



TO: Members of Council

FROM: Tom Kneeland, Mayor

RE: Request for "Value"

DATE: June 13, 2019

This memo is in response to the request from Mr. Larick on June 10, 2019 and in addition to the May 13, 2019 memo to council. The May 13, 2019 memo requested to fund the following positions for the remainder of 2019: Director of Parks and Recreation, Forestry Foreman, Economic Development Manager, Police Lieutenant and Police Management Analyst. In addition, the memo requested the 2.5% salary increase for the unclassified employees be restored.

City of Gahanna residents have come to expect exceptional customer service. This was voiced with the overwhelming passage of Issue 12. The citizens of Gahanna voted to support the capital improvements and operations of the City. The supplemental request to fund the positions and salary increase stated above are critical to continuing exceptional customer service for Gahanna residents.

Director of Parks and Recreation (Department of Parks and Recreation)

The Director of Parks and Recreation is a vital member of the leadership team. Studies show a correlation between living near parks, trails, and greenspace improve physical and mental health therefore decreasing health expenses and reducing need for other services such as police and EMS. Studies also show a correlation of increased property values of both residential and commercial properties. A Parks & Recreation Director must actively pursue and be knowledgeable of land acquisition opportunities to provide current and future residents of Gahanna developed parks, greenspace, and trails. A community that plans for future park opportunities will be a community of choice. The Director is critical to ensuring Gahanna is a community of choice by providing the vision for the department while meeting the goals and objectives of the Mayor and those voiced by City Council. The development and maintenance of a first class park system, that includes connected trails, adds value to the City through increased property values, retainage of businesses, attraction of new businesses and residents, and increased visitors. The director is also responsible for leading the employees in the department by instilling a customer focused culture. This culture includes providing professional development, training and overall leadership of team members in the department. The investment in a leader to assist team members perform their job to the highest potential adds a level of value that is unmeasurable and invaluable. The potential layoff of the director will directly contribute to limited leadership and oversight of the department which will diminish the goals and mission of the Department of Parks and Recreation.

Forestry Foreman (Department of Parks and Recreation)

The City's urban forest infrastructure was valued at \$1.1 million annually by the ODNR Division of Forestry Chief. In addition, healthy mature trees that are a part of the urban forest add an average of 10% to a property's value and one large tree can provide a day's oxygen supply for up to four people. Trees placed properly around buildings and homes can reduce energy costs from 20% to 50%. The Forestry Foreman position is responsible for managing and appropriately planning for the long-term care of this ecosystem. MORPC has identified an increase in urban population for the region. This position will be key in providing solutions to increases in urban population by ensuring the urban forest is maintained to provide clean air and water to City residents.

This position is a member of the United Steelworkers Collective Bargaining Agreement and requires specific certifications/licensures in order to complete job tasks. Without this position, the City will spend additional dollars subcontracting out the work. For example, the City of Hilliard does not have a Forestry position and the City spent approximately \$49,000 for 525 hours of work (or one quarter of a year) and \$125,000 in forestry contract work in 2018. The City of Gahanna spent \$16,000 in forestry contract work during 2018. The Gahanna Forestry Foreman salary and benefits cost approximately \$66,000/year. It is financially responsible for the City of Gahanna to retain the Forestry Foreman.

Economic Development Manager (Department of Development)

The Economic Development Manager (EDM) Position is critically important to the successful completion of the Gahanna Economic Development Strategy (EDS). The EDS, adopted by City Council by Ordinance 0095-2015, recommends that the City undertake an aggressive Business Retention and Expansion (BRE) Strategy in order to attract capital investment and job creation opportunities. The EDM Position is the primary position that implements Gahanna's BRE Strategy. There are many indirect benefits from the BRE Strategy that include establishing relationships with businesses, completing customer service opportunities and helping companies feel a sense of appreciation from the City. In addition, there are direct financial benefits that the Economic Development Manager generates by implementing Gahanna BRE Strategy. Since January 1, 2016, the EDM Position secured 282 visits with businesses. Each business visit requires on average 4 separate outreaches to secure. These business visits helped to generate 14 projects that resulted in job creation opportunities and capital investment. Specifically, these business visits helped to create/retain 1,822 jobs and attract \$63M in capital investment. These figures equate to 74% of the job creation/retention results and 48% of the entire capital investment results accomplished by the Department of Planning & Development over the same time period. In addition, the EDM Position is the primary position that implements the Gahanna Incentive Compliance Program. This translates to annual compliance activities that ensure the City of Gahanna receives the targeted return on investment from financially incentivized projects. The annual compliance activities have led to reduced incentive amounts, which directly increase the financial return on incentivized projects for Gahanna. Without the EDM Position, Gahanna's economic development efforts will be significantly diminished, which will directly lead to less job retention and creation opportunities and capital investment.

