

TO: Village Council and Mayor Brown
FROM: Finance Sub-Committee, Rob Bartlett - Chair
RE: Village Administrator Help
DATE: October 12, 2022

The Finance Sub-Committee met on Wednesday, October 12, 2022 at 4:00 pm to discuss getting help with Village Administrator type activities that Fiscal Officer Richard Ford is currently being asked to do. Present at the meeting were Finance Sub-Committee members Rob Bartlett, Kelly Rankin and Randy York, Fiscal Officer Richard Ford, Tax Administrator Chuck Barlow, and Mayor Bill Brown.

Fiscal Officer Ford shared that he is being asked to work on things that fit more under a Village Administrator role, and that the workload is not sustainable for him. As such, he has requested help with some activities. Specifically, Richard has talked to Tax Administrator Barlow and Mayor Brown about the possibility of hiring someone to do part time work to assist Chuck, and Chuck in turn would handle some of the Village Administrator related tasks that Richard is currently doing. Both Chuck and the Mayor are supportive of this.

The current estimate is this part time person would work roughly 20 hours a week in the Tax Office. Chuck is estimating we would need to pay the person about \$20 per hour. Assuming the part time role works 50 weeks per year and receives OPERS benefits (but no other benefits, since it is a part time role), the cost would be roughly \$23,000/year. Also, because Chuck will be taking on additional responsibilities, Richard said he is willing to forgo \$20,000 per year of his pay and have that \$20,000 per year go to Chuck.

Attached are a list of Village Administrator activities that Richard has put together where he needs help. Also attached is a list of Village Administrator activities the Finance Sub-Committee had put together previously. Richard and Chuck will work together to prioritize which activities Chuck will initially take on. If, at a later date, there is an opportunity to add to those duties, Richard and Chuck will do that, using the attached lists.

Richard and Chuck are proposing that the new help be hired starting in January, 2023. If approved, the 2023 budget that Richard is developing would have the costs built in, and Chuck would start pulling together the role description and then post the role.

One other thing that was noted in the meeting is the email addresses used by Village employees should have the name of their role, and not their personal name. That way, if and when there is turnover in the role, all of the old emails will still be accessible for the new person. We are already doing this for some roles, such as the Tax Department, Building Department and Service Department, but we are not doing it for all areas. For the work where Chuck will be taking on Village Administrator type activities, the committee recommends we set up the email address Administrator@Mariemont.org.

The Finance Sub-Committee supports Richard's request to create a part time role to help in the Tax Office, and that Chuck in turn take on some of the Administrator activities that Richard and the Finance Sub-Committee have identified. The Finance Sub-Committee also supports this role going into effect in January, 2023, and that the appropriate monies be built into the 2023 budget.

Respectfully Submitted,

Rob Bartlett, Chair

Randy York, Member

Kelly Rankin, Member

Activities where help is required:

1. Master list of grants, purpose, amounts, etc.
 - a. Putting together spreadsheet for each grant, tracking expenditures, receipts, etc.
2. Master list of all committed projects, wish list projects and work with Fiscal Officer and council to prioritize based on revenue/funds and need.
3. Master list of all contracts with terms, expiration dates, cost, etc.
4. Review all new contracts and renewals and work with FO to make sure they comply with Appropriations.
5. Putting together/updating org chart, including council, boards, terms, etc.
6. Assist with appropriations/budgeting process with dept heads and fiscal officer
 - a. Work with FO to develop better purchase approval processes
 - b. Review monthly reports with dept heads
7. Assist with developing 5-year plan
8. Work with FO to identify grant opportunities
9. Review all fee schedules to see if they are industry standards (e.g. zoning, rentals, etc.)
10. Review staffing positions, descriptions, and salary structure (for future planning. example, do we need 5 high salary maintenance staff which we currently have or would it be better to have levels like Maintenance 1 (entry level) @ \$15-\$18/hour (2 positions), or 4 seasonal positions instead of all being highly experienced and highly compensated. (who's working the mowers, shovel, hose for leaf pickup? We don't need a \$25-\$30/hour employee to mow the grass which is currently what we are paying. 1 @\$25 all others are \$30 or higher)
11. Resolutions/Ordinances
 - a. Prepare resolutions for tax levies (first to get certified by county and then to get the renewal on the ballot).
12. Records are kept per the policy and record requests are responded to timely
13. Assist FO with Permanent Improvement Budget meetings and helping prepare preliminary budgets.
14. Work with dept heads to put together work/job schedules that can be posted publicly of things being done in the village, e.g. Leaf pickup schedule, tree work, road work, etc. We need more efficiency and fewer phone calls related to "can someone come do this now?" We need to be able to steer them to the schedule.
15. Work with FO to identify efficiencies in operations
16. Work with Dan on Fire Dept contracts.
 - a. Currently working on a software solution for 2023 as our current is going obsolete.
 - b. Contacting neighboring entities to provide services (they would pay us to provide their services)...down the road project probably
17. Assist with yearend close procedures
 - a. Reviewing detailed transactions for accuracy
18. Assist with reviewing banking options (low priority but our current bank leaves a lot to be desired and is costly).
19. Assist with the 2023 Audit process
20. Resolve issues that come up within the village that are potential ethics or contractual violations.
 - a. Example, we have two issues currently that have been brought to my attention that I think need to be addressed. (I will provide some details later, just not in this document)

