monitoring*
- *Infrastructure Planning and Development*
- *Environmental and Health Safety*
- *Specific Inspection and Installation Tasks*
- *Coordination and Documentation*

Another area of concern between the two departments was compliance and reporting. At one time, the City employed a Water Resources Engineer. Although the individual in this role was titled as Engineer, it was shared that the individual was not necessarily performing engineering duties; rather, they were doing administrative and operational type functions. When the individual in this position left the City, the Department focused on the Engineering functions, and the administrative and operational functions were never officially absorbed by any other position. As a result, the City of Gahanna team members involved in the dual meeting concluded that it would be most beneficial for the City to create a position that could take on compliance and reporting functions (e.g., EPA reporting and compliance, filing, permitting, operator-of-record, consumer confidence reports, etc.).

Employee Survey

Summary of Employee Survey Responses – Public Service Department



Market Trends / Findings

Structures of Comparable / Local Public Service Departments

City	Positions	Department
Hilliard	Operations Director	Operations
	Administrative Assistant	
	Operations Administrator - Environmental Services	
	Operations Administrator - Internal Services	
	Operations Administrator - Right of Way Services	
	Maintenance Supervisor - Forestry/Horticulture	
	Maintenance Supervisor - Facilities, Fleet, Solid Waste, Recycling)	
	Maintenance Supervisor - Streets and Traffic	
	Maintenance Supervisor - Utilities and Right of Way	
	Maintenance Technicians (24)	
	Custodians (2)	
	Seasonal Staff (8)	
Upper Arlington	Public Works Service Manager	Public Works
	Performance Analyst	
	Public Works Supervisor (3)	
	Fleet Maintenance Supervisor	
	Fleet Maintenance Lead Technician	
	Public Works Worker (20)	
	Fleet Maintenance Technician (4)	
Delaware	Public Works Director / City Engineer	Public Works
	Operations Manager (2)	
	Administrative Assistant	
	Airport Manager	
	Solid Waste Supervisor	
	Fleet Supervisor	
	Streets Supervisor	
	Traffic Supervisor	
	Technicians (13)	
	Seasonal Staff	
Gahanna	Public Service Director	Public Service
	Administrative Coordinator (2)	
	Compliance and Program Administrator	
	Public Services Manager	
	Customer Service Supervisor	
	Facilities Foreman	
	Front Desk Coordinator	
	Utility Billing Specialist	

City	Positions	Department
	<i>Fleet Superintendent</i>	
	<i>Streets Superintendent</i>	
	<i>Utilities Superintendent</i>	
	<i>Fleet Technician (4)</i>	
	<i>Utilities Foreman</i>	
	<i>Maintenance Worker II (11)</i>	
	<i>Maintenance Worker I (2)</i>	

Public Service Department Recommendations

As a result of the findings noted above, the Consultants recommend the following:

1. Operations Manager Reclassified to Project Manager.

As a result of the concerns between Engineering and Public Service, the Consultants recommend that the Operations Manager be reclassified to Project Manager. The current Operations Manager role has remained vacant because the City has been unable to fill the position. Rather than having a position that oversees Streets, Fleet, and Utilities, this position would fall in line with the Superintendents and the intent of this position is to address the shared concerns between the Public Service and Engineering Departments. The Project Manager would have the responsibility to oversee projects, manage contracts, and provide the City with a designated position that will be responsible for compliance and reporting functions (e.g., EPA reporting and compliance, filing, permitting, operator-of-record, consumer confidence reports, etc.).

2. Maintenance Worker.

The Consultants recommend two additional Maintenance Worker positions to assist with the ongoing duties in the Utilities and Streets divisions. The additional support will allow the Department to be more proactive and do more preventative maintenance rather than being reactive to situations as they arise.

3. Administrative Assistant.

The Consultants recommend adding an Administrative Assistant in the Fleet Division to assist with cataloging, inventory, purchasing parts for the stock room, and other administrative duties, as necessary. Having someone in this position will reduce the amount of time Fleet Technicians spend off the floor while trying to track down and procure parts.

4. New Division – City Facilities.

Currently, the City does not have a designated department that is specifically responsible for the maintenance of City buildings. The Parks and Recreation Department and the Public Service Department are both responsible for the upkeep of City facilities and grounds. The City contracts out all custodial work. With the new 825 building, there will be approximately 136,000 square feet of buildings and 784 acres of land that will need to be maintained.

