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**ITEM 1: CALL TO ORDER:** Mayor Flaute called the City of Riverside, Ohio Special Council Meeting to order at 6:00 p.m. at the Riverside Municipal Center located at 1791 Harshman Road, Riverside, Ohio.

**ITEM 2: ROLL CALL:** Council attendance was as follows: Mr. Curp, present; Mr. Denning, present; Mr. Fullenkamp, present; Mrs. Lommatzsch, present; Deputy Mayor. Reynolds, present; Mr. Smith, present; and Mayor Flaute, present.

Staff present was as follows: Bryan Chodkowski, City Manager; Emily Christian, Assistant City Manager; Mitch Miller, Service Department; Chief Robinson, Police Department; Tom Garrett, Finance Department, and Mark Carpenter, Fire Department.

**ITEM 3: EXCUSE ABSENT MEMBERS:** All Council members were in attendance.

**ITEM 4: APPROVAL OF AGENDA:** A motion was made by Deputy Mayor Reynolds to approve the agenda. Mr. Denning second the motion. With no further discussion, a vote was taken. All were in favor; none were opposed. **Motion passed.**

**ITEM 5: DISCUSSION – Table of Organization:**

Mr. Chodkowski: The reason that we asked for the special meeting tonight is as part of the City Hall relocation project, one of the things that we need to address is the current configuration of staff. Through a variety of reasons; both historical for operational purposes as well as just the physical constraints to the facilities which we work. Most of the departments have some type of administrative support. And that exists like I said for a variety of reasons. With the upcoming move to 5200 and the consolidation of all of the executive staff in one location, the geographical diversity which requires department specific support staff will no longer exist in most instances. So to address that issue we need to; it is our opinion that we need to address the table of organization to provide for a more generalized support staff structure than what currently exists. So what we wanted to do today was to provide you an opportunity to review with you what it is we think is the appropriate reconfiguration for administrative staff; administrative support staff and touch on some of the reasons why we think that that is important. And address any questions or concerns you might have tonight or at a future work session. The need for this discussion at this point in time is that we also have some operational things that we need to realign when we make the relocation to 5200. So we want to be able to get our support staff on board. We want to get them generally briefed on what we think their new roles and what their new responsibilities will be and begin the exercise of planning our move and planning a new way to operate once we get to that new location. So that will be the first presentation that we are going to make tonight. The second presentation is with regards to the police department and the structure that exists within the police department. Since Council at this point is entertaining the opportunity to realign the table of organization for the relocation we also thought this might be a good time to present for you a realignment that Chief Robinson would like to implement in the department over the next two years. So we got some opportunities to make that happen if Council is so inclined to be in support of that. So that is the other presentation that will happen this evening. And like I said, we wanted to give you the time to digest that rather than cram all of that into a limited work session during a regular meeting. Just for ground rules if you will for the discussion; in consultation with the law director, tonight's discussion is going to take place in a very general sense. So we will be talking about positions more so then we will be talking about individual employees or how that may affect individual employees. That generalized discussion is required to occur in open session but if you would like to talk about specific employees who may be impacted by this the law director has counseled that that would be an appropriate time to move to into executive session. So just keep that in mind. We have not programmed a in executive

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session for tonight but if that is one that Council feels appropriate or when we need to have a later date we can do that. So that is a brief summary of why we are here tonight and I will turn the floor over to Ms. Christian who has prepared the presentation and will be breathing Council on the subject.

Ms. Christian: As the city manager had described, staff and I have been looking at support staff needs as they are currently and how we foresee that they may change at the new City Hall. We are recommending a change. We foresee that there will be a change in our needs for support staff and so this presentation tonight, I will explain what the changes are and why we were recommending them. So starting out we looked at how our support staff is structured currently. Currently most of the departments have at least one or multiple support staff dedicated to that department only. So as a result of this, a lot of the work and tasks can be somewhat segmented and if a task or project requires multiple departments that can get kind of cumbersome right now. Especially because we are somewhat spread out. It doesn't seem like it with the small building but in order to contact the fire department or the police department and that kind of stuff. Additionally the positions and titles that we have haven't always developed as a result of the overall organization. Instead it has been, of this department needs the support role, let's add that to the table of organization. So following the move to the new City Hall, all the department heads will be together and we believe that the work could be more; support work could be more centrally located. To give a little bit more background, here are the staff and their current titles and two will be moving to City Hall. In the city manager's office; the city manager, assistant city manager and the two office assistances, the finance director and the finance assistant, the to be filled planning and program management director, zoning administrator, code enforcement officer, fire chief and assistant to the fire chief, the service department director and the secretary, the director of economic development and clerk of council. The police chief and the assistant to the chief will be moving at a later date. And then those who are remaining at what we're calling the safety/service building; I'm not married to that title but we have to call it something in our presentation. So that would be the operations manager, foreman, custodian and maintenance workers in the service department and these are their current titles, police records clerk, property custodian and the sergeants and officers. In the fire department, the battalion chiefs, obviously some of them work at station six, lieutenants and firefighters. So as you saw in those previous slides we have seven different support titles with eight people filling those roles currently. Following the move we would foresee consolidating, in a sense reclassifying those seven different titles because we see that they could provide more cross departmental support. So we are not seeing that the work and the tasks are going to be diminishing. But we do see that the work and the tasks would be changing and involving more than one department. So as I've alluded to, we are recommending that we reclassify the support positions, and you'll see in the next slide, we are recommending four administrative assistants that will be under the general supervision of the city manager's office but have specific directions on different projects and tasks from the department heads. It is similar to; right now we have two office assistants on the administrative side that are supervised by myself, however they do receive direction from the economic development director, the finance director and the city manager. So similar to that. So that would reduce the titles from 7 to 4. We are not eliminating positions. Don't get me wrong we aren't eliminating employees, we are just realigning them. So ideally our support personnel will be cross trained in the sense that if somebody calls; a resident calls with a question any one of those four individuals can answer that question and perhaps more importantly they would be getting the same answer from all four of those individuals. This is kind of a visual of what the reclassification looks like. Currently we have two office assistants, and assistant to the fire chief in the public service secretary. Those four individuals would now be called the administrative assistants. We have a custodian who will stay here at the safety/service building but we will have a diminish need for custodial work because a lot of this building will be the fire department and the fire department does their own custodial work. So that person will still do some

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custodial work but there is some need for some support of the public service department as the operations are remaining in this building. So that person would have some limited permitting window hours. We would of course except permits at the other building as well. This person would be answering phone calls, scheduling the service department personnel, tracking inquiries and that sort of stuff. The records clerk will stay the records clerk and will stay here. However because that would be the main support person who is here on an 8 to 5 full-time basis, that person will need to take some role of greeting residents; visitors that come to this building, maintaining supplies and that stuff over and beyond what that person is currently doing. And then the assistant to the police chief at this point will be remaining in this building and will remain the assistant to the police chief however that is something and I will get to it here in a minute that we do foresee changing in the future.

Mr. Curp: The position assistant to the fire chief, is that a non-credentialed person?

Ms. Christian: Well the current person does run on a medic. That would not be possible when that person moves.

Mr. Curp: So we're actually adding a position.

Ms. Christian: If you said that that person does that halftime, then they would run the medic part-time or 20 hours a week, then we would be adding more support hours.

Mr. Curp: If that function leaves here and goes over there because we have four administrative assistants and that person is not going to be here to run on a medic. If that person stays here to run on a medic because it is easier to hire someone who is not a qualified person for the EMT. Then you can have three assistants going over there and you have to pick one up from somewhere; hire one.

Mr. Chodkowski: I think the best way to answer that question Mr. Curp is that the fire department at station five is staffed with; in any 24-hour period is staffed with two full-time firefighters/paramedics and two part-time firefighters/paramedics so the assistant to the chief who runs the medic represents a fifth certified personnel. So there would not be any diminished ability to serve by the members of the fire department because they are already fully staffed. The assistant to the chief simply represents an additional person to be able to respond to calls but it is above and beyond the typical response protocol for personnel.

Mr. Curp: If that person leaves here and goes over there because we are going to have four administrative assistants and that part is going to kind of be eliminated as I read the chart, and go over there then that person is not available to make runs over here. Conversely if that person stays here to make runs and we only have three bodies moving into the four administrative assistant slots then we have to pick up another person somewhere. We can't have half a person over there and have a person over here.

Mayor Flaute: Is the public service secretary still in the union?

Mr. Chodkowski: Yes.

Ms. Christian: Currently yes.

Mayor Flaute: Okay.

Mr. Chodkowski: The answer to the next question is, in the event the table of organization is amended as we would recommend we will petition to have that individual removed from the union.

Mayor Flaute: Okay.

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Mr. Curp: The custodian is going to do stuff that the public service secretary was doing as far as window work and dispatching staff and scheduling and stuff like that. Then I can assume we are going to expect to see this position become part of the union.

