



# CITY OF GAHANNA

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## Recommendation of the 2015 Special Governance Commission City of Gahanna

*November 24, 2015*

### I. Purpose of Commission

City Council created the Special Governance Commission to fully compare, contrast and document two types of municipal governance: Mayor-Council and Council-City Manager. Expert input, public hearings, academic reports and other standard literature shall be used in the study to consider potential benefits and disadvantages of both forms of government. This Commission was further charged with providing a written recommendation as to whether the form of government within the City of Gahanna should be changed from Mayor-Council to Council-City Manager.

### II. Process

All meetings of the Special Governance Commission were open meetings convened at Gahanna City Hall which the public was welcome to attend. Advance notice of public hearings was provided via The Rocky Fork Enterprise as well as the Gahanna.Gov web site. The City Attorney and Clerk of Council or their delegates were present at all meetings.

The Commission utilized information from Mid Ohio Regional Planning Commission (MORPC), International City/County Management Association (ICMA), and the City of Gahanna as well as various newspapers and research journals.

The Commission reviewed Ohio Statutes re: City Manager identified as O.R.C. 705.51, O.R.C 705.59, and O.R.C. 705.60.

The Commission reviewed Minutes of the 2011 Charter Review Commission.

The Commission convened an Expert Panel of representatives from Ohio cities that are governed under both Mayor-Council and Council-City Manager forms of governance. Questions were solicited in advance from the Gahanna citizenry via Gahanna.gov website. A formal invitation to participate in this Roundtable discussion, along with an advance list of questions regarding budget and government structure, was issued and accepted by representatives of Grove City, Huber Heights, Reynoldsburg, Westerville, and the International City Management Association.

The Commission convened three public hearings, and accepted email comments submitted via Gahanna.gov Open Town Hall or through Clerk of Council.

The Commission solicited input from Mayor Becky Stinchcomb and from all current members of Gahanna City Council. Both candidates for mayor spoke to the Commission: Joseph Gergley on September 22<sup>nd</sup> and Tom Kneeland on October 27<sup>th</sup>.

### III. Pros & Cons

#### A. Advantages of Mayor-Council Governance:

- Mayor is directly elected by the people, and must be a resident of Gahanna
- Mayor (Executive) is a check on Council (Legislative).
- Mayor is a full-time position
- Outside businesses and citizens like to have a Mayor as a central contact person for the city.

#### B. Disadvantages of Mayor-Council Governance

- Mayor is spread thinly across strategic, tactical and ceremonial tasks.
- No minimum educational requirements or prior applicable experience required.
- Potential for revolving door in Mayor position if new person is elected every four year.
- Potential for a disrupted City Vision every four years.

#### C. Advantages of Council-City Manager Governance

- Professional Management with applicable educational requirements
- Larger pool of candidates because they do not have to live within city boundaries
- City Manager is appointed by Council, so minimal opportunity for conflict between Council and Executive.
- Wisdom of Majority prevails, as a majority of council is required to take action within a community. One or two people cannot steer the city in the wrong direction.

#### D. Disadvantages of Council-City Manager Governance

- Citizens do not directly vote for chief executive who is appointed by Council (same model as school board in Gahanna)
- Potential for revolving door in City Manager post as person seeks to improve salary by moving to ever larger higher paying position in different city.
- City Manager works for multiple council members, all with different personalities and agendas.
- Salary expectations are significantly higher for experienced city managers than for current Gahanna mayor.
- Potential for a few wards to control the direction of the City as a majority vote is required to hire or fire the city manager.

### IV. Consolidated Summarized Input

#### A. Gahanna Citizenry

- Thirteen residents of Gahanna took time to speak to the Commission during three public hearings convened during August and September. Five people strongly

supported a different form of professional management than the current strong mayor governance model. Two residents strongly opposed the creation of a Council-City Manager model within Gahanna. The remaining six residents were seeking more information about the process, and expressed an interest in moving Gahanna forward in a strategic cost effective manner.

- Detailed notes from the August 25<sup>th</sup>, September 10<sup>th</sup> and September 22<sup>nd</sup> public hearings can be found in the Appendix.

## B. Expert Roundtable

- Ike Stage, current Mayor and former City Administrator in Grove City: Grove City has a hybrid model where the elected mayor appoints a City Administrator who can be dismissed without cause. Mr. Stage has served in both positions, as well as a member of Council. Current simple charter was adopted in 1959. Believes they are very responsive to citizenry with five elected council members, one at-large, the majority of whom run for re-election every two years. Mayor appropriates funds, Council approves the appropriation. Mayor does not have right to overrule Council. Grove City requires City Administrator to have professional background with related experience. Governance is funded primarily by income tax. Biggest keys to successful economic development are continuity and consistency.
- Tracy Williams, Liaison for International City Management Association (ICMA) and former City Administrator in Huber Heights: Since retiring as a city manager is serving as unpaid volunteer liaison ICMA which is located in Washington, DC. He is a strong advocate for Council-City Manager plan but has great respect for elected officials. In general, City Manager serves at the pleasure of Council. Some City Managers have contracts, some do not. Severance is generally provided if Council dismisses the City Manager. City Managers generally move from small to medium to large cities to advance their careers. Normal length of service is 7-8 years per community. ICMA provides much information regarding performance management and measurement. Facilitating strategic planning is a key role of City Managers. Governance is funded primarily by income tax. Most important economic development asset is an excellent school system. Council-City Manager form of government is growing.
- Nathan Burd, Service Director in Reynoldsburg on behalf of Mayor Brad McCloud: Reynoldsburg has a strong mayor form of government, and their council has four ward-electric members and three at-large members. Indicated that the findings of this of this Commission will be reviewed in Reynoldsburg as well as in Gahanna. Issue of potential move from strong Mayor-Council to Council-City Manager has never been raised in Reynoldsburg. Mayor can veto legislation; Council can override veto with five votes. Reynoldsburg Council has four ward members, three at-large members, and one Council President who does not vote unless there is a tie. Strategic planning is collaborative. Governance is funded primarily by income tax. Mayor sets tone that Development Director and others need to make it easy to do

business with the city. Reynoldsburg does not have a city manager, city administrator, or chief of staff. Citizens of Reynoldsburg like the idea that the CEO was directly elected; there is comfort in knowing the voters put the main person in charge.

- David Collinsworth, current City Manager in Westerville and former City Manager in Tipp City and Miamisburg: Westerville was the third city to adopt a Council-City Manager form of government almost 100 years ago. Their seven council members are all elected at-large as there are no wards in Westerville. Mayor's role is purely ceremonial. All executive functions are responsibility of City Manager. Five year operating budget and five year capital plan are created by City Manager then approved by Council. Department heads are recommended by City Manager and confirmed by Council. Community fit is key, no good or bad form of governance. Governance is funded primarily by income tax; utilities such as water and electric are lock-box revenue streams. Economic development requires strong relationships as potential businesses want to know there is someone in City Hall who can be trusted.
- Larry Jenkins, Vice-Chair of Council in Westerville: City Manager Collinsworth reports to seven council members with different personalities. Westerville has their own electric and water divisions, and they provide fire services for Blendon Township. Council hires the City Attorney and Clerk of Courts; all other positions are hired by the City Manager. Council-City Manager form of government allows the Council to deal with the public with City Manager administers strategic and tactical operations. Five year budgets are responsibility of both Council and City Manager. Governance is funded primarily by income tax; utilities such as water and electric are lock-box revenue streams. Economic development is a team effort.

### C. Mayor Stinchcomb

- Our Charter, like U.S. Constitution, should be slow to change. If Gahanna citizens felt that a change in governance was needed, then there would be significantly higher public participation in meetings of Governance Commission.
- City government is more complex and sophisticated than ever, and requires professional management. Directors and Assistant City Administrator must fulfill baseline requirements for academic preparation, professional credentials, and relevant experience per existing job descriptions.
- Mayor is elected and responsive to citizens. Mayor is treated differently in regional bodies like MORPC: mayor will serve out four year term while city manager can move to a new position tomorrow.
- Mayor is responsible for economic leadership, working with Development Department and new and existing businesses. Mayor also fulfills ceremonial duties and runs daily operations with the city. Mayoral veto power has only been used once in fourteen years, but is an important check on City Council.
- Mayor does not currently have authority to hire a City Manager. Only Council has the ability to create and fund this type of position within the Charter. Council has funded a part-time Assistance City Administrator to assist with daily operations.

- Main problem in Gahanna governance is the lack of funding. Gahanna has one of the lowest tax rates and the highest level of diversity in Central Ohio. Hiring a City Manager at significantly higher salary would not resolve this challenge.
- Property tax is comparable to other Central Ohio suburbs. Only 3.1% of property tax goes to City of Gahanna (less than amount going to library). Our government is primarily funded by people who work in the city of Gahanna, which is why it is so important to grow the job base within our city.
- LEAN Gahanna program has been implemented to increase efficiencies within service delivery. Gahanna has very low ratio of government employees to citizens as compared to other communities in Central Ohio.
- Salaries for Gahanna directors are at or below average per the MORPC data. We often lose good people as they move to other communities at a higher rate of pay.

#### D. Gahanna City Council

- Tom Kneeland (At Large, President): Governance issue has been discussed but has not gained support of Council or city leadership. Main problem is lack of dollars for capital improvements as Council has addressed funding for day-to-day operations. Gahanna needs to increase revenue and grow jobs, not change from mayoral to city manager form of government. City Manager would potentially be job-shopping, not a resident dedicated to best outcomes for Gahanna. City Managers command a hefty salary premium. Current Assistant City Administrator serves dual role as Finance Director. Council could choose to make two separate positions without a charter change when finances permit.
- Stephen Renner (Ward One, Vice-President): Ditto to a lot of Mr. Kneeland's commentary. Does not believe citizens are ready to change governance model. Need to address central question of who we want to be as a city. Disappointed in lack of citizen engagement in this Commission. Concerned that Gahanna would lose checks and balances by moving to Council-City Manager form of governance. Strongly opposed to making change. Everyone in city government should adhere to ethical standards of ICMA. Sees the value in having someone run day-to-day operations, but many residents are opposed.
- Ryan Jolley (At Large): Can find good examples and bad examples for all types of government. Has seen nothing that indicates Gahanna needs to make this change or that residents are ready to make this change. Does not believe we should change our Charter. Having a strong mayor is fundamental to our system of government. We need to do a better job of operating within the existing framework. Smart, competent executives have strong assistants; he would support a Chief of Staff within our current Charter. Mayor should have the ability to staff his/her organization without significant restrictions or increased bureaucracy.
- Jamie Leeseberg (Ward Four): Believes there is some misunderstanding in the community regarding what a true city manager is and what it takes to get one. Does not believe that everyone who signed petition truly wanted a charter change. Cost is a concern as a city manager requires substantial salary. Hiring and firing a city manager is contractual, like hiring of superintendent by the school board, and can lead to churn. Change in governance is not a silver bullet to resolve Gahanna

problems (need to increase revenue, taxes or jobs). Believes that lack of vision is an issue. Still many questions to be answered, but he is waiting for input from this Commission.

- Brian Larick (Ward Three): Leans towards a city manager for our community, but does not believe that structure itself will solve our problems. Roughly 50% of cities are Mayor-Council while roughly 50% are Strong Mayors - there is a reason for this divide. Bad decisions can be made by City Managers, as in Ferguson, Missouri and Port Saint Lucie, Florida. Leadership, not structure, is the key. Example: OSU Football is much more successful under Urban Meyer than Luke Finkle. Believe there is value in current council structure of four wards and three at-large positions.
- Michael Schnetzer (Ward Two): Has experience with all types of governance models in his day job; does not see that one group does better than others based upon model. One form of government is not a panacea. Gahanna has an excellent financial rating, one below best possible bond rating. Questions whether city manager is "flavor of the month" : noted that city manager did not safeguard Port Saint Lucie in Florida from poor financial decision. Believes that people initially like the idea of a council-city manager form of government, but their opinions change when they truly understand the topic and fundamentals. Concerned about financial impact of additional salary and transition costs.
- Karen Angelou (At Large): Was not able to participate due to scheduling conflict

## VI. Recommendation

This Commission unanimously recommends that the City of Gahanna remain a strong mayor form of government for the following reasons:

- Citizens are not ready for a change in governance based upon citizen involvement in this Commission, minimal support for ballot initiative petition in 2014, and minority of residents voting for mayoral candidate who openly supported the appointment of a city manager in his campaign.
- No problem has been identified that could be resolved by the change to a Council-City Manager form of government.
- Mayors have higher perceived status with residents, prospective businesses and regional bodies than do city managers, based upon input from Mayor Stinchcomb and other experts.
- Mayoral veto provides checks and balances over actions of Council, and direct election of all three branches of government is fundamental to the American way of life.
- Experienced City Managers have significantly higher salary requirements than current mayoral rate. Moreover, a City Manager could not be required to be a resident of Gahanna.
- Lack of financial resources is the key problem impacting Gahanna. A change in governance structure alone would do nothing to address this challenge.
- Converting to a different form of governance would be an expensive undertaking in terms of time, energy and money, and would remove the focus from important strategic initiatives as well as day-to-day operations.

- Professional management is provided by experienced Director-level personnel who are greatly sought after by other communities in Central Ohio.

This Commission further unanimously recommends that Council create and fully fund a Chief Administrative Officer position reporting to the Mayor. The person who fills this position would be appointed by the Mayor and confirmed by Council.

This Commission recommends No Action in the 2016 Charter Review Commission with regard to this matter.

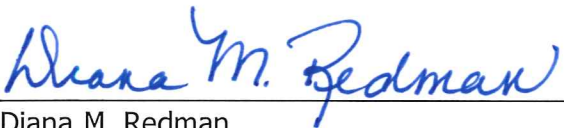
Approved:

  
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Sheila P. Vitale, Chairwoman


  
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George W. Mrus, Vice-Chairman

  
\_\_\_\_\_  
Brian Metzbower

  
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Kelli L. Natale-Koppel

  
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Diana M. Redman

  
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Ken Shepherd

  
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Ellen T. Zehner

## Appendix

- Governance Commission Questions/Letter for July 28<sup>th</sup> Expert Roundtable
- Minutes of July 28<sup>th</sup> Expert Roundtable
- Minutes of August 25<sup>th</sup> Public Hearing
- Minutes of September 10<sup>th</sup> Public Hearing
- Minutes of September 22<sup>nd</sup> Public Hearing
- Minutes of October 13<sup>th</sup> Meeting with Mayor
- Minutes of October 27<sup>th</sup> Meeting with Council
- (financial document created by Jen Teal showing where tax dollars to)

See Gahanna.Gov for complete documentation of the activities of 2015 Gahanna Special Governance Commission



Thank you for coming to speak to the City of Gahanna Governance Commission regarding your city's form of government. Our Commission is charged with the task of studying the various forms of government and making a recommendation to Gahanna City Council regarding the form of government that would be best for Gahanna. We are in the early stages of our study and decided to first look to our neighboring cities various forms of government.

The round table will be casual with the members of the Commission. While the round table discussion is open to the public, only the members of the Commission will be asking questions and discussing your city's form of government. We thank you for agreeing to assist our commission and provide information regarding your city.

We will be asking you to share information on the topics listed below.

- The size and demographics of your City
- The organization of you City Council (at-large, number of members, wards)
- For City's with a Mayoral System:
  - Have you ever thought of converting to a City Manager System?
    - If yes, why have you not done so?
    - Do you have a City Administrator?
- For City's with a City Manager System:
  - Division of Power between the City Council and City Manager Checks/Balances?
  - How the City Manager is selected -- who appoints and the selection process.
  - The term of a City Manager, general contract terms.
  - City Manager interaction with City Council -- what issues are decided by the City Manager verses what issues need to be brought before Council? We are looking for the powers of the City Manager and what is within his/her discretion.
  - What caused your City to change to a City Manager form of Government?
  - Time it took to make a City Charter change until the change was effective, and why?
  - What positions, if any, did the City Manager replace within your City Government? Any changes in department heads, loss of jobs, or jobs added?
  - Has your city performed a cost analysis?
    - What costs did the city incur in switching to a City Manager government (for example: re-writing the charter, search firm for a City Manager, relocation payments/other compensation related items for City Manager)
  - Has your city performed a benefit analysis?
    - What efficiencies have you realized or do you anticipate to realize?
    - How long did it take to start realizing benefits?
  - Do you have or foresee any continuity issues with a City Manager, turn over issues? What is the turnover rate for a City Manager? If you have turnover, why did your City Manager leave and/or terminated?
  - What lessons have you learned from past experience, other cities, prior positions regarding the City Manager government?
  - Growing pains/advice for other Cities?
  - The pay structure of the employees/department heads/council/mayor and/or city manager?
  - How is your city funded: income tax/property tax/business?
  - What challenges do you face as a City Manager or Mayor/Council government?



# City of Gahanna

## Meeting Minutes

### Governance Commission

Office of the Clerk of Council  
200 South Hamilton Road  
Gahanna, Ohio 43230

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Tuesday, July 28, 2015

6:00 PM

Council Chambers

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#### A. CALL TO ORDER

Chair Vitale called the meeting to order at 6:00 p.m.

#### B. ROLL CALL

**Present** 7 - Sheila P. Vitale, George W. Mrus, Brian Metzbower, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

#### C. APPROVAL OF MINUTES

[DOC-0305-2015](#) July 14, 2015 Governance Commission Minutes

**Motion by Metzbower, Seconded by Mrus to approve the minutes of the July 14, 2015 Governance Commission meeting. The motion carried.**

#### D. NEW BUSINESS

[DOC-0306-2015](#) Roundtable Discussion Topics

##### 1. Panel of speakers from surrounding municipalities

Vitale thanked the attendees for coming out for this discussion tonight; said the Governance Commission have volunteered to research the forms of government; their job is to make a recommendation to Council at the end of the year; said they have just recently started meeting as a Commission and are still learning; realize it is not a simple fill-in the box and select a form of government; appreciates the speakers here to help the Commission learn; ask that the speakers introduce themselves and tell us about their city; said the public will write down questions they have and with time permitting those will be addressed.

Mayor Ike Stage with Grove City appreciates the community and volunteers in reviewing the form of government; Grove City is the largest suburb in Franklin County; said he has a unique background; retired from Huntington Bank; co-currently elected as Mayor with Grove City and served with the City while he worked full-time; left the



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*Sheila P. Vitale, Chair*  
*George W. Mrus, Vice Chair*  
*Brian Metzbower*  
*Kelli L. Natale-Koppel*  
*Diana M. Redman*  
*Ken Shepherd*  
*Ellen T. Zehner*

*Kim Banning, CMC, Clerk of Council*

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Thursday, September 10, 2015

6:00 PM

Council Chambers

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#### A. CALL TO ORDER

Chair Sheila Vitale called the meeting to order at 6:00 p.m.

