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**ITEM 1: CALL TO ORDER:** Mayor Flaute called the Riverside, Ohio City Council special work session to order at 6:00 p.m. at the Riverside Administrative Offices located at 5200 Springfield Street, Suite 100, Riverside, Ohio, 45431.

**ITEM 2: ROLL CALL:** Council attendance was as follows: Ms. Campbell, present; Mr. Curp, present; Deputy Mayor Denning, present; Ms. Fry, present; Ms. Lommatzsch, present; Mr. Teaford, present; and Mayor Flaute, present.

Staff present was as follows: Mark Carpenter, City Manager, and Katie Lewallen, Clerk of Council.

**ITEM 3: EXCUSE ABSENT MEMBERS:** No City Council members were absent.

**ITEM 4: ADDITIONS OR CORRECTIONS TO AGENDA:** No additions or corrections were made to the amended agenda.

**ITEM 5: APPROVAL OF AGENDA:** Ms. Fry motioned to approve the amended agenda. Ms. Lommatzsch seconded the motion. All were in favor; none opposed. **Motion carried.**

**ITEM 6: WORK SESSION ITEM - COMPREHENSIVE PLAN:** Mayor Flaute mentioned an email sent earlier today for everyone to have the goals of the city manager with them; Ms. Fry confirmed they were the goals from April 3. Mayor Flaute asked what everyone thought on how to proceed as he felt they would go through the Comprehensive plan to see what still needed done and then assist the city manager with suggestions on how to get it done. Mr. Curp stated that they should look at the April 3 document and lack of some content in areas and then suggested everyone to look at the Comprehensive plan as it has information that can fit into areas of the goals document; they did not necessarily need to review the entire plan. He added it was the performance objectives and measures that should be their focus. Ms. Fry stated there is value in the comprehensive plan to determine if there are things that should still be done as they are asking the city manager to use it as their guide. She agreed that going through it paragraph by paragraph may not be beneficial.

#### PERSONNEL

Mayor Flaute stated they should start with the goals, the first being personnel. The city manager shared his updated performance plan memo of December 18, 2018. Mr. Carpenter asked if his comments under the results were not what council was looking for then he would like clarification. Ms. Fry stated that he did make a recommendation for the organization chart and reviewed the efficiency of the organization. She asked what they are going to do to gain efficiency in the organization and when will they see completed policies put into effect. Mr. Carpenter stated there were positions vacant this year. They are going to create the community development director position and the communications position and submit a SAFER grant for three full-time firefighters beginning in 2020. There was not a set deadline for personnel policies as other priorities came up and he had not set a deadline. The policies have been identified; they just need updated before council. Deputy Mayor Denning stated he needed to set a deadline. Mr. Carpenter replied that he and the assistant city manager were trying to get drafts completed by the end of May. Deputy Mayor Denning asked if the first part of July would be a reasonable deadline. Mr. Carpenter replied that it was. Deputy Mayor Denning added that is the type of information he is looking for that some end date would be provide to council along with what they were to receive for review. He is looking for end results on what is being done.

Mayor Flaute asked if they were the most efficient as they could be and how would they know that. The staff seems to not be as efficient as they are always putting out fires. Mr. Curp added that it could also be for their skill sets. Cross-training had been discussed. Mr. Curp used Lori doing admin work rather than economic development work as an

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example. He stated that they received an org chart, which showed the admin staff returned to functional areas they have experience in. He asked if that has not improved efficiency then how will they measure that and how will they measure success in improving efficiency. Ms. Fry asked how far off the mark they were for efficiency with the staff they have right now. She does not sense that they are nor are they working on it. Mr. Carpenter replied that many people in the city offices handle multiple tasks every day. When new things pop up they try to figure out who it will go to. Everyone's plate is full. He added they try to go with the person best suited to handle whatever new thing comes up. He discussed Lori being best suited to do some of the admin as in the communication pieces. Mr. Curp stated other people did that before she came. Ms. Lommatzsch asked if there were employees who felt they were so specialized that they wouldn't do any extra work as that is what she senses. Mr. Carpenter disagreed with that. Some people stay within their job description and there are many who pick up the slack. He used the fire chief, a firefighter, and a police officer helping with the IT networking as an example since they do not have an IT staff member. He added there is an admin person assisting with HR and doing social media posts. Ms. Fry stated she did not think it appropriate to have things that need done not be in an employee's job description. Mr. Carpenter replied they need more people. Ms. Fry replied that they may need to expand job descriptions as that would drive efficiency having a job description with the duties that need done. Mr. Carpenter agreed. He explained that the fire chief had IT knowledge and was at 1791 when they used Tech Advisors for the IT project. He was the best suited staff member. Ms. Fry stated they needed to also address things that need to be put as a lower priority or not do at all so that the important things get done with the staff that they have. Mr. Carpenter agreed with that. Ms. Fry restated her earlier question about optimal efficiency. Mr. Carpenter said that staff would have to stop doing some things; a lot of it is day-to-day operations. When bigger projects come up, they have to determine who picks it up; there is no slack there. Most of the staff does day-to-day and big projects are extra work.

