



2018 PATASKALA PROJECTS AND INITIATIVES PLAN

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COMMITMENT TO
EXCELLENCE IN SERVICE
DELIVERY

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City Administrator



City of Pataskala
Mr. BJ King, City Administrator
2018 Initiatives Plan

CITY ADMINISTRATION

Objective : Personnel

Initiatives:

- ❖ Comprehensive Staffing Review and Plan – Complete review of staffing and workload for all departments. Identify potentially needed staff additions for the future. To include review of department structures, names, and staffing levels.
- ❖ Service delivery - Continue to strengthen the mission of providing service with the highest level of respect and professionalism to the general public, businesses, contractors, and any other people we conduct business we work with.
- ❖ Performance evaluations – Complete annual performance evaluations for all staff.
- ❖ Staff development – Identify opportunities for staff to pursue training and professional development opportunities.
- ❖ Position descriptions – Standardize format for all employee position descriptions. Newer positions have standardized description formats. However, long-standing positions have descriptions that are not consistent in format.

Objective : Commercial Development/Economic Development

Initiatives:

- ❖ Business Analysts Program – Implement use of ARC GIS Business Analyst program to create market data and demographic data for use in economic development/business attraction.
- ❖ Commercial Development Property – Inventory all commercially developable and available property in the city. Create maps of properties and information including owners, available utilities, size, and zoning classification.
- ❖ Pataskala Corporate Park - Continue to respond to leads for the Pataskala Corporate Park. Utilize marketing materials to inform developers of the Pataskala Corporate Park. Complete compensation agreements with school districts for the Community Reinvestment Area tax incentive program.

- ❖ Service Industry Development – Pursue development of service industries (i.e. restaurants, retail) throughout the City. Utilize marketing materials to contact developers. Focus on developments along the SR16 and SR310 corridors.
- ❖ Community Reinvestment Areas – Develop criteria for approving CRA incentives. Base percentage of commercial CRA abatements on items such as number of current and future jobs, and current and future payroll.
- ❖ Corporate Park Compensation MOU with schools – Adopt a memorandum of understanding with both local school districts to confirm their approval of future CRA abatements in the Corporate Park and to establish the level of income tax revenue sharing.

Objective : City facilities

Initiatives:

- ❖ City Administration Building – Complete replacement of door frames and windows at the north and south entrances to the building. Repair columns on north and south sides of buildings.
- ❖ Generator – City Administration Building – In conjunction with the Police Station construction, work to connect City Administration Building to backup generator being installed as part of station project.
- ❖ Police Station construction – Work with contractor to assure a successful Police Station construction project.
- ❖ Old Town Hall – Work in conjunction with the Buildings and Grounds Committee to identify uses for the Old Town Hall. Consideration given to moving some city operations to the Old Town Hall. Currently, the City Administration Building only has one (1) vacant office for city use.

Objective : Community outreach

Initiatives:

- ❖ Community partnerships – Continue to foster strong relationships with community partners including school districts, fire district, development community, COTC and other community stakeholders.
- ❖ City Administrator blog – Regularly scheduled City Administrator blog posts on City website. The blog will be used to update residents on projects, events, and to answer questions submitted by the community.
- ❖ Call notification system – Increase use of telephone call notification system to inform residents of emergencies, drinking water quality advisories, projects, and any other City related information deemed appropriate to distribute. Occasional advertisements of this system to encourage residents to register.

- ❖ *Social Media* – Continued use of social media programs to provide information to residents and business owners in the community.
- ❖ *Homeowner associations* – Strengthen relationships with active homeowner associations. Attend association meetings and use contacts to disseminate City related information.
- ❖ *Ribbon Cutting Ceremonies* – Continue to hold ribbon cutting ceremonies for all businesses that open in the City. Work in tandem with local Chamber of Commerce to highlight these businesses.
- ❖ *Press releases* – Implement use of press releases to inform media of projects, events, and general news in the City of Pataskala.
- ❖ *Short videos related to city operations* – Work with Utilities Director to create videos that highlight and explain city operations. Videos will be educational in nature and will be posted on our digital media sites.