#### B. ROLL CALL

**Present** 6 - Sheila P. Vitale, George W. Mrus, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

**Absent** 1 - Brian Metzbower

#### C. APPROVAL OF MINUTES

[2015-0179](#) GC Minutes - August 25, 2015

A motion was made by Redman, seconded by Mrus, that these Minutes be Approved. The motion carried.

#### D. NEW BUSINESS: None.

#### E. PUBLIC HEARING

Chair Vitale thanked the audience for attending; said we are here to get feedback from the community; learning about the different forms of government and identify what works for our City.

The Chair opened the public hearing.

Paul Bittner, 751 Line Way, has been a resident of Gahanna nearly all his life; said his father was President of Council when the City building was built; has represented a number of cities throughout Ohio; said a professionally managed City with a professional city manager is an advancement; not to say our City cannot still have an elected Mayor; a



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*Brian Metzbower*  
*Kelli L. Natale-Koppel*  
*Diana M. Redman*  
*Ken Shepherd*  
*Ellen T. Zehner*

*Kim Banning, CMC, Clerk of Council*

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Tuesday, September 22, 2015

6:00 PM

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#### A. CALL TO ORDER

Chair Vitale opened the meeting at 6:00 p.m.

**Present** 7 - Sheila P. Vitale, George W. Mrus, Brian Metzbower, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

#### B. ROLL CALL

**Present** 7 - Sheila P. Vitale, George W. Mrus, Brian Metzbower, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

#### C. APPROVAL OF MINUTES

[2015-0189](#)

Governance Commission Minutes - September 8, 2015

**A motion was made by Shepherd, seconded by Mrus, that these Minutes be Approved. The motion carried.**

#### D. NEW BUSINESS: None.

#### E. PUBLIC HEARING

Chair Vitale thanked everyone for coming out; stated that this is the third and final Public Hearing; attempting to gain feedback on the governance of the City; the Commission is made up of volunteers who are charged with making a recommendation to City Council who will make the decision; ask that speakers limit their time to five minutes.

Chair opened the Public Hearing at 6:03 p.m.

Speakers:



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*Ken Shepherd*  
*Ellen T. Zehner*

*Kim Banning, CMC, Clerk of Council*

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Tuesday, October 13, 2015

6:00 PM

Council Chambers

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#### A. CALL TO ORDER

Chair Vitale called the meeting to order at 6:00 p.m.

#### B. ROLL CALL

\*Brian Metzbower arrived at 6:03 p.m.

**Present** 7 - Sheila P. Vitale, George W. Mrus, Brian Metzbower, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

#### C. APPROVAL OF MINUTES

#### D. NEW BUSINESS

##### 1. Discussion with Mayor Stinchcomb

Mayor Stinchcomb thanked the Commission for having her; has been Mayor for 14 years; has served with the City for 24 years; said this is important conversation; believes our Charter should be slow to change with a lot of thought; think the discussion should not be which form of government; is broader than that; should be asking what problems are we trying to solve; can probably all agree that the City needs professional management; believe we can do that without completely changing our Charter; City governance is getting more complex and sophisticated than ever before; there are new departments that have developed since her start as Mayor; the Human Resources department for example; important to have a good management of people; also public information was not really a thing many years ago as it is now; not everyone is reading the paper and it is difficult to reach people; Emergency Management is another important and evolving department; important to make sure citizens are safe; policing



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*Ken Shepherd*  
*Ellen T. Zehner*

*Kim Banning, CMC, Clerk of Council*

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Tuesday, October 27, 2015

6:00 PM

Committee Room

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#### A. CALL TO ORDER

Chair Vitale called the meeting to order at 6:00 p.m.

#### B. ROLL CALL

Metzbower arrived at 6:10 p.m. and left at 7:34 p.m.

**Present** 7 - Sheila P. Vitale, George W. Mrus, Brian Metzbower, Kelli L. Natale-Koppel, Diana M. Redman, Ken Shepherd, and Ellen T. Zehner

#### C. APPROVAL OF MINUTES

[2015-0244](#) GC Minutes, October 13, 2015

**A motion was made by Redman, seconded by Shepherd, that these Minutes be Approved. The motion carried.**

#### D. NEW BUSINESS

##### 1. Discussion with City Council members

**Tom Kneeland:** Vitale asked his thoughts on the topic and advice moving forward with previous experience; Kneeland said in regards to the proposal to change the structure, have been on Council for a number of years; have previously contemplated this same issue and asked if it was time to make this change; did not get any support, especially from many people who are still on Council or hold a position within the City; reflected on his original thoughts on the topic; asked himself what problems we were trying to solve; today we know the City is struggling financially for capital improvement dollars; Council has set us up so we are not struggling with the day-to-day finances but we

are struggling with capital improvement projects; asked how changing the structure of government will improve the root problem; do not see the change improving that root problem; effort and sales people on the street is what we need; need to increase revenue; a city manager has a much different structure than a strong Mayor-Council has; worried that a typical city manager it will be someone who is "job shopping" and looking for the next big opportunity and not worried as much about the community; worry about commitment; city managers do not have to live within the community; a Mayor must be a resident of the City, just like City Council members; City Council is responsible for hiring a city manager; need the majority of Council to make that change; as a Council member, if you disagree with a decision or want to change something you can complain to a city manager but need to get the most vote with Council; vote gets demolished; in terms of cost, city managers demand a hefty salary; possible that our costs could go up significantly; want someone with the qualifications; also believe the transition period would incur costs; Marysville is going through the process right now, do not know what their cost for the transition is; from a city manager perspective, have lived in Gahanna his whole life; we have grown and brought a number of professional people to the market; have a number of directors and staff with the expertise needed; we have the people here we need to run the city; we need a city administrator; we currently have a dual role assistant city administrator; the Mayor needs to be a full-time person working directly with the economic development department; we need to be out talking with businesses and gaining new business in the City, to grow jobs within the City; does not take a structure change to make these changes; something very affordable; functionally a finance director and a city manager are essentially the same; the Mayor needs to set the policy in the City; policy is not as well embraced by someone who does not live within the community and see the impacts that are in place; appears he is not flexible with this, but that is not the case; in full support of what the community wants; just wants to look at the root problem, which is the need to increase revenue and grow jobs in the City; Shepherd asked about a candidate that said he will drop salary down to hire a city manager, asked if someone can lower their own salary in that position; Kneeland said he has asked our City Attorney and Assistant City Attorney and they said to reduce the salary is not a big deal, said he is not sure what formal action needs to be taken, knows you cannot raise the salary mid-term; nothing that states the position is full-time, except that you cannot work anywhere else; said all things need to be looked at in depth to see the total cost; Shepherd said Mayor Stinchcomb made a point that people do not want to talk to anyone except the Mayor when they are upset or even when they want to bring in business to the community; Zehner asked if we can hire a full-time assistant city administrator; Kneeland said we can, do not need a full structure change; we should solve our financial issues

before we take the leap to hiring two separate full-time positions; Vitale said it seems revenue is a big issue here; asked if there have been any other attempts to solve that issue; Kneeland said it never made it anywhere that got it on the ballot; Shepherd said this was discussed by the Charter Review Commission; Kneeland said they routinely discuss the topic but did not recommend it.

**Stephen Renner:** Renner thanked the Commission again for their dedication and time to do this; said ditto to a lot of what Mr. Kneeland said; wants to talk about our citizenry and the people who actually live here; asked if people who live here are ready to change our government and deal with the consequences of changing our form of government; said going door-to-door, can tell that the citizenry is not ready; have not been able to agree on what we want as a City; need to address that central question; said we have to have a strong engaged community on this topic; when we discussed bringing together this Commission, he recommend the public hearings be required; disappointed in the lack of citizen engagement; not different than what we have seen already; thought this topic would be very interesting; ends up being all about Gahanna and asking what we want; here, we have a large divide on our expectations; said our Constitution requires a fair checks and balances in government; will not have that with a city manager form of government; said Mr. Kneeland made excellent points; strongly opposed to changing our form of government; if we are not happy with the current administration, residents have the right to write to Council or come to a meeting; should not change all of this because we are unhappy with the current administration; from his Council member experience - Council is in charge of the budget; they go out in the City and engage with residents; policy making comes into play somewhat; we currently have an administrator function set up in the City; see the value in having someone run the day-to-day operations; there was a large group of residents that did not like that set-up; said the Mayor should be taking care of all of those job duties; have a divide; his experience has been very positive; all goes back to checks and balances; Council has a job to go to the Mayor and work out a deal if something is not right; have the ability to de-fund a project; went to the ICMA's website and looked at their principle's; encouraged the Commission to look over those; believe everyone in government should be following these principle's; Mrus said he has campaigned twice now, asked how many people have wanted a change in government or if it has come up; Renner said not naturally; when there was something out there on the topic, it was very few; Metzbower asked for any outside feedback on the duties of the Commission; Renner said they are doing a great job; did what they could with the public hearings; brought in speakers from other areas, thought that was great; literature and research is dry, but very important.



**Ryan Jolley:** Jolley said he has not heard from the community at-large on the topic; said there are a few individuals who are very outspoken on the topic; this topic seemed to be one of the many that stuck; originally saw that people thought this would be a "magic bullet" to fix all our problems; do not believe that; it is a different method of doing what we already do; there is ample evidence on all different types of government; there are good examples and bad examples all over; have not heard anything compelling in anyone's explanation in why this came up that would suggest to him that Gahanna needs to make a change or is ready to make a change, or will benefit from making a change in our form of government; said does not believe we should change our Charter; having a strong-Mayor is fundamental to our system of government; can understand where there are frustrations in the community; can echo some of those frustrations himself; there are some leadership issues that we have, that can and should and believes will, be addressed in an outcome to the election in a week from now; said any smart, competent executive will have a strong assistant; needs someone who is more geared toward administrative duties so the head can focus on the leadership aspects; those will be the policy, public relations, meeting with folks in the community; fundraising for the City, ceremonial type of decision making; need internal staff controls, would call that person a chief of staff; needs a buffer in between the Mayor; Gahanna needs a more engaged citizenry; more people need to be more engaged; it is what separates us from our peer-communities that we look up to; the vast majority of people in the City are not aware and not engaged; that is a problem because when issues do arise, there is not a good chain of communication; when we have feedback the feedback is skewed; do not believe we need to make a change to our Charter, need to do a better job of operating in the framework we have; Vitale said he sees that we already have that hybrid without having it in our Charter; Jolley said yes; does not understand the argument that you cannot elect someone who is qualified to run a City; believes it works in smaller towns where the Mayor is doing essentially everything; would likely only benefit smaller communities who do not have professional staff; most mid-sized cities, like Gahanna, have a strong-Mayor form of government; understands there is a lot of conflicting data out there; Metzbower asked if it would be an addition to bureaucracy; Jolley said somewhat; things are fairly streamline; what concerns him is when you start putting restrictions on the position, how the person is elected and how the person is removed; believe the ability of the Mayor to staff his or her organization the way he or she fits is fundamental in achieving the mission that the people have voted on.

**Jamie Leeseberg:** Leeseberg said believes the topic needed to be looked at; still some misunderstanding on what a true city manager is

and what it takes to get one; cost is a concern of his; is getting ready to work on the budget for the third time, does not see a lot of room for covering the cost; we have two ways to increase revenue, taxes or jobs; said a city manager requires a substantial salary from what he has seen; also concerned with someone coming in to tell us something we already know; we have a very good and professional staff; see that many of our good, professional staff has left for a better job most of the time; unclear as if the Mayor or Council is responsible for a city manager; hiring and firing is contractual, or is it at-will; said his father was on the school board in his hometown and they saw superintendents come and go; even if you are paying them good, they are looking for a better opportunity; same with asking a Mayor to stay past their term, if they don't want to stay in the position; does not see this as a silver-bullet that will fix all the problems; trying to sit back and wait to see what the Commission brings forward; believes a lot of it is about vision; said there are still a number of questions to be answered; Shepherd asked in his particular ward if he has heard a lot of people complain or give feedback on the topic; Leeseberg said has not heard much; said he does not believe people who signed the original petition read it, they just liked the idea; Redman asked if there was a particular problem he wanted reviewed and looked at in terms of a city manager; Leeseberg said if we are going to make such a change, it would be a good time to make that change; getting ready to go through a new Mayor term; would not impact the upcoming elected Mayor's term but it would be a good time to look at it; whether it is the right answer, believes it is the right time to review.

**Brian Larick:** Larick said he still feels new to all of this; this last came up in 2013; has been similar discussion on-going; lean toward a city manager for this community; structure itself will not solve our problems; the benefit from his perspective is the ability to broaden the structure of leadership; we are a community in the middle of big and little, we are a good size community; structure is irrelevant; we need the ability to bring in professional staff; does not see making the change as a solution; roughly 50% of the municipalities are city managers and the other half are strong-Mayor's; there is a reason there is a close divide; Ferguson, Missouri is a city manager run community, has been in the news a bit; Port Saint Lucie is along the coast and believes it is worth researching; when we talk about making decisions we regret, we should look at them; said they had a folded enterprise that cost millions of dollars; this is mistake; people looked at an opportunity and not the risk the community was willing to take; strong leadership has strong results; Ohio State football is an example, Luke Fickle was in a leadership position, and one year later, the team went undefeated, with a change in leadership; can see the benefit of a strong leader; had the same structure; structure is not as important; Vitale asked if he has heard much from citizens in his ward;

Larick said he has not heard a lot; clearly we have folks compassionate in both directions but does not see it spreading; Mrus said there are a number of studies that suggest 90% of city managers suggest all of Council members be at-large; asked for thoughts on Gahanna switching to at-large seats; Larick said would not be in favor of all at-large or all wards; believes there is a benefit to the mix; can negate folks in certain areas if all members are from one particular area; Leeseberg said he likes going door-to-door with his community and folks in his ward; he still represents the entire City; Redman said if you look at Westerville, the role of Council member's change dramatically, said if you go to a city manager, asked how he sees that impacting a Council member's role; Larick said fundamentally they have a city manager so the rest is a sideline to the primary structure; not sure of the impact of it; structure itself, unless there is a significant flaw, is not the solution; the structure is not the problem; Shepherd asked if there has ever been an instance that all Council members did not want to fulfill the ceremonial duties; Larick said they could cycle it out, does not believe there was ever a time that someone would not step up and take on those duties; thanked the Commission for their time on this topic.

**Michael Schnetzer:** Schnetzer said as a course of regular business, have come across communities with all different types of models; does not see that one group does better than another based on their model; said there are a lot of variables that go into the outcome; does not view one form of government over another as a panacea; asked the Commission if there was anything that stood out to them that they are leaning toward one way or another; Vitale said there is not a lot of community involvement, and people recognize that; cannot say this is something we need if we do not have the community support; another topic is finances; there is a perception that a lot of a residents property tax goes to the City, which is not the case; a Charter change is a huge undertaking; Mrus said you need citizen engagement; asked if the City bond rating was a representation of where we stand; Schnetzer said we are one below the best; may be a lot due to our budgeting; financially we are fine; we might be a single A in demographics, but a AAA in other areas; there are various components; does not believe a form of government will change that challenge that we are facing; eager to see what the Commission comes up with and how they come up with it; try to make his decisions based on provable factors and outcome as an elected official; questions whether or not this is just the "flavor of the month"; noted that Port Saint Lucie in Florida made a poor decision, they are in a city manager form of government; that did not safeguard them; Redman asked how he is defining what "ails" the City of Gahanna; Schnetzer said he is data-driven and it really boils down to the numbers; cannot quantify everything, but can quantify a budget; has seen a decline in the local government fund since 2007, it

was about 3 million to less than half a million; in the next recession we will be in a world of hurt if it is nearly as bad as the last one; income tax has been voted down twice; the government process moves very slow, by design; cannot just flip a switch and approve a budget or fix our problems; does not believe a city manager will impact the coming of a future recession; Shepherd asked if he has heard from his community on the topic; Schnetzer said he believes people like the idea of it, but when they really start to understand the topic and fundamentals, their opinions change; can point to just as many cities in decline in a city manager form of government as are in a Mayor form of government; would like to see a better efficiency one way or another but that does not seem to be the case; Mrus added that research reflects that; said to mirror what Larick said, it goes back to the leadership; Vitale said we see that the cities run by a city manager have run that way for quite some time, there has not been a big change; Schnetzer said the way this has been packaged and sold by a particular group, have to ask if any form of government can live up to the standards; asked if the product justified the cost; it will impact the budget; the salary will not be cheap; asked if there would really be a good return on the investment; cannot say a city manager form will fix everything; looking forward to hearing what the Commission brings forward; Zehner said we hear that finances are one of the bigger problems, yet we have a AA rating, we are not doing as bad as we think we are; Schnetzer said he believes we are closer to a downgrade than an upgrade; Redman said encourages everyone to look at Floyd, Michigan and their decisions with the water supply system; Kneeland said where we struggle right now, is in our capital improvement funds; Schnetzer said there is no dedicated fund for capital improvement projects, it is just coming from our general fund; it is a revenue source that dries up.

#### **E. DISCUSSION**

Vitale said the next meeting will be on November 10 at the same time; said we have a lot of research and information that has been put into Dropbox; need to review the minutes; would like to get a general outline of what our report will look like.