Mr. Chodkowski: We would contest a request to do so because that person is assigned to support nonunionized staff. So they do have the ability to be exposed to administrative information that might otherwise or could be used to undermine our position in a variety of ways with respect to managing collective bargaining.

Mayor Flaute: So the custodian is not in the union.

Ms. Christian: That is correct. No she's not.

Mr. Denning: I guess I don't understand why if we are moving everything over to the other building why we would do any permitting or clerk type work here. I mean once we make that move folks; I mean its just as easy to put up a sign that says get everything over there and people get used to it and that's where they will go and then we won't have the need for extra duties or whatever you want to call it for the custodial staff. I mean I know they make park reservations and other things but that's; my thought would be that's all going to be done; instead of doing it at both places you only do it at the one place and we don't have the need to do this juggling act for everybody.

Mrs. Lommatzsch: And have them running around.

Mr. Denning: Yeah. And have somebody that is custodial trying to do work that they didn't sign up to do which is clerical work. You know maybe you don't want to do clerical work. Or maybe a clerical person doesn't want to custodial work. That's my concern.

Ms. Christian: I believe that ideally in the future yes, all permits will be handled at 5200. There will be that transition time where we get our contractors and our residents used to coming to 5200. And the last thing that I would want is somebody who came here and be told, hey sorry you have to go to 5200.

Mr. Denning: Right now they come here and knock on the door to get police and they go, oh sorry you have to sit in the parking lot and call 911 after hours. So I don't understand why we can't; I mean basically to me this building becomes police and fire and that becomes the garage and not to take anything away from anybody but that becomes the garage and the home for services and all of the administrative stuff, permits reservations city Council is all moving over there and I really don't believe that our residents are going to; its going to take them that long to get with the program. And so I think we should be planning for that and not trying this juggling match of making people do two jobs for a while and all of that. I think we should plan for; okay it's as if we cut the cord and we know there's going to be a transition time and there is going to be, hey we're sorry but you need to go over to the 5200 building and they will take care of you there. We are extra nice and we take care of them and we make sure that everything is taken care of. I just think it's a big juggling act for maybe a three month period that does not necessarily; making a bigger thing out of what it will be.

Mr. Chodkowski: In the broader perspective, customer service; limited customer service aside, there is still the practical application that is much as we may want to be in an electronically based, e-functional world, which we are planning to do as a result of this consolidation, in the long run there is still the practical matter that there is still a paper world which does exist. So you have things with regards to purchases. So you are going to have to coordinate and connect various receipts and various documentation that are part of that activity. There are still certain departments, most department still run on some type of paper form of timesheet or timecards. There is the

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management of the filing systems that are still going to have to exist in some type of paper capacity in the short-term; and ongoing short-term as a result of record retentions and those types of items. So even if the customer service element goes away there is still a limited need and what we foresee to be an ongoing limited need for some type of basic clerical support. Especially for somebody who is going to function in the duality roll of administration representation of this building on these grounds but also performs valuable functions to us in the field such as project inspections, contractor interactions and interface. So that's by and large the reason why we think this duality roll needs to exist and continue to exist at least from the initial jump until we can determine what the best way to proceed long-term. But your point about limiting this position or leaving this position or creating this position for limited customer service for the 10 contractors there are going to show up in a month's time to get their right-of-way permits, you are right. You know it is just as easy for us to be able to facilitate that from 5200 as it is here.

Mayor Flaute: All you've got to do is just put up a sign that says go over to 5200.

Mr. Denning: That's what the credit union did.

Mayor Flaute: It wouldn't take that much and it's not that far away. And to inform them before they come over to let them know.

Mr. Smith: The assistant to the fire chief, is that a union position?

Ms. Christian: No.

Mr. Smith: No, okay.

Ms. Christian: Alright, so we do feel that the structure will have some significant advantages over the current structure. And I've kind of outline some of these advantages that we see including the even distribution of these four tasks currently. For instance, our office assistants could be working feverishly on a certain project and we might have the assistant to the fire chief going, gee I do wish I really had a challenging project to work on but you don't necessarily know that because, different department, different supervision. We do feel like this would be a more even distribution. There are some other organizational needs that we have not been able to address as fully as we would like to and that could have a list 10 more slides long. But I just grabbed three of them including the records management, support for economic development including the Wright Point buildings and working on purchasing contracts and that stuff. Additionally, we see these four administrative assistant roles as being completely cross trained meaning that not all of them currently do payroll, for instance. But maybe not the first day that we move in but here in the future all four of them would be doing payroll, they would all be handling customer service. There are still going to be the special projects that get assigned to one particular individual. But operationally should someone leave that day or get hit by a bus we would be able to manage. And additionally, we do have some other roles that we could provide cross training to and give these administrative assistants the ability to move higher into the organization. So we do see succession planning as another advantage to this program that we are recommending. I kind of outline this but I do have the next few slides detailing some more details about the support positions. We do have some draft job descriptions in your packets there as well. So the administrative assistants, like I had explained, would be under the general supervision of the city manager's office but would also provide support to the assigned department heads. That would include the list that I have here for supportive contact for callers and visitors, the facilities and staff scheduling, the park scheduling that we had mentioned, budgets and payables, payroll, record storage which is something that we will be updating when we are more centrally located at 5200, supporting the boards and commissions, Health and Safety, Parks and Recreation Commission's, the assistance that Mr. Murray needs with the

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Wright Point buildings and all of the assisting with producing the new website, supplies.

Mayor Flaute: So how many people come to, not the police side but to our side on about an average day? About how many calls? Do you have a number of about what that is?

Ms. Christian: If it was coming to our side, coming in person it is probably 5 to 7 people but in terms of calls we are talking; it depends on the day but I would say at least 20, probably more.

Mayor Flaute: Okay, it seems to me there is a lot of cost.

Mr. Denning: To me, the question would be how many; then you have all of the ones that go to the service department and all the ones that go to the fire department that are separate from that that will end up coming to those four people. So if administration gets 20 and the fire department is getting 15 and the service department is getting 12 then all of those are going to go; that is going to raise that up to about 50 calls a day for four people. That part of that I get.

Ms. Christian: A lot of the calls do come in here; come into the office assistant firsthand.

Mr. Denning: And then you separate it out right.

Mayor Flaute: Yeah I always tell everybody to call the 233-1801 number. That's what I tell everybody.

Ms. Christian: That's fine, that's what we want you to tell them. All right, so four administrative assistants. And then the records clerk like I had explained, this is somebody who is remaining at the safety/service building so there isn't a whole lot of changes to this individual's job title and job description however there will be some more customer service just because this would be a full-time person at the window at the safety/service building. And then the public service clerk that we had discussed maintaining the communications between the buildings, the custodian.

Mr. Curp: What does that mean, to maintain the communications between the buildings.

Ms. Christian: I included that because I am referring to the permits which may diminish but basically bringing paperwork back and forth and that kind of stuff.

Deputy Mayor Reynolds: We are going to hand deliver?

Ms. Christian: Well there is some stuff that we will have to for a while, yes.

Mr. Denning: Timesheets.

Mrs. Lommatzsch: It will be just like the bathroom. They will take 20 minutes to go to the bathroom and then it will take 45 minutes because they would then get some coffee while they're on the road. It's time lost while doing their job. Running back and forth between the buildings?

Mr. Chodkowski: From our perspective there may be; in this instance there may be limited physical travel between the safety/services building and 5200. But by and large, most of the communications between buildings; communication at we anticipate between these two buildings here; we are talking about an administrative function that is maintained from this building but the actual workspace is the building in the back. So just based on certain elements of the function that occur 100 feet across the parking

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lot and here, we have to find a way to get that information back and forth. Administrative individuals to go out and buy the product at Lowe's, we don't go out to the auto parts store and buy the auto parts. That is done by those folks. That information needs to find its way to get up here and get processed. So the alternative is you have somebody who is a maintenance worker who wasn't trained in those capacities or it is not a component of their job description; their job function. We are asking them to do that work at a higher pay level than this individual or we are taking time from the operations manager again who is capable to do the work and can do the work but for what it is that individual's possible tasks and assignments are, that seems like perhaps maybe we are not putting that resource to the best use.

Deputy Mayor Reynolds: Mr. City Manager, will this building and 5200 have telecommunication access so if we are looking at; I look back at the records clerk's job description or whatever we're calling this. Police reports, background checks, court paperwork, data entry; I'm not sure what the records clerk's data entry is. I'm sure it is some form that you can talk to us about but if Chief Robinson is at 5200; and I keep seeing these little asterisks about a move later; I'm not sure we know what all is going on there but we will get to that I'm sure. But should he be at 5200 and he needs a police report, wouldn't we just not be able to transmit that to him by several means; fax, email or whatever the case may be?

Mr. Chodkowski: Yes Ma'am, yes Ma'am. So the overall; the intent when possible and where possible would be to move things; as much information across the communications to the cloud. So for the police chief to have to drive down here to get a stack of reports, no we don't foresee that to be the case; we don't foresee that to have to be in everyday operation.

