

STAFFING STUDY

Overview of Recommendations

PRESENTED BY
CLEMANS, NELSON & ASSOCIATES, INC.

Background and Methodology

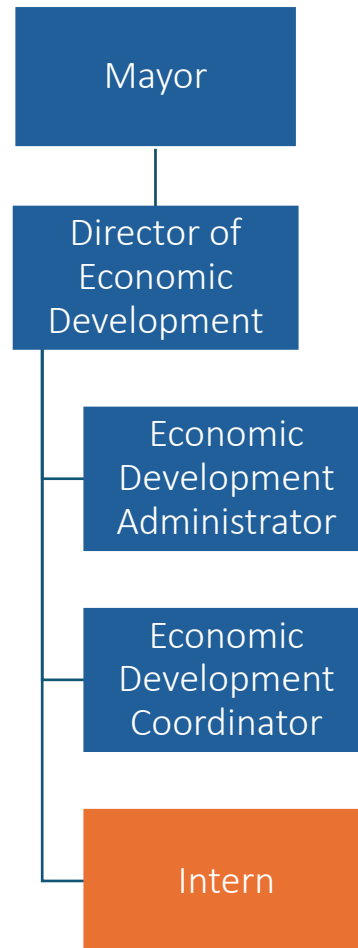
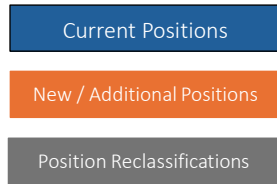
- Developed an understanding of the current key issues impacting and shaping the service requirements for the community and gathered an in-depth understanding of the current organizational structure.
- Conducted individual interviews with each Department leader to learn more about the existing plans of the organization and current processes.
- Conducted a Comparative Assessment comparing the operations of each Department against comparable cities.
- Reviewed gaps or overlaps in functions, spans of control, and appropriate organizational location.
- Evaluated staff utilization and deployment compared to service levels and workload.
- Evaluated the adequacy of major work practices and focused on identifying opportunities to streamline work practices to increase efficiency and/or reduce staffing requirements.

Summary of Recommendations

Economic Development

- Add Intern
 - Responsible for research, compiling data, and investigating trends.

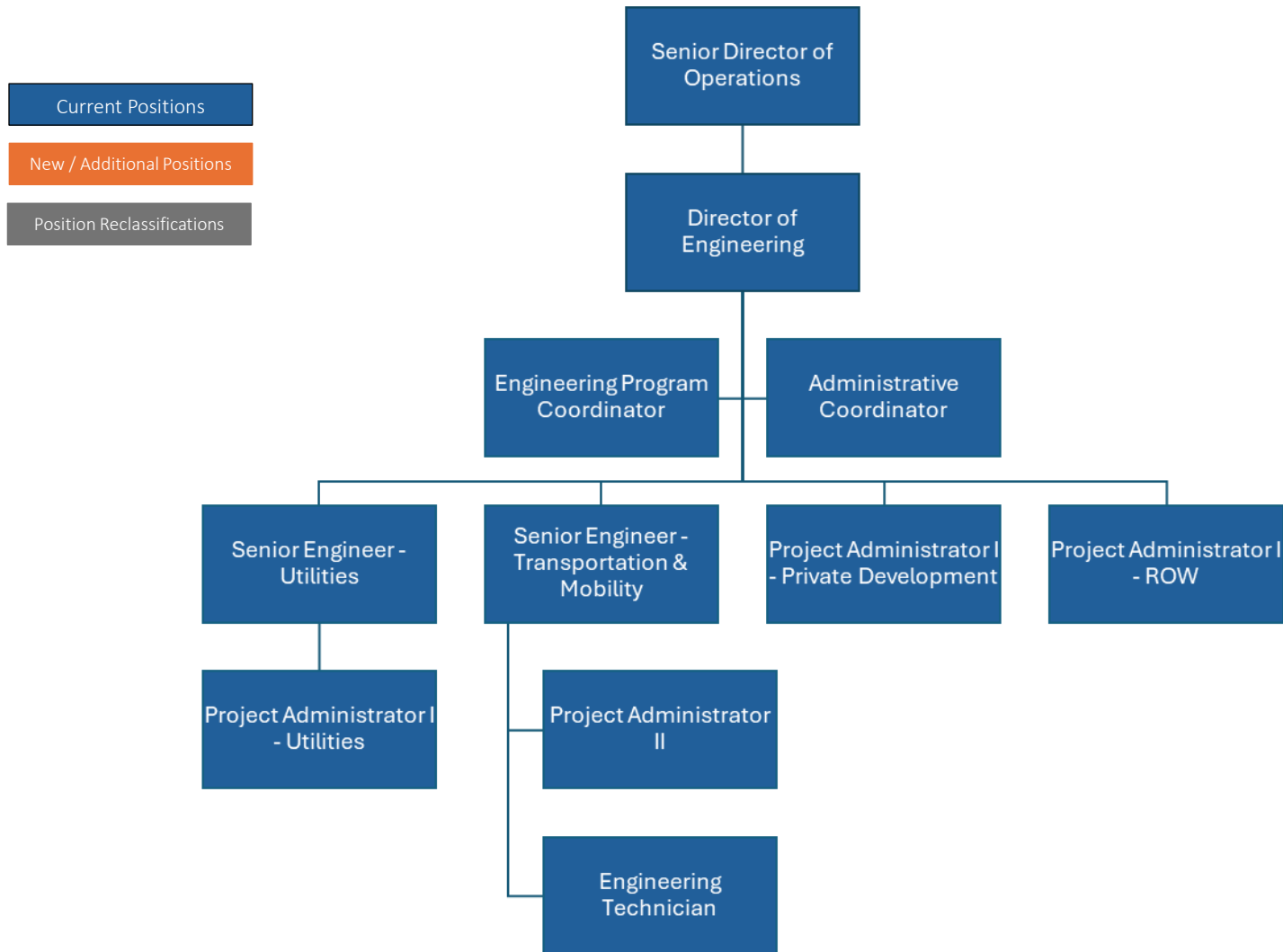
Table of Organization - Economic Development



Engineering

- No additional positions have been recommended
- Shared concerns between Engineering and Public Service staff
- Geographic Information Systems
 - Workload and appropriate department within the City