The Consultants recommend that the City add a division in Public Service that is solely responsible for the maintenance of City facilities. This division will be responsible for the maintenance and custodial functions of all City facilities (825 and Service Garage) excluding those under the Parks and Recreation purview. Parks and Recreation will remain responsible for the maintenance of park facilities, including shelter houses, pools, etc., and will be responsible for all mowing and upkeep of grounds Citywide (including taking on

Public Service mowing). The positions being proposed for the Facilities Division are as follows:

a. Facilities Superintendent.

A Facilities Superintendent is a crucial part of an organization because they are responsible for the day-to-day operations of an organization's premises. They ensure that the facilities are safe, comfortable, sustainable, and efficient and that they operate within a set budget. As a result of the new Facilities Division that has been proposed, the Consultants recommend that the City add a Facilities Superintendent who will oversee the Division.

b. Maintenance Worker.

Research suggests that an organization should employ one full-time maintenance employee per 50,000 square feet. Other factors to consider are the level of safety and functionality needed, types of maintenance tasks that will need to be performed, assets that will need to be maintained, the age of those assets, etc. Utilizing this data point, the City will need to hire two to three Maintenance Workers. However, the City already employs a Facilities Foreman who can fill one of those spots. As a result, it is recommended that the City add two Maintenance Workers for the Facilities Division.

c. Custodian.

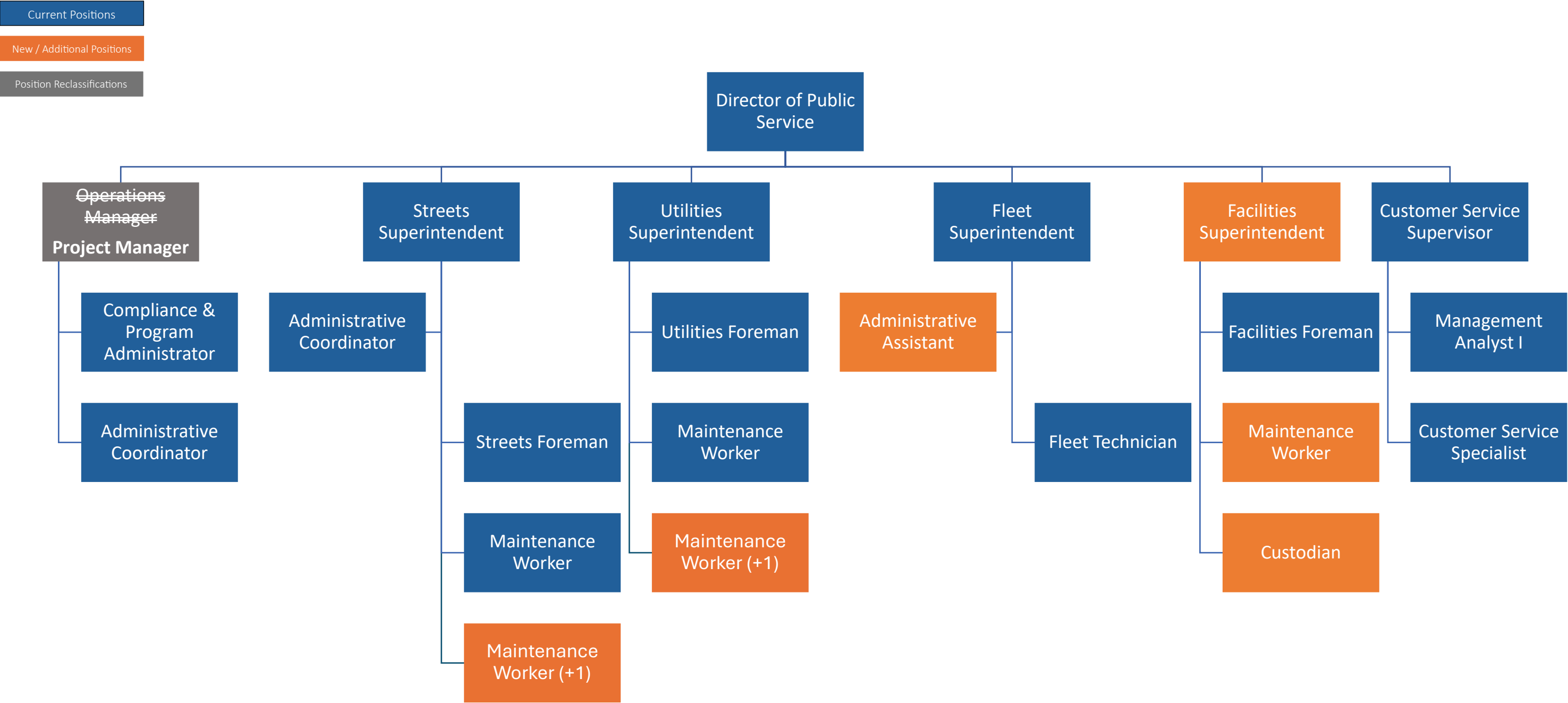
Research suggests that an organization should employ one full-time custodian employee per 28,000 square feet. Other factors to consider are the level of cleaning that is acceptable and the nature of the space (i.e., consider office space versus an elementary school). Utilizing this data point alone without consideration of the other factors, the City will need to hire four to five custodians.