Deputy Mayor Reynolds: So really the maintaining of communications between the buildings is something totally different than what I'm hearing you say a few minutes ago; that someone would have to take something to someone.

Ms. Christian: I guess there are different methods of delivering. It may be scanning in the documents and emailing them.

Deputy Mayor Reynolds: You said you plan on having in this building a centralized location that the records clerk with the public service clerk; something would be given to her to make sure it is sent to other departments at 5200. Just walk me through that, what the plan is because that hand delivering thing is just.

Mr. Chodkowski: So in the 30,000 foot view down, let's talk payroll for instance. So the workers they will; maintenance workers will have a time clock and they will have a little place in the back where they put their time clock slips and the foreman whose job it is to validate that will validate that and at some point in time the service clerk will acquire those physical documents and scan those and maybe that's the best way to do it. In a perfect world we hope to move to an electronic format and it would be that individual's job to input that into the computer and in a more perfect world there is an electronic sign in, time clock for all employees going directly to finance. You have to crawl before you can walk. So that individual would electronically; let say scan those documents in and shoot them over to finance so finance can begin calculating payroll for the employees. At some point in time though the physical timecards are going to have to be put into the possession of the finance department. So maybe it's in an inter-office mailbox where the policy or the procedure is whoever is moving from this building for; maybe detective so-and-so is getting ready to have a meeting with chief at 5200 so they are going to grab the inter-office mail and they are going to take it with them. That may be how that process works.

Mrs. Lommatzsch: I don't like that at all. I don't like that paperwork going through somebody else's hands.

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Deputy Mayor Reynolds: And I understand what you're saying Sir, I understand what you're saying.

Mr. Chodkowski: Let's not get in the weeds on this.

Deputy Mayor Reynolds: Okay, let's not; because there is a better way to do this and this needs to be thought through. If we need a mail distribution person then we get a mail distribution person.

Mr. Chodkowski: But at some point in time there are going to be limited occasions where physical documents are going to have to get from these grounds to those grounds. If that's assigned to this person; that's what we are envisioning but as we continue to move through this process and we continue to develop, if that one task of the seven that are up there gets assigned to someone else.

Deputy Mayor Reynolds: But that's not an every day thing.

Mr. Chodkowski: No Ma'am.

Deputy Mayor Reynolds: You're saying that this is something that may happen occasionally. Because I'm looking at travel; mileage for an individual employee to and from or whatever the case may be. When we can look at ways to complete these tasks electronically that prevents all of this and any interruption in service or a lost mail pouch somewhere.

Mrs. Lommatzsch: Or somebody just looking in somebody's business.

Mr. Denning: That would never happen.

Mr. Fullenkamp: So we know that this workload is shared reasonably well in terms of some of the descriptions. I'm looking at the records clerk and it seems like a mismatch to have her order supplies for the service building. It doesn't seem like it fits in with her duties. Whereas the public service clerk, that looks like a better fit for that. So you are trying to fill in; I don't know what the workload is. I don't know how many hours go in to each of these tasks.

Mr. Chodkowski: Well there are some things that; there are some elements that; in that example there are some elements where supplies are specific to the police department, there are some elements that are specific to service.

Ms. Christian: In that, I was referring to office supplies I wasn't referring to like janitorial supplies. I don't know if that changes your question.

Mr. Fullenkamp: I'm thinking maybe service department supplies; I don't know what service department requires. You are talking just office supplies.

Ms. Christian: Certainly the records clerk is not going to be ordering screws or anything like that.

Mr. Fullenkamp: Well then that reduces the confusion.

Mr. Chodkowski: And it very well could be that it becomes that; that the responsibility is more so to identifying the need as what it could be.

Mr. Fullenkamp: That's fine.

Mr. Chodkowski: Because up until about four or five years ago, every department was an able to order their own supplies and then we centralized that out of here. So I think it is every Wednesday or something all of the administrative support staff call in to

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one of the assistants and then we get the list. And surprisingly we were able to cut our supply budget by 75%.

Mrs. Lommatzsch: Of course. That makes sense.

Mr. Fullenkamp: And so whoever is the right person to coordinate the ordering, it seems right to me but maybe it's not so obvious to people who actually do it.

Deputy Mayor Reynolds: So who signs off on the order process? The department head?

Mr. Chodkowski: That is typically Ms. Christian who I believe is signing off on the purchase order with relation to office supplies.

Ms. Christian: For the office supplies.

Mr. Denning: Because you're looking to see that if the service department is ordering three new boxes a blue pens and the police department has 27 of them sitting over there, there is no reason to order them, we can borrow them.

Ms. Christian: Right, right.

Mr. Denning: And that's how we save 75% on office supplies.

Ms. Christian: I personally don't but staff does.

Mr. Denning: That makes sense to me.

Mr. Fullenkamp: I'm kind of interested in the organization. Maybe I should wait till after. Why don't we finish and then we'll talk more about the actual; who's going to tell who to do what. The pecking order.

Ms. Christian: It was something that we have thought quite long and hard about to be honest.

Deputy Mayor Reynolds: Could I just ask, inclement weather assistance, what are we talking about?

Ms. Christian: So currently the service department secretary, and Mr. Miller may be able to address is little bit better than I am able to because he sees it on those occasions. But there is a need for tracking where particular trucks are, answering phone calls from residents asking about when is my street getting plowed next, they maintain radio contact with the actual drivers. Is there anything else?

Mr. Miller: Just the coordination of the snow event or storm. In inclement weather if we have the storm event, using the admin support person is the one that gets most of the complaint calls. And provides us the central information that we need to have and then we respond to the complaints.

Mr. Denning: But those calls would be going to that office now, right? The phone number that they are going to call.

Mr. Chodkowski: The past practice, which may not always be the future practice; but in the event that we do not have significant resources to buy every neat piece of technology to eliminate some of the functions that we do today. Probably the most valuable resource that the current public service secretary does that would be beneficial to be assumed in the short-term is to track where those trucks are and when they are there so that when John Q Citizen calls in and says I live on 123 Happy Street and you so-and-sos haven't been down my street and that's ridiculous. We can say, we have right here that our trucks entered that neighborhood on this date at this time and

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there should be no issues so are you sure that you want to make this complaint because our document shows that we are there.

Deputy Mayor Reynolds: But Mr. City Manager, I would; I'm going back and looking at those remaining at the safety/service building. In the service department we have an operations manager, a foreman, a custodian and maintenance workers. That is who will be here.

Ms. Christian: So the custodian will be the service clerk now. We're using the current titles.

Mr. Denning: It will be a combination.

Deputy Mayor Reynolds: So who does this custodian, soon to be public service clerk get this information from?

Mr. Chodkowski: They are provided at this point; they have access to a radio so they are communicated to by those in the field that are performing the work.

Deputy Mayor Reynolds: Why wouldn't the foreman just do that?

Mr. Chodkowski: Because the foreman is driving one of those trucks.

Mr. Denning: Yeah they have everybody on the road.

Mr. Fullenkamp: Do we have GPS units on those?

Mr. Chodkowski: No we do not GPS units on these trucks but the new ones that have been ordered are GPS capable. So that yes, we recognize that at some point in time, GPS is a program and a format that will use to help us be able to answer those types of questions in the future. So that task, which is what I would consider to be an after-hours task, would not be one that would be needed. But it would also be a task that doesn't occur upon a regular basis.

Deputy Mayor Reynolds: Do we have a plow schedule for streets? I thought we did. I thought that in a snow event they went here and here each time.

Mr. Chodkowski: Yes we do have a list of prioritized streets. A lot of issues, with; like I said, how we operate now and how we operate in the future will be different so the basis for this work in the future will be based more so on the documentation of when and where because storms are inconsistent and our ability to respond. So heavier snows require longer work on the major thoroughfares before we get into the minor streets. The residential streets, depending upon; there can be a lot of vehicles and for this event and it takes us significantly longer. There could be fewer vehicles parked on the street in the next event and we get through faster.

Deputy Mayor Reynolds: Is this person currently the custodian? Are they familiar with that?

Mr. Chodkowski: They are aware of the process and the procedure because that is performed by someone else. So they are aware of what occurs. Have they done it before, to the best my knowledge no. But again, this isn't an everyday task, it is an on-demand task, it is a task that we intend to eliminate from having to be done by a person at some point in time in the future.

Mr. Denning: But you want to put it on the list so that when they look at their job description they can't say that, hey that's not my job description I don't have to do that. Even if it is only for the next year and a half or whatever we end up. Hopefully there is a short transition.

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Mayor Flaute: So does the public service secretary come in whenever there is an overtime event? She gets overtime.

Mr. Chodkowski: In most instances yes. That does occur.

Mayor Flaute: But the operations manager and the director, do they come in too?