Mayor Flaute summarized Lori's tasks with Bob gone: managing the Wright Point buildings, performing admin duties, and working with the city manager on economic development. He asked if a lot of the communications can be given to Elayna. Mr. Carpenter said they have done that. Ms. Fry asked if Wright Point would be potentially falling off Lori's plate at some point in the future. Mr. Carpenter replied yes, when they fill the new position. Mayor Flaute stated they plan to budget that position in, but in the meantime she has to do what she can.

Mr. Teaford asked if there was a list of job priorities and possibly compare what people are doing to a list of what is needed to be done. Ms. Fry asked if the way to resolve this is for each department to make a priority list and leave it up to the department head how they will fulfill that priority list, but they will know the important things that have to get done and that they will have support to get things done at the bottom of the list. Mr. Teaford stated some of the other less important things could possibly be handled by volunteers. He said he could come in and handle some things or they could find volunteers. Mr. Curp added they had volunteers before who came in and assisted doing receptionist work. Mr. Teaford stated he has been offering for four years and no one has called him. Deputy Mayor Denning stated they would need a volunteer coordinator and there are pluses to having volunteers, but there is a need for consistency and quality control for any of that. There has to be some training and someone needs to do that; it will take time, and does that make the problem worse or better. Mr. Carpenter added that it is to make the operation run smoother, but the time has to be taken from a position until a person has been trained and is operational. Ms. Fry commented that laying out the priorities on paper and while they are worked on items come to the surface that will indicate if that priority can be accomplished with their resources or if another item is a higher priority to get done. Discussion was held on aligning admin responsibilities with the needs of department heads, and determining if what a department head may be doing could be handled by an admin assistant.

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Deputy Mayor Denning mentioned the possibility of contracting out some responsibilities and paying for what they use rather than paying for a staff employee to learn a new task and stay current on it.

Mr. Carpenter reiterated action items: go to department heads and get a list of tasks they do and prioritize them; eliminate, change or combine tasks if need be; revisit admin assistants and update that list; determine needs of department heads; and set deadlines for updated documents.

Mr. Curp added to that list 'measures'. The list sent by the city manager was to be reviewed by council for feedback. The measures picked up tend to come from ICMA, National League of Cities, other cities and communities are measures that are assigned to part of measuring some project or program going on. It isn't just measuring the efficiency of a department; it has to do with the programs they are running as that dictates what needs to be measured. There has to be something to point to of relevance to the success of the organization. From the December and April documents there are general statements and newer statements of direction, but the question is how they know when they got there whether they did okay, or great; how well did they do. How do they know if their efficiency has improved or not? Ms. Fry stated that this relates to performance appraisals. There are measures of the work performed. She used the length of time for the permit approval process as an example. Deputy Mayor Denning used a tall grass complaint and the city's response time as an example. Mr. Curp added that in addition to response time, have the number of offenders for a complaint been reduced. Deputy Mayor Denning stated it has to be an identifiable, measurable goal. Ms. Fry added that the measures should be reflective of the goals that are set in those department descriptions. When the goals are prioritized maybe some things at the bottom of the list will have a longer duration to reflect it is a lower priority. Deputy Mayor Denning stated as an example that if it takes Tom two days to do payroll and then they decide to farm it out, and Tom's time for payroll goes down to three hours, then his efficiency has gone up.

Ms. Lommatzsch stated they are trying to change the environment to let's get it done rather than it can't be done because there is too much to do. They need to get a team effort to get things done. She stated that at her work there is 1/3 less employees and everyone is expected to do more. She is aware the city is lean, but there is a job to be done. Mr. Carpenter replied they are delivering on the day-to-day, but bigger picture items are where they find a struggle. Ms. Lommatzsch stated they need to be a team. She added the energy 25 years ago was more than it is today, and they need to get back to that with more people involved and more volunteers and more people who care about Riverside. She commented about the leaves on Hunter's Ridge that are still in the street. Discussion was held on the issue of leaves and whether it is a neighborhood issue or city issue. Mr. Curp stated that when there is a zoning code or a regular code that says you can't do it and it is brought to the attention of the city manager and department heads and nothing gets done then that is a city issue. Ms. Lommatzsch stated it is a long way to deterioration and it is happening in every neighborhood in the city and it has to be changed. Ms. Fry added that they could address this by using the Comprehensive plan to record the strategies for making those types of changes and bring revitalization back and making sure there is a tactic for each problem. Mr. Carpenter stated that is what the plan was for; his understanding is council sets the goals for the city and staff implements those tasks to get it done. Mayor Flaute asked if they have done that adequately for him. Mr. Carpenter replied no. Ms. Lommatzsch added that is why they are where they are. Mr. Carpenter added there are a lot of things to be done, but there are only so many resources and most of it is money related so they need to pick and choose what will be focused on. Ms. Fry asked if when they look at the budget if they also look at the Comprehensive plan in conjunction with it. Mr. Carpenter replied no; he stated it is limited, limited on resources and there are a lot of needs listed in the plan. Mr. Curp added that council does not need to tell staff what their day-to-day job is. Mr. Carpenter agreed, but creating the Capital Improvement Plan is a

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project that takes time and it is not something that can be done in a week to do it right; it takes a lot of input. That is just one of 29.