FINANCE DEPARTMENT

Objective : Personnel

Initiatives:

- ❖ Advertise for an Accounting Clerk to support departmental operations. Review applications, interview candidates and hire lead candidate. Perform new employee onboarding and training.
- ❖ Serve as Pataskala's representative to the Central Ohio Healthcare Consortium (COHCC) board, ensuring that our concerns and issues are communicated and addressed.
- ❖ Support the development of a long-term staffing plan, including supporting a review/update of employee position descriptions.
- ❖ Create and distribute 2019 employee salary action notices to include approved pay scale changes and any eligible steps.

Objective : Financial Management

- ❖ Expand the use of workflow processing to include departmental approval of invoices. This would enable the departments to review and approve invoices received on a real-time basis, resulting in an improved understanding and ownership of their budgets.
- ❖ Continue to monitor and propose updates to the current city financial policies and procedures. Update where appropriate, and revise or develop/implement new policies and procedures where needed.
- ❖ Manage accounting and reporting for all federal and grant programs, including recognition of all grant-provided funding and expenditures. Support annual single-audit process.
- ❖ 2017 Financial Statement Preparation & Audit:
 - Develop supporting schedules and reports for the GAAP compilation of the basic financial statements (BFS).
 - Prepare the Management's Discussion & Analysis (MD&A) narrative, as well as updating the Economic Outlook section of the Comprehensive Annual Financial Report (CAFR).
 - Support the audit of the 2017 financial statements, with the goal of having no citations or significant management comments issued by the auditors.
 - Develop and submit the 2017 CAFR to the Auditor of State and the GFOA.
- ❖ Update and publish a formal 2019 budget document to Council to improve transparency and communication of proposed spending, projects, trends and forecast. Submit document to the Government Finance Officers Association for consideration in their awards program.
- ❖ Develop the 2019 budget and revenue/expenditure forecast for 2019-2023. Update the Capital Improvement Program (CIP) project-specific reporting system with proposed and completed projects.

- ❖ Evaluate proposed and existing vendor contracts to identify potential for cost savings/efficiency gains.
- ❖ Coordinate with utility billing personnel to identify potential system upgrades to current system (Software Solutions Inc. eGov) and process/internal control improvements.
- ❖ Review and evaluate various proposals by outside parties, such as the Auditor of State's office, etc. Determine if cost savings/efficiency gains are realistic and appropriate.

Objective : Treasury and Investment Managements

- ❖ Identify investment opportunities for excess funds, and invest idle funds into policy-compliant investments.
- ❖ Review current city investment policy to identify any potential areas that might require revisions and/or enhancements.
- ❖ Prepare request and obtain funding for \$4.6 million in long-term financing (20-30 years) for the construction of a new Police station.
- ❖ Evaluate current banking relationship with Park National Bank, to include service levels and progress toward accomplishing city requests.

Objective : Community Outreach and Customer Service

- ❖ Support resident walk-in traffic seeking assistance with local income tax return completion and filing. Work with delinquent taxpayers to identify mutually-agreeable resolutions to tax liability issues, including potential forgiveness of penalties/interest and establishment of time payment plans.
- ❖ Update and publish a 2017 *Popular Annual Financial Report* to the citizens of Pataskala to improve financial transparency and communication of financial results, trends and forecast. Submit final document to the Government Finance Officers Association for consideration in their awards program.

Objective : Insurance Management

- ❖ Support the annual property, casualty and liability insurance program renewal. Update asset database for changes/improvements to infrastructure and purchases/disposals of vehicles and equipment.
- ❖ Evaluate the 2019 health insurance renewal proposal. Identify cost-effective alternatives or plan modifications, if needed. Conduct the 2019 open enrollment process, including holding employee meetings to communicate any changes.