Mr. Chodkowski: Yes, the operations manager balances out the team if you will. So after so many hours, we will bring everyone in and they will all plow together but because of safety requirements, at some point in time we have to release half the team to go rest and then they become a self relieving operation. Depending upon when those events happen and when these events occur, sometimes Mr. Miller will come in and sometimes he will not. So another words, we do still operate a business during inclement weather so there does still need to be somebody in the building and addressing public service needs during regular business hours. So that often falls to Mr. Miller to do. So that is why he does not traditionally very frequently respond to inclement weather events. Not that he does not have a value and function when this happen but he has another role to play.

Mr. Denning: He's making those phone calls to find out where we can get cheaper salt. Or where we can borrow it.

Deputy Mayor Reynolds: Ms. Christian, the routing and follow-up of all service requests from residents is staff, that is on snow events?

Ms. Christian: I would say it is on snow events yes. But I would say it would also be folks calling about; it's morbid but it's the first thing that came to mind is the dead animals in the road.

Mr. Denning: There are a lot of those this time of year.

Ms. Christian: Yeah. And that person can call the resident back and say hey, yes we've got your concern and it is going to be removed this afternoon if you have other questions.

Mr. Smith: Why wouldn't you keep the person that is doing that job doing that job and just add jobs to what she already does. Why would she do that?

Ms. Christian: I'm not sure; so keep her.

Mr. Smith: The person that is in the public service building back there, why don't you keep them doing that particular job and then add jobs to their workload as things come up.

Mrs. Lommatzsch: That's what they're doing.

Mr. Smith: Instead of making all four of them be able to work with this inclement weather stuff.

Ms. Christian: That is just the public service clerk. But to that point we are moving all of the department heads to 5200. There are tasks that the current public service secretary does for the department that will stay with the move, if you will, that all four of those administrative assistants will be performing. And there are tasks that more coincide with the operations of the service department that will stay here.

Mr. Denning: Mr. Mayor, I have a question about that. The assistant to the fire chief; and this may be different. Was this person an EMT that became the assistant or are they an assistant that became an EMT?

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Mr. Chodkowski: As I understand it; and there are members of Council here who were on Council of the time that I believe that position was created who might be able to offer more insight. It happened that the fire chief then needed limited support with administrative functions. But the consistency of the part-time and volunteer program were not to level they are today. So to I guess meet both needs in the most economical way possible, the assistant to the fire chief position was created to allow both the administrative support aspect and in-field support. Now keep in mind that while the assistant to the fire chief is both a certified firefighter and paramedic, their role and their employment with us is strictly limited to ambulatory service calls. So because of that we are able to classify that individual as nonunion and pay them at a rate that is more representative of administrative support in comparison to someone who perform a full-time or regularly scheduled part-time firefighter and EMT function.

Mr. Denning: So it evolved to where it is from a fire department person who wanted to help the chief out and do some extra administrative stuff. My biggest question is what administrative assistance does he really need? Does he just need a part-time person? So moving that to somebody else and putting that person back to being a full-time firefighter actually helps us out.

Mr. Chodkowski: Well it does in one sense but not in another. Keep in mind that; remember when we started the conversation.

Mr. Denning: We're just talking about positions. We are not necessarily talking about the person moving. Is that a true statement?

Mr. Chodkowski: No. So keep in mind when the issue of the assistant came up; when we talk about that position remember when we started that conversation; both stations are staffed with the equivalent of four full-time firefighter/paramedics all the time. So this is just an additional resource; a benefited resource.

Mr. Denning: That person works a standard eight hours a day, five days a week but the other ones are 24 on 40 off. So they are a part of that rotation but if for some reason, it's like having our reserve engine.

Mr. Chodkowski: Correct. So there is enough administrative support for the fire department that would need a regular part-time position. There is that. So there is value to keeping that support staff position. But there are other elements of administrative support work in other departments that could be undertaken which are not undertaken because of physical separation. So that's why we are making this recommendation.

Mr. Denning: Okay. I've got it.

Mr. Fullenkamp: So to go through this exercise, we might find out that we don't need this much administrative staff. Because clearly there are not people to provide all of the administrative staff that we currently need.

Mr. Chodkowski: Well, and that's part of.

Mr. Denning: Where we can get more done with the few that we have.

Mr. Chodkowski: Right. You're damned if you do and you're damned if you don't; these kind of situations. So what we would argue; what I am arguing; or what I'm proposing since this is an amicable discussion is that there are things that we need to have done that are beneficial to be done but they are not critical tasks in a general sense that with this transition and centralization of support work could finally be done.

Deputy Mayor Reynolds: Examples Sir.

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Mr. Chodkowski: Okay. So examples would be, our records retention and our record storage. We have hundreds of boxes and you take hundreds and divide that in half, in storage and of those hundreds of boxes in storage divided in half, most of them are titled miscellaneous if they have a title at all. We pay for those records to be in storage. This would be an opportune time for us to be able to begin pulling that information out of storage, review it, catalog it, file what's worth keeping and destroy it. But we don't do that because we don't have; that's not a critical function so we don't do that.

Mr. Fullenkamp: What are we currently; this is all old information. I'm assuming that we're cataloging everything currently that we are acquiring as an organization. Is that not true?

Mr. Chodkowski: But not in a uniform, unified, fully accessible manner. Which is another thing that we would do as a result of this consolidation of resources. So that, as an example, would be what we would foresee being able to do. Is there the possibility in the future that we would need this many staff. Maybe not. And there are a couple of ways that we can address that in the future but we are in that position where based on how we are functioning and our staff today. We don't have the time or the ability to sit down and devote one person's full time between now and November to try these out and task these out, draft policy; review policy plus on top of which the people we need to influence the policy division; this policy formulation are the people that are affected here.

Mr. Fullenkamp: I understand. And it goes to what I said before, I don't know what the workload is associated with each of these job descriptions and how much actual workload is associated with these positions. So it could work either way.

Mr. Chodkowski: Right. And we may be back in a year and a half and say hey, this is the structure we gave you a year and a half or two years ago when we were facilitating this move and now that we are here and now that we function in this way, and now that we've developed these things, we need to realign the organization to function better because.

Mr. Fullenkamp: And maybe establishing the skill sets too. Maybe turn in which skill sets are more in line with this organization. I understand this is a whole kind of a first introduction.

Mr. Denning: The fire chief's administrative assistant, he only has enough to keep that person busy; that person will still assist them that part-time but the other part time they will be doing other; he is still going to have the same person.

Mr. Chodkowski: He might not have the same person but he would still have the same hours of support time to do those functions.

Mr. Denning: Okay, okay.

Mr. Chodkowski: Now Mr. Murray, has I think banged on my door. He has pled before you, hey I need more time, I need more help keeping track of stuff that I'm doing, things that I'm going. You asked for REAP statistics the other day. That's now 20 hours a week he can devote to that function that we currently don't have to devote to support his function.

Mayor Flaute: Very good, okay very good.

Ms. Christian: I included the finance assistant as it is one of the four support positions that I kind of outline here. This position really isn't changing at this point. However we would foresee a need or desire to cross train some of our administrative assistants in the tasks that the finance assistant does. So again, there is an opportunity there for

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that person to have a comfort level that, someone else knows all of the things that have to get done to pay a bill or something like that. We of course have the finance director but he has other duties as well. So I did want to include that. There's not really too much happening with that position currently or proposed to happen in the next year or so.

Mr. Fullenkamp: Will that position also be cross trained?

Ms. Christian: Right, right.

Mr. Chodkowski: And in this instance, the individual who works in this capacity previously provided both customer support and general support in a previous configuration. The existing person in this role can function as both but in the future for whatever reason; retirement, change in work, this individual would also be cross trained in the general support function as well.

Deputy Mayor Reynolds: Because currently if that person is out for a week or whatever, if Mr. Garrett doesn't pick up the slack what happens?

Mr. Garrett: It doesn't get done.

Mr. Denning: The bills don't get paid, the lights go out.

Ms. Christian: I wouldn't go that far. But I would venture to guess that the city manager and I and some of the other office assistants would be feverishly working. So, to Mr. Fullenkamp's point, we don't see this as an end-all be-all. That the organization; if Council chooses to go forward with this table of organization change that that would be set in stone for forever and ever with no changes. We do intend to assess what the needs are once we move. And the chief of police does have a presentation after this where we will be talking about the asterisk of the police chief and the assistant to the chief moving over and when he foresees that to be able to occur. There will be an additional support role at a later date because of that move as well.

Mr. Fullenkamp: And that last bullet, he is going to be describing it?

Ms. Christian: Correct.

Mr. Smith: Can you refresh my memory as to why we are taking the Chiefs out of their immediate unit; the supervision of those people immediately and moving them over to 5200. It seems like they would do better service amongst the people.

Ms. Christian: And that is something that we definitely did consider. And a reason why the chief of police would not be planning to make that move in the fall as we are. However the fire chief has the battalion chiefs that supervise their shifts and the lieutenants. So the battalion chiefs work out of station six and the lieutenants work at station five. And they provide the general; the overall day-to-day supervision of the firefighters. The fire chief is more of a general direction; are we all moving in the same direction.