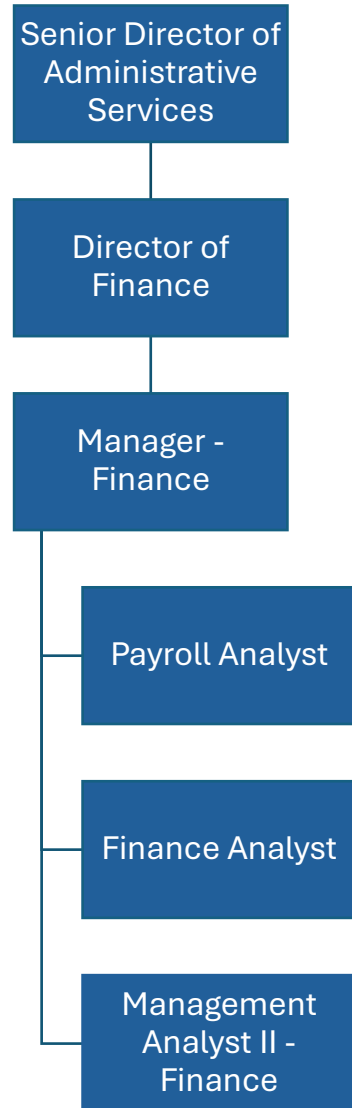
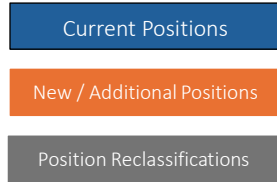
Table of Organization - Engineering



Finance

- No additional positions have been recommended
- Focus on developing the current team
- Plan for the upcoming retirement of Finance Analyst
- RFP/Procurement Process
 - Finance Analyst to take on Procurement
- Payroll Support
 - Utilize current resources to provide additional payroll support – Finance Analyst or HR Representative

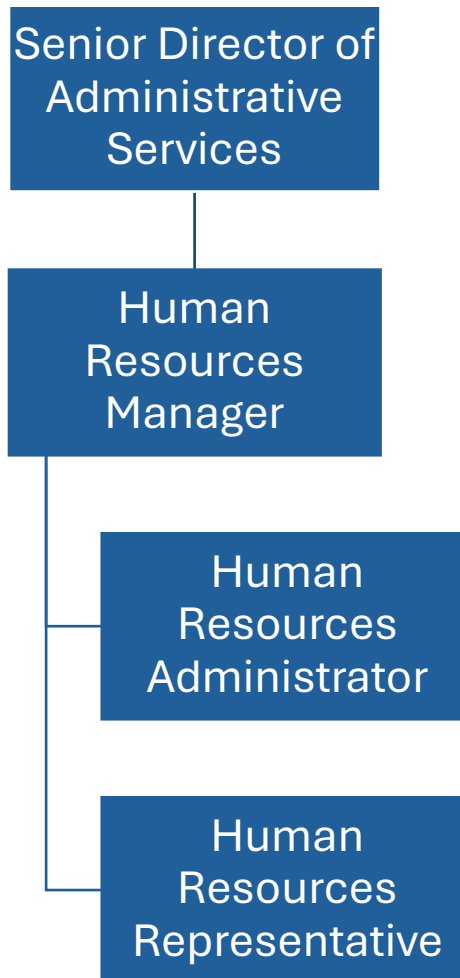
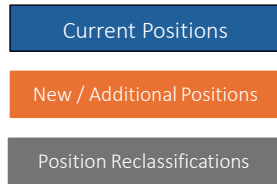
Table of Organization - Finance



Human Resources

- No additional positions recommended
- Labor Relations
 - Human Resources Manager responsible for handling labor relations
- Training
 - Recommended Training Coordinator in the Department of Administrative
 - Directly impacts 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
- Monitor the number of HR Employees should staffing levels continue to increase