#### **F. ADJOURNMENT: 8:02 p.m.**

is very technically oriented; which then involves information technology; said we do not really have any more employees than we used to with the help of information technology; we may just have more professional employees; Jennifer Teal our Director of Finance and Assistant City Administrator is also here to answer any questions; there is more than one way to manage professionally; we have many options; have to have one person; can have someone who plays the role of the orchestra director; will keep the directors in line and on the same pace; must have someone coordinating administrating effort; need to streamline operations and reduce duplicating efforts; a city manager can do that, or some type of hybrid; can have a city administrator who works under a Mayor; perceives her job as a Mayor/City Manager; is cutting the ribbons and performing weddings but also managing the day-to-day operations of the City; said it is tough to do both jobs well; need to be in City Hall to meet with staff but also need to be out in the community; need to represent the City in the region; sometimes cannot attend meetings due to managing staff locally; Council was not interested in spending the money on a City Manager many years ago; there has only been this strong move to change recently; has decided to evolve the job here in Gahanna; had an assistant city administrator who left; was doing both jobs and realizing how difficult it would be; then hired Jennifer Teal to take on a dual role in the City; said we are professionally managed; chose to do it with strong directors; Mayor has to be a leader; has to also work with the development department; new businesses who are coming in want to talk to the Mayor and Council members; said we are lucky that we have had only two Mayor's in the last 30 years; often City's who go to the City Manager form have said there is a revolving door with the Mayor; we do not have that problem; we have a talented group of directors in this City; we are recognized for that; under our current Charter the Mayor does not have the authority to hire a City Manager; City Council would have to create the position and fund the position; hiring a City Manager will not solve our perceived problems on its own; the real issue is that we are under-funded; believe we have been told by our peers that other cities function like we want to because they have the funds; we have one of the lowest tax rates in central Ohio; the vote has been no in our City; if we go through the process and re-write the Charter, and then in-turn the Code, we will be under-funded; City Managers make \$150-200K per year; do not believe we are run poorly and we need to look at what we want to accomplish with this change; if the public was really that upset with the way things were run, they would be at these meetings; on another note, Gahanna is more diverse than any suburb in central Ohio; it represents a challenge when trying to manage a City; people on a fixed-income cannot pay additional taxes; we also have people on the other end with expensive homes who want the amenities and are willing to pay; noted that not all cities have wards; said we have a

diverse Council as well; believe in the checks and balances and the three forms of government; would like to see a fully funded city administrator position, not a city manager; important that the Mayor have the veto; has only used it one time in her 14 years; it provides a checks and balances system; Mayor is elected and answers to the citizens and when people are upset they want to speak directly with the Mayor; lose that with handling the management of the City; Mayor is treated differently than a city manager as the city manager can be gone tomorrow and the Mayor is elected and will be around for the remainder of the term; we are doing well for the funding we have; hear that we need to be leaner; are reviewing that and can get the Commission that data; we have a low employee ratio for the number of citizens we have; we can always be more efficient; if we get too much thinner, services will fall apart; we have a LEAN Gahanna program that Jen Teal just put together and had 15 of our employees go through; said the Mayor should continue to be a policy leader and maintain veto power; believes the Mayor could continue or take a larger role in working with the development department; would recommend the Commission check out the US Conference of Mayor's; and also the National League of Cities; both great resources; we have cut some of our memberships due to funding.

Vitale said there is a perception from citizens that "we pay our property taxes" and "it isn't being used in the right places"; they ask where the money is going; perception from citizens that "we must be paying the directors too much"; Mayor said we tax differently than other states and other cities throughout the country; property tax is comparable to what other suburbs are at; based on a report from the Finance department, 55.1% of property tax goes to the schools, 22.7% goes to Franklin County services, 12.8% goes to Mifflin Township, 3.6% goes to the Library, the City gets 3.1% of the paid property taxes; if you are retired and not paying income taxes, only 3% of your property taxes is going to run the City; said when people realize that, they change their opinion on things; most of the taxes to the City come from income tax; it comes from where you work; most people do not understand that; does not anticipate that changing anytime soon; is primarily the reason why we need to bring in more jobs to the City.

Vitale said she also hears the perception from citizens that "the City is overpaying directors"; asked Mayor to touch on that; said we are not high or above average in pay, according to MORPC's website; Mayor said our development director was in the top three candidates to move to a position with Upper Arlington, which pays \$110,000/year; we see that many of our staff are leaving for better opportunities and a better pay level; we are not overpaying; we are going to lose good staff if we do not keep up with the averages and base ourselves on surrounding communities; also believe you get what you pay for; must pay

professionals a good wage to receive good service; have had a GIS position open all year and cannot get anyone to take the position; true that if we cut salaries we can fund other things but we want high-quality people running the services that citizens are using and expect.

Mrus thanked the Mayor for her leadership during the recession; asked that they put together a list of programs put in place, like Six Sigma, that helped maintain what we have in Gahanna; said our City government is moving to a more business-like model under her leadership; would like to see that for the final report to review and give to City Council.

Shepherd said there are a number of people that think Gahanna has a number of issues; do not feel that way; his wife and him have tried to buy a house twice and the houses are selling quicker than they are able to put in a bid; we have good schools; the only issue we have is our school board; Mayor said things will change on January 2; also will have changes on the school board; urges the Commission to take this topic serious and not re-write our Charter due to only minimal, perceived issues.

Mrus asked about the bond grading; Teal said we recently received a AA rating; second highest rating possible; Dublin got a AAA, but we cannot compete with them; have been moving up, despite the recession; Mrus asked that she provide a document with that information; Mayor said we do not have as much land to develop as some communities do; currently deciding if we should move forward with a strategic plan; will have an opportunity to engage the public; that is another way of accomplishing some of these goals; most cities our size have done a strategic plan.

Vitale asked that she talk about Council funding a full-time City administrator; said there is a Mayor candidate that has talked about getting rid of some positions; said there is a perception that we may have too many positions; asked her to touch on that topic; Mayor said we have a lot of different disciplines that work here and are different; can offer things that someone in another position cannot offer; said we have a highly educated police force; not sure that consolidating them you will find a good person with experience that fits the needs; want one person advocating for their department; our team has the ability to think outside of the box and work with other departments and think about the City overall; if we lose directors in expertise we will lose services and will have to outsource a lot of work or share services with other communities; will have to wonder where their focus will be if they are not directly linked with Gahanna; we can become more efficient and consolidate in some areas; we have two part-time directors who

work for a low salary but offer great expertise.

Zehner asked if there are basic minimum requirements for job descriptions; Mayor said there are and can get that information to the Commission.

Vitale asked if the Charter has certain positions that we must have; Mayor said she believes so; said we also have Civil Service positions that the Mayor cannot control; we can "clean house" but will lose a lot of our value.

Redman said have not thought about the severance packages; Mayor said we have three unions here in the City: FOB, OPBA and Steel-Workers union; most of the unclassified positions work at the pleasure of the Mayor; have not had many layoffs; Redman said we can run into discrimination laws if we go through a "clean house" process; Mayor said we do not have age-limits in the City of Gahanna; reminded the Commission that this is why we have a Human Resources (HR) department.

**E. DISCUSSION**

Chair Vitale reminded everyone of the next meeting on October 27, 2015 at 6:00 p.m.

**F. ADJOURNMENT: 6:59 p.m.**



Jeannie Hoffman, 708 Waybaugh Drive, thinks it would benefit Gahanna to go to city manager or administrator; some type of different government than we have now; we are in a good place right now that we can have the four years to transition; will still have the checks and balances; can be done to benefit all residents of Gahanna; the people should vote and decide; believes it can be done for and be good for all the City of Gahanna.

Joseph Gergley, 880 Tamara Drive; said he is running for Mayor; it is safe to say he has talked about this issue with more people in Gahanna than with anyone else; thanked the Commission for taking part; believes their recommendation could play a huge part in Gahanna's future; would like to fully support a hybrid model; believes a hybrid model would benefit the City; would have all the benefits of a city manager but it would also provide the accountability that we have in the strong Mayor form; would like to see the Mayor retain their political powers, veto appointments to committees and commissions; would work with the city manager to present the budget to City Council; would also focus on citizen engagement; that would take a larger role than we do currently; the city manager would run the day-to-day operations; believe we should allow both to stick to their strengths; a city manager has expertise in city management and politicians strengths in policy making; believe we are doing a disservice by not having a city manager; we see the communities who are really thriving, Dublin, Westerville, Upper Arlington, all the things we talk about in Gahanna that we are looking to go towards: strong infrastructure, strong parks and recreation; we see that with these communities because they are more efficient and they waste less; believe under a hybrid model the Mayor would necessarily need to take a pay cut to pay for the additional costs; believe the benefits of a city manager would make up for the additional expense; hopes the Commission considers this model.

Kate Kautz, 199 Regents Road; thanked everyone for serving on this Commission; appreciates it as a tax payer; asked for the three models that the Commission is looking at; wanted to say that Gahanna is much better than any other city in central Ohio; truly believes that; we have the location and the tax rate and the people to make that happen; she thinks this City is the strongest of all.

Chair Vitale said the three types in their broad category being looked at right now are a Mayor, strong Mayoral form, city manager with a City Council and then the middle which is the hybrid; said there are variances with each type; the commission was asked to take time studying the various types; Mrus said there is no one-size-fits-all; its an evolution; takes time and citizen engagement; many variables that

come into play; base is much different than Upper Arlington or Dublin; can't call a spade-a-spade; here to look at where we see Gahanna fit; Shepherd said one of the things is regardless of what recommendation they submit to Council; this will require a Charter change; it is the will of the people

Chair closed the Public Hearing at 6:12 p.m.

## F. DISCUSSION

Metzbower asked Gergley about the hybrid model he presented; asked how Gergley would envision the pay-cut for the Mayor and how a city manager would impact the director positions which currently exists; has positives but asked how having a manager how it would affect the directors; Gergley said there could be some consolidation; does not believe as a candidate it would be right to talk about what places he would consolidate; said the Mayor would take a larger role in public outreach and communication; would also point out that the model he presented would not take a Charter change; the Mayor can voluntarily take a paycut; or they can voluntarily request Council to approve a paycut and use those funds to bring on a city manager; what would require a Charter change and make a permanent deal is allowing the Mayor to have outside income; there is nothing that says the Mayor cannot delegate authority to someone else to maintain the responsibilities of the day-to-day operations; not something we need to wait four years for; in four years we will elect another Mayor; suggest we look at communities around central Ohio, ask how many communities brought on a city manager without the Mayor's full support and driving the issue; Metzbower asked if the Mayor's salary cut alone would pay for a city manager; Gergley said no but there are positions in there currently that we can consolidate; after that, believe it could be done; Shepherd asked if this is something Gergley believes Gahanna would go for; Gergley said absolutely; a lot of people have asked him about the city manager change and they are not sure about it but when you talk to them about it and explain some of the benefits, they get it and understand that people who are running for office, this may not be their expertise; if you look at the five people who ran for Mayor this year, there was not a lot of city management experience; when we talk about the hybrid model, people see the best of both worlds; believe a lot of people who were on the fence before are saying we now need this; Hoffman said she was one who initially brought up the topic and obtained signatures for the Charter change and the city manager petition; Gergley said the biggest thing he hears from people is accountability; people want to be able to vote for their

Mayor; under the hybrid model you would still have that and still keep the checks and balances system; Metzbower asked if he thinks this should go to the voters; Gergley said yes, would like to go to Council and request they cut his pay and do it as a one year or two year thing; prove to the residents of Gahanna that this is going to work; if it doesn't, back to the old model, but believes it will work; Redman asked from his discussion with citizens of the community do any of them have a better understanding of the different forms of government or is it the same or getting better; Gergley said he spoke to a gentleman last week that was initially so against this, as he was too, but they looked into it and saw the benefit; as soon as they look at the issue they choose the option they can vote for; have to look at the other aspects of the City that people do not vote on; other people and positions in the City that are making huge financial decisions for the City; an example was the CIC (Community Improvement Corporation) that we saw earlier this week; buying properties on the west side; said there are people on the CIC that are elected officials but there were no public hearings on those; there are positions within the City that are not elected that people are making big decisions; it is an accountability issue; need people who will be held accountable; Vitale asked Hoffman, said she has seen how many people come to these public hearings, asked if everyone has enough information on this matter; Hoffman said she thinks people are paying attention; having a degree person in the city manager position could save us more with their expertise.

**G. ADJOURNMENT: 6:26 p.m.**

**H. UPCOMING MEETING DATES**

Chair Vitale reminded everyone of the upcoming meetings; the 13th meeting will have the current Mayor there for discussion; the the 27th we will hear from the members of City Council.

**Tuesday, October 13, 2015 - 6:00 p.m.**

**Tuesday, October 27, 2015 - 6:00 p.m.**

city manager can relieve the burden of management to a professional who is trained in that area; we are a municipal corporation; recommends the Commission consider having a professional administrator; discussed in 2011 on the Charter Review Commission; the timing was not right then; believes the timing is better now with the upcoming changes the City will see.

Daphne Moehring, 441 Lily Pond Court, commends the process; believes it is something we need to visit; the timing is right; said having someone who is trained in city management is a benefit; said if we look at Upper Arlington we can see that it really gets down to the person and their ethics and how the person works with the City and their Council; believes they're in a recall effort; their City did not include citizens in their efforts; by putting an additional person in with the proper credentials we do not give up the ability to have citizen input at the right time and not after a decision is made; not an advocate for either way; terminating a city manager is another decision that would have to be further looked into; thanked the Commission for their service.

Larry Zapp, 160 Karney Place, has served on Planning Commission in the City; lived in the City since 1988; lived in Grove City prior to his years in Gahanna; served on the CIC and Charter Review Commission in Grove City; also has a business who has a branch office in Grove City; adamantly opposed to having a city manager who reports directly to City Council; will have four people who in effect control the City; best method would be to have an elected Mayor who appoints the city administrator; will then be that checks and balances system.

Joe Keehner, 116-D Town Street, said he has lived in Gahanna for about 29 years; not opposed to the idea of a city manager; understands a Mayor is directly responsible to the citizens, unlike a city manager; seems redundant to have a city manager and department heads; many aspects of government have been undermined because of financial decisions; cannot base everything on dollars and cents; if you have a Mayor with department heads who are knowledgeable you should not need a city manager; need to look at what is the best picture for democracy and not just because things are cost-effective or trying to get away from government.

Mary Dixon, 847 Eastchester Drive, was at the last public hearing; said the Commission asked about communication; did some research and has made a chart of the three different kinds of government being considered; currently we have an elected Mayor with a salary of around \$103k and an assistant City Administrator with a salary of around \$68k; current duties of the Mayor include acting as a CEO,

appointing members to boards, executing contracts, submits budget to City Council; said a city manager is hired by City Council; has a median salary of \$85k; said have similar duties to a Mayor but works more under the City Council; the hybrid model with both; Mayor would act more as a CEO and the administrator is more of the CAO and is hired; noted this is a growing trend; endorses the hybrid model; represented at Grove City currently; a hybrid model allows for continuity; in Grove City the Mayor's salary is \$25k/year with a \$5k increase per year through 2017; the city administrators salary is \$125k/year; will have to look into a severance package; that could range from \$300k to over \$500k; noted that the positions are funded by income tax; also reiterating what occurred in Upper Arlington, also occurred in Sandusky; said the city manager does not necessarily need public relations skills.

Bob Dean, 449 Allanby Court, questions why we are considering this route; suspects it has to do with financial reasons; do not believe the decisions that need to be made will be any easier with a city manager; a professional city manager may help balance funds and where they need to be spent; asked how will we know if we are successful.

Rick Duff, 312 Dunbarton Road, thanked the Commission for their service; not decided one way or the other on the best route; believes there is some merit to having a city manager; believes a Mayor is still needed; Gahanna is growing; needs someone qualified to oversee the daily functions; City Council does the vast majority of the work as part-time; similar to a school-board; a superintendent is not an elected position; because it is hard to find someone qualified within the City; need to explore the option to open up the position to candidates who do not live in the City; believes we will need a Mayor and likely part-time; need a balance of power and the access to the public; the face of the City.

Michelle Gusmus, 1310 Havant Drive, believes we have a great City; believes we have grounds to make up when it comes to attracting residents and businesses; needs someone with a proven track-record of a vision for the city; will come from someone with prior experience over seeing the City; believes this is no different than hiring a CEO of an organization; want the best qualified and a person with experience; do not believe we will be able to successfully find someone who lives in the City and has a full-time job and bring them in and get them up to speed on how to run the City; said many years ago it would have made sense to have someone running the City who lived in the City; today it is a complicated job and may not be something you can learn in the Mayor's typical term; believes a hybrid model would be better than we have today but is not fully on board; does not believe the benefit is there; a city manager form of government would put more

pressure onto City Council; will have to expect more of Council members; must educate the public when it comes to electing City Council members.

Chair closed the public hearing at 6:35 p.m.

[2015-0186](#)

Supporting Documents - Handed out at 9-10-2015 Governance Commission meeting

## F. DISCUSSION

Chair Vitale said this is a chance to have dialogue with the residents; asked Bittner about the discussion of this topic when he served on the Charter Review Commission; Bittner said the Commission was in 2011; said they brought up changing the executive role of government; solicited input from the public; also heard from other municipalities like the Governance Commission has done; discussed having a Commission like we have formed now; the Charter Review Commission did not feel they had the time and ability to make those changes in their position; said the hybrid model got the most recognition; people liked the idea of having someone they can call and hold accountable to the residents; also had comments that a Mayor works and we do not need to fix it.

Shepherd said he read the article by Mary Dixon in Rocky Fork Enterprise; asked where the median salary for a city manager came from; Dixon said she got that from ICMA (International City/County Management Association); said it was a 2011 figure; Shepherd noted to Mr. Dean that a number of people from Gahanna have brought this topic up to City Council; City Council then asked that the Governance Commission look into the change in the form of government.

Vitale encouraged everyone to read through the minutes from the Commission throughout the year; have had much discussion on the topic; had a roundtable of speakers with guests from other municipalities; also encouraged citizens to come to future meetings; Mrus said we are fact-finding and will be reporting to Council in December the findings and recommendation.

Karen Angelou, City Council member, said the ICMA stands for International City/County Management Association and we are members.

Redman this is not a black and white issue; have been getting feedback from residents on what they want to see and what they do not want to see; appreciates what everyone is saying; Shepherd also added that the Commission will discuss whether the residents of

Gahanna will vote on a change to a city manager; Zehner said they will be making a recommendation only and it is not binding; Redman added that she believes residents will vote on the final decision; Natale-Koppel said the recommendation is not immediate; will likely not happen in the next year or two; this is a long-term plan; Vitale said Council will take the next steps.

Michelle Gusmus asked about the election in November and the election of a Mayor for a four year term; Redman said Marysville went through this process and their transition plan was between 18-24 months; nothing happens overnight; will have to work through the steps; Zehner noted that the next Mayor of Gahanna will be the Mayor for the next four years.

Vitale reminded everyone of the next public hearing; said will also be having a meeting on October 13 and October 27 where the Mayor and City Council will be present for dialogue.

**G. ADJOURNMENT: 6:51 p.m.**

**H. UPCOMING PUBLIC HEARING DATE**

TUESDAY, SEPTEMBER 22, 2015

All meetings will commence at 6:00 p.m. in Council Chambers in City Hall. All meetings of the Governance Commission are open to the public.

community for a while to move out of state and came back to the City as a law director; was then asked to serve as a city manager; said we have an unusual form of city government; Mayor can veto legislation; manager runs the city on a day to day basis; Mayor appoints the city administrator; different type of government.