Mr. Smith: Now will the service director be going to 5200?

Ms. Christian: Yes.

Mr. Smith: So who is this operations manager?

Mayor Flaute: We're not saying names.

Ms. Christian: The current second-in-command in the public service department.

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Mr. Smith: Okay. All right.

Mayor Flaute: We made that position about five years ago.

Ms. Christian: So like the city manager said, we've thrown a lot at you. And it was just tonight so you have a lot to digest. We're not asking for any action tonight. We're just wanting to get this on your minds. We do request that the table of organization be amended but we will defer to your approval.

Mayor Flaute: When will that be? When will you be requesting that?

Mr. Chodkowski: Well we are formally requesting it now but we will probably schedule a final work session and discussion on it the last work session in May with legislation to follow in June to amend.

Mr. Fullenkamp: So let's go back to the question I asked before about the organization and the pecking order and who the office manager is and so on. Who directs these seven people; the six people?

Ms. Christian: The seven people; so the four administrative assistants that we're proposing come to 5200. They would be within the city manager's department so I would be their general supervisor. However, they will still have their assigned department head or multiple department heads that will be empowered to provide tasks or jobs that they need those administrative assistants to do. So when it comes to evaluations and that sort of thing, it would be a collaborative effort.

Mr. Fullenkamp: So you are saying those four people, that would be a flat structure.

Ms. Christian: Right.

Mr. Fullenkamp: What about the other three people?

Ms. Christian: The records clerk will be supervised by; that is a little subject to change but by the chief of police and then possibly some other individual in the future. The public service clerk will be supervised by the operations manager who is here. Then the finance assistant will be supervised by the director of finance.

Mr. Fullenkamp: Okay. So as these roles flip they are going to have multiple managers? And when we cross train these people; do you understand what I'm saying?

Ms. Christian: Yes and it's something that I really did struggle with. Unfortunately, we really don't see that there is enough work to have just individual department administrative assistants.

Mr. Fullenkamp: I understand. Again it is this pecking order and who is doling out the work. And who knows what everybody's doing.

Deputy Mayor Reynolds: Who are you going to call into the office if the job is not done? How does that; that's what comes down to.

Ms. Christian: I guess that depends on the job.

Mr. Fullenkamp: But you should have that defined for each job. Right?

Mr. Chodkowski: The issue is; and I think this will be a practice that we have developed and developed well here and will continue, is how we as executives approach these support staff with regards to tasks that we need. So there are certain individuals, based on their skill set, who repetitively perform the same function for say, me. Or they perform the same function for Mr. Murray. But then there are; we'll call them the pop up issues that can be assigned to anyone. So the approach to that

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staff is, hey what are you are working on, who's got a priority task they are doing now, I have something that needs to be done and it needs to be done 10 minutes ago, who can pick that up?

Mrs. Lommatzsch: Well I would be too busy.

Mr. Fullenkamp: We have seven people, four of which will be kind of; they will be over at 5200. The other three, which may have slack time and I'm not sure how you know if there is slack time over at this remote location. And I know that is going to be a communication issue. And so how you can assign; how many managers that might be involved in overseeing and managing their workload. I am a little concerned about that. I understand where you're going but you definitely have to have a process in place to manage all seven people's workload.

Mr. Chodkowski: The people that are most affected or most impacted are those that will be going to the 5200 space. Those that remain here; while there are functions may change, their supervisors or their place within the organization and how their work is provided to them or direct to them will not change significantly.

Mr. Fullenkamp: And I understand that but I don't want individual fiefdoms that are going, I'm going to protect my person. I'm going to tell you, oh they are too busy, they can't do anything else. I'm not saying that's what's going to happen but I don't want that to occur. That is why an office manager of sorts might know specifically what the workload of each one of these peoples is.

Mr. Chodkowski: And that might be a function and task that we will have to look at and evaluate and create in the future. So those issues are not lost on us.

Mr. Fullenkamp: I just want them to be considered. That's all.

Deputy Mayor Reynolds: Because true cross training is that you bring a document in and any one of those four can pick it up and they start work on it. That is true cross training. And I agree with Councilman Fullenkamp, the office manager setting. You have a workload and general supervision of four people can get very tricky because you've got these guys sitting over here that their work is most important to them. If this is going to succeed and if this going to work, it has to.

Mr. Fullenkamp: I agree. But it's all seven is not just four.

Mr. Denning: It is a team play.

Mr. Fullenkamp: Yeah.

Deputy Mayor Reynolds: It has to be. At this point if you really want true cross training, let's do it.

Mayor Flaute: A team concept would work.

Mr. Denning: Why is the records clerk staying here and not moving over there?

Mr. Chodkowski: Because we still have; based on the function of the department that occurs here, there are still certain things generated from this building that require customer service in some capacity.

Mr. Denning: Okay.

Mr. Chodkowski: So there is data entry; so the officers drop off information from their incident reports that need to be updated into the state database or needs to be put into the County database. That is something that the records clerk would do. So since all of

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those reports are filed here or generated here or created here, then the data is here so the person should be here. Does that make sense?

Mr. Denning: Yes and no. I don't see why it couldn't be done over there.

Ms. Christian: The person does interface with the officers as well, prepares court paperwork. I feel like that would be pretty cumbersome.

Mr. Denning: If you believe that that is the best way to do that job, okay then that is the best way to do it. But to me, someone coming in to get their fingerprints checked or to get a background check or whatever, I think, oh they are going to go to the city building and they are going to say, no you've got to go over to; there is going to be some confusion there. And that's why right now; that's what I'm saying it makes sense to have everything at one building so now we are everything except.

Mr. Fullenkamp: I want to take this a step further in terms of the team thing. The scope of daily contacts are going to have to be changed if we go more broadly in terms of that.

Mr. Chodkowski: And we recognize that; that all these need to be changed but priorities dictate that I need a structure to create policy and procedure.

Deputy Mayor Reynolds: Mr. City Manager and Ms. Assistant City Manager, I was looking; when you do the table of organization are we looking at a salary structure for each grade level and how are we going to handle a seniority issue in this? Because will seniority be day one of the change because at some point, and you said it yourself, down the road things can change and if there should have to be terminations.

Mr. Chodkowski: Here's how we are intending to approach this issue. We foresee in our premise, based on; these will remain administrative unrepresented positions. We will make the general pool, provide for the general job description and provide a general wage range within the table of organization. Our intent is to take the lowest paid employees and provide them significantly larger annual increases in the evaluation process to catch them up to those individuals who are currently, for a variety of reasons, at a higher pay rate than what other members of that position will be. So we recognize that we will need to shrink the discrepancy in wages. We don't want to do that immediately but we do want to be able to do that. That is our approach at least at this point in time to be able to do that.

Deputy Mayor Reynolds: Seniority dates will be?

Mr. Chodkowski: All of the seniority issues which relate to seniority would be based on the date of hire and tenure with the city. But job classifications and work aren't bid, they are assigned and we assign those based on skill sets of the individual that we're dealing with.

Mayor Flaute: Alright. Any other questions for Ms. Christian? Okay, thank you very, very much.

Chief Robinson: So were talking about organizational charts. You've probably seen mine multiple times in the annual reports. And basically there is a spot missing where we don't have a spot filled for a deputy chief. So what I'm really going to talk about is trying to transforming this department into what I think is going to make it more efficient where we have just one deputy chief, we will actually have two but it would be the rank of major which is pretty common in most areas.

Mayor Flaute: What's it called?

Chief Robinson: A major.

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Mayor Flaute: Just a major.

Chief Robinson: So a lot of these organizations have deputy chiefs but their rank would be a major. So as I said, this is our current organizational chart. You're going to relate to some of the things I'm going to talk about later. As you can see, my assistant is actually; basically supervises those other two positions right there. So actually change the title there in the middle from the deputy chief to the major. In the current structure, we have the detective in charge of the sergeants. Actually he has two detectives but he also does the property room custodial work as well. So he has other functions besides having to work is cases. And because the detective sergeant isn't in just the position of a supervisor, he actually has to work cases as well. So there is a lot of stuff that goes on in the property room and that is the one area in which if we don't make sure we maintain that property room properly we can get ourselves into a bad situation. Folks can get fired over that kind of thing. So they do audit us, you can have problems. So it is crucial that we have someone to maintain that property room constantly. Right now we're good. But you do have the detective sergeant who's doing all of these other things; there are a lot of other things he has to do. So to give you a little background, like I said we had a position in 2013 that was vacated. And so we actually are currently working with Ms. Christian to fill the position hopefully by July 1. Because we are allowed that position. We currently are at 28 and that would give us 29 and that will give us the deputy chief position or what I'm calling the major position. Obviously we are going to advertise it locally through the Dayton Daily News and other professional associations to make sure we get a very good pool of candidates to come in. And obviously the staff that is currently employed; I'm sure we're going to have some of those folks apply for the job as well. I will explain that to you a little but more later. Basically as I was saying, I want to amend the chart to actually have the two positions. One of the positions would be over patrol which we've seen. There are four sergeants and 20 patrol officers and that person would basically be doing all of the operations management over patrol. And of course then the other major would to support services which obviously includes things that my assistant does, which would be the victims advocate, the property room. We would take that off of the sergeant that is currently in and the detectives as well is the clerk; records clerk. He will take those things. But he will also be in the detective section over seeing the detective section as well.