PLANNING AND ZONING DEPARTMENT

Objective : Zoning code amendments

Initiatives:

- ❖ Create regulations for wireless telecommunication facilities to fill an existing gap in the zoning code
- ❖ Amend the regulations for fences to correct existing issues in zoning code
- ❖ Revise swimming pool regulations to address issue with portable swimming pools
- ❖ Amend the Subdivision Regulations to provide a more concise of regulations with linear approval process
- ❖ Amend Planned Development District code to create a more concise set of regulations that provides more flexibility with development

Objective : Planning and Zoning Department operational improvements
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Initiatives:

- ❖ Continue work on a policies and procedures manual for the Planning and Zoning Department
- ❖ Continue to revise and update Planning and Zoning Department applications
- ❖ Better utilize GIS system in day-to-day Planning and Zoning activities. City Planner to complete coursework at Columbus State Community College to earn GIS certification
- ❖ Continue to provide excellent customer service
- ❖ Continue to coordinate with community partners and other city departments on Planning and Zoning matters
- ❖ Continue to improve process with Pataskala Utilities, SWLCWSD, Pataskala Public Services Department, the process for issuance of Certificates of Compliance for new construction
- ❖ Implement remote access to zoning permit and code violation databases to the Zoning Inspector while in the field

- ❖ Issue permits within 24 to 48 hours of submission if complete application packet is submitted
- ❖ Inspections completed within 24 to 48 from time of request
- ❖ Organize “community cleanup” especially in areas where residents may need assistance in correcting long standing code issues
- ❖ Amend the Pataskala Schedule of Fees to provide greater clarity, remove unnecessary fees and fill some existing gaps
- ❖ Continue to work with the Public Services Department on the erosion and sediment control enforcement process for new construction
- ❖ Manage creation of new comprehensive plan with consultant
- ❖ Establish more organized (color coded) storage system for approved subdivision and major development plans to make locating plans easier
- ❖ Create an inventory of available properties to assist with economic development efforts. To include current zoning classification, available utilities, parcel size, etc...
- ❖ Create a “door hanger” letter for projects identified by OUPS to inform residents that a permit is required for their project

Objective : Community outreach and development

Initiatives:

- ❖ Become more active with Mid-Ohio Development Exchange (MODE)
- ❖ Become active in MORPC Central Ohio GIS user group
- ❖ Provide community with code and zoning information on a quarterly basis through the quarterly news publication

UTILITIES DEPARTMENT

Objective : Community outreach and education

Initiatives: Implementation and education on utility department programs

- ❖ General Utilities Department community education - Continue to focus on education and outreach to residents on all functions of the Utility Department. Increased level of information in bills, monthly brochures, etc. Utilize the Website and Facebook to its full potential in outreach and education. Launch series of short movies that high light the operation of the Utilities Department. Potentially schedule plant tours for community groups, students, and residents.
- ❖ School district classes – Work with both local school districts to determine if there are opportunities to incorporate any of the utility operations into class work (i.e. sciences). Work with teachers of identified classes to establish lesson plan.

Objective : User Rate Structure Review and Budget
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- ❖ Rate structure - Internal review of the Utility Rate Structure. Work with the Utilities Committee, Finance Director and City Administrator to evaluate utilities rate structure for the next 5, 10, 15 years to evaluate needs for capital improvement project and funds to support improvement initiatives.

Objective : Personnel and Billing Operations

Initiatives: Provide training opportunities for staff

- ❖ Workplace safety program - Continual efforts in the safety program. Continue to create applicable policy and equipment support in the daily mission of a safe workplace.
- ❖ Training hours for OEPA certified staff – Provide in house contact hour training for OEPA certified staff. Implementation of at least 4 lesson plans for contact hour approval through the OEPA and utilize on an alternating year basis.
- ❖ Utilities Billing Office - Evaluate Billing Department for future considerations; evaluate technology as it relates to customer service efforts, and daily duties of the Billing Department. Work toward implementation of an updated billing system to provide standardization between utilities billing deposits and finance department.