The comparable data to support this division is provided on the following page. Additionally, to reflect the new positions/division, the proposed table of organization is provided on page 115.

Market Trends / Findings

Structures of Comparable / Local Facilities and Grounds Departments

Within other cities, what department/division handles Facility Maintenance, including custodial?			
City	Department	Division	Responsibilities
Dublin	Administrative Services	Facilities & Fleet Management	Building maintenance, repairs, renovations and custodial services of existing physical assets. Fleet Management is responsible for ensuring that city vehicles are available, dependable, cost effective, energy efficient, and safe to operate
Westerville	Administrative Services	Building and Grounds	Position is housed in P&R but services entire city
Hilliard	Operations	Facilities	Responsible for the administration, maintenance, security, repair and custodial care of City facilities, buildings, grounds, structures, and related equipment. Contracts out security, safety inspections, removal and disposal of slug waste, graffiti removal, mechanicals (HVAC), electrical, structural, fire protection
Delaware	Parks & Recreation	Building Maintenance	Performs skilled carpentry, painting, drywall, locksmith and related maintenance, repair, inspection and remodeling tasks of City buildings and facilities
Upper Arlington	Facility Maintenance	Facility Maintenance	N/A
Grove City	Service	Lands and Buildings	The division of Lands and Buildings of the Service Department is responsible for park, land and building maintenance throughout the city. Schedules long-term preventative maintenance for all city parks, lands and buildings; monitors facilities to determine maintenance or replacement needs; plans, coordinates, assigns, and directs the work of maintenance personnel; coordinates maintenance projects undertaken by contract personnel;



Department of Public Safety

The Department of Public Safety is led by the Director of Public Safety. The Department is primarily comprised of the Division of Police, which is responsible for the delivery of public safety and policing services for the City's 35,000-plus residents and large business community.

The Division of Police is led by the Chief of Police, who establishes the Division's mission, determines its organizational structure, and directs its operations. The Division is comprised of three subdivisions: Field Services (uniformed patrol operations and community engagement including the School Resource Officers, Community Liaison Officer, and a contracted Mental Health Liaison), Investigative Services Subdivision (criminal investigations, court liaison functions, and victim/witness advocacy), and the Support Services Subdivision (administrative support, public records, procurement, fleet and facility management, training and compliance functions). In 2023, a civilian Communications Center Manager was promoted to oversee the operations of the Division's co-located 9-1-1 emergency communications center. Each subdivision is led by a subdivision Lieutenant. Under the Deputy Chief, the Subdivision Lieutenants and Communications Center Manager are responsible for executing the Division's mission.

Core Services

Division personnel perform a variety of services and tasks that constitute core services. Those functions are summarized in the table below.

Division of Police Core Services

Area	Core Services
Field Services	<ul style="list-style-type: none">• The Field Services Subdivision is comprised of the Division's uniformed Patrol Officers, School Resource Officers (SRO) (deployed within the Gahanna-Jefferson Public Schools), Reserve Officers, and Community Liaison Officer.• The uniformed patrol officers are divided among three, 8-hour shifts to provide continuous policing services and first-response capability.• Patrol officers focus on problem-solving, policing, community engagement, and proactive enforcement to reduce crime and the fear of crime and to address public safety concerns.• Collects timely and accurate intelligence, implements effective strategies and tactics, and rapidly deploys police officers and resources, with ongoing follow-up and assessment.
Investigative Services	<ul style="list-style-type: none">• The Investigative Services Subdivision conducts and oversees the Division's criminal investigative functions.• This subdivision is staffed by detectives who are responsible for the investigation of crimes against persons, society, and property crimes and charging criminal offenders identified during such investigations.