Mayor Flaute: So you don't have any now and you are thinking about getting two. And you're also including another position.

Chief Robinson: The one position, we were already allotted for 29 people which was already on the current organizational chart to ask for a major or deputy chief. What I'm asking for is another major but I will explain to you maybe later in this presentation when I get to why or how we are going to do that.

Mr. Chodkowski: The short version is that because we are proposing to open the chart for our needs, since we have the chart open he would like to amend the chart for a future need but our appropriations will not change. So we are going to create a position today for a second major, a second deputy chief but we will not fund that position until a more opportune time in the future, which he will get to in a minute.

Chief Robinson: So this is what the new rank structure will look like. Giving this administrative major to allow him to do the duties that some the other folks are doing right now which will take the pressure off them and what they are doing and allow them to be more efficient in their job and allow him to take; or her, whomever, to take over those activities that they do along with a lot of other things that I will have that person do as well. He won't just be just in charge of those. Now the detective section part, that person is going to be busy. I mean there is no doubt about that.

Mr. Fullenkamp: That is one position?

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Chief Robinson: One position.

Mr. Fullenkamp: So currently there are two.

Chief Robinson: Currently there is no one filling the position right now. And there is only one allotted and I'm looking for the second one.

Mr. Fullenkamp: The current organizational chart, there are two detectives.

Chief Robinson: Yeah; now I'm talking about majors.

Mr. Chodkowski: The two detectives are police officers assigned to work in the detective section. So in the future, there will still be two detectives. Two officers assigned to work in the detective section.

Mr. Fullenkamp: So there will be two in that block.

Mr. Chodkowski: That is correct.

Chief Robinson: Basically, yeah.

Mr. Fullenkamp: That's all I'm asking.

Mr. Curp: But there are currently three detectives in there, correct?

Mr. Chodkowski: Well there is a detective sergeant So the detective sergeant handles administration of the property room, supervises the two officers assigned to the detective section and works; also works cases in the detective section.

Chief Robinson: He also does IA's, he does; I mean there's a lot of things he does that he would not do if that was my choice actually.

Mr. Chodkowski: If you have both charts in front of you, you would notice that on the current structure there are five sergeants that appear in your structure. You will notice on this chart, there are only four sergeants that appear on the chart.

Chief Robinson: Right, because this person takes that spot.

Mr. Curp: But the question becomes how many slots are allotted in the new chart? How many slots are allotted in the detective section? Three or two?

Chief Robinson: Two.

Mr. Curp: So the third detective goes way.

Chief Robinson: Right, so this person here will basically take over the duties of the sergeant that is currently there now.

Mr. Curp: Except they won't work any cases.

Chief Robinson: Yes they will.

Deputy Mayor Reynolds: Okay, Chief, the purpose of the patrol major is officers on the road.

Chief Robinson: Yes.

Deputy Mayor Reynolds: The oversight of the officers on the road in their handling of situations; the sergeants report to the patrol major, the officers report to the sergeants.

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And so this; okay wait a minute, I want to go back and make sure I say this correctly now. If we look at.

Mr. Fullenkamp: Ma'am, he actually gets to that on the next slide, the description of the patrol major.

Deputy Mayor Reynolds: The current as I'm seeing; five sergeants. One is a detective sergeant. He has two officers under him and the property room custodian. Each one of the sergeants now, five officers report to them. And then they all report to the major. Which there is not a position; not a body there now.

Chief Robinson: Yes Ma'am, right.

Deputy Mayor Reynolds: Okay.

Mayor Flaute: Okay. Is everybody else all right? Okay.

Chief Robinson: Obviously the person coming in; the first major that would be hired is going to be more structured towards that job description that is laid out to you that is just what the deputy chief/major job description that you have now. This is going to be some of the functions that the patrol major is going to do in addition to the jobs; the job descriptions that you see for the major/deputy chief. So you see he does; he will be in charge of the whole patrol division which will include buying the vehicles, buying equipment for the vehicles. As it stands now, we have the sergeants and sometimes even myself making those decisions on the vehicles and the purchases and things like that. And then you've got; instead of just investigating complaints or taking regular post action for the patrol division, you have me and the four sergeants taking those right now whereas that person would field those calls basically. Which, it could be a sergeant; instead of the coming directly to me is going to go to that person. It is going to go to that major. Obviously they're going to coordinate the daily operations which would include directing patrols or setting up the speed trailer. That is just something that he would do. Someone calls in, they would call directly to me, now they would call in to him. me or her. And they would but that speed trailer where that person wanted it. Scheduling, as it stands right now, we have all four sergeants doing scheduling. Now I have a new program for scheduling which I am allowing them to do that with because that's just the way it should be done. However there has to be someone to oversee; if I take this piece of paper and I fill it out and say I want today off, someone at a supervisory level is going to sign off on that and make sure that that person; I tell you, I do that on a daily basis. When my assistant brings that paper to me, I set it down and opened up my drawer right here and I pull up my sheet and I look in there to make sure they have enough time. That is what I do. Now that's what that person would do to ensure that we have; that person is taking off the time that they are allotted and if they don't have it then that person would get back with them and tell them you don't have that or whatever. Special events, the coordination of those; there is a lot to that. And I would suspect that person would still use some of the departments. We have forms on those kind of things. That's what he would be in charge of, the coordination of those kind of things like Tattoo or any of the events that we have; running events or whatever. They would still coordinate that and I'm sure they would use some other staff to help them with that. Now the administrative. statistical research where you are looking for something that that we want for the inner department or maybe something that you folks want us to look into. The only people that are doing that is myself and my assistant. Those folks that work more closely with that would be this administrative; it would be one of his functions; is to be able to look at the statistical stuff and pull up all the stuff that we need that would give us the reasons why we would to this or that. Obviously they would do the same thing with investigating any kind of complaints that involved any of their staff that they are immediately in charge of. At this point that would be myself and a sergeant that do that kind of stuff. Just going back to the last line that we mentioned. We have an IA;

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unfortunately we do have those. Sergeants have to do all of the investigating because there is nobody else to do that. So what happens there is, either you have the sergeants in here doing stuff like ordering cars, ordering parts for cars, doing all of the IA investigation and running everybody down, the scheduling which takes them actually off of the road. So they are doing more stuff inside the building and not out on the road. So you come by here; I come by here in the morning sometimes and I see a car sitting out there and I pull in and I go, man were there like two or three cars here. And I get here and the guys are going out and the sergeant stays. I'm like, you know, what are you doing? I ask what's going on. He says that I've got to work on this or I've got to do scheduling or I've got to buy the car parts, they haven't come in, I've got a call these people to make arrangements because I want to get the cars from out of the back lot and on the road. So it is taking away their time from being out there and doing what they should be doing which is making sure that the road and the citizens are being taken care of with the officers. I'm not asking them to not supervise. I'm just asking them to be out there more on the road doing that supervision. And that's what this will allow us to do. Obviously they're going to coordinate any of the operations like the other major does that for the patrol for support services at this point. You can see the names of people that currently do it right now. Special operations, we have a bunch of those. But here's the problem with that. You have a young sergeant who works with the FBI on Safe Streets. He does his own thing. And you have our detective division over here that have their own thing going on. Someone needs to be able to coordinate those. It's not that were not getting them done, it's just it would be nice to have a little tight package of how we are doing these drug buys or how we are doing prostitution stings. And this one person being the person who is running between the two. Not just this person and that person doing different things. And trust me, I hate to say this but there are times when they clash. Because one wants to do it one way and the other wants do it another. Or one doesn't want to do it at all and you're the one who is going, we have to do this. Well you put someone on the mission who is a supervisor and basically when we're talking about these types of things, I am very adamant about let's go do that. One sergeant here is really good about saving overtime on that side and I really appreciate him. But there are times that they clash on this stuff so I think we need that person to be able to be the one person that says this is how we're doing it and let's go do it. And of course you have the detective scheduling. A sergeant does it now. Like I said we have the on duty thing right now where they schedule on there. That person would do the detective scheduling and making sure that everyone is where they are supposed to be. So for me, personally, I am constantly sitting at my desk and don't get to do some of things that I would like to do because I'm having to do a lot of that stuff that we talked about. The researching and the IA's and all that stuff. Now don't get me wrong, the IA's are going to end up on my desk. That's going to get to me before the city manager and hopefully; that doesn't ever happen. But it has sometimes. But it is going to enable me to do a lot more of the stuff that I wanted to, like the long-term planning and the accountability measures that we are going to need for the department. I don't know what this coloration means but.