Mr. Curp referred to items being contracted out and he did not know if things would get contracted out because if the budget is what it is and there is no significant growth for next year, expenses will increase along with inflationary impacts for next year. He does not want department heads thinking some things will be contracted out because if they are, then it may come from their budget.

#### BUDGET

Mayor Flaute stated that he felt they got started earlier last year and got an approved budget though it was not in the black. Council would like to see a budget in the black. Mr. Carpenter asked if he meant more than just the general fund. Ms. Fry replied to not rob from other funds to make the general fund in black. She added when she asked if it was a balanced budget, one of the explanations was that money in funds were being used decreasing the capital. When asking about a balanced budget, what is implied is that they are not decreasing the capital as a result of the budget; money in general, across all funds.

Mr. Curp stated that there will be situations where only certain funds can be used; permissive tax is one of those used on only certain projects. Some additional fund money may have to be added to fund those projects. Paving of Spaulding Road can be done using permissive tax, but you can't pave a residential street with permissive tax money. They have saved permissive tax for a few years to build it up in order to pay for Spaulding. They may need to also put in some general fund money because it needs to be done. He is not concerned about that or funds transferred to police and fire. He does not feel they need to sell the community on the city being profitable. There is only so much money with your savings and checking account combined that you can spend without having to borrow or just go without. Ms. Fry stated there is a document for the city manager's goals and budget and the plan; the city manager delivered on the 10-year capital plan. One concern is that it is not a complete draft and she does not have a completion date. She would like to see milestones from the plan and work from it. She added that some proposals were made on correcting the deficit spending, but she is unsure if there is a plan to follow up on that or what the next steps are. Mr. Carpenter stated that the last discussion was about setting a date for a retreat and that was to be the subject matter. Various council members confirmed they had June 15 set as the retreat date; Ms. Fry confirmed she was free that date. Discussion was had on doing this annually in that format to discuss budget goals. Mr. Carpenter stated they are a bit behind on the budget calendar for this year as it is newly adopted; he will have a draft done by May 21, and council will get a copy. That draft is for in-house and department heads will have a timeline when to submit their capital projects. Once that comes in then council can review and prioritize, and this will help them develop the budget for 2020. June 15 will be the target date.

Mr. Curp added that he was unsure the current plan provides the steps to get them into the black. He mentioned item number four for November of next year and the increase for police and fire to try to reduce the number of transfers to police and fire and those monies to be used for other basic purposes like a community development director. He is unsure if they didn't have the money this year how they would fund it next year. The plan to generate the additional revenue that could possibly pay for that doesn't occur until the ballot of 2020 meaning the money isn't available until sometime in 2021; he feels that needs to be looked at. Mayor Flaute stated that he feels everyone on council would like to fund that position so the manager needs to figure out how to fund that position. Mr. Carpenter replied that is a number one priority for him; adding that there are a few capital projects that are occurring this year that will not occur next year. He used the Valley Street sidewalk as an example, \$103,000 contributed this year that won't be used for next year. Ms. Fry stated that the agenda for June 15 should include all six of the steps and whether they agree that is the appropriate approach.

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Ms. Campbell asked if they were going to bring the levy back. Mayor Flaute replied that would be discussed at the retreat. He asked if everyone agreed with all six items being discussed at the retreat. Mr. Curp replied they could do that, but if they need to have the street levy on for November and they know it now, it takes a while to put together a campaign for a tax issue then there is no need to delay to June 15. Mayor Flaute asked if they wanted to do that or do what number four states (an income tax levy); he thinks it must be an either or. Discussion was held on the road levy being a priority and put back on in November. Ms. Campbell asked if all could be put on, and perhaps lower the amount to four mills and do another four mills the following year. Deputy Mayor Denning stated they need to have a plan, if the levy passes. Mr. Carpenter stated that the PAVER software will affect the draft and they will update the draft to be in line with the PCI. Discussion was held over how much to ask for and what the people would vote for. Mayor Flaute stated this all needs to be discussed on June 15.

Ms. Fry stated that one of the issues last time was getting coordinated and they should begin getting coordinated on June 15; strategizing communication. She said they should make time in that session to plan the communication strategy so that when they leave they are ready to hit the ground running. It was discussed that something needs to be on the ballot in November. Mr. Curp suggested they stop talking about the levy at this meeting and bring it up at a future meeting so they can continue with their agenda.