Tracy Williams, liaison for the International City Management Association (ICMA); retired city manager; has a degree in city planning and a master's degree in public administration with an emphasis in city management; said he has handed out several documents to the Commission for review; said there is a lot of valuable information in the packet; since being retired has been serving as the liaison for ICMA that is located in Washington D.C.; honored to be here tonight; said he is a strong advocate for the Council-manager plan; has a great respect for elected officials; each city must decide what is best for their needs; said he is a volunteer and is not paid.

Nathan Burd with Reynoldsburg; not a Mayor or City Manager; said he is the service director for their City, oversees 4 departments and reports directly to the Mayor; served on City Council as an at-large member; their City covers three counties; believe their operations are very similar to Gahanna; have a strong Mayor form of government; said their Charter outlines things very specifically; their Council has 4 ward elected members and 3 at-large members; their city attorney and city auditor are elected along with the Mayor; said this discussion is valuable to their city as well and looks forward to learning about the findings of this Commission.

David Collinworth said he is with the City of Westerville; works as their city manager; served in Tipp City as city manager for almost 11 years; was also an assistant city manager in Miamisburg, Ohio; worked closely with Tracy Williams who was city manager in the town next door; said they collaborated a lot with different things; there is a hybrid in the form of government in terms of Council-manager versus Council-Mayor forms of government; want everyone to keep in mind that each city will need something different; Westerville was one of the first communities in Ohio to adopt the Council-manager form; believes they were the third city in Ohio; getting ready to celebrate 100 years operating in this way; will not be helpful when discussing the transition because they have been operating this way for a great deal of time; have 7 elected officials; all are elected at-large; no wards in the City of Westerville; Council members collectively appoint the City Manager; have a chairman of Council; chair of Council operates the same way as president in their structure; said the city manager reports to the 7 Council members; performs the duties provided in the Charter; can view the Charter at [westerville.org](http://westerville.org).



Larry Jenkins, Vice Chair of Council with the City of Westerville, said he is one of 7 members; said Collinsworth has 1 boss with 7 different personalities; said their City has their own electric and water division; said they also provide fire for Blendon Township; members of Council represent the public; have the ability to hire the best people and person to represent the City; Council hires the city attorney and clerk of courts; everyone else will answer to Collinsworth; said they are active and willing to answer any questions.

Vitale asked Grove City how their unique form of government came about; Stage said their Charter was adopted in 1959; said it is a very simple, small Charter with about 100 pages; said the city administrator is very different than the city manager; said city managers who work for a Council have several bosses; the ability of the person who has to work for a Council versus just one person changes things; various personalities can present a challenge to work for; like that they are very responsive in their chosen form of government; believes it has served them well; they also like only having 5 Council members; one is at-large; every 2 years they change the majority; the Mayor performs the appropriation Ordinance and the City Council approves it; Mayor plays a key role; Council can amend it but they have seen few amendments; Mayor does not have the right to over-ride the Council; it is a good checks and balances system.

Vitale asked Reynoldsburg if they thought of moving to city-manager; Burd said every 5 years they have a similar commission to explore options that could relate to this topic of discussion; served for the last 2 years and this was never a topic of discussion; talked with many people in city hall today and it was not a topic of discussion; would like to take a look at our findings at the end of this. Vitale asked if Mayor can veto legislation; Burd said yes with 5 votes to veto. Vitale asked how many total Council members they have; Burd said they have 4 ward members, 3 at-large members, and a Council president who is at-large and does not vote unless there is a tie, which does not often happen; technically have 8 but only 7 vote.

Vitale asked the city managers to describe the division of power between Council and city managers; Collinsworth said the Mayors role is purely ceremonial; have the ability to marry people and so forth; all executive functions, development and proposal of a budget, hiring and firing of staff, proposal of legislation, all those are roles the city manager fulfills; three positions in their entire organization that the Council hires; law director, clerk of Council, and city manager; important element that there is a provision within the Charter that discusses noninterference; Council member cannot direct and employee not under their power to do something; that is reserved for a city manager. Vitale said the budget is created by city manager, asked

if Council approves it; Collinsworth said yes; in the spring they do a 5 year capital improvement plan, which is approved by Council; in the fall a 5 year operating budget is presented; each year is appropriated individually; do not get caught up in the one year budgeting cycle. Mrus asked if Council approves all or nothing or has line items with the budget; Jenkins said Council is very engaged in the process; said the budget is amended to add, amend or remove anything that they did not like; they have the chance to review it for a few weeks before it is presented; never approved as a whole without comments. Vitale asked who hires the finance director; Collinsworth said in their Charter, the main department heads are recommended by the manager and Council has a confirmation vote; said he would do all the legwork and when they are close to a final selection they involve Council members.

Vitale asked what the term of the city manager is; is it contract based; Williams said Westerville's Charter is similar to West Carrollton; city manager serves at the pleasure of Council; if Council is not satisfied they can dismiss the city manager at any point; said they are in charge; it is very responsive; Council is elected, they serve for the people; the city manager is not elected but serves at the pleasure of Council so they are also working for the people; city managers are responsible for carrying out duties within the Charter; said some managers have a contract and some do not; said there is usually a severance given as these managers have a family; it varies with each community; said he did not have a contract the last 28 years he was working as a city manager; said statistics show if a city manager is fired there is a higher chance to find a better job; said in his experience he has appreciation for the wisdom of City Council; need the majority vote; found that one or two members may go off the deep-end but there is wisdom in the majority vote; as an elected official they take a different perspective than one hired; it is a protection to the community; Collinsworth said there is no specific term that will work for each city, will vary and depend on the person and the city.

Vitale asked how long city managers serve in general; understands there is not a contract on a specific term, but just an idea; Williams said nationally we are seeing longer tenures; managers typically move from a smaller city to a larger city to advance their career; nationally we see them staying longer than they used to; sometimes their spouses get a position within the city; maybe generally 7-8 years across the country; the southwest portion of Ohio has a lot of Council-manager communities; do not see a lot of movement with that.

Vitale asked about the city administrator and how it works; Stage said

when interviewing for administrator they found that most are under city manager form of government; city manager can be dismissed without cause; still have that with their form of government as well; believe they have the best of both worlds; requires that their administrator's background be of a professional background with some type of related experience; would tighten that up if he was to change the Charter.

Vitale asked what usually causes a city to look into a city manager; Williams said the complexity of government; it is a form of a business; so much litigation anymore, technology is changing, meetings are often broadcast on TV, cities are growing, populations are increasing; need a trained person to run the city; need experience and training in operating a city and not just someone elected by the public; elected school board members have enough sense to elect someone with a school superintendent type background; need that same analogy in government as well; Jenkins said from a Council perspective they have many moving parts and hours that go into things; difficult to have communication with the city without their city manager; city manager form of government allows Council to deal with the public and manage the inside pieces.

Mrus asked about city efficiency; given the complexity of businesses; Jenkins said they are going through a strategic planning process; Williams said ICMA.org has a lot of information about performance management and measurement; it is the latest thing; Collinsworth said part of the skill-set that the manager needs to have deals with the various aspects of the city; said there will always be standard metrics but it will not determine what the community needs; Williams said there is an article in the packet handed out that discusses efficiency; said that is an example.

Mayor Stage said from her personal experience in the private sector, having a straight Mayor with no other employees with continuity can be a disaster; hurt many communities; no right or wrong answer; said the community tries to elect someone who is qualified; Gahanna is fortunate; said it is uncommon to have an elected Mayor who is not qualified but it happens and things fall apart; Burd said their requirements are minimal for their Mayor; it is a long term concern having someone who is not professional in that position.

Vitale asked about the strategic planning and continuity; Burd said their strategic plan is collaborative in their City; Jenkins said their best asset is their five year planning budget; money controls a lot of it; the discussion between Council and manager is vital; have various qualifications as well but they are minimal; Williams said it is a key role of a city manager; retreats were facilitated and it led to discussion on their strategic plans; very useful tool; this was done prior to the

budget; all works together to carry forward; enjoyed those meetings; good process; would take it back to staff at staff meetings.

Vitale said one of the issues we are looking at is what positions within city government could and would be replaced with a change to a city manager form of government; just looking from a budgetary perspective; Collinsworth said will depend on the structure; statutory forms of government have a safety/service director, sometimes that is split, sometimes those positions are combined; in a Mayor-Council form the Mayor can be more ceremonial but no day-to-day executive functions. Vitale asked Grove City about salaries; Stage said he actually likes the job of a city administrator better; the Mayor makes sure they are keeping the big picture together but the city administrator does a lot of their day-to-day functions; Mayor also appoints their development director; administrator appoints their law director and other department heads in consultation with the Mayor; it is what works best for them; Vitale asked if there was anything in their Charter with qualifications for Mayor; Stage said it is the same as we had discussed; said they do have an opportunity to bring in someone under the Mayor which will bring in the business perspective if the Mayor does not have the professional experience; Williams said he appreciates the elected officials he sees with strong business backgrounds.

Vitale asked what lessons have you learned from previous experience in your positions; positive or negative that the Commission should look at; Collinsworth said it is a community fit thing; no right or wrong; can have good form and bad form; can have good actors and bad actors; Vitale asked how their cities are funded; Stage said they are funded primarily from income tax; try and keep their operating functions directly in line with income tax; Williams said in Montgomery County it is income tax based; average citizen believes they are funded by property tax; said a good majority of the property tax goes to the school district; had to educate citizens on that; Jenkins said the biggest tool cities have are income tax.

Jenkins said cities are the ones out there doing development transactions because it is in their best interest; said the transition to pay for city manager, Council will have to decide if there are positions to create or remove; always ways to organize the structure to make it work you just have to move things around and find what is best for the city; will be a cost to add a position but you will have to re-invent the budget to make it work.

Burd said their income is primarily income tax based; said it is an educational process to let people know that property taxes are not paying the primary income of the City; Vitale asked if they are

land-locked; Burd said their Licking County portions, they are building homes there, growing in Licking County; that is not the case for Franklin County.

Collinsworth said they are significantly into the utilities, which brings in a sizeable revenue stream; those dollars are a lock-box for operating those facilities; the general fund has to support everything else.

Metzbower asked if the speakers can talk about their economic development and if they are able to focus more on economic development as a city manager so the Mayor can bring in jobs and so forth; Stage said the number one thing is continuity and consistency; Jenkins said for them it is a team effort; falls under the city manager's office; assistant city manager plays a huge role as well; sometimes it is a support role; sometimes it is more significant than that; Collinsworth said it is a full contact sport in Ohio and very competitive; willing to give generous incentives; challenge is measuring that on the return on investment; no one-size-fits-all; agree with Mayor Stage in terms on continuity; have strong relationships that help you along the way in your development process; want to know there is someone in city hall they can trust and talk to; Burd said their Mayor set a tone that the development director and those under them need to make it easier to have businesses within the city; Williams said everything they do they considered economic development; most important asset in their community is their school district; no matter how good your police or fire is, people want a good school district; location is important; said businesses offering to come into your city and comparing incentives is rising and will likely continue to rise.

Shepherd said residents always want to be able to elect, asked if they think their situation is still viable to that; Stage said it is a hybrid and it has worked for them; it makes you accountable; said their city administrator has over 30 years of experience; help the Mayor get elected or not elected; Mayor is the one who is held accountable though; Collinsworth said good management is good politics; if the city is well run and well managed it will fare well for the elected official.

Vitale asked Williams how common it is to have a Mayor-city administrator; Williams said in most cases the Mayor will hire a city administrator; Vitale asked if qualifications are similar for manager and administrator; Collinsworth said no one-size-fits-all again for this question; said he is held accountable for a certain code of ethics; believes they should be a member of ICMA and be held to those standards and ethics; Vitale asked if the records of ICMA are available for us to review; Collinsworth and Williams said yes they are; if they expel a member there is a notice that goes out to the jurisdiction; Williams said you can go to the website and click on ethics and it

provides the foundation; Stage said he knows of no other city in Ohio that has the form of government that they have; Mayor is elected and appoints the city administrator; certain requirements are needed to be met for a city administrator; its unique but what works and Gahanna has to find what works for them; Burd said there is no one with that title in their city; the Mayor works alone primarily and with the department heads; Jenkins said city administrator does not allow for the stability that a manager does; does not want a community that changes every election; not sure if an elected official brings in anyone more qualified than the one the elected official hires on; the public comes and goes based on what they are paying attention to; Shepherd said it is easier to get rid of one person who is a Mayor instead of 5 or 7 on Council members; Jenkins said you do not want to not do what's best for your city because of the what-if's; make a decision for the City.

Mrus asked Jenkins when they go into executive session will Collinsworth be invited; Jenkins said yes unless it pertains to Collinsworth; Stage said they have no executive session; Burd said they have what Westerville described; Williams said also similar to what Westerville described.

Vitale asked how their Council elections are staggered; Jenkins said this year they have 3 up and next year they have 4 up; it is staggered; all are at-large; Vitale asked if they are a broad pick or if it is from a certain part of the city; Jenkins said it is non-partisan; representing the whole city and not just one neighborhood; he is constantly representing and charged with representing a whole city; believes it's a better representation.

- **The public can submit questions in writing to the panel and time permitting, each inquiry will be addressed. Further meetings will be scheduled for the public to ask questions, comment and dialogue with the Commission.**

Vitale said one question: "I've heard the panel members specify the benefits of a city manager form of government, but not those of a mayoral form of government. Will someone specify the advantages of a strong Mayor form of government?" Burd said residents like the idea that the CEO was directly elected; comfort in knowing the voters put the main person in charge; Williams said the Council-manager form of government is growing fast; ask those in the room why is that; then we can understand; have a lot of respect for Mayors; Metzbower asked what you would consider those sizes to be; Williams said no opinion on that; some large cities that have Council-manager forms of government.

Vitale said another question from the audience "Can anyone on the panel provide information about the transition process from one form of government to another, especially from strong mayoral to city manager?" Williams said you have to prepare Charter and a Charter Commission; model is available; one of the fundamental things that need to be done; the Charter cannot be changed without a vote of public; Vitale said it is not overnight; Jenkins said you are managing a political change; we have operated a certain way for so long; realize we have a race coming up; that is likely the most difficult thing as we all get adjusted and are resistant to change; Collinsworth said there is often a transitional Charter; if you look at cities who have made this change there is a provision that addresses this.

Vitale said another question given is "Grove City has gone back and forth between both forms of government and now has a hybrid form. What drove those changes?" Stage said they have only gone back because of his particular position; the form of government did not change; it changed with him; have been a strong mayor/city administrator-Council form of government since 1959.

Vitale asked another question from the questions turned in "Has the Commission been doing research on these issues prior to this meeting? If so, can the members here tonight describe what they've learned?" Vitale said all their meeting information and discussion topics are available online on [gahanna.gov](http://gahanna.gov); started this in April; early in the process.

Vitale asked what one piece of advice you would give the Commission; Stage said patience; should be a lot of reaching out and trying to get input; people are naive in what the form of government is and how it operates; an outreach program is helpful; Williams said to think long-term; it is easy to get caught up in the moment; think of your children and grandchildren and what form of government will serve them the best; do not get caught up on power; power is often given to people who do not seek it; Burd said we have a good group of residents who care about the issue; said do really well because they are watching next door; Collinsworth said complete your research, take your time, and look at what is working elsewhere; Jenkins said there is not a one-size-fits-all answer; goes to the outreach and where you are trying to take the city in the future and the long-term goal; some people may say if it's not broke do not fix it; ask why you are trying to change things and what will get you there more efficiently and cheaper.

## **E. DISCUSSION**

Vitale thanked each of the speakers for taking the time and coming to

Gahnana to speak.

**F. ADJOURNMENT: 8:02 p.m.**

**G. UPCOMING PUBLIC HEARINGS**

Vitale reminded everyone of the upcoming public hearings. Tuesday August 25, Thursday September 10, Tuesday September 22. Will be held at 6:00 p.m. in Council Chambers.

**Kayla Holbrook, Reporting**





# 2015 Budget in Brief City of Gahanna, Ohio

# Mayor's Message

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To the Citizens of Gahanna,

Welcome to the City's 2015 Budget in Brief. Our complete budget document is nearly 400 pages thick because of all the information that we are required to include. Reading it is not for the faint of heart, but understanding the City's budget is important. It is the key to understanding the services that the City of Gahanna provides to its citizens and businesses.

This Budget in Brief is a pared down version of the longer document. It is intended to be an easy-to-read guide that covers the major parts of the budget. It includes summary information about the City, a summary of our revenues and expenditures overall and a closer look at our General Fund, which provides the bulk of the services people expect from the City. It also details our plans for long-term financial sustainability and capital investment in the community.

The City's 2015 budget was developed as a part of a year-long effort to forge a path to long-term sustainability for the City of Gahanna—an effort marked with an unprecedented level of collaboration and sharing with Council, City staff and our citizen stakeholders. It totals \$58 million, including all funds and operations. This budget takes into account fundamental changes to the structure of the City's revenue streams as a result of the Recession and provides for the City's core services and functions with current and ongoing revenue. The 2015 budget invests one-time savings in strategic capital investments

For a more detailed look at the City's 2015 budget, and all of our City financial publications, please visit the City's website at [www.gahanna.gov](http://www.gahanna.gov).

In Service,



Rebecca W. Stinchcomb, Mayor



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### Contact City Hall

200 S. Hamilton Rd  
614-342-4000  
[www.gahanna.gov](http://www.gahanna.gov)

# City of Gahanna Overview

## Guiding Principles

### *Gahanna's Vision Is.....*

*...to be an innovative model community that values its rich heritage, pursues high standards, and promotes respect among its citizens.*

### *Gahanna's Mission Is...*

*...to ensure an exceptional quality of life by providing comprehensive services, financial stability, and well-planned development which preserves the natural environment, in order that city government will continue to be responsive, accessible and accountable to our diverse and growing community of citizens.*

### *Critical Success Factors*

Gahanna's leadership has identified five Critical Success Factors associated with the mission and vision of the City that articulate those things that *must go well* in order for the City to achieve its mission and vision.