Area	Core Services
	<ul style="list-style-type: none"> • Detectives work in collaboration with other law enforcement agencies, criminal justice partners, social service organizations, and other stakeholders to ensure that efficient and robust criminal investigations are submitted. • Investigative Services works closely with the Franklin County Prosecutor's Office to ensure the integrity of cases brought before the Courts lead to the successful prosecution of criminal offenders and provide justice to victims of crime.
Support Services	<ul style="list-style-type: none"> • The Support Services Subdivision is responsible for support functions, including the acquisition and sustainment of the Division's equipment, fleet, logistical, IT, and communications infrastructure needs. • Support Services also includes the Division's training staff who are responsible for producing and coordinating the annual comprehensive training plan which prescribes mandated quarterly training for all division personnel. • The subdivision is responsible for multiple administrative functions, including: <ul style="list-style-type: none"> ○ Compliance with professional standards ○ Contingency and disaster recovery planning ○ Records management and processing ○ Fleet administration ○ Property and evidence handling ○ Facility maintenance ○ Emergency management documentation, coordination, response, and recovery ○ Budgeting, resource prioritization, and the projection of operational needs
Communications Center	<ul style="list-style-type: none"> • The 9-1-1 Communications Center includes oversight and coordination of all police radio communications within the City. • Communications Technicians are initial call takers and dispatchers for all calls for service directing appropriate police and city resources through the use of Computer Aided Dispatching (CAD). • Communications Technicians query, validate, enter, update, and cancel missing persons, warrants, and other critical alert messages through the Ohio Law Enforcement Data Systems (LEADS) or linked criminal justice systems. • The 9-1-1 Communications Center is the primary public safety answering point (PSAP) for 9-1-1 emergency and non-emergency calls throughout the city.

Summary of Meeting(s) with Division Staff/Summary of Findings

Current State

A 2018 independent analysis of the Division of Police outlined several management objectives. Since then, the Division has been working towards achieving those objectives, including reaching a staffing level in patrol to allow Patrol Sergeants to be removed from minimum staffing levels. Currently, the Division is operating below authorized strength and is also experiencing a lower number of applications for vacant positions. Recruitment issues such as these are a nationwide trend in law enforcement as fewer individuals are applying due to perceived risks of the job, negative public perceptions, and increased scrutiny of law enforcement practices. Retention concerns among law enforcement also exist nationwide as many officers are leaving their career early due to stress, burnout, or better opportunities in other fields. Turnover rates for the Division may not be alarming, but it is taking longer than usual to fill vacant positions. Subsequently, this has resulted in the Division having to operate below authorized strength.

Community-based policing, a strategy driven by a society demanding accountable and responsive law enforcement practices, emphasizes building relationships between law enforcement agencies and the communities they serve and fostering trust and cooperation. Recently, this approach has gained traction because it is seen as a vital tool for improving public safety and addressing systemic issues in policing. Aspects of community policing practices include an emphasis on neighborhood patrols, community meetings, social media engagement, and partnerships with local organizations. The Division has experienced many successes in this strategy most recently with the addition of a Community Liaison Officer. The Division has also received a successful accreditation award from the Ohio Collaborative Law Enforcement Agency Certification (OCLEAC) and is in pursuit of national accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA).

Communications Technicians have also been operating below authorized strength levels for some time. This is also a trend seen state-wide. The position postings are seeing fewer applicants, and those hired are not successfully completing the training because they lack the specialized requisite aptitude and skill sets necessary to succeed in this highly technical position that requires an individual to be able to multi-task. Retention of current staff is also a concern due to mandatory overtime and restrictions on leave requests to ensure minimum staffing levels are met.

Goals

The Division of Police has well-defined overarching public safety goals and over a hundred objectives to attain those goals, including objectives derived from public input. The Division continues to enjoy broad community support through successful community-based policing and desires to stay ahead of the expected growth of the City. The Division is focused on filling vacancies with qualified applicants and developing the next generation of supervisors in anticipation of expected retirements. Other objectives of the Division are to continue progress on achieving the management objectives outlined in the 2018 organizational analysis and develop plans to make the most use possible out of the upcoming new building and training facilities.

Objectives for the Communications Center are to successfully recruit, hire, train, and retain staff to allow them to operate at full authorized strength.

Future Needs

The Director of Public Safety had already begun to analyze and discover the future needs of the Division of Police before this assessment by interviewing multiple individuals within the Division. Based on these interviews, members indicated a need for an additional Deputy Chief, School Resource Officer, and Community Liaison Officer. Additional administrative assistance with the civilian staff was also suggested. Other staffing concerns were related to the fast-approaching move into a new building and the issues that come with additional space such as a training facility and evidence room and property storage needs.