#### MANAGEMENT

Ms. Fry stated a schedule and a deadline for the internal audits should be created; and asked when the schedule of the list of city contracts would be received. Mr. Carpenter replied that it needs an extensive review and they are in that process. Ms. Fry asked if he was looking for an official review by council of each of the documents put together. Mr. Carpenter said he was not. Ms. Fry said unless she hears otherwise she will take it as seeking input. She is looking for three items to be finalized: a schedule for city contracts, performance measures final product, and schedule of internal audits. Mr. Carpenter stated he can provide a July 1 deadline for those and asked if she is looking for a specific audit. She reviewed the audits listed: electronic records being backed up, quarterly property room audits, and then schedule of contracts. He stated that the contracts needs a bit more work as they are not all captured in the document.

#### PLANNING

Mayor Flaute reviewed some of the items they have already discussed: day-to-day operations, the comprehensive plan, and the street levy; they haven't talked about the storm water plan. Ms. Lommatzsch stated that they can't afford to ask the community for support on the storm water until other things get dealt with, such as roads and hiring more police and more firemen. Discussion was held about the storm water issue and Lily Creek that continues to get worse. Ms. Fry stated the storm water review is in the list of things to discuss on June 15 so they should wait until then. She added there were a lot of documents that the city manager had as a goal to have updated or finished. She stated that while the comprehensive plan is in the works, the economic development plan has not even started even though there is a framework there. It does not read like a plan for things to do. Mr. Carpenter stated it does need to be fleshed out. He wants to look at what the goals of the city are and where they want to focus the resources because it takes investment. He wants to be able to budget the money to address the goals. Ms. Fry stated if they are going to update the comprehensive plan then she would like to have a final comprehensive plan prior to having a final economic development plan. Mr. Carpenter agreed; he said the goals need to be agreed upon by council and then they need to budget for it. Ms. Fry stated this may lead into that when they are done with the current document. She asked if the financial plan is a separate document. Mr. Carpenter confirmed it was. She asked if it was done, yet. Mr. Carpenter stated it was a working document; he has the format out and has been plugging in numbers when he goes back to the budget. This is why he mentioned additional revenues may be necessary in 2023. He put the financial plan in line with the current CIP and used the parameters, adding in additional staff, and in 2023 it may require

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more revenue. Ms. Fry replied that other documents are in flux and because they are in flux the financial plan can't be finalized because the other documents are feeding it. Mr. Carpenter replied yes; he is working from numbers here and other parameters with a one percent increase of revenue and a two-and-a-half percent increase in operational costs, the projected payroll; all of the numbers are in there. He is using a number of formulas. He can send it to council so they can review it and see how it looks. Ms. Fry asked if the document would have a completion date as it is constantly being updated. Mr. Carpenter stated the idea is once the draft of the CIP is updated then it would be two documents that work together. Ms. Fry asked if when they have a deadline for the CIP if the financial plan would go along with it. Mr. Carpenter confirmed that was accurate. Mayor Flaute said if he sends that document they will need to talk about it on May 23, otherwise there is no use in sending it. It will need to be put on the agenda. Ms. Fry asked if there was a housing plan as well. Mr. Carpenter stated that is not the case as Mr. Green was working on it prior to his departure. They do not have a housing plan, but they want one. Ms. Lommatzsch asked if that would have current housing stock or a plan for improving the housing stock; and what are the measures of a housing plan going to be. Mr. Carpenter replied that is why he wants councils input as to what they are looking for. Ms. Fry commented that might come out of their comprehensive plan discussion. Mr. Carpenter added that they need to narrow the focus since there are some broad ideas.

Ms. Fry stated she would like to see an evaluation of the investment for community meetings for ROI. She would like to know if there is better ROI in other methods such as recording a community meeting live then posting it on social media, does that get more reach than having six meetings out in the community.

Ms. Campbell brought up County Corp. coming in to help with the housing issues to help people fix their homes. Mayor Flaute asked the manager to check with County Corp.

Mr. Curp stated that the write up on the comprehensive plan especially when reading the items in the back of this document is an example of a position of why we can't do something as opposed to finding a way to do it. There are plenty of things in there that can be done and should be occurring, the housing plan is an example. It does not require a one-year study costing \$100,000 using multiple consultants. It also doesn't require a vision statement for the community. They know they need new housing and plans and create incentive programs to put people into vacant properties. They need to revitalize neighborhoods and get rid of blight; they don't have to wait a year to do a formal review to know that and get people moving that direction. He mentioned the presentation by the assistant city manager last week regarding acquiring properties through various programs and demolishing; and how he had brought up having a code enforcement officer go out to neighborhoods and help people find ways to improve their property over the winter so they could plan. He stated it popped up on his computer from three years ago when he brought it up. The former director wasn't planning on doing that for another year, but it doesn't take that long to put something like that in place as it is part of what they do - going out to neighborhoods and taking a look at blight and things approaching blight. He stated that the list is not going to change, something may add and something may drop, but a majority will be on that list. Ms. Fry asked if because they have a comprehensive plan that the work has already been done that they have everything then need in their or it is just common sense judgment? Mr. Curp replied it is a combination of both. It may not all be in there, but there are things to be done concurrently that the manager, staff, and council want to spend time doing it with multiple consultants and spending money than they are missing opportunities because there is stuff they can be doing. Ms. Fry commented that there is a lot in the document they can work on and will keep their plates full for the foreseeable future. She added that some things in the plan are very much out of date. An asset listed is the top notch school system that cannot be accurate now and that may change some of the things listed in the plan. Mr. Curp stated most of the information in the plan is community development work and not the strategic plan for the city. The plan has some criticism at the end, provides a snapshot of the city and some recommendations, but it should have done