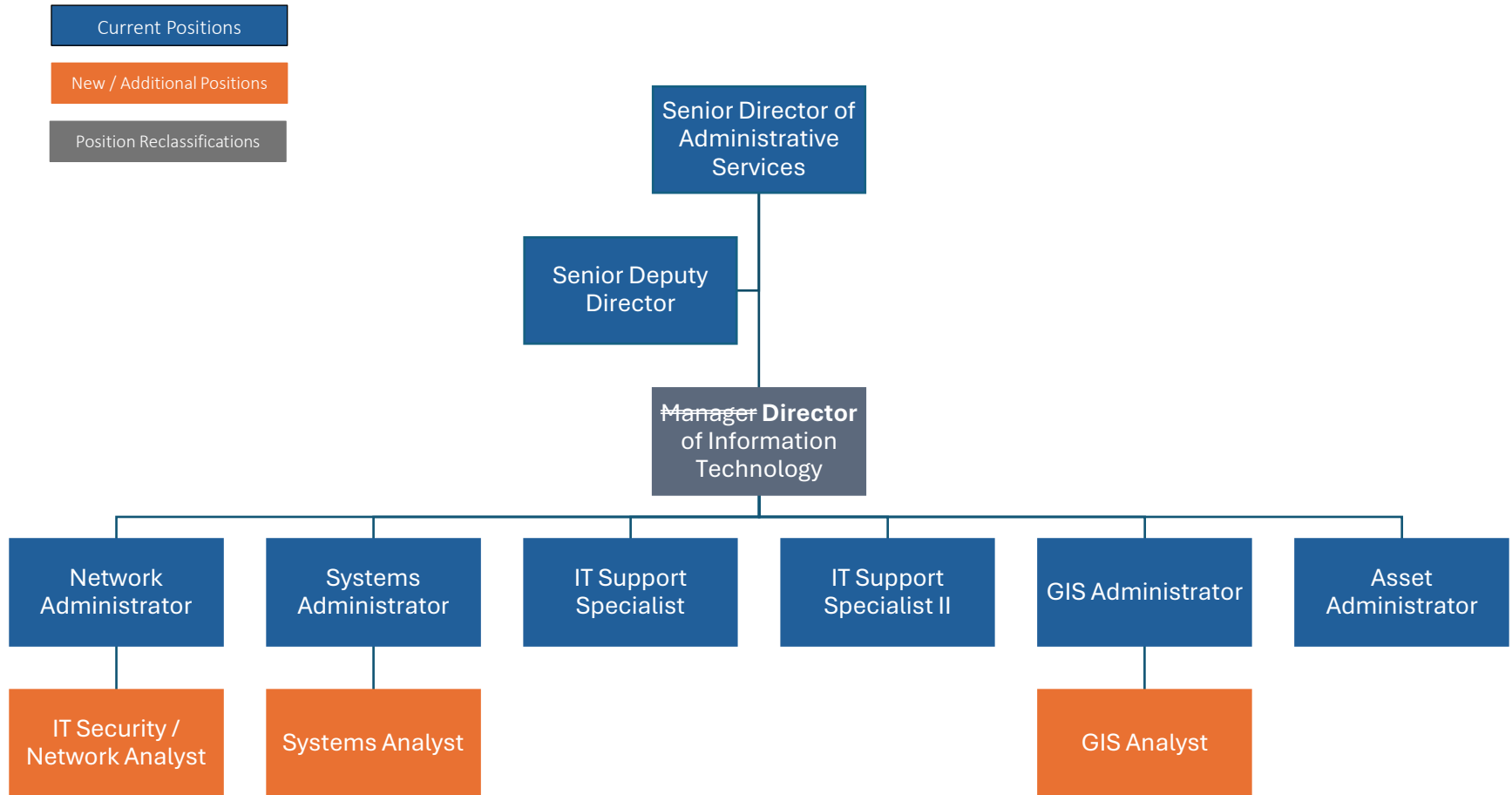
Table of Organization – Human Resources



Information Technology

- Security/Network Analyst
 - Responsible for taking a proactive approach to cybersecurity to eliminate the City (Public Sector) being a popular target for cyber threats
- Systems Analyst
 - Alleviate the workload of the Systems Administrator, a position that will only become more overworked in a new state of the art municipal complex
- GIS Analyst
 - Support the GIS Administrator
 - Absorb the GIS functions currently being performed in the Engineering Department
- IT Manager Reclassified to Director of Information Technology (job audit)

Table of Organization – Information Technology



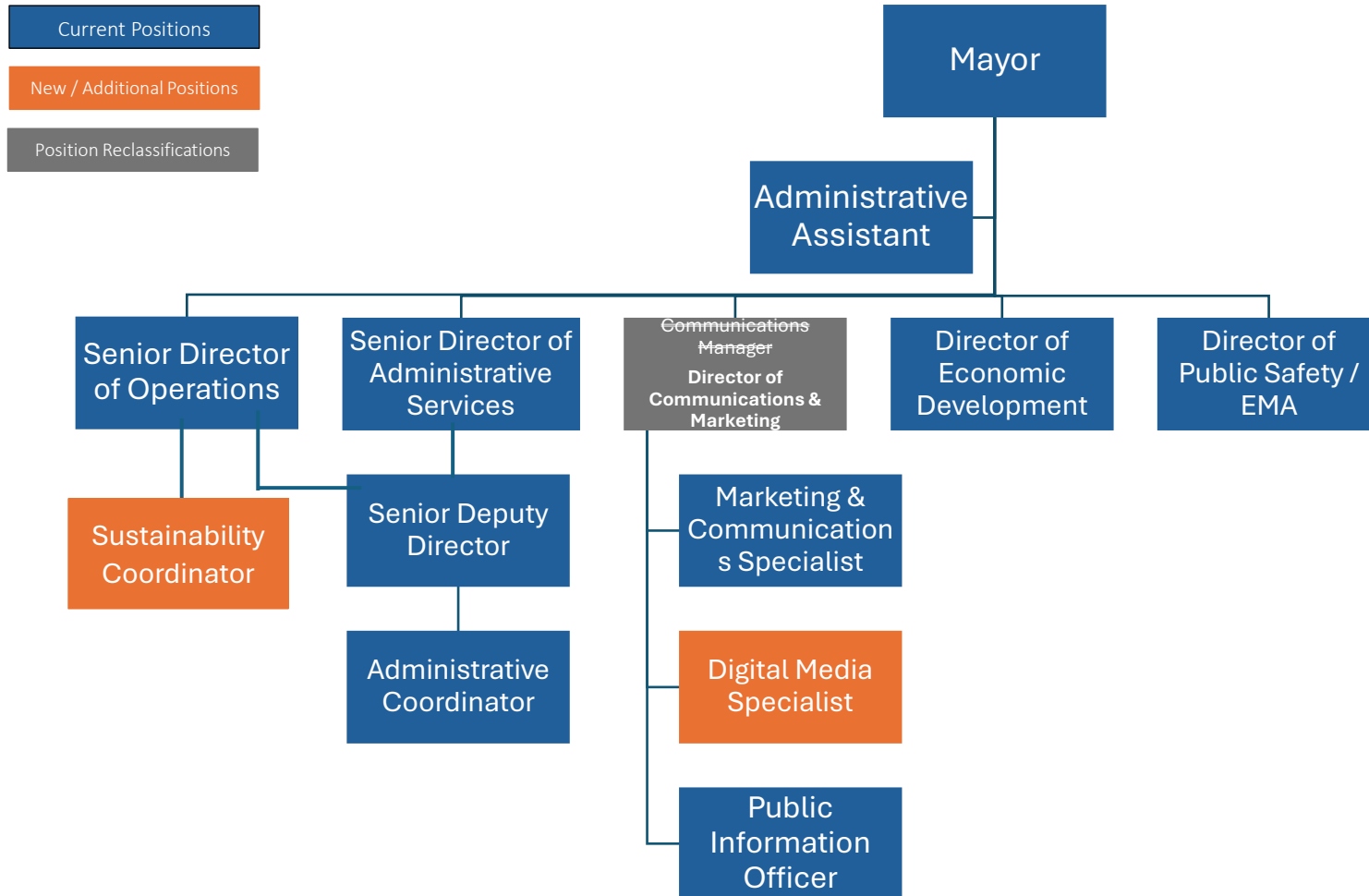
Mayor's Office

- Communications Manager to Director of Communications and Marketing
 - 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
- Add Digital Media Specialist
 - Utilize digital media to support better public relations outcomes, assist with crisis management, and build communities