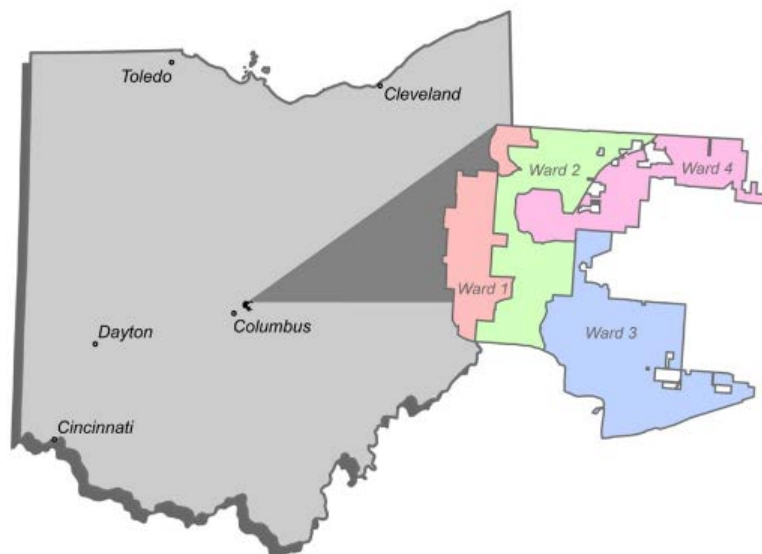


## History



Early settlements began in the region in 1803, soon after the State of Ohio was admitted to the Union. Gahanna was founded along the Big Walnut Creek in 1849 by John Clark. Clark named his property the Gahanna Plantation, from which the City of Gahanna derives its name. The name Gahanna is derived from a Native American word for three creeks joining into one and is the former name of the Big Walnut Creek. The City of Gahanna's Official Seal refers to this confluence of three creeks with the inscription "Three In One".

Gahanna maintained a considerable rivalry with the town of Bridgeport, which was 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 and incorporated into a Village in 1881. Today, Gahanna is a 12.4 square mile home-rule municipality located within Franklin County in central Ohio.



# Elected Officials

## Mayor

The City has a strong Mayor-Council form of government. The Mayor serves as the Chief Executive Officer of the City, responsible for the general management of the City and for seeing that all laws and ordinances are enforced. The Mayor appoints professional directors to the City's departments, who administer the day-to-day operations of the City. Mayor Rebecca W. Stinchcomb was first sworn in as Mayor of Gahanna in October 2001, and previously served as a member of City Council representing Ward Three since 1991.



## City Attorney

The City Attorney provides advice and legal representation to the City and all elected and appointed officials and employees in their official capacities. The City Attorney prosecutes or defends all suits for and on behalf of the City and serves as legal counsel for the City's various boards and commissions. Gahanna's current City Attorney is Shane Ewald. He was elected in November, 2011 to serve four-year term commencing on January 2, 2012. Prior to being elected City Attorney, Mr. Ewald served four terms on Gahanna City Council as a representative of Ward Two.

## City Council

All legislative powers of the City are vested in the City Council. Four members are elected from wards and three are elected at-large. Council is responsible for passing an annual appropriations ordinance and authorizing the Mayor to sign contracts and agreements. Council determines its own rules of procedure and its meetings and their proceedings are open to the public.



# Gahanna at a Glance

The City of Gahanna, population 33,288, is a dynamic and vibrant community. Gahanna’s population is diverse, well-educated and involved in community, school and faith activities. Residents enjoy a wide variety of community amenities, including the shops and restaurants of Olde Gahanna and the Creekside District and the second largest amount of park and open space acreage owned by a municipality in suburban Franklin County.

## Demographics

Population Facts		Cost of Living	
Population	33,288	Median Household Income	\$75,641
Median Age	39.4	Median Home Value	\$187,700
Households	13,053	Home Ownership	75%
Median Household Size	2.55	Unemployment Rate	4.1%

Sources: US Census Bureau, Mid-Ohio Regional Planning Commission

## Physical Attributes

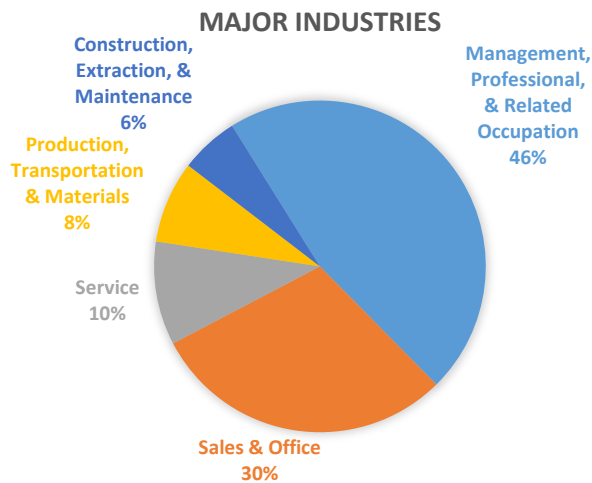
Land and Infrastructure	
Area (square miles)	12.42
Streets (lane miles)	325
Sanitary Sewer (miles)	161.94
Water Mains (miles)	177.42
Fiber Optics (miles)	20.26
Parkland (acres)	750+
Parks + Open Spaces	42
Trails (miles)	17.1
Playgrounds	15

Sources: Gahanna Public Service and Parks Departments



## Employment and Economy

Gahanna has more than 3,000 local employers that contribute to the strength of the City’s local economy and the City’s excellent bond ratings (Standard & Poor’s: AA+ and Moody’s: Aa1).



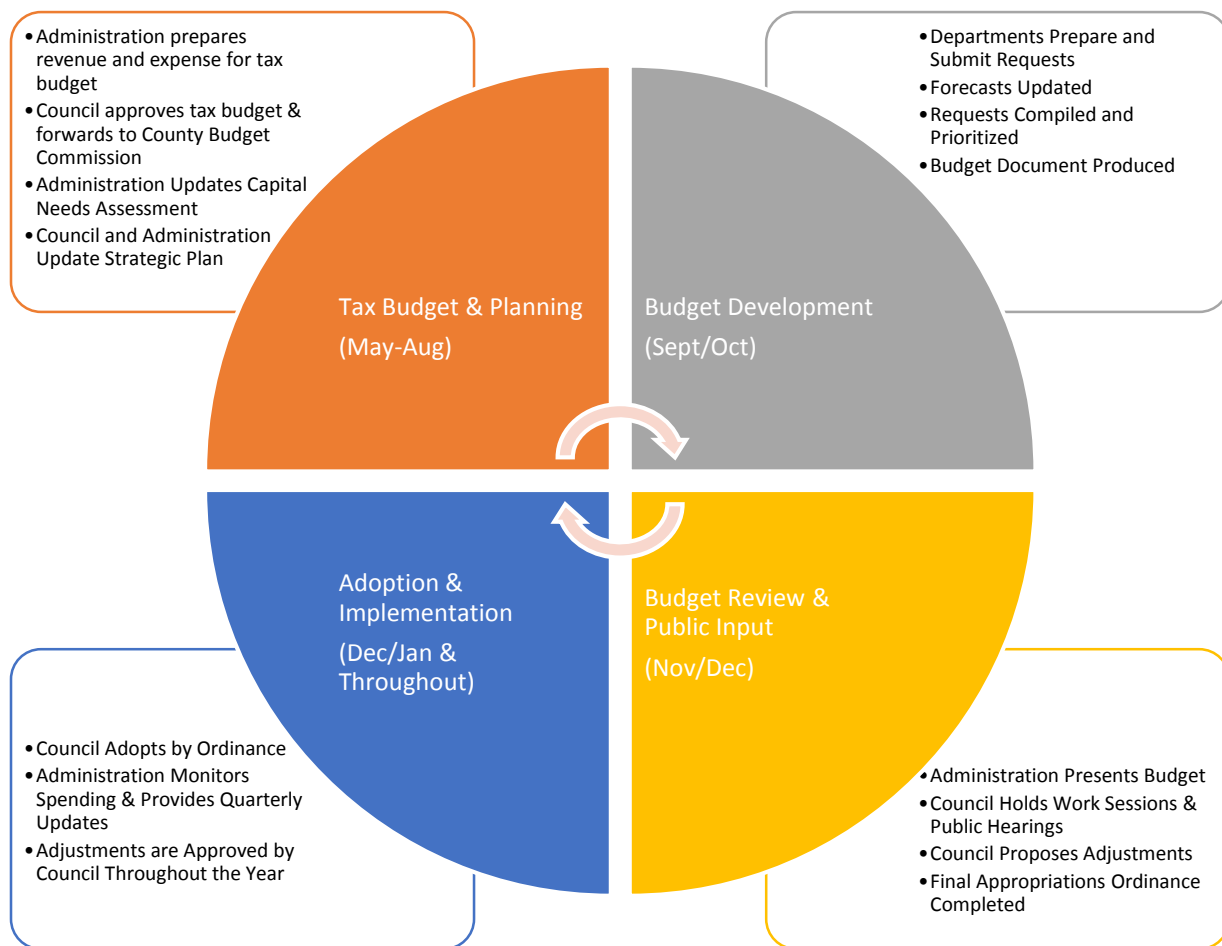
Top Ten Income Tax Withholders (2013)
American Electric Power, Public Utility
Gahanna-Jefferson Schools, Public School District
JP Morgan Chase, Financial Institution
McGraw-Hill Education LLC, Educational Materials Supplier
Ohio Power Company, Public Utility
Columbus Academy, Private School K-12
City of Gahanna, Municipality
Grant/Riverside Medical Care, Healthcare Provider
State Automobile Mutual Insurance, Insurance Provider
ADP Total Source III, Human Resource & Payroll Service Provider

# The Budget Process

Gahanna’s annual budget is one of the most important and informative documents City officials, staff and citizens will use. It is the financial plan for the year, identifying the City’s priorities and policy environment, and reporting department activities and performance.

Developing the City’s budget is a year-round process that ends in December or January with the final formal adoption of the budget by City Council. Key milestones of the process are the submission of the state mandated tax budget each July to the County, completion and presentation of the annual Capital Needs Assessment, and then Council’s formal adoption of the budget.

The adopted budget becomes effective on January 1. The entire budget is available on our website at [www.gahanna.gov](http://www.gahanna.gov). This year’s budget will be provided to the Government Finance Officers Association (GFOA) to be considered for the Distinguished Budget Presentation Award. Gahanna received this award for the first time for its 2014 budget.



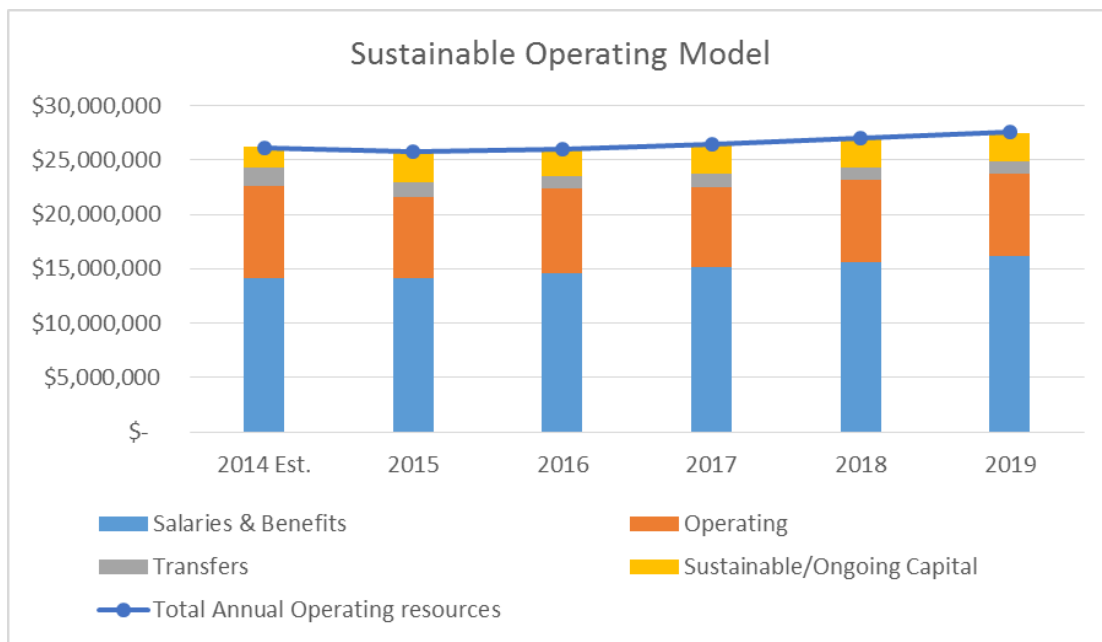
# Sustainability

The 2015 budget request has at its foundation the concept of **sustainability**. Throughout 2014, the Administration and Council collaboratively developed what we call the Sustainable Operating Model (SOM). The SOM is built upon two key ideas:

- 1) We will **maintain the City's core infrastructure at a professionally appropriate level**
- 2) **Ongoing operating costs must be paid for using ongoing revenue sources**

Simply put, for Gahanna to remain financially sustainable into the future, we cannot rely on one-time windfalls, accumulated savings, or short-term cost-cutting measures to balance our operating budget.

The SOM is a five-year plan for General Fund funded City operations, which combines information from our historical trends, future projections and ongoing capital needs to determine a sustainable ongoing level of operations for the City. Long-term savings have been achieved by reducing overall staffing from pre-recession levels, backfilling full-time positions with part-time staff where feasible, and reducing or eliminating programs and services that are not deemed core to the City's operations.



While the SOM addresses our ongoing operational needs, it does not address the need for funding for one-time capital improvement projects and other strategic one-time initiatives. As a part of the 2015 budget process, the Administration has developed a long-term plan for funding high priority one-time projects using one-time resources. The details of this plan can be found in the full budget document available at [www.gahanna.gov](http://www.gahanna.gov).

# Capital Investment

## *Operating Capital*

The 2015 budget includes steady annual funding for ongoing capital expenditures that are needed as a part of ongoing City operations, such as equipment and vehicle life-cycle replacements and the City’s annual asphalt overlay program. By providing steady annual funding for these ongoing capital needs, the City will be able to proactively manage and minimize the operations and maintenance costs that would be required to service aging infrastructure.

Fund	2015 Request
<b>General Fund</b>	
Creekside Park and Plaza Repairs	220,000
Golf Cart Replacement Program	30,000
Police Facility Maintenance and Upkeep	75,000
Police Radio Replacement Program	75,000
General Fund (Except Police) Equipment Replacement	300,000
Police Vehicle Replacement Program	400,000
Physical Server Lifecycle Replacement	32,500
<b>Capital Improvement Fund</b>	
Park & Golf Course Annual Paving	60,000
Play Elements & Surfacing Replacement	60,000
Asphalt Overlay	917,000
Street Lights at Intersections	20,000
<b>County Permissive Fund</b>	
Asphalt Overlay	190,000
<b>TOTAL, GOVERNMENTAL FUNDS</b>	<b>2,379,500</b>

In addition to the projects identified above, the City also plans to issue bonds to fund \$4.5 million in Detroit-style residential street rebuild projects to be completed over the next three years.

## *One-Time Capital Projects*

The 2015 budget also includes funding, using one-time resources such as accumulated fund balances and grant funds to address the projects listed below. Detailed information on each of the projects listed is available in the full budget document.

Fund	2015 Request
<b>General Fund</b>	
Hunters Ridge Pool Boiler Replacement	18,000
Creekside Parking Garage Electrical Separation Project	84,000
Golf Course Fuel Tank Replacement	100,000
Dual Network Core Switches	100,000
GNET Fiber Network Growth & Redundancy	26,000
<b>Capital Improvement Fund</b>	
Hamilton Rd Central	728,000
Morse Rd Columbus Project - Hamilton - Trellis Ln	150,000
Safe Routes to Schools Phase II	159,000
US-62 Resurfacing and Signal Improvements	350,000
Carpenter Road Culvert Replacement	281,550
<b>TOTAL, GOVERNMENTAL FUNDS</b>	<b>1,996,550</b>



# Staffing & Organization

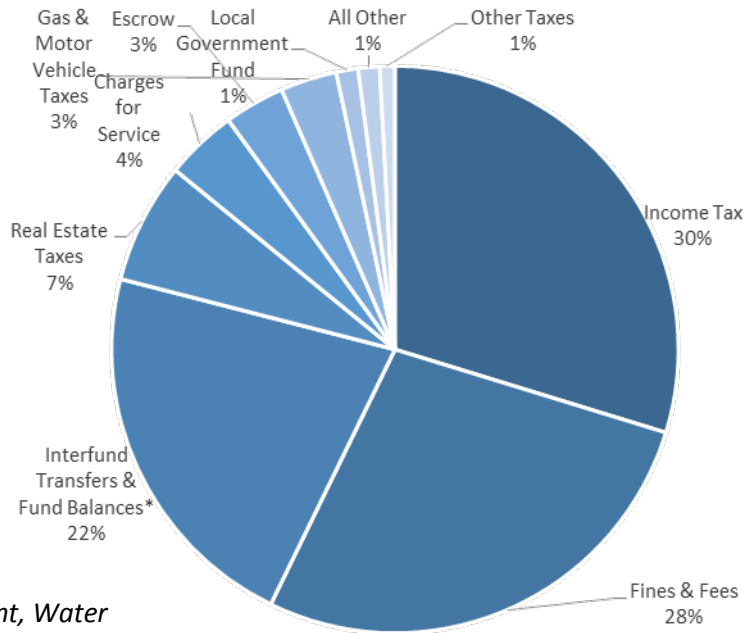
Gahanna's City government is, at its core, a service organization. Our greatest strength is our people. From the 55 sworn members of our Police force who serve and protect the citizens of Gahanna to our Parks & Recreation staff who maintain over 775 acres of award-winning parks and open spaces throughout the City, Gahanna employs 140 full-time, 82 part-time and 51 seasonal employees who keep the City running. An additional 40 elected and appointed officials serve on City Council, and various boards and commissions.