Deputy Chief

The Division will need to consider anticipated changes (e.g., changes to Field Services and the continued growth of Support Services), and the need for additional oversight (i.e., an additional Deputy Chief). Another factor to consider is succession planning. Per the Director of Public Safety, it is expected that 75 percent of the current leadership staff will retire in the next five years. Further, the Chief and Deputy Chief are both nearing the final chapters of their careers, as well as personally leading and managing numerous major projects simultaneously. This greatly impacts their ability to conduct succession training, engage with agency members and the public, and take on any additional projects or responsibilities.

Training

State and national accreditation standards are increasing for law enforcement, as well as public demand and a stronger emphasis on highly trained and accountable officers. The new building is designed to include dedicated training space, including firearms training with a new range and simulator. Increased attention to training not only will benefit the Division but will pave the way for the Division to potentially offset costs by hosting needed training courses for outside departments and reducing travel costs associated with training.

One sergeant is currently assigned as the Training Sergeant for four days per week and assigned as a patrol supervisor on the fifth day. As a result of the Division adding two Patrol Sergeants, the Training Sergeant will be relieved of patrol duties. The Training Sergeant position is transitioning to full-time training duties by 2025, by taking on additional training duties such as training communications staff, developing training schedules, and record keeping. This transition to full-time is not an addition to the authorized strength.

Discussions with division staff on the projection of the training function consisted of several unknown variables, such as demand, costs, and staffing. The Division plans to monitor its use of the new training facilities and determine its internal staffing needs to meet demands. Many officers are already certified in firearms and other areas of instruction and can be used, as needed, for division training. Communication supervisors can also use the training space for Communications

Technicians. The unknown factor lies more with the probable demand from other agencies seeking to use Gahanna as a central or preferred training location.

Communications Center

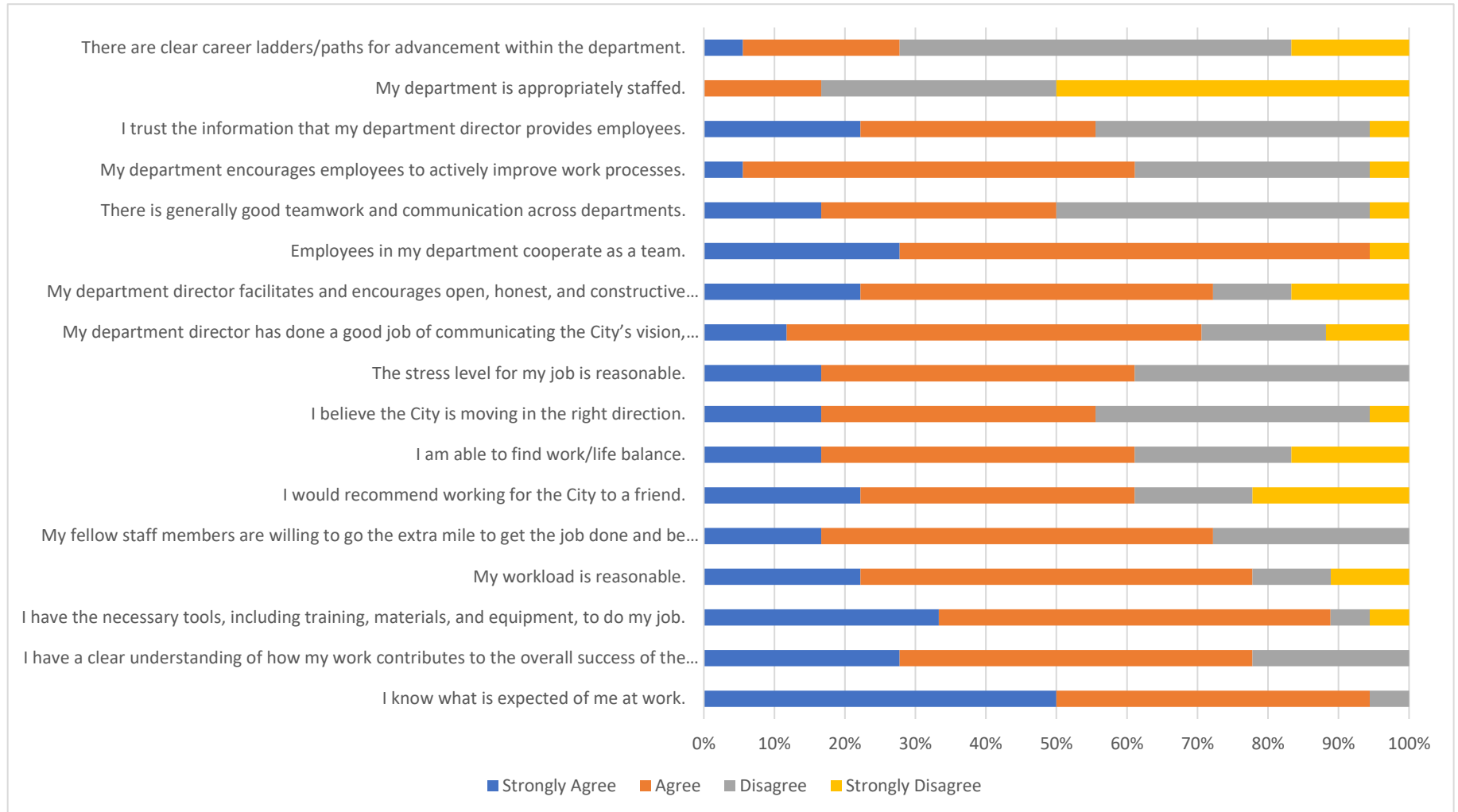
The primary concern for the Communications Center is hiring, training, and retaining staff at authorized staffing levels. Throughout the years, twelve (12) Communications Technicians have been the target staffing goal for optimum efficiency. The inability to maintain twelve (12) Communications Technicians not only increases overtime costs but also increases stress in an already stressful position. Currently, the Communications Technicians are divided among three shifts, with only one technician classified as a Communications Technician II (supervisor).