Police Lieutenant (Division of Police)

Currently, there are two vacancies within the rank of lieutenant within the Division of Police due to retirements in 2019. The position that is contained within the supplemental appropriation was vacated in January with the retirement of Tom Basso who was in command of the Investigative Services Subdivision (one of three subdivisions within the agency). The position provides command, control,

management, guidance and direction to the ten sworn staff members within the subdivision. At the highest level, the subdivision, as a team, is responsible for solving crime. The lieutenant oversees the overall administration of the investigative functions and outputs of the subdivision. The Investigative Services Lieutenant coordinates the response of the Division to critical criminal incidents and ensures the best care, case management and judicial outcomes for victims of crime. The most critical investigative process involves Officer-Involved-Shooting (OIS), death or serious injury related to the actions of an officer or officers in the performance of their duties. In these circumstances it requires two supervisors; one to lead each separate investigation – the internal administrative process (policy compliance and appropriate level of force) and a criminal, grand jury investigation. These investigations run independent of each other and investigators may not share investigative notes as the actors have different rights depending on whether it is an administrative (compelled) or criminal (voluntary) investigative interview. The Investigative Lieutenant reviews and critiques case files, personnel case work and response to criminal investigations with the goal of providing exceptional customer service, enhanced officer safety and the legally sound apprehension of offenders which leads to a safer community. The position requires adherence to best practices, Division policy and administration of compliance measures through the internal affairs processes and various accountability measures within the agency. Lieutenants are members of the Executive Staff team where the coordination of work with other subdivisions with different set priorities and functions is best coordinated at a higher level with a supervisory perspective of the whole Division as opposed to an individual work unit. Lieutenants are critical to the interagency coordination of sub-unit work, the formation of action plans, creation and implementation of policy, and guiding the overall strategic direction of the Division of Police. The staffing of the lieutenant's position is consistent with the findings and recommendation of the 2018 Novak organizational analysis study, the Ohio Auditor's performance audit as well as being a critical component to providing the leadership necessary to implement elements the Division's annual goals, objectives and Strategic Business Plan.

Management Analyst (Division of Police)

The Management Analyst's (MA) position within the Division of Police is one of four civilian staff members who provide administrative, analytical, and clerical support to the Division's operations. Currently, two of the four positions are vacant – one through the budget reduction process and the second due to retirement. The Division of Police operates with the lowest number of civilian support staff of any surrounding comparably sized agency. The MA position within the supplemental appropriation request is primarily tasked with supporting uniformed patrol and school resource officers and the subdivision's supervisors. The MA's job duties include patrol staffing, schedule creation and management, leave management functions, timekeeping and reporting, modification of assignments, coordination with HR on special leaves to include FMLA, policy and labor contract adherence. In addition, the position is responsible for individual officer, shift, work unit and subdivision performance metrics, analysis and reporting. The MA is responsible for the oversight and management of many Division reporting requirements to the State of Ohio, FBI and Department of Justice. While some of these processes are automated the position must still monitor, audit and perform quality control related oversight to ensure the accuracy of reporting. As the Division moves from the State of Ohio's accreditation program toward national accreditation, the MA will be responsible for maintaining policies, records, training documents and other proofs of compliance for the nearly 480 accreditation standards. The position is also tasked with maintaining records required for various audits of the Division's operations performed by outside entities (e.g. LEADS audits, DOJ/FBI, AG's Office, etc.). Finally, this position provides much needed back-up for the other civilian support staff within the agency. Currently, the majority of the MA's duties are being performed by sworn staff members to include sergeants and lieutenants; taking away from their primary duties as sworn law enforcement officers exercising proper operational oversight. The role of the MA

further the Division's ability to operate in a transparent, customer-focused manner that is in keeping with law enforcement best practices.

Unclassified 2.5% salary increase

A wage increase in 2019 for the employees in the unclassified service is vital to retain current talented employees and attract new talent. The unclassified employees make up approximately 56% of the City's workforce. The unclassified employees consist of seasonal positions, part-time parks and recreation team members, customer service employees, and key leadership positions. Many of these employees assist in overseeing the risk management of City operations. Risk management is a vital component to ensuring the City runs efficiently and effectively. The City has lost 24 employees in 2019. Without an increase in 2019, the City is in jeopardy of losing additional talented employees with years of operational knowledge and experience of the strong customer service principles Gahanna citizens have come to expect. Employees carrying on the daily operations to ensure the community's safety and wellbeing are the most valued assets of the City. The funding of a 2.5% salary increase demonstrates a genuine care and acknowledgment of the great work completed by the City team from every level of leadership within the City.