Mrs. Lommatzsch: I was going to ask that. Collaboration.

Mr. Chodkowski: Collaboration.

Chief Robinson: Yes, it's supposed to mean that. I'm not sure; I'll get some crayons I guess. I would really like to be able to go to some of the; a lot more of the meetings that I don't get to go to because I'm constantly having to be at my desk doing busy work. Not only for the departments but for Council and stuff like that. But I don't get a chance; if I got it done I could've went to some of the Montgomery County meetings and some of the OACP meetings and some of the training that is out there for the chiefs to maintain a better understanding of how law enforcement is changing. And I don't get to do that sometimes because I am really, really busy doing that. It's like policies, and I have to make sure I'm up to speed on what's coming out on court rulings and we have a policy book but it is ever-changing. So someone has to that and

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that is part of my basic function as a police chief. To make sure that I am on top of policy and procedure and the court rulings that are going on in the state of Ohio. One of the biggest things I think on the slide is the organizational culture change. I can't tell you the difficulty it is to change a culture of how you once did things in the way that you want them to be done now and in the future. It is very difficult to do that. I think by making this kind of a change we will show the officers that are here that they will have some ability to move forward in their careers. That is where these succession planning comes into play. You know, why am I here? Why didn't we have a succession plan before? Why did that person who left here leave this department better than when he got here? That's what you have to ask. That's what succession planning is all about. I will talk more about succession planning in a minute because I am very adamant about succession planning. So basically this is what the city manager alluded to a little while ago. In reference to the current staffing, as you can see we have proposed and then you see the budget. You see how it doesn't change when I add the two majors. That's because we already have the budget this year to add that first major in there. That is the person allowed to have in there already or hopefully we'll get. But by adding the second one, we don't change the budget at all. And the reason why we don't change the budget is because we eliminate one of the sergeants positions. Now that might happen by attrition, I'm not sure. I'm not sure what's going to happen because there are some upcoming things that may absolutely; could happen here shortly. I don't have the inside on that. But it could happen. So if that does, by attrition we could do that. But that would just eliminate; that's why the budget is the same. Technically, if you want to get down to the nitty-gritty on it, we're really lower because the major salary will be less than what the five sergeants made this past year. Well, the five sergeants made more money than I did this year; or last year. So how that does that is real simple. The sergeants make whatever it is but they also have longevity pay and they have overtime and they have standby pay. So you take all that stuff on and they make more money than me. They make more money than that major. So technically we are saving money. We put as being even but technically we will be lower.

Mr. Fullenkamp: The major is a nonunion position?

Chief Robinson: Right. Yes Sir.

Mrs. Lommatzsch: Why haven't we replaced this person already. Or why haven't we already started the process of replacing the person that is not accountable on that chart?

Chief Robinson: I didn't understand the very first part.

Mrs. Lommatzsch: While you said that we have an open position that we are going to work on filling by July 1.

Chief Robinson: Right.

Mrs. Lommatzsch: It has been open a long time. Why have we not done anything about it?

Chief Robinson: I think because we are looking to see where we were in the department. I wanted to be here a year to understand what we have within the department to be able to say, okay we can just promote from within or I think maybe we are just looking at; I'm not sure maybe it wasn't budgeted at that point.

Mrs. Lommatzsch: You say it is budgeted.

Chief Robinson: It is this year.

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Mr. Chodkowski: The position was budgeted in the 2013 budget as well and one of the things that Chief and I had talked about; one of the things that he had committed to do when he first came on board was, unlike his predecessor, I want to study what occurs in the department. I want to see how it functions to determine how I want the department to move forward and how I want that structure. The two major format probably came to me in August may be of last year. August or September. And the issue that I had at that time that I asked him to do was prove to me how that improves our organization. Demonstrate to me how that has benefit to the organization. Because it was; I realize that that structure has legitimacy. It was a structure that the former chief tried to incorporate by rapidly promoting an individual through the ranks in an attempt to provide a supervisory authority over a portion of the department as well as then a major/deputy chief. Another former chief attempted to do the same thing in a test pilot by a temporary structural arrangement involving two sergeants. So the concept was familiar with me. The sales pitch was familiar with me. But we didn't have a detailed conversation about why it was of benefit. So we spent time talking about that through the course of 2014. And it happened that this was the most opportune time for him to make the pitch. But at the same time to initiate the hiring process.

Mrs. Lommatzsch: It seems a little; I don't know how you can assess how things are today when you have been one supervisory position short. So you don't know what it could've been had that job been filled. You talk about things you haven't been able to do.

Chief Robinson: It would have been a lot simpler for me yes. I would say as far as managing those between the ranks because everything basically came directly to me. So I just kind of absorbed that for the year just to see exactly where we were and what I could show to the city manager as to why we need these positions.

Mrs. Lommatzsch: Well I understand that but what I'm saying is how can you assess program when you are already one person short and you already know that one person can't do what you need, but you need two.

Chief Robinson: Well the two positions, obviously they are two different; because they are two different divisions.

Mrs. Lommatzsch: I understand the structure and all that but what I'm saying is you can't assess how if you'd had the other supervisory position, it could've been different. We have somebody at the door with pink balloons.

Mr. Curp: It's not my birthday.

Mrs. Lommatzsch: Is it your birthday? It must be Deputy Mayor Reynolds birthday.

Mayor Flaute: And you want them to come in?

Mrs. Lommatzsch: Sure.

Mr. Denning: We are not in executive session.

Mayor Flaute: All right, we'll take a recess. We'll take a five-minute recess.

The Council reconvened after approximately 3 minutes.

Mrs. Lommatzsch: My concern is, you've been operating a supervisor short. And so now you say; and you haven't been able to do what you wanted to do and now you need two.

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Mr. Denning: The sergeant of detectives was doing part of the job that the second major is going to do.

Chief Robinson: Absolutely.

Mr. Chodkowski: One of the things that was compelling to me in our discussion, which is why I asked him to prepare this presentation and why I agreed that at some point in time we would promote this is, it's not just here. It is experience in general. Now the former chief's experience aside; but when the other former chief with 24 years of experience, 10 of those in an administrative command capacity suggested this. And now the new chief with 20+ years of experience. 10 at the command level has also suggested this and they had similar arguments in proposing the structure. To me it says, okay we're missing the boat on improved functionality and accountability and change because of either pre-existing culture or because of financial constraints. So would certain elements of this presentation be different if we had the existed major in the organization? Yes I agree that certain elements of this particular presentation would be difference but ultimately at the end of the day, what we want to accomplish with that department and how it functions could not be obtained without creating the second position. In creating that diversified command and leadership structure based on the variety of functions that this department has to perform.

Mayor Flaute: I would have to believe that Council does recognize that culture change is needed. So maybe this is what we need.

Chief Robinson: Like the city manager said, I came from an organization when I got here that had the exact same structure that we have currently. And then we took that captains position that were there and turned it into two lieutenant positions there, just like I am trying to do with the majors. And we took off like gangbusters. The department changed like that because there was so much more interaction between myself and the patrol. I was there to make sure that their needs were taken care of and all of the aspects of what they needed I did. The other lieutenant was in charge of the detective section and did; we had dispatch so he took care of dispatch. So there is a lot more that he did there. But when that happened it was such a dramatic difference. We were quite literally in chaos before the new chief got there and then this captain blundered and got booted out the door.

Mr. Fullenkamp: So this discussion is kind of swinging into this culture issue. And the presumption is that this reorganization will result in I guess accountability. That the structure it brings to it is going to result in a culture change. How are you going to know that?

Chief Robinson: I think you're going to know that by how the officers from the top to the bottom are taking the job seriously. How they are happy when they come to work every day.

Mr. Fullenkamp: How is the community going to know about that?

Chief Robinson: That's how they are going to know that. Through; I guess through our actions. You know right now we always hear, you know we don't stop and talk to anybody anymore. That is something that that person is going to push.

Mr. Fullenkamp: But it is important; I mean it seems to me it is important to; and my understanding of culture issues are that we have two different schools of thought on the force to some degree. And so how do we make sure that if we put in the accountability chain on the right foot that it is going to improve the culture or is it just going to automatically happen because we have structure in place.

Chief Robinson: I think some of it will be because of more structure in place. It will allow more accountability and obviously that is going to make the culture change

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because you're going to have an immediate supervisor over those four sergeants that will be in charge of those five patrol officers. On the other side of the table; on the other side of the coin you're going to have that administrative major who is going to be in charge of those four people plus the two in the detective section. So they are going to have an immediate supervisor to go to about every issue. Not just a hodgepodge of, okay a sergeant today is going to go to talk to the guys on the road patrol because you're not doing what you need to do in the detective section. You're not getting enough information for the detective section. It happens with time so now you have a sergeant over there on that side of the room. So than the sergeants over there are going wait a minute.