## City of Gahanna Organization Chart



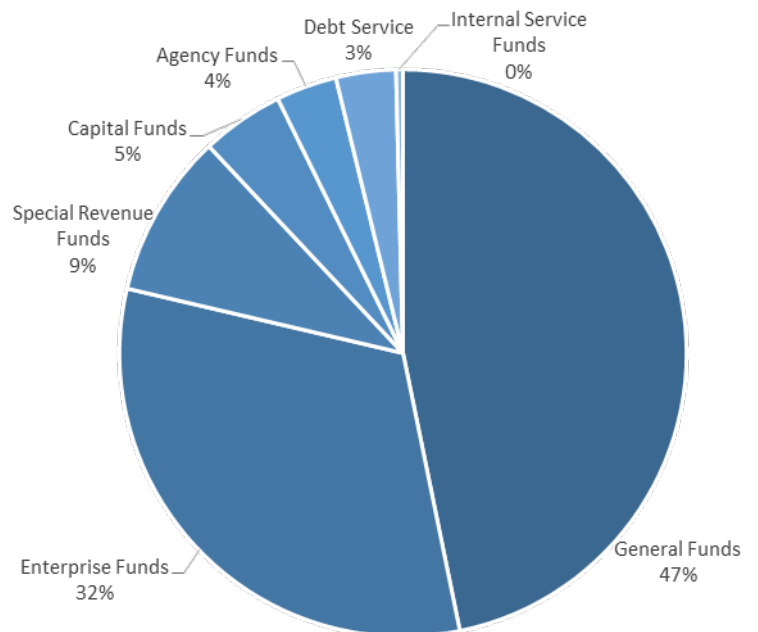
# Where the Money Comes From

All Funds-Resources by Category	
Income Tax	\$ 17,389,100
Fines & Fees	\$ 16,074,200
Interfund Transfers & Fund Balances*	\$ 12,732,500
Real Estate Taxes	\$ 4,031,600
Charges for Service	\$ 2,397,110
Escrow	\$ 2,022,100
Gas & Motor Vehicle Taxes	\$ 1,883,000
Local Government Fund	\$ 730,000
All Other	\$ 712,700
Other Taxes	\$ 503,500
<b>Total</b>	<b>\$ 58,475,810</b>

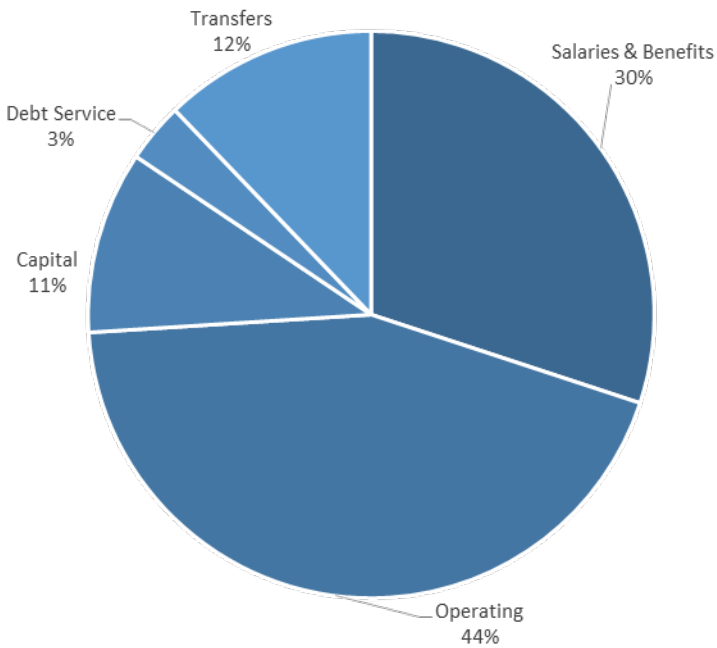


*\*Many of the City's funds, like the Capital Improvement, Water and Sewer funds, have dedicated resources which can only be spent on these programs. Fund balances maybe higher in these programs due to saving for future projects.*

All Funds-Resources by Fund Type	
General Funds	\$ 27,358,220
Enterprise Funds	\$ 18,636,620
Special Revenue Funds	\$ 5,468,020
Capital Funds	\$ 2,755,050
Agency Funds	\$ 2,028,700
Debt Service	\$ 1,999,700
Internal Service Funds	\$ 229,500
<b>Total</b>	<b>\$ 58,475,810</b>

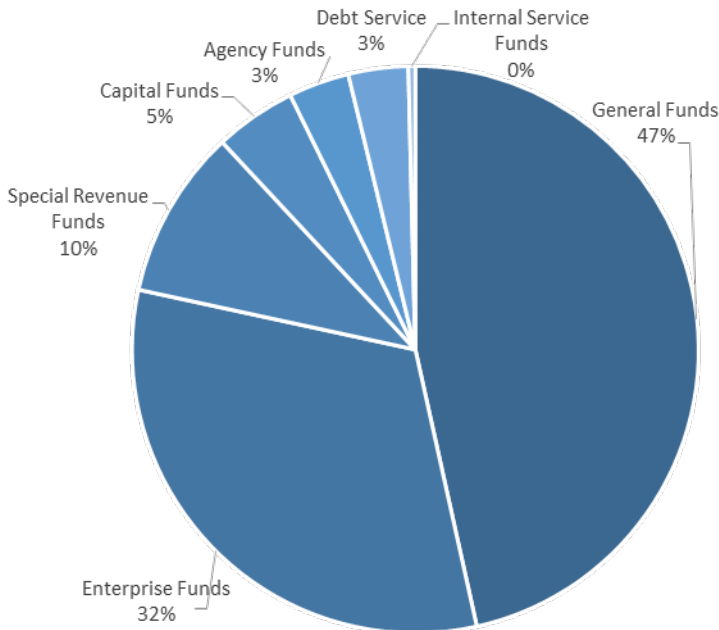


# Where the Money Goes



All Funds-Expenditures by Type	
Salaries & Benefits	\$ 17,572,000
Operating	\$ 25,696,830
Capital	\$ 6,090,340
Debt Service	\$ 1,991,100
Transfers	\$ 7,125,540
<b>Total</b>	<b>\$ 58,475,810</b>

- Salaries & Benefits**: all wages, salaries, and fringe and insurance benefits for the City's workforce
- Operating Expenses**: supplies, materials, contract services and maintenance expenses
- Capital Expenditures**: construction or purchase of capital assets and infrastructure that have a value of at least \$5,000 and useful life of at least five years
- Debt Service**: annual principal and interest for bonds issued to finance past capital projects
- Transfers**: repayments and movement of money between City funds



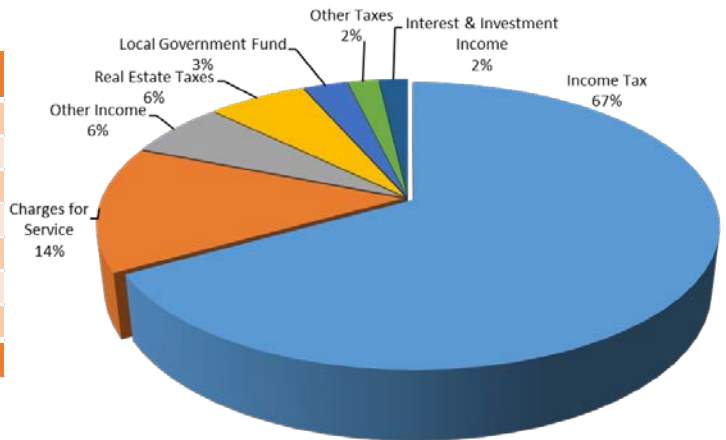
All Funds-Expenditures by Fund Type	
General Funds	\$ 27,203,040
Enterprise Funds	\$ 18,636,620
Special Revenue Funds	\$ 5,652,700
Capital Funds	\$ 2,725,550
Agency Funds	\$ 2,028,700
Debt Service	\$ 1,999,700
Internal Service Funds	\$ 229,500
<b>Total</b>	<b>\$ 58,475,810</b>

# Gahanna's General Fund

The City's General Fund provides the majority of resources for most of the services that cities typically offer, including public safety, maintenance, and general government functions required to support direct services to the community.

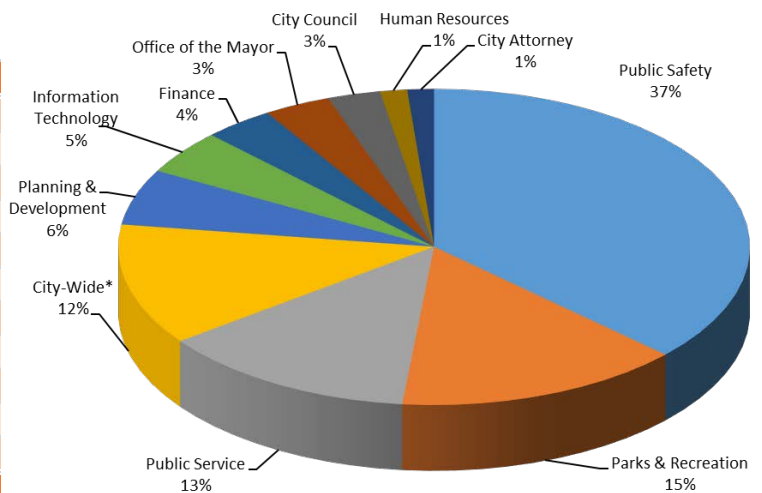
## General Fund Revenue

General Fund Revenue	
Income Tax	\$ 17,389,100
Charges for Service	\$ 3,668,600
Other Income	\$ 1,621,200
Real Estate Taxes	\$ 1,612,000
Local Government Fund	\$ 730,000
Other Taxes	\$ 503,500
Interest & Investment Income	\$ 475,000
<b>Total</b>	<b>\$ 25,999,400</b>



## General Fund Expenditures

General Fund Expense by Department	
Public Safety	\$ 10,048,140
Parks & Recreation	\$ 3,989,820
Public Service	\$ 3,599,090
City-Wide*	\$ 3,379,550
Planning & Development	\$ 1,558,620
Information Technology	\$ 1,231,800
Finance	\$ 982,300
Office of the Mayor	\$ 930,460
City Council	\$ 735,020
Human Resources	\$ 377,450
City Attorney	\$ 370,790
<b>Total</b>	<b>\$ 27,203,040</b>



\*City-Wide expenses include fund transfers, auditor deductions, and revenue sharing expenses.

*Gahanna maintains an emergency reserve in the General Fund of 25% of planned operating expenses for the year (excluding one-time capital). In 2015, this amount is \$6.4 million.*

*Excess reserves are used to fund high priority one-time capital and operating investments.*

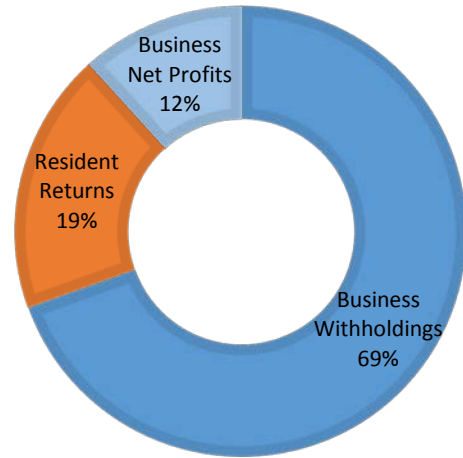
# Understanding Your Taxes

## Income Tax

Gahanna's primary source of General Fund revenue is our local income tax. It makes up two-thirds of total General Fund revenue. Gahanna's income tax rate is 1.5%, with an 83.33% credit for the first 1.5% in taxes residents pay to another municipality.

Income Tax: How much do I owe? (\$50,000 income)		
Resident who works in Columbus	Resident who works in Gahanna	Retiree/Under 18
<ul style="list-style-type: none"> <li>• Pay Columbus \$1,250</li> <li>• Pay Gahanna \$125</li> </ul>	<ul style="list-style-type: none"> <li>• Pay Gahanna \$750</li> </ul>	<ul style="list-style-type: none"> <li>• No income tax</li> </ul>

## 2014 INCOME TAX REVENUE



The majority of the income tax the City collects come from Gahanna businesses, between their withholdings (69%) and net profits (12%). For this reason, City efforts to create jobs and strengthen our business base are essential to the financial health of the City.

## Real Estate Tax

Real Estate taxes are based on the tax rate where the property is located and the taxable value of your property as determined by the County Auditor ([www.franklincountyauditor.com](http://www.franklincountyauditor.com)). The total tax rate in Gahanna tax district 025 (Gahanna Jefferson Schools & Mifflin Township) is 81.78 mills per \$1,000 in Assessed Value.

Real Estate Tax: How much do I owe? (\$200,000 Assessed Value)	
\$5,724	\$177
Total Amount of Real Estate Tax for 2014	Amount that Gahanna Receives



Gahanna Jefferson Schools  
55.1%

Franklin County & Social Services  
22.7%

Mifflin Township  
12.8%

Library  
3.6%

City of Gahanna  
3.1%

Vocational Schools  
2.6%

## Your Real Estate Tax Dollar At Work

In Gahanna, **only 3.1%** of the real estate taxes paid by property owners comes to the City of Gahanna. The rest is distributed to the Schools, Franklin County (including social services and the zoo) the Township general fund and fire department, the Library and the Vocational Schools.

# Get Involved

There are numerous opportunities for Gahanna's Citizens to get involved with City government.

## City Council

Attend a City Council meeting on Monday nights at 7 pm. Public comment is encouraged during the formal Council meetings on the first and third Mondays of each month. The second and fourth Mondays are used for committee meetings and work sessions. The public is welcome to attend those as well.

City Council hosts monthly "Coffees with Council" sessions to connect with citizens. Check the City's website for a schedule of upcoming dates and times.

## Boards and Commissions

City Council and the Mayor appoint citizen members to sit on a number of boards and commissions that guide the work of the City. Contact us if you're interested in learning more or to see if vacancies exist in any of these groups

- Board of Zoning and Building Appeals (BZA)
- Charter Review Commission
- Civil Service Commission
- Community Improvement Corporation (CIC)
- Community Reinvestment Area Housing Council (CRAHC)
- Community Urban Redevelopment Council (CURC)
- Convention and Visitors' Bureau (CVB)
- Income Tax Board of Review
- Landscape Board
- Parks & Recreation Board
- Parks & Recreation Foundation
- Planning Commission
- Records Commissions
- Senior Center Advisory Board
- Tax Incentive Review Council
- Water and Sewer Advisory Board

## CONTACT US

In person:

Gahanna City Hall  
200 South Hamilton Road  
Gahanna, OH 43230

By Phone:

(614) 342-4000  
(614) 342-4100 Fax

Online:

[www.gahanna.gov](http://www.gahanna.gov)

## JOIN THE CONVERSATION

Follow Gahanna on Social Media



[www.facebook.com/CityOfGahanna](http://www.facebook.com/CityOfGahanna)

[www.twitter.com/CityOfGahanna](http://www.twitter.com/CityOfGahanna)

[www.instagram.com/CityOfGahanna](http://www.instagram.com/CityOfGahanna)

And sign up for our new online forum for civic engagement:

**Open Town Hall**

[www.gahanna.gov/forum.aspx](http://www.gahanna.gov/forum.aspx)



**From:** [Jennifer Teal](#)  
**To:** [Kayla Holbrook](#)  
**Cc:** [Kim Banning](#); [Becky Stinchcomb](#); [Joann Bury](#)  
**Subject:** RE: Governance Commission Request  
**Date:** Friday, October 23, 2015 4:58:45 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image010.png](#)  
[image014.png](#)  
[image006.png](#)  
[image007.png](#)

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Kayla,

I'm coordinating many requests made by the Governance Commission on 10/13 as well as by Mr. Mrus via email and voicemail . Many of the referenced documents are found in a folder titled "[Documents for Governance Commission](#)" that I created at T:/Council. The rest are hyperlinked in the body of the message below. Please pass this information along to the commission for their consideration.

### **Budget-in-Brief**

The Mayor referenced the City's 2015 Budget in Brief, which includes a graphical representation of how residents' property tax dollars are allocated as well as the City's income tax structure.

### **Lean Initiatives**

I have included the Lean Gahanna Q2 report out along with our most current "by-the-numbers" report.

### **Bond Ratings**

[2015 Moody's Aa1 Rating Report](#)

2013 Standard & Poor's AA+ Upgrade Report

[2013 Moody's Aa1 Rating Report](#)

### **Performance Dashboard**

We did not begin reporting the PM dashboard until 2014. In 2014, Council leadership requested that the current year data be reported quarterly. We have since reverted to YTD reporting. Our 2014 year end dashboard in the T drive folder. The Q3 2015 dashboard is also uploaded. It includes full-year data vs quarterly.

### **Budgeting Best Practices**

Many of our current budget practices align with best practices acknowledged by ICMA, Government Finance Officers Association and the National Advisory Council on State and Local Budgeting. GFOA best practices can be found at [on their website](#). Our recent work and upcoming initiatives align with the following best practices:

- [Appropriate Level of Unrestricted Fund Balance in the General Fund](#) (Reserve Policy)
- [Achieving a Structurally Balanced Budget](#) (Sustainable Operating Model)
- [Establishment of Strategic Plans](#) (Results-based Strategic Planning-forthcoming)
- [Effective Budgeting of Salary and Wages](#) (Sustainable Operating Model)

- [Incorporating a Capital Project Budget in the Budget Process](#) (Budget/Capital Needs Assessment)
- [Performance Management](#) (Performance Measurement Program)
- [Strategies for Managing Health-Care Costs](#) (Participation in Central Ohio Health Care Consortium)
- [Financial Forecasting in the Budget Preparation Process](#) (Sustainable Operating Model)
- [Making the Budget Document Easier to Understand](#) (Annual Budget, Budget in Brief)
- [Presenting the Capital Budget in the Operating Budget Document](#) (Annual Budget)
- [Public Participation in Planning, Budgeting, and Performance Management](#) (Annual Budget)
- [Departmental Presentation in the Operating Budget Document](#) (Annual Budget)
- [The Public Finance Officer's Role in Supporting Fiscal Sustainability](#) (Sustainable Operating Model)

In recognition of these practices, the City has been recognized for its 2014 and 2015 Budgets in GFOA's [Distinguished Budget Presentation Award Program](#). The City's Comprehensive Annual Financial Report has also been received the [Certificate of Achievement for Excellence in Financial Reporting](#).

I hope this information is helpful. Please let the commission members know I would be happy to provide any additional information they may require as well.

Best,

Jennifer

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**From:** Kayla Holbrook  
**Sent:** Tuesday, October 20, 2015 4:25 PM  
**To:** Jennifer Teal <Jennifer.Teal@gahanna.gov>  
**Cc:** Kim Banning <Kim.Banning@gahanna.gov>  
**Subject:** Governance Commission Request

Hi Jen –

George Mrus called in today to inquire about the documents he requested at the last Governance Commission meeting.

“Mrus asked about the bond grading; Teal said we recently received a AA rating; second highest rating possible; Dublin got a AAA, but we cannot compete with them; have been moving up, despite the recession; Mrus asked that she provide a document with that information; Mayor said we do not have as much land to develop as some communities do; currently deciding if we should move forward with a strategic plan; will have an opportunity to engage the public; that is another way of accomplishing some of these goals; most cities our size have done a strategic plan.”

If you can email me the requested documents, or add them to the T Drive, I can upload them to the Governance Commission's Dropbox.