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more in terms of identifying resources and breaking down the goals; that is not the purpose of this document. Looking at this, it is primarily a community development document. Ms. Fry asked if he was referring to the addendum to the April 3 goals that listed the analysis of the comprehensive plan. Mr. Curp mentioned the assessment of population growth for the City of Riverside was incorrect as the population has fallen. They cite the 2000 and 2010 census and in between a segment of the community known as Page Manor was not counted in the 2000 census, but was incorporated into the 2010 census. It shows a drop in the population, and there could have been more thorough work. He stated some of the issues and demographic changes along with how some are leaving the community for different type of housing options that are not offered in Riverside. Young professionals are interested in condo type housing and that is not available here. Ms. Fry commented that many young professionals want to live in an urban setting. Mr. Curp stated that it is a chicken-and-egg situation in that you don't get the young professionals without having amenities and you don't get the amenities unless you have the head count and income from the young professional. Discussion was held on the lack of arts presence in Riverside. Ms. Fry stated there is a need for a housing plan and there are some broad statements in the comprehensive plan, but it doesn't get them to the point of knowing what type of development they need to pursue as a city. Mr. Curp stated the assessment of that could take place while some full blown re-assessment of the comprehensive plan occurs; there is no need to wait as they can do things that are in the plan now. Mr. Carpenter replied they are not waiting and he has had conversations with developers. Deputy Mayor Denning stated they could use the area where the trailer park was to develop. Mr. Carpenter stated he hasn't found the right developer yet as many like a certain acreage to become profitable. Mr. Curp provided examples of other places where condos are going in near County Line Road.

#### LEADERSHIP

Ms. Fry stated that rather than staff telling him what they are going to do that the priorities of the entire city helps to decide what needs done. Mr. Carpenter replied that is something they are getting back on track with a tactical meeting they do once a week; it is a more focused city tasked meeting. This will drive the primary day-to-day task of the department heads. Mr. Curp stated that needs goals and measures, too. Those weekly meetings should be about what has been accomplished this week that fits in with where you are supposed to be on the goal, not just what is getting accomplished today. Discussion was held on meeting weekly goals and the measurable goals. Ms. Fry added that it goes into project organization. Deputy Mayor Denning stated that the city manager needs to set those measures and if they are meeting them or not.

Ms. Fry commented that having the schedule of things to be accomplished by the city need to be happening in concert with the day-to-day and the progress needs to be tracked and deadlines are important. Mr. Carpenter replied that July 1 is the deadline for these items, and that they need to move forward with the comprehensive plan because they need a big picture plan for the city. Many of the tasks are good information to have, but it is the big projects and the direction of the city still needs to be worked out. Ms. Lommatzsch stated that everything is related through economic development and community development. That has to become a priority of the city. She added that every neighborhood is going downhill, and people often ask her about places out of business. Mr. Carpenter replied that a majority of resources have been directed towards the infrastructure streets. Discussion was held on working with the base and Col. Sherman on Springfield Street. Ms. Fry commented that they need to set a measurable target as a council and city manager to say collectively what needs to happen this year, and then the city manager will track that with staff. All of it cannot be a number one priority; they need to decide which of the things are important to us this year and next year. Mr. Carpenter added that they need to align the budget with that; they can't want to do it and not have a budget and allow for the time for that. Deputy Mayor Denning asked if they needed to get more specific on their goals. Mr. Curp replied not necessarily as this information was provided to the city manager and he was to look at the planning areas and come to council and indicate the key areas and how

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to do it. He added that what he gets is a general document with comments from the city manager that says he needs council to tell him what to do, and he doesn't have the money or the people. It is a stalemate. Ms. Fry stated that an issue may be that he comes back with something she feels is right on the money that is what they need to do, but maybe another member of council may not feel that way or to not do it at all and it is an inefficient way to do it when they all could sit down and collectively decide what are the things council wants to see happen. Mr. Curp replied that he feels there is a lot of stuff that won't change, stuff that they should be doing with the staff already. These are things that city's do: community development, housing. Discussion was held on the current comprehensive plan and how some of the items are being done. Mr. Carpenter commented on the document of his 29 objectives and how he does not feel they have the resources for all 29, but that staff is working on some of those already. He reiterated that as a group he and council need to identify what the priorities are as it cannot be the entire plan; it is not realistic. He commented that the City of Dayton subsidized the downtown apartments to get that project going and they paid money; if Riverside is going to do that then they need to decide to do that and budget for it.