School Resource Officer (SRO)

Many different factors can influence the number of SRO's needed. These factors range from student-to-SRO ratio, size of the school, unique local practices, and community expectations. A collaborative approach with school administrators and the Division of Police can appropriately determine the necessary number of SRO's. This is done through experience and an assessment of the District's safety needs. While many jurisdictions appear to staff one SRO per building (see comparable data in the applicable section of this report), Gahanna has one of the largest public high schools in the State based on attendance. Additionally, Gahanna is one of the few Districts that has an open lunch and near-site campus classrooms. This leads to students traveling throughout the community during the midday hours requiring additional staff. The upcoming school building expansion now under construction will likely alter future needs and it is assumed an additional SRO will be needed.

Employee Survey

Summary of Employee Survey Responses – Division of Police



Market Trends / Findings

Calls for Service by Jurisdiction

Several factors can influence the actual number of full-time police employees, including budget, philosophy, calls for service, and whether the agency has its own radio room or contracts dispatching services. Patrol functions are the largest aspect of a department. Analyzing the calls for service to determine the number of officers on patrol is a commonly used practice with models supported by the Ohio Association of Chiefs of Police (OACP). The Gahanna Division of Police has been using a formula, supported by the OACP, to determine patrol staffing.

Additionally, a review was done of comparable jurisdictions by location, population, and call volume. The Division of Police has jurisdiction in the City of Gahanna providing service to over 35,000 citizens encompassing an area of approximately 12.93 square miles. The Division averaged over 25,000 total calls for service over the last three years, which puts them very similarly situated to nearby comparable cities in all these categories.

City	Square Miles	Population*	Annual Calls for Service
Whitehall	5.29	19,727	35,000
Upper Arlington	14.73	34,729	47,839
Dublin	12.60	35,159	25,910
Gahanna	12.93	35,743	28,743
Fairborn	14.45	37,262	40,000
Grove City	12.61	37,958	30,000
Westerville	11.24	41,220	41,817
Reynoldsburg	17.79	42,782	
Delaware	19.07	45,158	30,000
Hilliard	24.91	48,923	43,884

* https://www.ohio-demographics.com/cities_by_population

Staffing for Law Enforcement Agencies Per Population

One baseline approach to patrol staffing is to compare the data to comparable agencies, as well as a per capita approach. The FBI Crime Data Explorer-2021 collects data provided by thousands of law enforcement agencies to study staffing trends. This data shows that law enforcement agencies staff per capita, an average of 2.4/2.5 officers per 1,000 population. At one point, Ohio matched the national average but has lately dropped to approximately 2.1 officers per 1,000 population. Currently, the Gahanna Division of Police is staffed with 57 Sworn Officers and 18 civilian Employees (including Communications Technicians) for an average of 2.1 officers per 1,000 population,

matching the current State of Ohio average. When fully staffed at the authorized strength, the average would be approximately 2.4 per 1,000.

For similarly sized jurisdictions, Gahanna's current number of sworn officers of 57 is on the lower end of a range from 53-77. Per the 2019 data from the FBI (latest date available), Gahanna's sworn officers to total employee ratio is 76%, which is slightly behind the average of similar agencies that provide services to a similar population size in Ohio.