Department of Operations

- Add Sustainability Coordinator
 - Work toward operational efficiency and energy savings

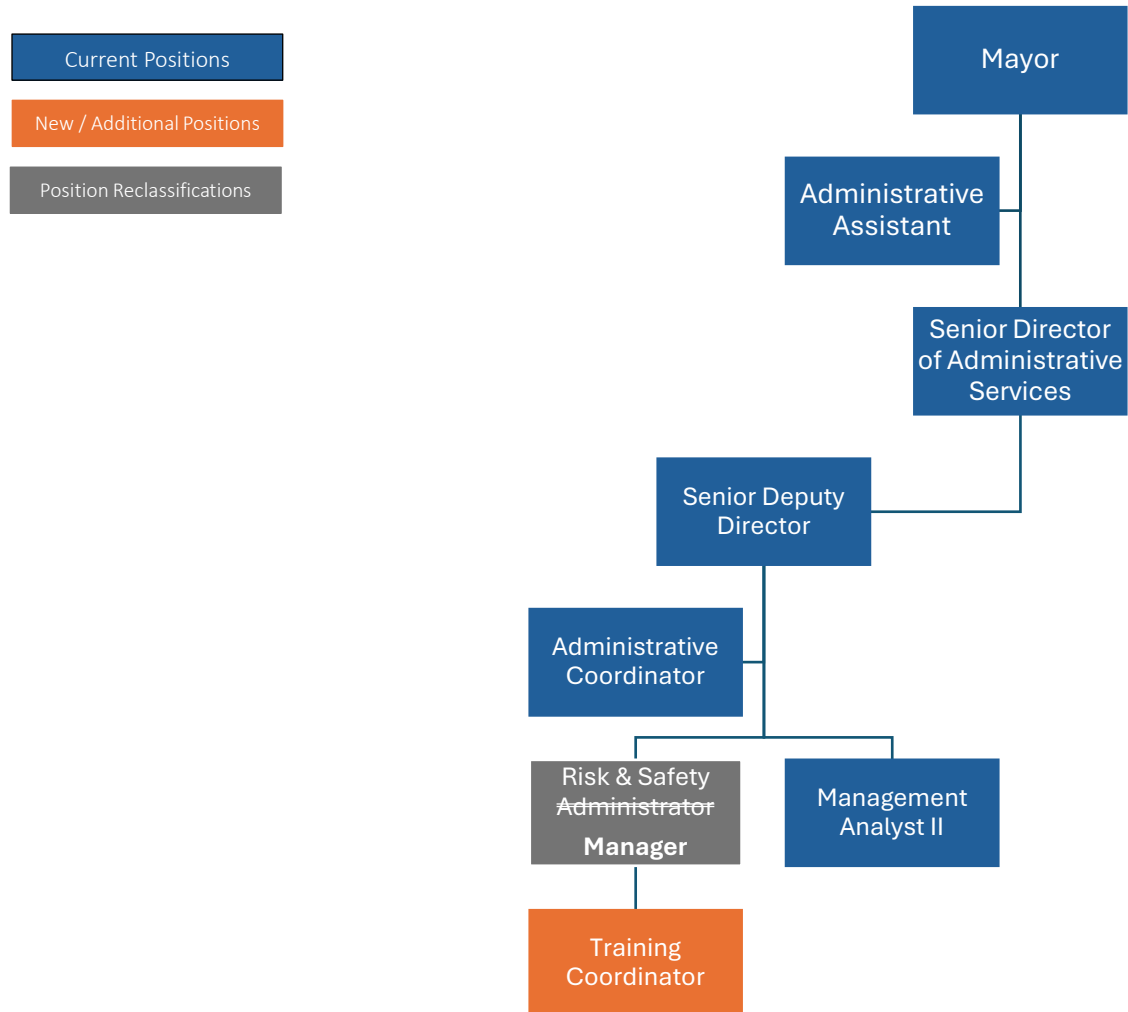
Table of Organization – Mayor's Office



Department of Administrative Services

- Add Training Coordinator
 - Designated to the Police Department fifty percent (50%) of the time and other City departments for the remaining fifty percent (50%) of the time
 - Coordinates and streamlines all training efforts
 - Expands the customer base and increases revenue opportunities through the delivery of training programs and facility rental
- Reclassify Risk Management and Safety Administrator to Risk Management and Safety Manager
 - Training Coordinator to 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