Mr. Fullenkamp: So I'm going to ask the question a different way. You are pretty confident that the culture problem is caused by a structural gap.

Mr. Chodkowski: I would disagree. I would say part of the issue. But the other issue is; the structure is necessary to facilitate the culture change.

Mr. Fullenkamp: That is part of it.

Mr. Chodkowski: But the other aspect is ensuring that we are bringing on leadership that is like-minded and similar in ideal and outcomes as we are.

Mr. Fullenkamp: Thank you. That's where I was going with this.

Deputy Mayor Reynolds: So what actually we have to be looking for is the hatchet man at some point in time. Now I'm sorry, I'm just real plain with what I have to say. Because the culture; how many years have we been dealing with this cultural issue?

Mr. Chodkowski: It depends on what level you're talking about.

Deputy Mayor Reynolds: Sir, we are hearing something that you all are basing adding a position to for cultural changes because we know the problems that we have.

Mr. Denning: To help facilitate it.

Deputy Mayor Reynolds: You said it several times this evening, we've all said it. So unless that's me; unless we are going to do something to kick tail, don't ask me for anything.

Mr. Chodkowski: It's not that simple.

Deputy Mayor Reynolds: It is that simple. I recognize that we want it to be that simple. But part of what being able to dictate long-term meaningful culture change is to be able to consistently address the long-term vision and mission of the organization and do so in a repetitive way. And that is where we, in my opinion at several levels have not been able to instill long-term ongoing culture change because we lack an ability to consistently reiterate what our expectations are.

Mayor Flaute: And besides that we have a detective sergeant that is on par with the other four sergeants. Where with the new one, we will have a major who will be; have a higher rank than the other four sergeants. I would assume that is going to cause a culture change.

Mr. Curp: It is not the rank. It is a paramilitary organization where they call each other titles; military titles instead of the functional responsibility that the position holds. We have chief of detectives or head of detectives as detective sergeant. But at the top we have the chief as opposed to a colonel title. Where as a colonel on his shirt collar and the major is aware of the gold leaf on his shirt collar. But we don't have functional titles that says, this is what this position does. But I want to go back to this culture

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thing. A number of years ago, before you came Mr. Chodkowski, the Council's approach about creating two lieutenant positions or a second lieutenant position in the fire services. Because we need to have somebody supervising each station. We said wait a minute, at that time we only had two full-time staff at that station and two full-time staff of over here. Why do we need a formal supervisor over one other person. That didn't make sense so we said, you know if you want to have something; a structure where this position is succession planning, a growth oriented position for people who want to advance to the system and someday become a chief or whatever. Fine. But we don't need a lieutenant just to supervise another person when we only have two people in one building that can't get along and figure things out. Then we have bigger problems than creating a position or title. So my question for you is; and when we had the battalion chief opening. After we created a lieutenant position, people got appointed. We had a battalion chief opening and nobody in the house applied. So we went back to the fire chief and said, wait a second, you told us you wanted to create these positions for growth and development and now we have people who apparently just wanted the positions to be on a higher pay scale as opposed to taking on leadership responsibilities. What's going on in this department? So my question to you is; with that kind of background, you expressed in the importance of succession planning. I understand succession planning. I think it is important too. So you expressed a concern about the importance of succession planning. We talk about a cultural issue within the department. So my question would be, for this first deputy chief position that you want to fill, supervisor of road patrol or whatever. Are you looking at primarily going outside to bring in somebody who shares your culture, the culture that Council shares. Are you looking at maybe somebody from in-house?

Chief Robinson: Am I looking at somebody in-house? Yes. Am I not going to take somebody from the outside? If they do come in here and interview very well and we have real similar thoughts on how this should go, then that might be the way to go.

Mr. Curp: Because my concern is that if we have a culture issue; or if we think we have a culture issue in-house and we don't have people that want to turn and go in a direction from a culture change situation then maybe we need to be looking outside.

Mr. Chodkowski: I think the answer; the best way to answer your question is that we have talked about internal advancement. And there are individuals that have been identified. There are individuals that have expressed an interest to advance. But there are other issues which complicate our abilities to immediately bring those individuals into this capacity. So it is highly likely that this initial hire, while not definitive, it is highly likely that this initial hire will be an outside individual. But we have already talked about; the chief and I have already had discussions about when this second position becomes available, if authorized by Council, that we would strongly look at those internal individuals who have expressed an interest to be more and do more for this department that are like-minded. Because some of the issues that exist today might not necessarily exist when that future opportunity presents itself.

Mr. Curp: So you think that second position is already here. It is just titled something else. It is at a different position in the organization chart. And if we want to do the things that we want to do, it seems to me that just with a sweep of a pen and going to a new organizational chart and re-titling that position, it is done.

Mr. Chodkowski: Based on how this organization operates, I would disagree with you Sir. It may seem on paper that that is the best way to do it or that is a good way to do it but based on what we see day in and day out with operations, that is not in this organization's best interest.

Deputy Mayor Reynolds: What are you seeing day in and day out Sir?

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Mr. Chodkowski: Based on the nature of this discussion and the environment on which it is occurring, it is probably not the best discussion to have at this point in time.

Mrs. Lommatzsch: I was going to say we are in public session.

Mr. Fullenkamp: That was going to be my point. I mean because culture is about behavior and job behavior. If that's what you're getting at then.

Mrs. Lommatzsch: We can move to go into executive session.

Mr. Curp: All I'm saying is I don't think it is a structural issue. Because you can take the first organizational chart and go to the second organizational chart and look at the people that we have and their functions.

Mayor Flaute: Okay let's go into executive session.

Mr. Fullenkamp: And I think the city manager admitted as much. That is not just a structural problem.

Mr. Curp: Another interesting observation would be the proposed revised structure. It moves the functions who are currently being supervised by the assistant to the chief and just takes those and moves them under this new administrative supervisor. So with the numbers; I assume there is a number of responsibilities to be moved. I don't know whether that now becomes less than a full-time position. Maybe a half-time position. And now in the fire department you have administrative stuff going over to 5200 and only some administrative stuff remaining over here to where that position then become only part-time or half-time to where may be those two positions get consolidated into one administrative assistant to the two chiefs. Or to the two departments that are in this building instead of having two separate ones that are operating with half-time people.

Mr. Denning: Or is the idea that once you get this command structure in place, you will be able to move over to the 5200 building.

Mr. Chodkowski: Correct.

Chief Robinson: Yes, that is what is being proposed.

Deputy Mayor Reynolds: Say that again.

Mr. Denning: Once he gets this command structure in place, then he and the assistant to the chief can move to the 5200 building and do their administrative work over there. That to me adds; and if it is partial then that adds an extra person to the pool of four to do more other things.

Mayor Flaute: Okay, is there a motion to go into executive session?

Mr. Denning: For personnel reasons.

Mayor Flaute: Does anybody want to make that motion?

A motion was made by Deputy Mayor Reynolds to go into executive session for personnel reasons. Mr. Fullenkamp second the motion. With no further discussion, a roll call vote was taken as follows: Deputy Mayor Reynolds, yes; Mr. Fullenkamp, yes; Mr. Curp, no; Mr. Denning, yes; Mrs. Lommatzsch, yes; Mr. Smith, yes; and Mayor Flaute, yes. **Motion passed.**

Council went into executive session at 8:03 PM

**ITEM 6 : EXECUTIVE SESSION**

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- a) **Codified Ordinances 103.01 (d) (1) – Unless the City employee or official requests a public hearing; to consider the appointment , employment, dismissal, discipline, promotion, demotion or compensation of a city employee or official or the investigation of charges or complaints against a City employee or official.**

Council came out of executive session at 8:46 PM

**ITEM 7 : DISCUSSION (Continued)**

Mayor Flaute: Thank you Mr. Manager and Chief.

**ITEM 8 : COUNCILMEMBER COMMENTS**

Mayor Flaute: The only thing I have is I represented you today for Stand Up for Transportation. It was downtown and what we are trying to do is Congress needs to pass a long-term, multimodal transportation bill by May 31, 2015. So we need to be calling our Congressman and our Senators. Please ask them to pass a transportation bill. We haven't had one passed in like six years.

Mrs. Lommatzsch: Not a permanent one; we've had a six-month one.

Mayor Flaute: Yeah, so please if you just would, you could go to this website and sign your name, sign up for the petition but for us who are in the legislature we need to contact them.

Mr. Smith: Where do you get the information on that?

Mayor Flaute: Okay I can make a copy of that if anybody wants copies.

Mr. Denning: I think RITA's website. RTA's website. RTA was pushing that.

Mayor Flaute: Okay does anything else need to be brought before Council?

**ITEM 9 : ADJOURNMENT:**

A motion was made by Mr. Denning to adjourn. Deputy Mayor Reynolds second the motion. With not further discussion, a vote was taken. All were in favor; none were opposed. **Motion passed.** The meeting was adjourned at 8:50 p.m.

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William R. Flaute, Mayor

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Clerk of Council