City	FTE PD
Dublin	74
Fairborn	53
Gahanna	57 (64)
Grove City	63
Hilliard	63
Reynoldsburg	75
Upper Arlington	53
Westerville	77
Whitehall	60

Population	Total Law Enforcement Employees	Total Officers	Total Civilians
Averages of 20 Agencies, population between 25,000-45,000			
32,874	63	51	12
		80%	20%
Gahanna Division of Police			
35,743	75	57	18
		76%	24%
Fully Staffed		64	21
		75%	25%

* FBI Crime Data – 2019

Structures of Comparable / Local Police Divisions Regarding Deputy Chief

City	# of Positions	Title(s)			
		Chief	Deputy Chief	Lieutenant	Sergeant
Delaware	12	1	1	2	8
Dublin	18	1	2	6	9
Fairborn	11	1	---	3	7
Gahanna	14	1	1	3	9
Grove City	12	1	---	3	8
Hilliard	13	1	1	2	9
Reynoldsburg	14	1	1	3	9
Upper Arlington	12	1	---	3	8
Westerville	17	1	3	6	7
Whitehall	8	1	3	2	2
Pickerington*	---	1	2	---	---

Only have data on Chief/Deputy Chief.

Structures of Comparable / Local Police Divisions Regarding School Resource Officer (SRO)

City	SRO's	Public High Schools*	Students*	Students per High School
Delaware		1	1700	1700
Dublin	7	3	5215	1738
Fairborn	3	1	1048	1048
Gahanna	4	1	2363	2363
Grove City	4*	4	6689	1672
Hilliard		3	5091	1697
Pickerington		2	3436	1718
Reynoldsburg	2	2	2199	1099.50
Upper Arlington		1	1867	1867
Westerville	5	3	4594	1531.33
Whitehall	3	1	810	810

*School info: usnews.com/education

Grove City only has 2 public high schools and 1 career center on the campus of one of the high schools with only 2 dedicated SRO's. The data above likely reflects all of South-Western Schools (Franklin Heights and Westland HS)

Division of Police Recommendations

The Division of Police experienced a decrease in calls for service because of the pandemic; calls for service are now expected to increase back to pre-pandemic numbers in the next few years with a projected increase in population. Despite call reduction, social justice reforms recommend spending more time problem solving, which, combined with Community Policing, is more time intensive than older tactics. With the projected increase in call volume and the new building, there are several areas for future staffing development for the Division.

Additionally, discussions with staff indicated a need for additional support staff throughout the Division. Research of other agencies showed varied numbers of support personnel. The Gahanna Division of Police appeared lower than many comparable jurisdictions. While sworn staffing is below authorized strength, the expected increase of calls for service to reach pre-pandemic numbers, and the soon-to-expand Training Staff, more civilian staff will be needed to support the Division's functions. The use of cruiser and body camera video has not only caused an increase in records requests but has also required more time to process said requests. Additionally, there is very little cross-over training between civilian positions, leaving large gaps when vacancies occur.

1. Maintain Authorized Strength for Patrol.

Division staff utilize calls for service in combination with a performance objective and a shift relief factor based on actual leave usage to determine an estimated patrol staffing number. The results have been consistent over the past several years, supporting the numbers for the authorized strength levels. Considering the previously mentioned nationwide trend of staffing shortages, the Division has similarly not been able to sustain authorized strength. As a result, it is recommended that the Division maintain the authorized strength for patrol. The Division should also continue to analyze call volume and obligated and unobligated time to determine the best approaches for staffing patrol.

2. Remove Sergeants from Minimum Staffing Requirements.

While continuing efforts directed toward recruiting, hiring, and retaining officers, it is recommended that the Division continue working towards meeting the objective of removing patrol sergeants from minimum staffing requirements. This will allow sergeants to focus on the duties of being a shift supervisor.

3. Add a Deputy Chief of Police.

The Consultants recommend that an additional Deputy Chief be added to the Division of Police. Currently, the Division operates with three subdivisions, a communication center, and a compliance and accreditation manager under one Deputy Chief. Other comparable departments also operate with multiple divisions and tend to either staff them with one Deputy Chief per division, or with one to two Deputy Chiefs having either additional Lieutenants or Lieutenants who carry responsibilities similar to a Deputy Chief.