Activities that need to be done:

General:

- Work with the Mayor and Council to develop a 5-10 year master plan for the Village, then lead the implementation of that plan.
- Work with each Department to develop key measures that should be tracked on a monthly basis so we can measure if we are improving our performance as a Village.
- Assist the Fiscal Officer in the preparation of the Village's annual budget, as well as the 5-10 year capital plan; provide regular updates throughout the year to the Mayor and Council on the status of the budget; proactively identify financial issues and provide potential solutions.
- Continuously monitor and evaluate efficiency and effectiveness of Village services; Identify opportunities for improvement, get appropriate alignment, and implement.
- Create partnership with local businesses, the schools and other special interest groups so everyone is working together towards a common goal and keeping each other informed.
- Implement Village maintenance schedule and tracking plan.
- Work with different committees/commissions created via Mariemont's code book in an ex-officio and advisory capacity.
- Be a contact for resident complaints. Field and manage on-demand projects. Provide analysis, troubleshooting, recommendations and assistance. Ensure appropriate departments are aware and involved.
- Act as "compliance officer", ensuring Village code and ordinances are being followed properly.

Grant Management and Administration:

- Develop grant strategy and process for the Village, and administer the process, eg. list of all grants applied for, results, criteria for new grants, deadlines, requirements, etc.
- Identify projects/opportunities within the Village that further the Village's short term and long term goals.
- Identify potential funding sources for all projects, including government agencies, foundations, endowments, individuals, etc and apply for funds.

Project Management:

- Investigate and make proposals for improvement projects for the Village.
- For any potential new projects, contracts or large purchases, send out necessary requirements (RFP), collect and assess bids, finalize contract language, understand impact to Village budget, provide recommendation to appropriate council committee or council at large, and then oversee implementation of contract: ensure the appropriate people are involved, timelines are managed, resources are available, no cost over runs, etc. (examples: swim pool contract, waste & recycling contract, electricity aggregation contract, Murray Path project).
- For those projects, contracts or large purchases that are being led by a certain department, ensure multiple bids are obtained, review bids, help to finalized contract language, understand impact to Village budget, ensure appropriate oversight and on-site administration of the project (example: street work, payroll direct deposit, rental inspection program, Murray Path).
- Ensure any projects led by any utility companies are properly carried out and fully completed (example: telephone poles along Murray Ave, pot holes from digging on Wooster Pike and Center Street).
- Work with appropriate officials in neighboring communities to identify opportunities where we can partner together and both communities benefit (example: street repair of Berwick with Columbia Township, Center for Local Government).
- Plan, schedule, and coordinate community events (example: Porsche Rallye, Kiwanis Arts and Crafts show, etc).

Economic Development:

- Organize, manage, and coordinate Economic Development activities, including working with third party resources, volunteer resources, and government/private resources.
- Act as a liaison, proactively reaching out to existing businesses in the Village on what the Village can do to help them grow and succeed.
- Assess what the Village could be doing better, including the use of legislation and financial tools, to attract and retain good employers in the Village. Develop recommendations to Council, and implement as appropriate.
- Develop relationships and work with local/regional organizations that could lead to economic development opportunities: OKI, Community Improvement Corporation (CIC), Jobs Ohio, HCDC/Alloy, Port Authority, Eastern

Corridor committee, Ohio Main Street program, Hamilton County Tax Incentive Review Council, REDI Cincinnati, Regional Planning Commission and other similar groups to identify opportunities for the Village.

Communications:

- Create on-going communications plan to proactively reach out to residents on a regular basis about relevant topics (example: Mayor's Bulletin)
- Better leverage the Village website and other platforms to communicate to residents.
- First contact for all media requests. Determine appropriate response, who from the Village should be involved, and keep all elected officials apprised of any developments.
- Proactively communicate with media on community events to build on Village's appeal (example: Porsche Rallye, tree plantings, Memorial Day parade, etc)
- Working with Village Solicitor, respond to and document all public record requests per policy and law.

Human Resources (these items do not apply to Police or Fire/EMS employees as Chief of Police handles those):

- At the start of the year, meet with each Department Head to establish the Department's goals for the upcoming year.
- Throughout the year, meet with each Department Head to review progress versus their goals.
- Assessment and development of all full time employees. Ensure everyone has a work and development plan for the upcoming year that is linked to the Village Master Plan and/or the Department's key measures, and that there is an annual review process for all full time employees with the outcome documented.
- Develop organization structure plans, including succession planning. Lead the posting process for roles so we have multiple candidates to interview, and find the best candidate for the job.
- Lead data collection of total compensation benchmarking (salary & benefits) and organization structure, and make recommendations to Council on appropriate short term and long term structure.
- Ensure Village Policies & Procedures manuals, and role descriptions and responsibilities are up to date and being followed within all departments.
- Review, implement and enforce all labor laws/regulations/programs.
- Create numeric scoring system similar to the system used by Police and Service Department for administering bonuses for the Village Office and all of the Department Heads, to ensure all full time employees are being treated equitably in the bonus process such that it could stand up to a challenge in court.