Ms. Fry stated that on the 29 points, they aren't actually things to do; they are more like values to have while you are doing the things you are doing. Mr. Carpenter stated some you can and some you can't, for instance, number one is to develop a brand city identity. While broad, but it is something, if chosen, takes time to do it and focus to make it a priority, but it is in the plan. Ms. Fry replied when the schedule is done then it needs to be broken down to where you can check a box that it was done. Mr. Carpenter agreed that it needs to be a SMART goal (Specific, Measurable, Attainable, Relevant, and Timely). Ms. Fry stated that she did not find the 29 points helpful in seeing where he was going with that. Mr. Carpenter replied that those points were pulled from the comprehensive plan and he wants to know which ones they want to focus on; the 29 include numbers underneath the primary ones. For example, number one under number nine says to prepare a parks master plan; he wants to know where it ranks on the priority list. If it is number one then they want to spell it out with a start and completion date and what it looks like when it is done. Ms. Fry stated they could take the 11 goals along with the notepad and rank them. Those that go to the top then have key objectives that will be addressed this year. The next step would be how to meet the objectives. Mr. Carpenter commented that is what he thought they were doing this evening, talk about the comprehensive plan and what council's priorities are. They need to flesh it out and determine the priorities, define length of time, cost, and resources that will be dedicated. He feels there are mixed signals and is unsure if he is to bring specific details then work on it, bring specific details and then do it, or bring specific details and then be told no it isn't what council wants so start over. Ms. Fry stated that is the challenge that they have had. Mr. Carpenter confirmed it was.

Ms. Fry recommended finishing the discussion on decision making and time management and then moving on to the council evaluation of the comprehensive plan.

#### DECISION MAKING

Ms. Lommatzsch stated that decision making has been in everything they have already been talking about.

#### TIME MANAGEMENT

Mayor Flaute stated that the comments included scheduling planning and prioritization. Ms. Fry commented that since he has started blocking time for planning that may be a good strategy for all departments for the bigger goals. Mr. Carpenter stated he mentioned that at the previous department head staff meeting and they will need to block off times and focus on getting work done toward bigger picture items. Discussion was held on the 'Project Software' that the city manager has begun using and possible training on it since five staff members have license to utilize it. Deputy Mayor Denning suggested having users of the program take a class or have someone in to teach the software. Ms. Fry suggested that if as a start the tasks can be plotted on the schedule without even assigning

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resources or durations, but use to hit the targets. The program helps with additional features to show if a project is falling behind schedule. Right now the most important is to hit the deadlines, accountability.

### PRIORITIES

Mr. Carpenter stated he thought each council person would come with his or her top three priorities so they could rank them together. Mr. Carpenter began by listing his top three items. Ms. Lommatzsch asked what he encompassed in the capital improvement plan. Mr. Carpenter replied it was the 10-year improvement plan for the city; they write down everything they are aware of that needs purchased or replaced and it also includes costs, estimated costs, and secured funding the year things are to be purchased. He also listed the pavement condition and street levy, and the vacant and unutilized properties. Ms. Fry asked if council agreed with those being their top two priorities. Ms. Fry stated that number seven is an important goal, and Mr. Curp may be focused on number three. Mr. Curp stated he put housing in one category whether redevelopment or new. He added that number six and number two, one residential and one commercial, but he views them as kindred as being the same. Ms. Fry added that number three refers to new residential. Mayor Flaute stated that would be important if they are working on that for the K-Mart property. Mr. Curp took out number one, eight, nine, ten and eleven as not focusing new attention on them; they aren't game changers in the community. He discussed two consultants that came in to work with them on a performance evaluation program, which included goal setting. They needed to identify game changers for the community by maybe establishing five goals. Numbers one through four should be game changers that drive significant improvement in the community; number five is all the day-to-day operational stuff that is done. The game changers drive major improvements and enhancements to the community, new residents and new businesses. He discussed the difference between satisfaction and excitement; satisfaction is just being okay until someone comes along with a better deal then you change while excitement keeps you loyal to a service, vendor, or product. Ms. Fry asked if he felt number ten should not be in the top four. Mr. Curp stated no since it was already being done. Deputy Mayor Denning replied that the city manager had it as a main goal to get it done for the year. Ms. Fry stated that five, seven, six, and two are top contenders. Mr. Curp stated that number three can be included with six and two. Ms. Fry stated she would strike number ten from the top list and then as follows: five, seven, and six, two and three. If they agree with the ranking then they need to identify the top objective for each of those goals.

