

TO: Village Council and Mayor Brown  
FROM: Finance Committee, Rob Bartlett - Chair  
RE: Mariemont Village Administrator  
DATE: April 16, 2021

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The Finance Committee met on Friday, April 16, 2021 at 2:00 pm via videoconference to discuss if Mariemont should hire a Village Administrator. Present at the meeting were Finance Committee members Rob Bartlett, Kelly Rankin and Joe Stelzer, and Mayor Bill Brown.

The Finance Committee has previously shared with Council a list of activities that are not getting done today that we believe could be done if Mariemont hired a Village Administrator (see attached). When looking at other similar sized communities, the following all have a Village Administrator: Fairfax, Terrace Park, Amberley Village, Glendale, Wyoming, Columbia Township, Silverton, Deer Park, Evendale.

The Finance Committee has created a list of responsibilities for the Village Administrator role, which is attached to this document. The responsibilities are in priority order. The dotted line in the responsibilities provides a demarcation between those responsibilities which are high priority, and those which can be filled later.

While hiring a Village Administrator would mean incremental costs, in talking to a variety of communities, the Village Administrator role can pay for itself via a combination of improving operating efficiencies, obtaining external funding for projects, and improving economic development, which in turn increases the tax base. The final pay for the role will be determined by the skill level and the experience of the person we hire, but it is reasonable to assume the salary will likely be around \$100,000/year.

The Village Administrator role already exists in Mariemont's code book, so no legislation is required to create this role. The role is appointed by the Mayor with the approval of Council. If council accepts this recommendation, the next step will be to start the search process.

Respectfully Submitted,

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Rob Bartlett, Chairman

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Kelly Rankin, Vice-Chairman

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Joe Stelzer, Member

## Village Administrator Responsibilities

### Administrative:

- Reports to the Mayor.
- Oversee all departments within the Village except Police and Fire.
- If Mayor is not available, be accessible to Village residents and business owners to answer any questions, concerns or complaints and be able to direct them to the proper Village department for further information.
- Support resident commissions, including addressing questions and connecting them to the right resources.
- Attend meetings which require representation on behalf of the Village, i.e. Eastern Corridor Committee, Hamilton County Tax Incentive Review Council, etc.
- Exercise other such powers as may be required by the Ohio Revised Code or Mariemont's Code Book, ie. reviewing and signing purchase orders or contracts, attending all council meetings and committee meetings as necessary, assigning appropriate responsibilities within those departments reporting to the Village Administrator, etc.

### Financial:

- Work with the appropriate people to prepare annual budgets for all departments.
- Work with the appropriate people to develop revenue estimates by fund for the upcoming year.
- Report to Council throughout the year the status of the budget from both a revenue and expense standpoint. Proactively identify and share any concerning trends, and possible actions to address.
- Work with each department that reports to the Administrator to identify and implement savings opportunities.
- Ensure all Village bank and online accounts are properly reconciled on a timely basis, and there is appropriate separation of duties.
- Oversee cash management in all Village accounts.
- Ensure all necessary financial reports are completed and submitted to the appropriate authorities.
- Oversee the audit that is done every other year by the Ohio State Auditor.

### Grant Writing:

- Identify projects/opportunities within the Village that further the Village's short term and long term goals.
- Identify potential funding sources, such as government agencies, foundations, endowments, individuals, etc.

### Project Management:

- Oversee any Village projects assigned by the Mayor.
- Ensure the appropriate people are involved, timelines are managed, resources are available, etc.

### Economic Development:

- Act as Mayor's liaison for retaining existing businesses and attracting new businesses to the Village.
- Work with Mayor and Council to develop and begin to implement a long term plan for the Village (5+ years)
- Work with Community Improvement Corporation (CIC), Hamilton County Development Co., Eastern Corridor committees and other similar groups to identify opportunities for the Village.

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### Communications:

- Create on-going communications plan to proactively reach out to residents about relevant topics.
- Better leverage the Village website and other platforms to communicate to residents.

### Human Resources:

- Assess and develop those people who report up to the Administrator. Administer pay and bonuses.
- Develop organization plans, including succession planning and coordinating interviewing applicants.
- Lead data collection of total compensation benchmarking (salary & benefits) and organization structure, and make recommendations to Council.
- Ensure Village Policies & Procedures manuals and role descriptions and responsibilities are up to date and being followed within all departments.

From the Finance Committee report to council dated February 4, 2021:

1. Mariemont should hire a full time Village Administrator. The activities we believe that are not getting done today because we do not have a full time Village Administrator are as follows:
  - a. Economic Development – we have an industrial zone that is significantly underutilized and currently we have no incentives in place for development there. Furthermore, we have been notified by Kellogg they are reducing their number of employees. We need to attract businesses, particularly businesses with higher wages, as our earnings tax typically accounts for roughly 60% of our total revenue. Both Fairfax and Columbia Township are doing an excellent job of attracting businesses to increase their tax base. We need to do the same.
  - b. Grants – Fairfax’ Village Administrator has gotten almost \$4.75 million in grants for their village. Columbia Township’s previous Village Administrator got over \$11 million in grant money. There are significant funds available if we have someone who has the time and the skills to go after them.
  - c. Fiscal Responsibility – as the Finance Committee has reported previously, between 2015 and 2019, the Village spent \$1.15 million more than the revenue we brought in. This in spite of a new safety services levy in 2018 that brought in an additional \$305,000/year. The levy was supposed to last 8 years but it was all spent in one year. Furthermore, at the end of 2018 and 2019, budgets were overspent by \$200,000/year on average. We need someone to drive a culture of accountability and who has experience identifying and implementing savings opportunities.
  - d. Communications – we need to improve communications with residents. We also need to improve coordination with our neighboring communities to share best practices and identify win-win opportunities, and participate in organizations like Hamilton County Development Corp, Community Improvement Corp, Eastern Corridor Committee and others.
  - e. HR Manager – we have no program in place to assess, develop and evaluate our non fire and police employees.