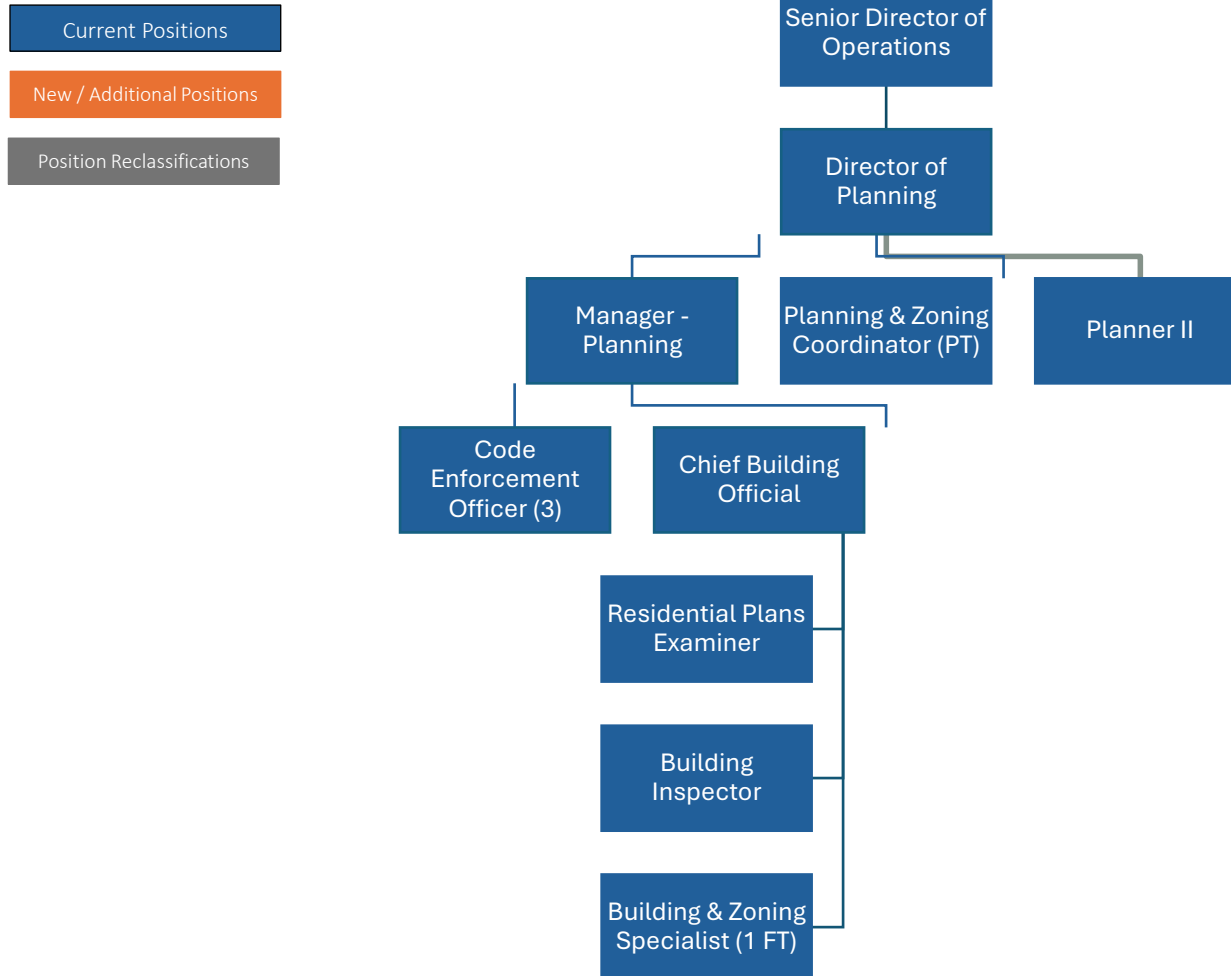
Table of Organization – Department of Administrative Services



Planning

- No additional positions recommended

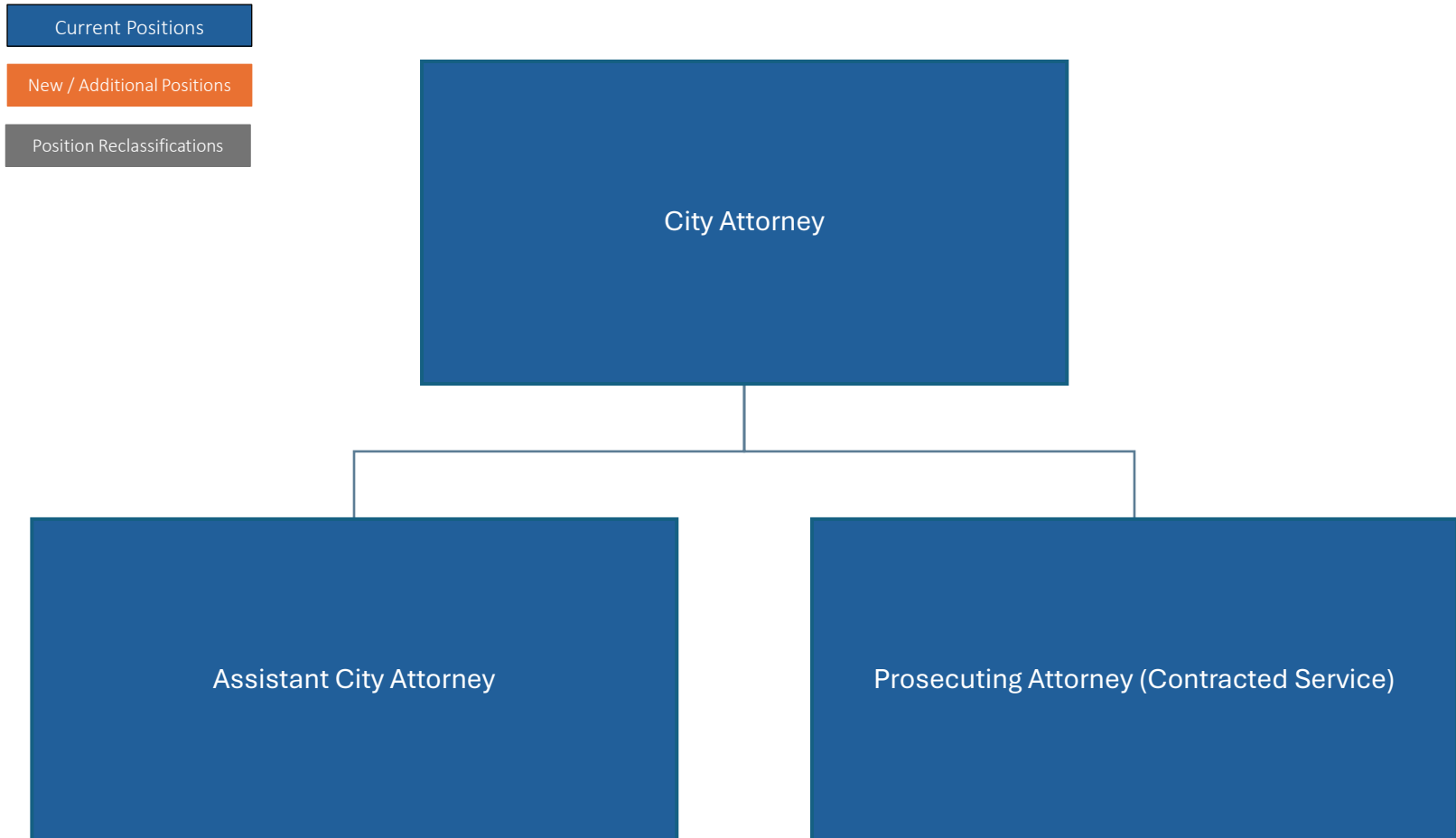
Table of Organization – Planning



Law

- No additional positions recommended
- Monitor the need for additional support
 - Develop 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).