Mayor Flaute read off the numbers. Number five is to encourage commercial office and industrial development in order to promote a diverse and strong tax base. Number seven is to control the location and nature of commercial development adequately to provide for the needs of the city residents while eliminating the impacts on public facility services in established residential neighborhoods. He asked if everyone agreed. Mr. Curp stated that he thought five and seven could go together, but part of seven that he struggles with is that they know where the opportunities to develop business, commercial and residential exist because from a land use plan view they know their inventory and are landlocked with no plans to annex from the north. Ms. Fry stated she thought it was important because there is a situation in the community over a dispute on those boundaries between residential and commercial. The comprehensive plan indicates they should create clear boundaries to separate residential and commercial and she does not see where they have really done that. She feels it is important for the livability for the city. The other part is to identify a target area to help increase the status of the city, show the pride of the city. Mayor Flaute believes number five covers that. Ms. Fry said they could roll things from seven into five and cross seven off. Mr. Curp mentioned there is a significant element of the two that is a planning commission function with perhaps minimal staff requirements. Discussion was held on putting five and seven together and providing resources when they need to be done.

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Deputy Mayor Denning stated all of five, seven, six, two, and three could be put into number four. Mr. Carpenter stated number four isn't just the Center of Flight, it includes Airway Shopping Center. Ms. Fry stated they may get to some of that stuff by way of other goals, but it does not need spelled out. She doesn't want to include Center of Flight in number four if she believes where they may need to spend their resources is Airway Road. Mayor Flaute added they need to be specific on what they want to do and five is not as specific as four. Ms. Fry stated they need to pick their objectives and then get specific. Mr. Curp commented that the document is from 2005 looking at Center of Flight into the future. The bullets under number four have been done. Now they need to look at the next steps for Center of Flight and if it fits in with number five or number seven. Deputy Mayor Denning stated in 2005 K-Mart wasn't something they needed to consider like they do now. Mayor Flaute said that has to be in there somewhere. Ms. Fry said when they get to specifics the K-Mart property will need to be addressed.

Deputy Mayor Denning asked to confirm why number 10 was being taken off the list; Mayor Flaute stated it is because they are already doing it and what they are doing all the time. Ms. Fry understood it as both; it's mostly done and would fall under regular work. Discussion was held on it being a goal of the city manager for the year and council had made it a focus that residential streets were a priority. It was near being completed as one of his goals. It was decided that number 10 was an accomplishment.

Mr. Curp stated that the task description of number 10 fits with the goal statement and three objectives listed: maintain and improve transportation facilities; provide for safe, efficient and effective movement of vehicles of persons; and to ensure that the type and capacity of transportation elements are appropriate and sufficient for anticipated traffic demands. He was unsure what the last objective says. Ms. Fry asked if he was disputing the task statement and not the objectives. Mr. Curp asked if the capital improvement plan includes only streets and highways or does it include service trucks, ambulances, and police cars. Deputy Mayor Denning said when he read it, it included all of that. Ms. Fry added that the capital improvement plan is an asset. Deputy Mayor Denning said the PCI will also be an asset. Ms. Fry would check mark that the city manager has done number 10 and that this discussion should now be forward thinking. Mr. Curp stated that he thinks it moves into item number five on the list of top four game changers and number five being a day-to-day with goals and objectives. It gets moved down to number five then.

They discussed five, seven and four going together as one group and numbers six, two, and three as another group. Ms. Fry stated she did not want every objective under all those numbers to be considered what he needs to do. Deputy Mayor Denning stated the important part of each of those is the goal part like encourage citywide development, utilize good land use principals for smart development, and target commercial development. If five, seven, and four are one category then those goals are all part of the same goal. They may need three new objectives for that package. Ms. Fry stated that they may not want to give him three objectives for every goal. Mayor Flaute commented that they may not need three objectives under each goal citing maybe under number five they only need the one objective of identifying vacant and under-utilized properties.

Mr. Curp stated the item missing is economic development. Ms. Fry asked what he meant by that as she thought it fell under number five. The objective she had circled was to create a content-rich economic development page which promotes Riverside and has a site selection inventory database. She stated that is a key component of economic development. Mr. Curp added that they may wish to break number five out and have as a separate item. Ms. Fry stated she felt they could get a lot of bang for the buck for the objective she circled and shared. Under number seven she circled identify targeted areas for more detailed land use, transportation, and/or infrastructure study and implementation. She interpreted that as choosing an area for development and making that be where the energy is focused. She feels these two objectives are important. Mayor Flaute confirmed that number one has already been completed. Ms. Fry stated that since number one had been completed they