WATER RECLAMATION DEPARTMENT

Objective : Water reclamation system improvements and maintenance

Initiatives – Improvements and upgrades to the water reclamation system

- ❖ WRF Phosphorus Upgrade Project Phase 1 - Phase 1 of this project will consist of the purchase and installation of a press to reduce filtrate and phosphorus loading on the operations. The first phase will also include engineering design and construction to install a chemical feed system to remove phosphorus. In 2018, \$500,000 is budgeted for this project.
 - Phase 1 2018, new press with focus on higher solids production, reduced chemical cost, and reduced filtrate. Also looking at means to cover the open pad on the sludge building for additional storage space and drainage system back to the plant.
 - Phase 2 & 3 2019 & 2020 diffused air and blowers for the oxidation ditch. Additional digester space and influent EQ system.
 - Phase 4 2021, new multi-use building on site potentially for new lab, and chemical feed system possibly for phosphorus removal. All apparatuses needed for chemical precipitation of phosphorus if required.
- ❖ Sewer main lines cleaning - Continue sewer main preventative maintenance cleaning program. Actions include continual monthly contractual services for cleaning and preventative maintenance efforts.
- ❖ Bio-solids disposal program – Continue bio-solids application program. Partner with local farmers to apply bio-solid product to fields.

Objective : Water reclamation department technology

Initiatives – Continued improvements to Water Reclamation Facility technology

- ❖ Sewer System GIS Updates – Continue efforts to build the utility GIS framework. A goal in 2018 is to convert all the GIS data to a web accessible platform. This will allow for real time access to the staff while conducting maintenance in the city.

WATER DEPARTMENT

Objective : Water system improvements

- ❖ Annual water meter and ERT replacement – ongoing efforts to replace aged water meters (15-20 years old) and ERTS (Electronic Radio Transmitters) to accurately bill for customer usage. The approved 2018 budget includes \$10,000 from the sewer fund for this project.
- ❖ Creek Road Water Main Project - The project consists of the installation of 3,000' of new 12 inch water main line on Creek Road. This project was confirmed by the Water Distribution Hydraulic Modeling Study as a system bottleneck that needs attention. Engineering design started in 2017. The Utilities Department is looking at alternative funding options for the construction of this project.
- ❖ Dennison Street, Poplar Street, and Willow Street Water Main Project - The project consists of the installation of 1,800' of new 8 inch water main. The existing 2 and 4 inch mains in this area are not properly sized for fire flow and considered a system bottleneck.

Objective : Water Department technology

- ❖ Water System GIS Updates – Continue efforts to build the utility GIS framework. A goal in 2018 is to convert all the GIS data to a web accessible platform. This will allow for real time access to the staff while conducting maintenance in the city.

PUBLIC SERVICES DEPARTMENT

Objective : Roadway paving and maintenance

Initiatives: Annual roadway paving and maintenance program

- ❖ 2018 roadway paving program – In early 2018, have engineering design completed, project bid, and contract awarded for the 2018 roadway paving program. Roads approved for paving, as part of the 2018 budget, are Headley’s Mill Road, Summit Road (from Broad Street north to the tracks), and Mill Street/Creek Road (from Main Street, through the intersection with Township Road, to the bridge and including the Municipal Park parking lot along Creek Road).
- ❖ Roadway maintenance
 - Continue efforts to maintain berm on roads as required throughout the City.
 - Continue to crack seal and dura-patch roads in accordance with the RAMP.
 - Continue use of paving equipment to make smaller repairs to roadways to prolong service life.
- ❖ Alley maintenance program- Grade, install gravel and spray for grass/weeds on all alleys, as needed. Trim brush and trees along alleys, as needed.
- ❖ Pavement Markings Maintenance – This includes re-establishing worn pavement markings on City streets.
 - Crosswalks, school zones, and railroad crossings
 - Roads to be inspected and striping to be determined in spring of 2018
 - Striping on Broad Street in accordance with SVC-17-042
- ❖ Right-of-way mowing- Five rounds of City-wide right-of-way mowing were completed in 2017, the same maintenance will be applied in 2018.
- ❖ Roadside vegetation/sign visibility program- City-wide tree/vegetation trimming/spraying where needed to assure clear vision to all traffic and street signs. Will also include treatments of all guardrails.
- ❖ Street sweeping – In 2014, the City initiated a street sweeping program. The sweeping is completed twice per year. This program will continue in 2018. Sweeping will also be a reportable action for our NPDES program as it relates to keeping debris out of the storm sewer system.
- ❖ Traffic Control
 - Standardize traffic signal equipment throughout the City.
 - Update the coordinated signal system timing for signals along Broad Street
 - Conduct speed studies in target areas within the City, and update speeds where appropriate.
 - Assess and post areas where parking should be limited or restricted.
 - Identify areas of potential additional parking in the downtown area.