Table of Organization – Law



Council Office

- No additional positions recommended

Table of Organization – Council Office

Current Positions

New / Additional Positions

Position Reclassifications

Boards & Commissions

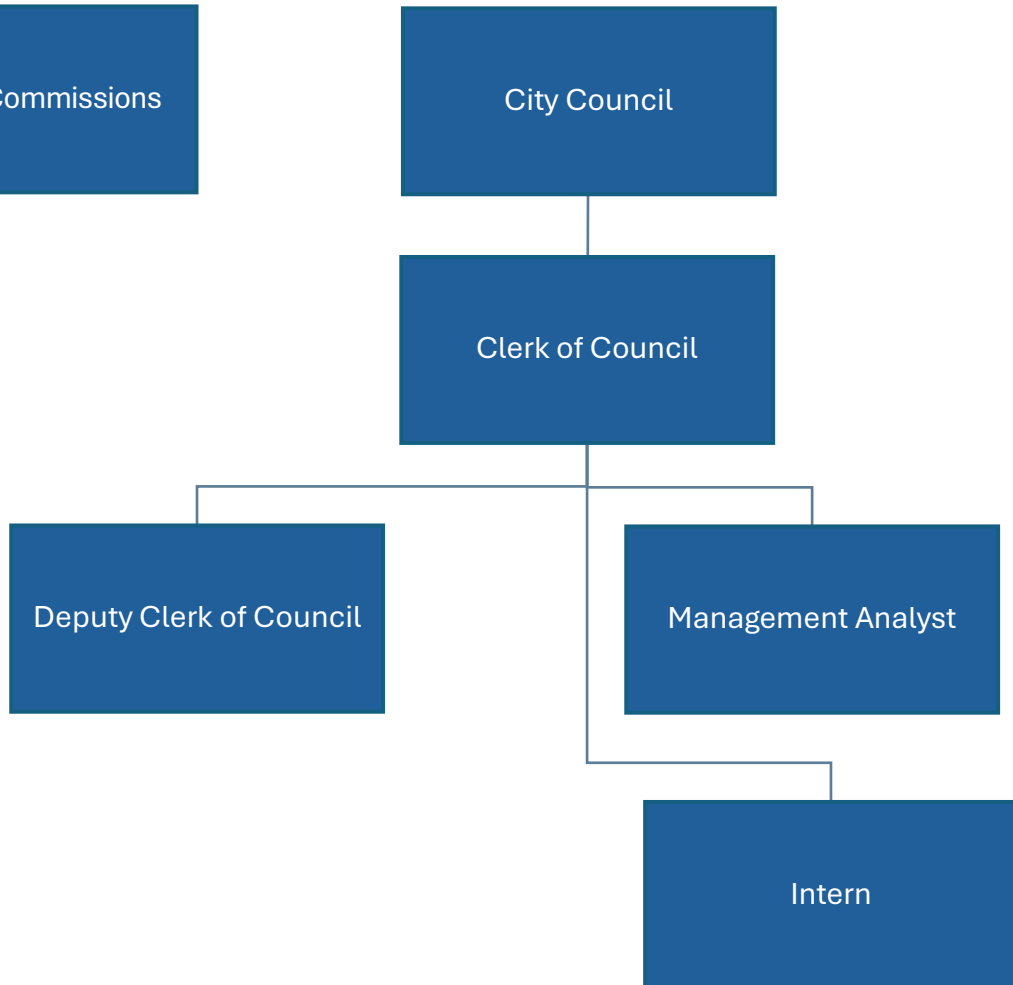
City Council

Clerk of Council

Deputy Clerk of Council

Management Analyst

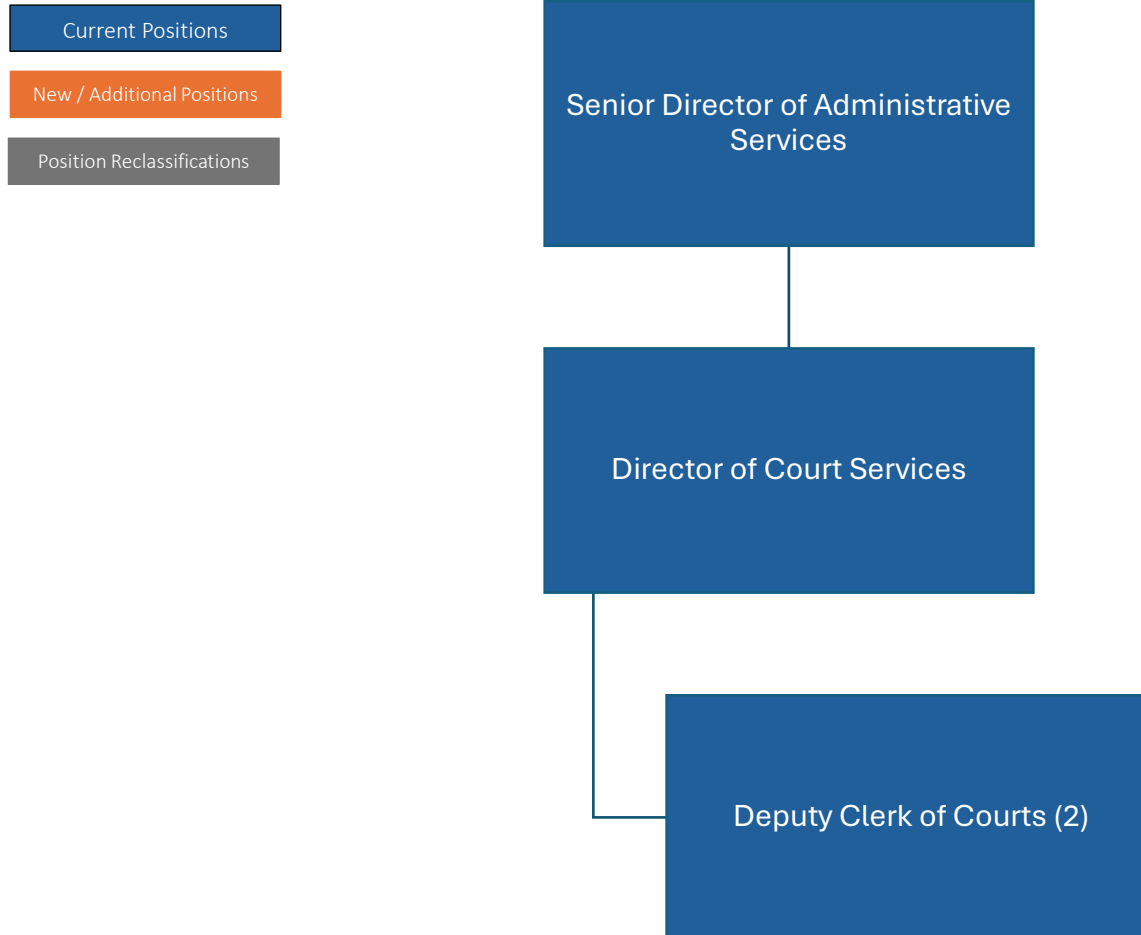
Intern



Mayor's Court

- No additional positions recommended

Table of Organization – Mayor's Court



Parks and Recreation

Facilities, Golf Course, Parks, and Forestry

- Add Parks Manager
 - Directly oversee the Golf Course, Parks and Facilities, and Forestry
- Parks and Facilities Superintendent
 - Restructure table of organization so the Parks and Facilities Superintendent only oversees the Facilities and Parks divisions
- Golf Course Supervisor Reclassified to Golf Course Superintendent
- Forestry Supervisor Reclassified to Forestry Superintendent
- The above reclassifications allow for a narrower span of control

Parks and Recreation

Forestry/Horticulture

- Establish a Horticulture Division