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may want to identify the next step. Mr. Curp replied that it depends on how they handle number one objective under there for developing a brand because entry way signs, street signs, way finding signs are all a part of brand identity as is how you promote yourself throughout your region. He asked how they brand themselves; create an image to get the people's attention. He doesn't know if they are completely done depending on how they define development of brand for the city. Maybe that gets taken out of there and put it in with number five for economic development, incorporate it; then remove the rest of number one because the rest have been accomplished. Ms. Fry stated that she would argue the development of the city identity is council's rather than the city manager's. Mr. Curp said no, they aren't the worker bees. He added they need to be part of the conversation and creation, but that is a staffing consultant. Mayor Flaute added they all need to do it. Mr. Curp added they are to be participants, but the manager and staff drive it. Ms. Fry stated that is what she was getting at. Mayor Flaute asked if everyone agreed on objective number two and one under number five as being important. Ms. Fry replied yes, but with the caveat on how they have broken out the goals, if number five is the group heading then some of these things that come from other places fall under there, too. Mayor Flaute reiterated that number five with objectives two and one are a priority and next time review how the city manager has done with that then go to another objective. Ms. Fry said the next step is to ask him to meet those objectives under number five. She wants a concrete measurable step that they want to see happen; or maybe the city manager suggests it to them. The objective level is too broad. Deputy Mayor Denning stated they need specific identifiable goals. Mr. Carpenter added that he could come back with some more specific goals to discuss. Deputy Mayor Denning added that if it is creating a website and getting it online by a specific date the goal has to be specific and identifiable so it is measured. Mr. Curp said not to stop with just the web page as there is more to business recruitment. Deputy Mayor Denning wants the city manager to come up with measurable goals that they can either agree or disagree on. Ms. Fry stated she would focus on presenting opportunities and that there is information available for those who are looking rather than just focusing on creating a webpage. Mr. Curp added they also need to be practically reaching out. Mr. Carpenter reiterated what was said: how to get people to the webpage, enhance brand/identity, presenting opportunities to potential businesses, plan on how to reach out to these potential customers, and encourage business recruitment. Deputy Mayor Denning said then he would come back to council with specific and identifiable measures. Mayor Flaute asked if he would have that in two weeks. Ms. Fry commented not completing it, just stating what it is. Deputy Mayor Denning replied it is to help him hone in to a real answer. Mr. Carpenter stated it is much easier when they are all in agreement.

Deputy Mayor Denning asked if enough information had been provided for the city manager. Mr. Carpenter stated he was good on the information thus far and he can come back with what was just provided and they can decide how they want to incorporate the rest. Mayor Flaute asked if he would be sending it a day or two before the meeting so they don't get it cold. Ms. Fry confirmed that they did not get through everything. They still need to do that next time in addition to what the city manager brings to them; and then after that they need to address the comprehensive plan. Mayor Flaute added that he knows Mr. Curp likes to get things in advance. Mr. Curp indicated that if they are to discuss it, then it is better to get it in advance. He added that in Huber if they want to have something for discussion at council it has to first be brought forward at a prior council meeting so people are knowledgeable that something will be discussed at the next council meeting; people can then be prepped for it as opposed to it just showing up. He added that if something has a target completion date but gets done prior, then it can be sent prior to the completion date; it does not have to wait.

**ITEM 7: COUNCIL MEMBER COMMENTS:**

Ms. Fry proposed that these additional meetings do not need to be verbatim as a way to conserve limited city resources. Ms. Lommatzsch made the motion of the additional

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meetings not being verbatim in the minutes. Deputy Mayor Denning seconded. All approved, none opposed. Motion carried.

Mayor Flaute stated that they will meet again on May 23 at 6:00 pm for a special work session and that the city manager will have the information to them a day or two in advance. It was determined that the clerk need not be at the meeting and can do the minutes from the recording.

Mayor Flaute brought up aggregation on electricity and gas that had been discussed six to eight years ago, but has been brought up again. Aggregation would mean everyone in the city gets billed a little less than what DP&L would bill; they would be buying as a group and choosing a supplier. Voters would have to agree the city is allowed to make a decision for them. Discussion was held on why and why not to do this. It was determined that the city will not move forward with aggregation.

Ms. Fry asked if legislation could be brought forward to be a community partner and sponsor the movie night that Ms. Denning of NYAP referred to at a previous meeting presentation. It would allow the city to participate in a park event and not have to put additional work into it. The sponsorship would be for \$300. Ms. Fry motioned to bring forth legislation to sponsor the NYAP movie night for \$300; Mr. Teaford seconded the motion. All were in favor; none opposed. Motion carried.

Ms. Lommatzsch asked if legislation could be brought forward to name the Shellabarger garden plot in memory of Patricia Bidwell and then have an event later in June when flowers are planted, on a Sunday afternoon, to honor her with a plaque on a post above their state recognition. She added that the Garden Club will purchase the plaque, if needed. Ms. Bidwell came up with the idea for that garden plot and she is the one who made it work for 45 years. Ms. Lommatzsch motioned to bring forth the legislation; Deputy Mayor Denning seconded the motion. All were in favor; none opposed. Motion carried.

**ITEM 8: ADJOURNMENT**

Deputy Mayor Denning motioned to adjourn. Ms. Campbell seconded the motion. All were in favor; none were opposed. The meeting adjourned at 9:28 pm.

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William R. Flaute, Mayor

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Clerk of Council