Objective : Facility improvements

Initiatives: Facility Maintenance

- ❖ Mink Street Service Facility
 - Reconfigure and expand breakroom/office facilities to provide a separate office for the Public Service Superintendent in accordance with SVC-17-038.
- ❖ Creek Road Service Facility
 - Continue to clean up at this facility and improve function and use.
- ❖ City Administration Building
 - Install mulch in planting beds
 - Trim bushes and trees around the building and parking areas

Objective : Tree maintenance

Initiatives: Maintenance of City owned trees

- ❖ Continue aggressive inspection and removal of City owned trees that are determined to be dead/diseased/damaged.
- ❖ Continue inspections of subdivisions to determine need to trim street trees
- ❖ Periodic inspections of the City's waterways to determine if any trees need removal to prevent water flow blockages

Objective : Storm drainage system

Initiatives: Maintenance of City owned storm drainage system

- ❖ Annual program to cleanout storm water drainage ditches in rights-of-way
- ❖ Inspect all drainage ditches and culverts to determine the works and create schedule of priorities for repair/maintenance
- ❖ Begin implementation and enforcement of storm water basin improvements and maintenance in accordance with the Inventory and Analysis Study completed in 2017.

Objective : Pedestrian Safety

Initiatives: Continue efforts to improve pedestrian safety throughout the City

- ❖ Identify areas in need of improvement for pedestrian travel, and design a phased approach for installation of improvements.
- ❖ Identify sources of funding to implement planned improvements.

Objective : Planned Maintenance

Initiatives: Create and maintain planned maintenance schedules

- ❖ Continue to collect and use GIS data for signs, culverts, storm sewer, and roads to create an inventory and rating structure to create a planned maintenance program.
- ❖ Establish maintenance schedules for:
 - Tornado Sirens
 - Traffic Signals and Controllers
 - Marks Tower

Objective : Standards

Initiatives: Develop Standard Specifications, Notes, and Details for the Public Service Department

- ❖ Work with Jobes and Henderson to develop standard notes and details for plans.
- ❖ Work with the Planning and Zoning Department to update Chapter 1117 – Design Standards of the Pataskala Codified Ordinances.

PARKS AND RECREATION DEPARTMENT

Objective: Staffing

Initiative: Hire Parks Manager

- ❖ Interview Parks Manager applicants and determined best applicant
- ❖ Hire new Parks Manager and have outgoing Manager help with transition to assure successful recreation program seasons
- ❖ Hire part-time season employee to handle park grass mowing duties

Objective: Facility Maintenance

Initiative: Structures and Equipment Maintenance

- ❖ Implement regularly scheduled inspections and maintenance of all shelters, equipment (i.e. benches, picnic tables, etc....), playground equipment, etc....to determine necessary maintenance.
- ❖ Schedule Public Services Department employees on Fridays to assist with parks maintenance and upkeep.

Objective: Recreation Programming and Community Events

Initiative: Recreation Programming

- ❖ Work to provide the quality recreation programming that Pataskala residents have come to expect, including youth soccer and adult softball.
- ❖ Work with Parks Board to determine opportunities for new/additional recreation programming opportunities.

Initiative: Community Events

- ❖ Provide park and city personnel support for community events held in parks and recognized by Pataskala City Council as traditionally held community events.