- Add Horticulture/Tree Foreman
 - 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
- Add Two Maintenance Workers to support Horticulture and Forestry

Parks and Recreation

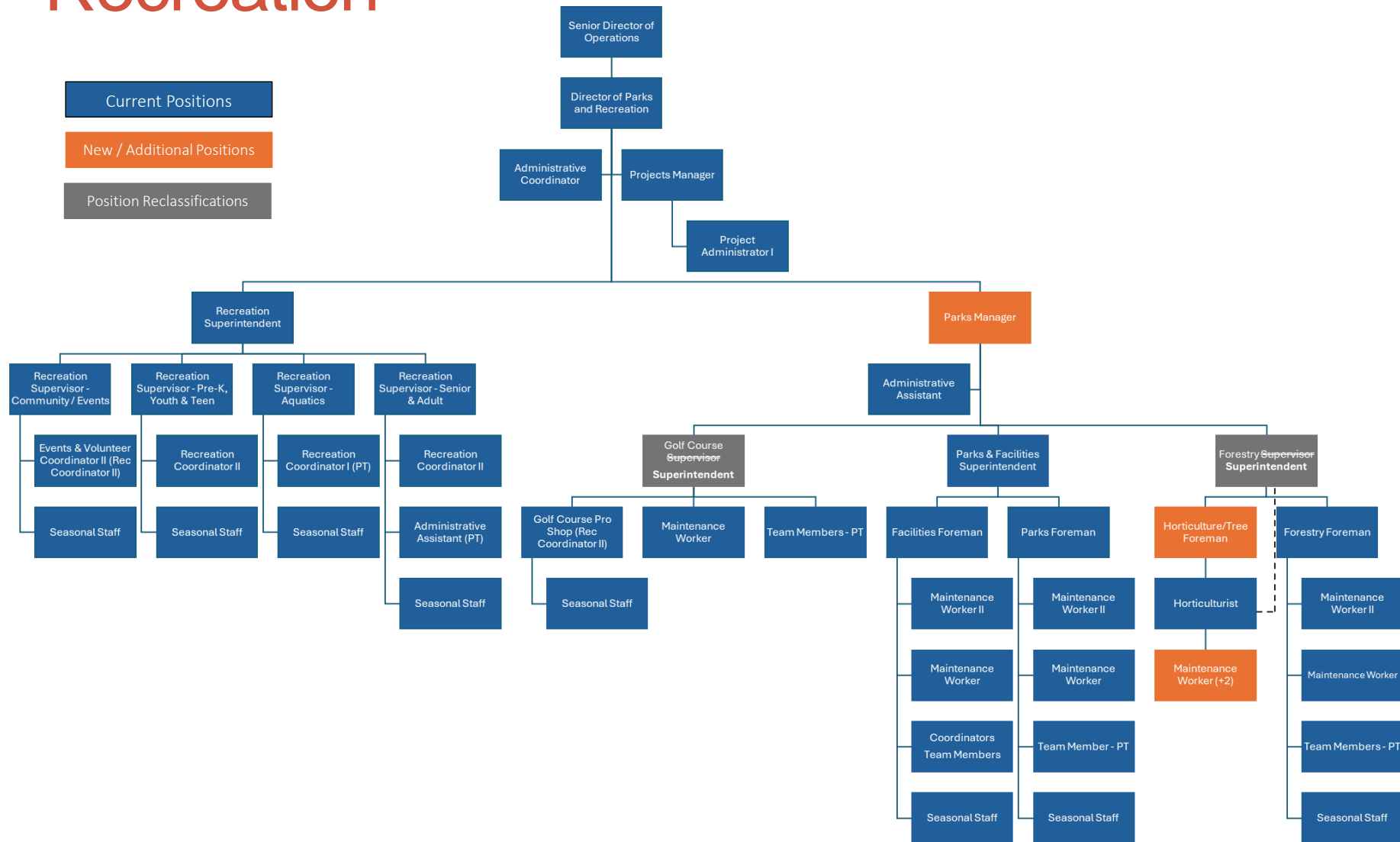
Maintenance Workers (Excluding Forestry/Horticulture)

- 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

- Parks and Recreation Department to be responsible for all mowing and upkeep, including responsibilities currently held by the Public Service Department
- Does not necessitate a reduction in employees in the Public Service Department

Table of Organization – Parks and Recreation



Public Service

- Operations Manager Reclassified to Project Manager
 - Addresses concerns between Engineering and Public Service
 - 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.).
- Add Two Maintenance Workers
 - Assist with the ongoing duties within the Utilities and Streets Divisions
- Add Administrative Assistant
 - Add to Fleet Division to assist with cataloging, inventory, purchasing parts for the stock room, and other administrative duties as necessary