With the anticipated changes (e.g., changes to Field Services and the continued growth of Support Services), there will need to be additional oversight, and it seems logical to divide executive management responsibilities between two Deputy Chiefs. Another factor to consider is succession planning. The addition of a second deputy chief will position the Division to maximize the opportunities that will coincide with the move to a new headquarters. Proper planning for this transition in leadership mitigates risks with the loss of key personnel, aligns future leaders with the Division's goals, and prevents disruption in operations. Additionally, the Chief and Deputy Chief will be able to train staff before their eventual retirements, providing a cornerstone of stability before the transition from experienced, veteran leadership to the future of The Gahanna Division of Police.

4. Monitor Training Needs.

For the immediate future, the focus should be on optimizing current resources to best support police training. The dedicated training space will be an asset for the entire city and a Training Coordinator has been proposed in a separate department (Department of Administrative Services). It is recommended that the Training Coordinator spend fifty percent (50%) of their time assisting the Division of Police working with the Training Sergeant to plan and coordinate training schedules, market opportunities to outside agencies, and schedule certified Instructors to provide training. As the projected use of the police training facility gathers more interest from external entities, it is recommended that the City, based on training needs, consider adding a full-time training position (e.g., full-time instructor, range supervisor, coordinator). This position could be either be an internal hire, a retired sworn officer, or a civilian position.

5. Promote a Communications Technician I to a Communications Technician II.

The primary concern of the Communications Center is hiring, training, and retaining staff at authorized staffing levels. Currently, the Communications Technicians are divided among three shifts, with only one technician classified as a Communications Technician II (supervisor). To assist in the training and retention of new hires, it is recommended that a Communications Technician II be included in the authorized strength of twelve (12) and assigned to a separate shift as the other Communications Technician II. This additional supervisor will add to the time spent training new hires and will be able to share the supervisory duties. The Communications Technicians II's will work together with the police training staff to enhance the training experience for the Communications Technicians. In time, when all twelve (12) technician spots are adequately filled, a third Communications Technician II will be an asset on the third remaining shift, resulting in three Communications Technicians II's, and nine Communications Technicians.

6. Monitor Need for Additional School Resource Officers (SRO).

With the upcoming school building expansion now under construction, this will likely alter future needs for an SRO. It is recommended to staff additional SRO's based on consultation with the School District and their needs. The current funding model in place for the SRO's

includes the District providing 75% of the SRO funding and the Division funding the remaining 25%.

7. Evidence Technician.

Based on discussions with staff and research, the Consultants recommend two (2) full-time Evidence Technicians. Currently, a part-time police officer performs part of these functions. It is expected this employee will retire in 2025. The new property room will contain updated technology and will have capabilities for the storage of evidence. Additionally, the compliance and legal guidelines to maintain and store evidence continue to increase.

8. Management Analyst-Records Function.

It is recommended that the City add a full-time Management Analyst. This position will primarily assist with the Records function and will be responsible for handling the many public records requests received by the Division.

9. Management Analyst-Background Investigations.

It is recommended that the City add a part-time Management Analyst. This position will assist with background investigations.

10. Community Liaison Officer (CLO).

The recent addition of a Community Liaison Officer position was well received by division staff members and the community. This is a growing trend and necessity in law enforcement. The expectations and responsibilities of this position are growing, and the Division will soon need an additional CLO. The Division operates with three geographically defined districts, and it would be a long-term goal to have one CLO per district. Like the workload of the support staff and management analysts, it is unknown how quickly the responsibilities of the current CLO may increase beyond the capabilities of one person. The workload should be analyzed and when appropriate, the City should add a CLO. This position could be an addition to the authorized strength, or it could be a reassignment of a current position based on division needs at that time.

11. Administrative Assistant.

If the City accepts the proposal to add a Deputy Chief, an additional Administrative Assistant will likely be needed to assist both Deputy Chiefs. Additionally, this position will support the patrol operations and investigation section lieutenants. The Division has demonstrated a growing number of tasks and responsibilities that need to be monitored. Many of these tasks are clerical and are being delegated to a Detective, taking time away from higher-priority responsibilities. Handing off these duties to a civilian staff member will better support investigative services.

12. Management Analyst:

Management Analysts and other civilian roles should be cross-trained to address the needs of the Division until they are at full strength. Other members within the Division voiced a desire for extra support, but cross-trained staff should currently be able to work and assist in multiple areas of the Division. As workloads increase over time, staff will likely end up being assigned to specific full-time roles within the Division, creating a need for additional positions. It is unknown how soon the workloads will increase (due to call volume, low staffing, records requests, and other factors). These workloads should continue to be analyzed to support adding additional Management Analysts to specific areas of the Division as necessary.



2025-30 Future State Organizational Chart