Let me know if you need anything from our office. ☺

Thanks!



**Kayla Holbrook**  
*Deputy Clerk of Council*



COUNCIL OFFICE MEETING AGENDAS & MINUTES 

# LEAN GAHANNA PROGRAM

## Program Status Report

August 10, 2015

## OVERVIEW

This program will be modeled on the state's LeanOhio program, which has a mission to make government services simpler, faster, better and less costly. Using continuous improvement methods such as Lean and Six Sigma, Gahanna City programs and departments will be empowered to cut the proverbial "red tape," remove inefficiencies, improve customer service and achieve measureable results.

This program will leverage training received through LeanOhio with scholarship funding provided by the state's Local Government Efficiency Program (LGEP). The Lean Gahanna program will institutionalize a culture of "lean thinking" throughout the City by providing ongoing in-house Lean/Six Sigma training opportunities for City staff, facilitation of Lean/Six Sigma projects throughout the City and fostering a Lean culture throughout City government..

By improving program efficiency and effectiveness through Lean training and projects, Gahanna government will be a better value to the taxpayers and stakeholder communities. Over time, Gahanna will also be poised to provide services and training resources to other local public sector partners, such as the townships, schools and neighboring communities.

The Assistant City Administrator/Director of Finance (ACA/DF) will be the project lead for the Lean Gahanna program, assisted by the Finance Coordinator-Budget & Performance (FC). As additional staff members receive Lean training and develop expertise, the Lean Gahanna project team will grow and evolve.

This program is linked to other strategic initiatives also underway in the City, including the City-wide Strategic Plan and Performance Measurement.

## SCOPE

This program will include three primary components: Training, Improvement Projects and Fostering a Lean Culture.

### Training

The Lean Gahanna program will utilize the LeanOhio Boot Camp training model to provide week-long training opportunities for City staff. The City will leverage scholarship funding from the LGEP scholarship program to provide training to up to 12 City employees per funding quarter. This training will equip staff members to:

- Scope an improvement project
- Make invisible processes visible so they can be dramatically simplified
- Be an effective improvement team member
- Identify the leading causes of waste
- Eliminate batching and other enemies of speed
- Decrease the complexity of processes and eliminate unneeded steps
- Develop requirements for an efficient process before implementing IT solutions
- Create a dashboard of visual data to easily measure progress

Ultimately, two week-long training sessions should be provided in Gahanna each year to provide convenient opportunities for all management staff, as well as other interested employees and community partners. Staff may utilize additional LeanOhio Boot Camp sessions outside of Gahanna as scheduling requires. Once the in-house capabilities exist, it is anticipated that the boot camp sessions will be facilitated by Gahanna City staff, rather than outside trainers.

In order to develop a deep bench of employees able to lead internal training and provide expertise on all types of process improvement projects, more in-depth training opportunities will be developed to provide Green and Black belt training and certification for leaders in the Lean Gahanna program.

In addition, we will provide frequent opportunities for staff training and development, ranging from 1-hour skill-building "Tool Time" workshops and on-the-spot training in Lean techniques to multi-day sessions focused on particular toolsets and methodologies. We will also provide frequent opportunities for hands-on experiential learning, inviting employees from all areas and all levels to participate in continuous improvement projects for the City.

### **Improvement Projects**

Participants in the City's first wave of Lean Local boot camp training will become the core of the City's Lean Gahanna team. They will become their departments' first Lean Local practitioners, and participate in ongoing activities with the Lean Gahanna team. This team will meet frequently to collaborate on smaller-scale departmental improvement projects, identify and prioritize larger-scale projects (involving multiple departments or jurisdiction and/or requiring additional manpower), and develop collaborative partnerships with our regional peers, including the schools, neighboring townships and Franklin County.

As a follow-on to their Lean Local boot camp experience, Lean Gahanna team members will be expected to identify projects within their department throughout the year to address using Lean techniques. Together, the team will also identify and prioritize at least one larger-scale project (e.g. multiple departments or jurisdictions) to be completed each quarter using members of the Lean Gahanna team and outside practitioners if required.

### **Fostering a Lean Culture**

Fostering a Lean culture in Gahanna involves creating an environment where staff at every level are empowered to ask questions, challenge norms and develop ideas that can create more value for customers and citizens with our existing and limited resources. It also includes becoming a trusted partner with neighboring/regional jurisdictions to provide training opportunities, share expertise and work together on process improvement and collaborative projects.

Continuous reporting and efforts to create continuous visibility about the purpose and progress of the Lean Gahanna program will be an important part of fostering a Lean culture in Gahanna. This will include creating a Lean Gahanna website, developing a "Visual Factory" or physical display area within City hall for promoting key activities and achievements, and routinely reporting out to Council, staff and the public about the activities and results being achieved by the program.

The Lean Gahanna team, made up of those employees who participate in boot camp training and others that might be identified as the program matures, will be an integral part of developing and maintaining a Lean culture in the City. These employees will provide expertise and foster the Lean culture within their own departments. After the first wave of Lean Local boot camp is completed, this team will meet regularly to share ideas and collaborate on projects.

Community partnerships will also enhance the Lean culture in Gahanna. The City will endeavor to partner with our neighboring jurisdictions and other regional entities to provide training and collaborate on process improvement projects as the program matures.

## PROGRAM ACTIVITIES AND PROGRESS

Component	Activity	Status
<b>Program Initiation and Planning</b>		
Program Research & Planning	Develop program concept/design <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Program Components</li> </ul>	Completed: ACA/DF & FC-B&P staffing program. Program components outlined and included in Q2 report out.
	Identify resources & opportunities <ul style="list-style-type: none"> <li>• Internal</li> <li>• External</li> <li>• Professional Development</li> </ul>	Completed; Met with LeanOhio liaison, identified potential partners and opportunities.
<b>Training</b>		
Lean Local Boot camp	Identify & Secure Facilitator	Completed; Partnership for Excellence
	Schedule Wave I of boot camp training	Scheduled for Week of 9/21 13 Sr. Staff Members planned to participate
	Identify & Secure Funding	Completed 12 LGEP Scholarships secured (\$24,000 in State Funds)
Continuing Education Opportunities	Black Belt for ACA/DF	Identified training and certification opportunity with MoreSteam. Currently researching pricing & options.
	Ongoing "Tool Time" Workshops	TBD, Will begin once wave one of boot camp is completed.
<b>Projects</b>		
Past Projects	Economic Strategic Plan Accounts Payable Final Development Plan Commercial Alterations Permit	Projects completed. Working on completing the "one-pager" for each of them.
Ongoing Projects	N/A	N/A
Future Projects	Potential Future Projects: <ul style="list-style-type: none"> <li>• Commodity Purchasing</li> </ul>	TBD, pending formation and discussion with Lean Gahanna team.

Component	Activity	Status
<b>Culture</b>		
Reporting and Visibility	Website	TBD
	Reporting-Develop a “one-pager” template for reporting out on past	Completed
	“Visual Factory”	Whiteboard installed in Finance office area with project plan outlined. Project status reports TBD Additional reporting TBD
	Quarterly Status Reports	Q2 Report to Council Completed Ongoing reporting to employees TBD
Lean Gahanna Team	Identify Wave 1 Participants	Completed, training week of 9/21
	Meet Regularly	TBD
Partnerships	LeanOhio	Met with LeanOhio liaison; identified resources and opportunities.
	Schools	Met with GJPS Business Manager
	Other Government Entities	Call out to Mifflin Twp Presented to COHCC Board

## What is the Issue?

The City of Gahanna had a projected average funding gap of \$8 million per year. This stems from the economic downturn, reductions in state funding, deferred capital investment, as well as the increasing cost of ongoing operations. In the past year the City twice attempted to pass a 1 percent income tax, but the issue failed both times. In addition to the projected budget gap, there was a lack of consensus between City officials as to its future direction and budget priorities.



**Above:** The Lean Gahanna team completes the Impact/Control Diagram as a part of the Economic Strategic Plan.

## Steps Taken

- ✓ Created a **TRAIL Chart** to define project team members
- ✓ Gathered baseline data from public input, a revised economic forecast, and initial budget documents
- ✓ Set operational definitions
- ✓ Completed a **SIPOC Analysis** to determine the suppliers, inputs, process, outputs, and customers
- ✓ Defined a process that includes a reserve policy, review and prioritization of capital needs, and a methodology to decide on quick operational decisions

## Accomplishments

- ✓ The creation of the Sustainable Operating Model (SOM) provides a clear operating plan to ensure future expenditures are aligned with future revenues. The plan also ensures that ongoing capital for improvements are budgeted for. Further, the process ensures an accountable, transparent, and efficient way of budgeting.
- ✓ Creation of a formal emergency reserve policy

## What is the Issue?

The City's Finance Department is responsible for the Accounts Payable (AP) process from the time a department submits the invoice for payment to cutting and mailing the check to the vendor. The AP process steps and instructions had been passed down from multiple former staff members. Many steps in the process appeared to be redundant or unnecessary in the current technological and staff environment.



## Steps Taken

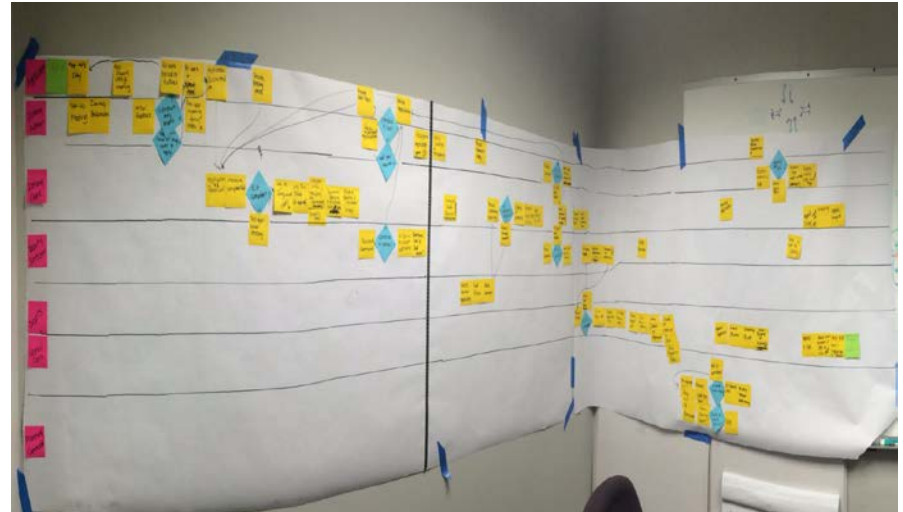
- ✓ Created project improvement team and created a project charter to define the issue, challenges, opportunities, and key stakeholders.
- ✓ Utilized techniques such as **process mapping**, **scoping**, the creation of an **impact/control matrix**, and **brainstorming** to define the current process.
- ✓ Created a **clean sheet redesign** for AP process and implemented several changes in workflow
- ✓ Tracked implementation through project follow-ups

## Accomplishments

- ✓ The improved AP process had a 30% reduction in the number steps and decision points. Streamlining this process has reduced wait times for local businesses to receive payment for services rendered and has improved the internal workflow and reduced staff workloads.

## What is the Issue?

The Planning & Development Department is constrained by the 30 day period to review and assess final development plan applications prior to submission to the Planning Commission. This process involves multiple departments, elected and appointed officials, as well as the public. There are also many processes with similar workflow within the Planning Commission.



**Above:** The Future State process map for commercial alteration permit plan review.

## Steps Taken

- ✓ Created project improvement team and created a **project charter** to define the issue, challenges, opportunities, and key stakeholders.
- ✓ Utilized techniques such as **process mapping**, **SIPOC**, scoping, and **brainstorming** in conjunction with a **Kaizen event** to define the current process and design an efficient future state process.
- ✓ Tracked implementation through project follow-ups

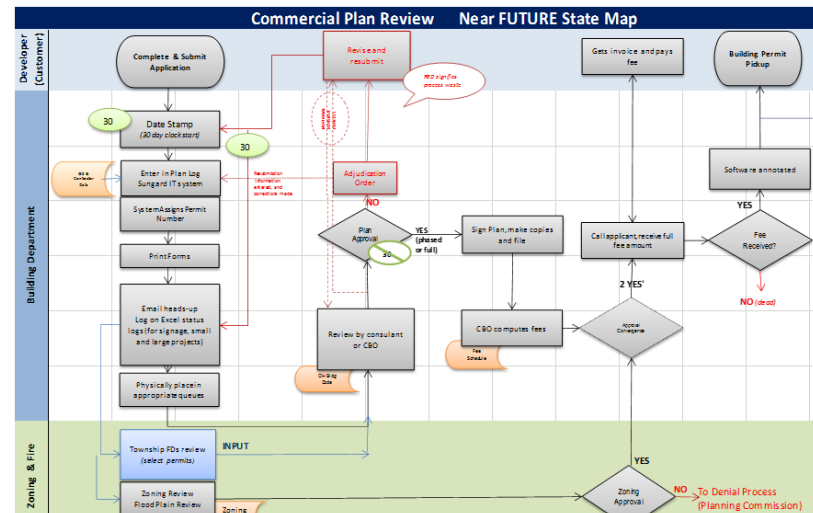
## Accomplishments

- ✓ Reduced Planning & Development Department steps by 25%
- ✓ Improved application form & instructions
- ✓ Clearly defined “Acceptance” for the 30 day review period
- ✓ Developed a clearer understanding between depts



## What is the Issue?

The Department of Planning and Development reviews permit applications and issues permits for commercial alterations. A commercial alteration permit is required for alterations to commercial buildings such as businesses, warehouses, schools, restaurants, and manufacturing facilities. The state requires that all permits should be approved, denied, or partially approved within 30 days of receipt. The current process averages 20 days from receipt to contractor notification of approval.



**Above:** The Future State process map for commercial alteration permit plan review.

## Steps Taken

- ✓ Created project team and defined process through creation of a **Process Map** and **SIPOC**
- ✓ Used baseline metrics and turnaround times to determine **non-value add** and **non-value add but necessary** steps
- ✓ Created a future state process map and action plan using lean principles, **Poke Yoke**, and other tools
- ✓ Implement pilot program to determine new average turnaround time and customer satisfaction

## Accomplishments

- ✓ Reduced the turnaround time for processing permits from 20 days to 14 days, a reduction of 30 percent
- ✓ Created a commercial alterations review control plan to document procedures and metrics



## By The Numbers



**15**

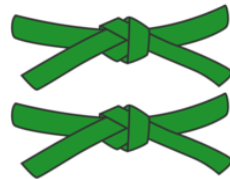
The number of Lean Ohio Camo Belts on City of Gahanna staff



The number of Lean training hours completed by City staff.



The number of Lean improvement projects completed by the Lean Gahanna team. These projects include the accounts payable process, planning commission review process, economic strategic plan, and commercial alterations permit process.



**2**

The number of Lean Ohio Green Belts on City of Gahanna staff.



10% of full-time City employees have participated in Lean Ohio training



The number of departments currently represented on the Lean Gahanna Team. All departments will be represented and future trainings will be conducted.



The City of Gahanna has received \$28,000 in funding from the State's Local Government Innovation Fund (LGIF) for employee Lean Ohio training. This represents over 93% of the funding needed for training programs.

**New Issue: Moody's assigns Aa1 to Gahanna, OH's \$12.5M GOLT Various Purpose Bonds, Ser. 2015**

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Global Credit Research - 11 May 2015

**Aa1 rating applies to \$23.8M of outstanding GOLT debt, post-sale**

GAHANNA (CITY OF) OH  
Cities (including Towns, Villages and Townships)  
OH

**Moody's Rating**

<b>ISSUE</b>	<b>RATING</b>
Various Purpose Bonds, Series 2015 (General Obligation - Limited Tax)	Aa1
<b>Sale Amount</b>	\$12,510,000
<b>Expected Sale Date</b>	05/19/15
<b>Rating Description</b>	General Obligation Limited Tax

**Moody's Outlook** NOO

NEW YORK, May 11, 2015 --Moody's Investors Service has assigned a Aa1 rating to the City of Gahanna's \$12.5 million Various Purpose Bonds, Series 2015 (General Obligation - Limited Tax). Concurrently, Moody's has affirmed the Aa1 rating on the city's outstanding general obligation limited tax (GOLT) debt. Post-sale, the Aa1 rating will apply to \$23.8 million of outstanding GOLT bonds.

**SUMMARY RATING RATIONALE**

The Aa1 rating reflects the city's moderately-sized, suburban Columbus (Aaa stable) tax base with above average resident income levels. Also incorporated is the city's strong operating reserve position with significant reliance on economically sensitive income taxes to support operations. Additionally factored is the city's average debt burden and elevated exposure to unfunded pension liabilities.

**OUTLOOK**

Outlooks are usually not assigned to local government credits with this amount of debt outstanding.

**WHAT COULD MAKE THE RATING GO UP**

- Significant tax base growth and/or a strengthening of the city's socioeconomic characteristics
- Moderation of the city's exposure to unfunded pension liabilities

**WHAT COULD MAKE THE RATING GO DOWN**

- Material tax base declines and/or a weakening of the city's socioeconomic characteristics
- Prolonged deterioration of income tax revenues
- Sustained narrowing of operating reserves
- Substantial increase to the city's debt burden or pension exposure

**STRENGTHS**

- Moderately-sized, suburban tax base favorably located adjacent to Columbus

- Above average resident wealth indices
- Strong operating reserves supported by conservative management practices
- Manageable debt burden

#### CHALLENGES

- Significant reliance on economically sensitive income taxes to support operations
- Adverse judicial decision which may result in a material rebate to taxpayers for income taxes incorrectly collected in prior years
- Elevated exposure to unfunded pension liabilities

#### RECENT DEVELOPMENTS

In September 2014 the city was a party to an adverse judicial decision regarding its income tax collections methods. The lawsuit against the city claimed the city and the Regional Income Tax Agency improperly applied the city's income tax code and in doing so failed to refund money rightfully owed to the plaintiffs based upon the full tax credit to which they were entitled for income taxes paid to another municipality.

Under city code, Gahanna has a tax rate of 1.5 percent, and residents who work outside the city receive an 83.3% credit on the taxes they pay to other municipalities. The city had administered its tax code in a uniform way since 1989. Besides requiring the city to reimburse the plaintiffs a minimal amount, the judgment also allowed the case to be a class action encompassing 12,000 to 13,000 potential Gahanna taxpayers and denied the city's claim of governmental immunity.