Public Service

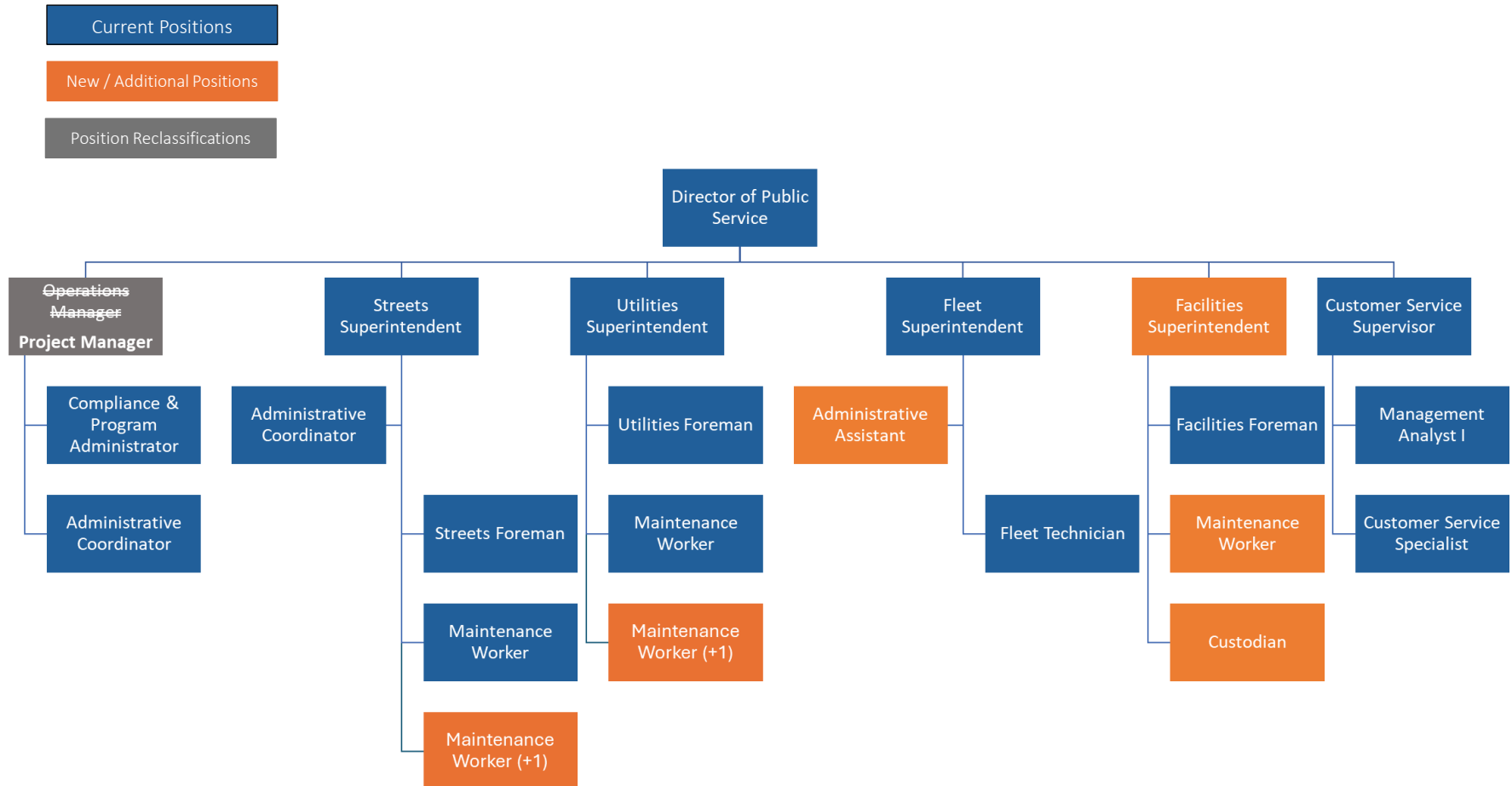
New Division – City Facilities

- The Consultants recommend that the City add a division in public service that is solely responsible for the maintenance of City facilities
- Add Facilities Superintendent
 - Oversee the Division and responsible for the day-to-day operations of the City's premises
 - Ensure that the facilities are safe, comfortable, sustainable, and efficient and that they operate within a set budget

Public Service

- Add Two Maintenance Workers
 - One full-time maintenance employee per 50,000 square feet – two to three Maintenance Workers for the City of Gahanna
 - 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.
 - City already employs a Facilities Foreman who can fill one of those spots
- Custodian
 - One full-time custodian employee per 28,000 square feet – four to five Custodians for the City of Gahanna
 - 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)

Table of Organization – Public Service



Public Safety

- Add Deputy Chief of Police
- Training
 - Training Coordinator has been proposed in a separate department (Department of Administrative Services)
 - Training Coordinator will 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)

Public Safety

- Promote a Communications Technician I to a Communications Technician II
 - Assist in the training and retention of new hires
 - Included in the authorized strength of twelve (12) and assigned to a separate shift from the other Communications Technician II
 - In time, when all twelve (12) technician spots are adequately filled, a third Communications Technician II will likely be an asset on the third remaining shift, resulting in three Communications Technicians II's, and nine Communications Technicians

Public Safety

- Add School Resources Officer (SRO) based on consultation with the School District
- Add two (2) full-time Evidence Technicians
- Add Management Analyst–Records
 - Assist with the Records function and will be responsible for handling the many public records requests received by the Division
- Add Part-time Management Analyst-Background Investigations
 - Assist with background investigations

Public Safety

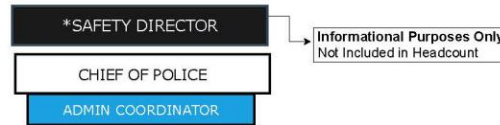
- Add Community Liaison Officer (CLO)
 - The expectations and responsibilities of this position are growing, and the Division will soon need an additional CLO
 - The Division operates with three geographically defined districts, and it would be a long-term goal to have one CLO per district
 - Workload should be analyzed and when appropriate, add a CLO
 - Can be an addition to the authorized strength, or it could be a reassignment of a current position based on division needs at that time

Public Safety

- Add Administrative Assistant
 - Assist both Deputy Chiefs
 - Support the patrol operations and investigation section lieutenants
 - Current clerical tasks 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
- Monitor needs for other future Management Analysts



2025-30 Future State Organizational Chart

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