In response to the judgment, the city has since tightened up the language of its municipal tax code to unambiguously define its 83.3% tax credit and has filed for appeal. The Regional Income Tax Authority estimates the potential impact of a successful class action suit to could result in a refund to tax payers of up to \$6.5 million. However, litigation could likely take several years and would have to answer several questions in regards to taxpayers' standing, including the question regarding statutes of limitation for how many years the city would be forced to look back.

Based on current estimates, the liability would likely have only a modest impact on credit quality. The city's financial reserves well exceed the estimated liability and the city would also have the option to issue unvoted judgment bonds to finance any payment. Should the liability grow beyond current estimates, new credit pressure could arise.

#### DETAILED RATING RATIONALE

##### TAX BASE AND ECONOMY: MODERATELY-SIZED TAX BASE FAVORABLY LOCATED ADJACENT TO COLUMBUS

We expect the city will demonstrate long-term growth trends based on its favorable location adjacent to the City of Columbus. Situated in Franklin County (Aaa stable), the city is less than ten miles northeast of downtown Columbus and next to the Port of Columbus airport. Its \$2.6 billion tax base is primarily residential (78% of 2015 Assessed Value), but does have a growing commercial and industrial sector (20% combined 2015 Assessed Value). After declining 6% during its 2011 triennial reappraisal, the city's valuations have remained steady since. Overall, the city's full valuation has declined by an average annual rate of 1% since 2009. Taxpayer concentration is modest with the top ten taxpayers accounting for just 5.9% of 2015 Assessed Value. Going forward, we expect the city valuations will experience long-term growth by continuing to leverage its location within the state's most vibrant regional economy. However, the city is now mature and close to being fully built out. As such, future increases to the base will likely derive from redevelopment or appreciation of the existing base.

The city's local economy is closely tied to the broader Columbus metropolitan area and a good number of residents commute to other communities for employment. The Columbus area benefits from several large institutions such as the state government of Ohio (Aa1 stable) as well as the flagship campus of the Ohio State University (Aa1 stable). While as much as one-third of the city's workers travel outside of Gahanna, the city has its own growing healthcare, financial services and retail sector as well.

The largest employers in the City include JP Morgan Chase and Company (A3 stable; 875 employees), Gahanna-

Jefferson City School District (Aa2; 750 employees), ARC Industries (500 employees) and the McGraw Hill Company (450 employees). The city derives the vast majority of its operating revenues from a 1.5% continuous income tax. In fiscal 2013 withholdings accounted for 69% of collections, followed by 21% from individuals and 9% from net profits. The top ten income tax payers represented 21.4% of withholding collections in 2012. While the city is highly reliant on income taxes, it enjoys relatively low unemployment. At 3.6% in March 2015, the city's unemployment rate was materially below the state and national rates of 5.4% and 5.6% for the same time period, respectively.

Socioeconomic indices for the city are above average. According to data from the US Census Bureau's American Community Survey (2008-2012) the city's median family income stands at 137.1% of the national median. Based on its 2010 population of 33,248 the city's estimated 2015 full value per capita is a healthy \$78,000. While the city's population experienced significant increases in the several decades prior, the city's population grew by a modest 1.9% from 2000 to 2010, reflecting the now mature nature of the community.

#### FINANCIAL OPERATIONS AND RESERVES: STABLE FINANCIAL OPERATIONS CHARACTERIZED BY STRONG RESERVES AND CONSERVATIVE BUDGETING

The city's financial operations are expected to remain stable given a history of positive budget variances and prudent management. Despite some pressures on the income tax revenues in recent years, the city's General Fund balance has remained very healthy over the last five years ranging from 76% to 94% of annual revenues. The city was able to maintain strong reserves by budgeting conservatively, reducing staffing through attrition, and reducing capital related expenditures. All of the city's income tax collections are credited to the General Fund and those revenues comprised 68% of total General Fund revenues in 2013. Income tax performance has been generally positive in recent years, growing by an average annual rate of 5.3% from fiscal 2009 through fiscal 2014. A reasonable increase of 2% has been budgeted for fiscal 2015.

The city maintains a General Fund Balance policy to keep at least 25% of planned expenditures in reserves. On a modified accrual GAAP-basis the city posted a \$1.9 million General Fund operating surplus in fiscal 2013. The surplus resulted in a year-end General Fund balance of \$20.1 million, or a solid 81.9% of annual revenues. While audited information for fiscal 2014 has not yet been finalized, budgetary basis draft financials depict an operating deficit of \$1.1 million for the year. City officials attribute the draw to the cash financing of medium sized capital projects which had largely been deferred in previous years. While the city has budgeted for an additional draw of \$4.1 million in fiscal 2015, management expects the actual draw to be significantly less. The city has a demonstrated history of conservative budgets. On average the city has posted a positive budget-to-actual variance of \$4.2 million over the last five years.

#### Liquidity

The city's liquidity position is strong. On a GAAP-basis the city ended fiscal 2013 with a cash balance of \$31.6 million across all governmental funds, \$19 million of which was contained in the General Fund (77.9% of General Fund revenues). The city also maintained \$17.1 million in cash across its three enterprise utility funds.

#### DEBT AND PENSIONS: AVERAGE DEBT BURDEN; EXPOSURE TO UNDERFUNDED COST-SHARING PENSION PLANS

We expect the city's debt burden to remain manageable. At 0.9% and 1.5% of full value, respectively, the city's direct and overall debt burdens are average. A portion of the city's outstanding GOLT debt is supported by either revenues from tax increment finance districts or enterprise utilities. The city reports no near-term borrowing plans.

#### Debt Structure

Aside from a modest amount of capital leases all of the city's other debt consists of long-term fixed rate bonds secured by its GOLT pledge. Amortization of outstanding debt is slightly slower than average with 60.7% estimated to be retired within ten years.

#### Debt-Related Derivatives

All of the city's debt is fixed rate and it is not a party to any interest rate swap agreements.

#### Pensions and OPEB

We calculate an above average pension burden for the city based on unfunded liabilities of two defined benefit cost-sharing retirement plans as well as our methodology for adjusting reported pension information. Eligible city

employees are either members of the Ohio Public Employees Retirement System (OPERS) or the Ohio Police & Fire Pension Fund (OP&F). The city's fiscal 2013 contribution to all retirement plans for both pension and retiree healthcare was \$2.3 million, or 9.5% of operating revenue. Gahanna's three year average Moody's adjusted net pension liability (ANPL) through fiscal 2013 is \$61.9 million, equivalent to 2.4% of full valuation and 2.5 times fiscal 2013 operating revenue, inclusive of the General Fund and Debt Service Fund. We have allocated the liabilities of the cost-sharing plans to the city in proportion to its respective contributions to the plans.

Ohio statutes establish local government retirement contributions as a share of annual payroll. While the city has routinely made its full statutorily required payment to the cost-sharing plans, statutory contributions to OP&F have been set well below actuarially-based standards for a number of years, resulting in steady growth in that plan's unfunded liability. Positively, the Ohio legislature enacted reforms in 2012 for all cost-sharing plans that include reductions in cost-of-living adjustments (COLAs) and phased-in growth in employee contributions. While savings associated with COLA changes are incorporated in the city's fiscal 2013 ANPL, we anticipate that growing employee contributions will gradually improve the status of the statewide retirement plans.

#### MANAGEMENT AND GOVERNANCE: MODERATE INSTITUTIONAL FRAMEWORK

Ohio cities have an institutional framework score of 'A' or moderate. Economically sensitive income tax collections typically account for more than half of operating revenue, but cities have the ability to increase tax rates with voter approval. Expenditures tend to be predictable and many cities maintain the flexibility to cut costs as needed.

#### KEY STATISTICS

2015 Full valuation: \$2.6 billion

2015 Full valuation per capita: \$78,000

Estimated median family income as % of the US: 137.1%

Fiscal 2013 available operating fund balance / operating revenue: 79.9%

5-year change in available operating fund balance / operating revenue: -19.0%

Fiscal 2013 operating net cash / operating revenue: 77.3%

5-year change in operating net cash / operating revenue: -21.9%

Institutional framework score: A

5-year average operating revenue / operating expenditures: 0.97 times

Net direct debt burden: 0.9% of full valuation; 1.0 times operating revenue

3-year average Moody's adjusted net pension liability: 2.4% of full valuation; 2.5 times operating revenue

#### OBLIGOR PROFILE

The City of Gahanna encompasses 12 square miles in Franklin County in central Ohio, adjacent to the City of Columbus. The city government operates under a Mayor-Council form of government and provides municipal services such as public safety, recreation and utilities to a community of approximately 33,000 residents.

#### LEGAL SECURITY

The Series 2015 Bonds are secured by the city's general obligation limited tax (GOLT) pledge, subject to the State of Ohio's (Aa1 stable outlook) 10-mill limitation.

#### USE OF PROCEEDS

Proceeds from the bonds will be used to retire certain maturities of the city's outstanding Various Purpose GOLT Bonds, Series 2005 and Series 2007 for debt service savings as well as to provide approximately \$5.1 million to finance street projects.

#### PRINCIPAL METHODOLOGY

The principal methodology used in this rating was US Local Government General Obligation Debt published in

January 2014. Please see the Credit Policy page on [www.moodys.com](http://www.moodys.com) for a copy of this methodology.

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### Q3 2015 Performance Dashboard

All measures represent YTD performance from 1/1/2015-9/30/2015 unless specifically stated otherwise

General Fund Financials	2012	2013	2014	2015 YTD
GF Expenditures (\$M)	\$26.4	\$23.6	\$22.7	\$18.5
GF Expenditures per Capita (\$)	\$793	\$710	\$682	\$544
Excess General Fund Reserves (\$M)	\$7.01	\$9.71	\$11.02	\$13.00

Planning and Development	2012	2013	2014	2015 YTD
Code Enforcement Cases Resolved	1,531	1,381	1,511	1,182
General Building Permits Issued	1,403	1,863	1,510	1,155
Res. Permit Issuance Response Time (avg. cal days)	N/A	18	14	13
General Building Inspections Conducted	2,899	4,555	3,787	2,203

Public Safety	2012	2013	2014	2015 YTD
Total Police Responses	37,589	39,225	38,750	30,799
Public Safety Expenses per Capita	\$262	\$281	\$266	\$199
Avg. Response Time to Top Priority Calls (Seconds)	150	150	150	66
Average Cost per Call	\$232	\$238	\$229	\$220
UCR Part I Violent Crimes Reported	239	211	228	193
UCR Part I Property Crimes Reported	824	736	680	529
Traffic Accidents Involving Injuries	145	134	133	109
DUI Arrests	239	168	218	147

Parks and Recreation	2012	2013	2014	2015 YTD
Parks Acreage (Developed & Undeveloped)	665	665	665	665
Operating Expenses per Capita	\$95.03	\$111.79	\$88.63	\$79.15
Recreation Cost Recovery Rate <sup>1</sup>	47%	35%	46%	51%

City Staffing & Human Resources	2012	2013	2014	2015 YTD
Avg. Number of Employees on Payroll - FT	144	140	139	140
External Recruitment - Positions Filled	18	23	29	8
Hours Paid to Central HR Staff	6,242	6,240	6,240	4,578

Risk Management	2012	2013	2014	2015 YTD
Workers' Compensation Claims - Made/Filed	21	17	16	13
Worker Days Lost Due to Injury - Total	182	35	176	36
Losses for Real or Personal Property - Count	10	9	13	9

Facilities Management	2012	2013	2014	2015 YTD
Facilities Maintained - All Facilities (sq. ft.)	269,686	269,686	269,686	269,686
Total Electricity Usage: kWh	1,185,400	1,123,440	1,088,880	TBD
Electricity Usage per Day: kWh	3,248	3,078	2,983	TBD

Water & Sewer	2012	2013	2014	2015 YTD <sup>4</sup>
Water Loss - Real Loss Percentage <sup>2</sup>	18.1%	14.3%	5.9%	12.0%
Sewer Overflow Rate - Per 100 Miles of Piping	6.0	7.3	2.7	0.7
Days Sales Outstanding - Utility Billing Collections <sup>3</sup>	31	33	33	40

Streets & Street Maintenance	2012	2013	2014	2015 YTD
Total Paved Lane Miles	325	325	325	325
Road Rehabilitation Expenditures	\$435,408	\$441,938	\$727,110	TBD
Rehabilitation Expenditures per Paved Lane Mile	\$1,339.72	\$1,359.81	\$2,237.26	TBD
Paved Lane Miles Assessed Satisfactory or Better	87.7%	91.5%	92.2%	TBD

Information Technology	2012	2013	2014	2015 YTD
Help Desk Calls - Number Received	N/A	1,159	1,242	1,018
Operations & Maintenance Expenditures - IT	\$624,377	\$830,290	\$782,887	\$521,856
IT Salary Expenditures per Help Desk Call	N/A	\$173	\$176	\$155

#### NOTES:

<sup>1</sup>Since most Parks & Recreation revenue is earned before programming begins (due to seasonality), the YTD recovery rate will skew slightly higher during Q1-Q2 than if measured for the entire year.

<sup>2</sup>Water Loss is tracked to determine the percentage of water that is metered but not billed for. The Service Department utilizes AWWA software to calculate an annual water loss percentage, while quarterly figures are figured independently by the Department. Its should also be noted that the YTD 2015 water loss figure includes data between 04/01/2015 - 6/31/2015 (Q2). The 1st QTR loss percentage was calculated at 5%.

<sup>3</sup>The DSO is important because it shows the speed at which a company collects cash (receivables). A low DSO signifies a company that maintains strong policies and procedures regarding its accounts receivable. In general, a DSO lower than 45 is acceptable.

<sup>4</sup>Figures for water and sewer are calculated quarterly, and do not reflect aggregated YTD performance. Current water loss data reflects performance only from Q2, while sewer overflow rate and days sales outstanding reflects performance only for Q3.



### Q4 2014 Performance Dashboard

All measures represent performance from 9/1/14 - 12/31/14 unless specifically stated otherwise

General Fund Financials	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
GF Expenditures (\$M)	\$ 26.4	\$ 23.6	\$ 4.6	\$ 7.5	\$ 5.4	\$ 5.1
GF Expenditure per Capita (\$)	\$ 793	\$ 710	\$ 139	\$ 227	\$ 163	\$ 153
Excess General Fund Reserves-EOQ (\$M)	\$ 7.01	\$ 9.71	\$ 7.94	\$ 9.56	\$ 11.62	\$ 11.02

Planning and Development	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Code Enforcement Cases Resolved	1,531	1,381	153	406	469	483
General Building Permits Issued	1,403	1,863	248	318	405	539
Res. Permit Issuance Response Time (avg cal days)	n/a	18	11	16	16	14
General Building Inspections Conducted	2,899	4,555	765	768	908	1,346

Public Safety	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Total Police Responses	37,589	39,225	9,724	9,516	10,134	9,376
Public Safety Expenses per Capita	\$ 262	\$ 281	\$ 61	\$ 69	\$ 63	\$ 73
Average Response Time to Top Priority Calls (seconds)	150	150	150	150	150	150
Average Cost Per Call	\$ 232	\$ 238	\$ 207	\$ 240	\$ 208	\$ 260
UCR Part 1 Violent Crimes Reported	239	211	54	57	68	49
UCR Part 1 Property Crimes Reported	824	736	122	180	186	192
Traffic Accidents Involving Injuries	145	134	25	32	41	35
DUI Arrests	239	168	55	59	46	58

Parks and Recreation	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Park Acreage (Developed & Undeveloped)	759	791	791	791	791	791
Operating Expenses per Capita	\$ 86	\$ 90	\$ 15	\$ 29	\$ 23	\$ 18
Recreation Direct Cost Recovery Rate-YTD	89%	83%	141%	136%	66%	61%

City Staffing & Human Resources	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Avg Number of Employees on Payroll - FT, Regular	144	140	137	139	140	140
Avg Number of Employees on Payroll - PT, Regular	59	60	58	58	58	60
Turnover Rate, PT and FT, Voluntary	13%	16%	3%	3%	2%	3%
External Recruitments - Positions Filled	18	23	4	7	10	8
Grievances Filed per Eligible Employee	0.03	0.01	-	-	-	-

Risk Management	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Workers' Compensation Claims - Made/Filed	21	17	4	5	5	2
Worker Days Lost Due to Injury - Total	182	35	0	46	40	90
Expenditures for Property Coverage & Losses	\$ 71,300	\$ 80,532	\$ 83,224	\$ -	\$ 1,500	\$ 5,252
Losses for Real or Personal Property - Count	10	9	4	3	4	2

Facilities & Fleet Management	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Facilities Maintained-All Facilities (sq ft)	269,686	269,686	269,686	269,686	269,686	269,686
Facilities Maintenances Expenditures per Sq Ft	\$ 0.30	\$ 0.29	\$ 0.09	\$ 0.11	\$ 0.08	\$ -
Fleet Inventory - Police Vehicles Only	25	21	23	21	25	21
Fleet Inventory - All Vehicles	100	102	107	104	110	103
Fleet Maint. Expenditures per Vehicle - All Vehicles	\$ 2,541	\$ 2,657	\$ 554	\$ 621	\$ 857	\$ 907

Streets & Street Maintenance	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Total Paved Lane Miles	325	325	325	325	325	325
Average Pavement Condition Rating	86.2	87.4	TBD	TBD	TBD	87.6
Road Rehabilitation Expenditures per Paved Lane Mile	\$ 1,340	\$ 1,360	\$ 28	\$ 114	\$ 2,093	\$ 2
Potholes Reported	5,125	4,602	3,102	186	795	1,467
Potholes-Percent Repaired	100%	100%	100%	100%	100%	100%
Street Sweeping - Lane Miles Swept	3,919	3,466	-	5	431	440

Water & Sewer	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Number of Sewer Overflows	9	11	2	1	1	0
Water Service Calls	2,204	1,903	340	468	509	389

Information Technology	2012	2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Help Desk Calls - Number Received		1159	272	303	360	307
Help Desk Calls - Number Resolved @ Time of Call		315	63	95	135	120
IT O&M Expenditures per Regular (FT + PT) Employee	\$ 3,082	\$ 4,151	\$ 832	\$ 865	\$ 1,140	\$ 1,127
Network Time Up 24X7 - exc. scheduled maint.			99.979%	99.975%	99.924%	99.932%
Exchange Email Time Up 24X7 - exc. sched. maint.			99.970%	99.983%	100.000%	98.948%
911-System Time Up 24X7 -exc. sched. maint.			99.341%	99.640%	99.999%	100.000%
GIS System Time Up 24X7 -exc. sched. maint.			99.980%	99.986%	99.984%	99.947%