

January 14, 2016

TO: Mayor and City Council Members

FROM: Wayne S. Davis, City Manager *W.S.D.*  
Department Heads

SUBJECT: Thursday Update

The following information is provided to you as a summary of activities for the week of January 11, 2016 and as an announcement of activities in the coming weeks:

1. As a reminder, City Council is scheduled to meet in Work Session on Wednesday, January 20 at 7:00 p.m. at City Hall. Prior to the Work Session meeting Commissioner Todd Portune and Hamilton County Engineer, Ted Hubbard of the Hamilton County Transportation improvement District, will be meeting with City Council to discuss the Gateway Redevelopment Area (GRA).
2. The Planning, Zoning and Landmarks Committee will meet at 5:45 p.m. on Wednesday, January 20 to hold interviews for an upcoming vacancy on the Planning Commission.
3. Twin Lakes submitted an application for the expansion of a conditional use and general development site plan approval, for the proposed expansion of the main campus. The proposed addition is 45,500 square feet and would provide 45 additional independent living units, an additional dining venue and a community center. The Planning Commission will consider the application at their meeting on Monday, January 25.
4. Tracy Roblero met with representatives from Tide Dry Cleaners who are interested in building a location in the City. Unfortunately, the site they had targeted just north of the First Financial Bank on Montgomery Road is not zoned for commercial development. Tracy explained the zoning code to the developer and also discussed other potential locations for the business.
5. The City's employment application form was revised this week in order to comply with recently passed State legislation which prohibits public employers from asking job applicants to disclose on an employment application if they have been convicted of a felony. This legislation (HB 56) is commonly referred to as "ban the box" legislation. It should be noted that the legislation does not prohibit public employers from inquiring about felony convictions later in the hiring process. The City's updated employment application form is posted on the City's website.
6. Public works staff spent time on Sunday and Tuesday dealing with the first winter snow events of the season. We have received approximately 4 inches of snowfall to date which is below the normal for this time of year. Staff will continue to be prepared for any upcoming snow and ice related issues as they arise, and continue to keep our streets passable and safe.
7. On Tuesday, Matt Davis, Brian Riblet and I met with OKI officials to discuss grant funding opportunities as they relate to the Gateway Redevelopment Area (GRA). The meeting went very well with a lot of good information being shared as OKI officials are excited about the proposed project and have pledged their support and assistance as we pursue grant funds.

8. On Tuesday morning Lieutenant John Crowell and the Hamilton County SWAT Team (Special Weapons and Tactics) responded to Colerain Township for an emergency SWAT callout. The team worked in extremely cold temperatures to secure and search a residence with ties to an organized Mexican drug cartel. Our thanks to Lieutenant Crowell for his leadership and dedication while commanding the SWAT team on these and other dangerous missions.
9. On Wednesday, Michelle Greis and Kelly Beach met with Kadey Pinkston and Jill Weaver of Civica Creative Microsystems Inc. (CMI) to demonstrate the company's Authority BIS product. BIS is a SQL server based program that could assist with the City's Operating and Capital Budget process, while integrating with our core CMI Finance and Payroll systems.
10. Matthew Vanderhorst reports that the City of Montgomery's Lean process improvement efforts were featured in the Alliance for Innovation January 2016 Transformations newsletter (attached). In November 2015, Faith Lynch, Ray Kingsbury and Matthew Vanderhorst attended an Alliance for Innovation idea exchange in Wyoming, Ohio. One of the challenges facing many of the communities in attendance was building buy-in for continuous improvement. The attached article highlights the efforts of Dublin and Montgomery in developing team-based approaches guided by a process improvement framework, and incorporating collaboration, training, accountability, and establishing shared goals and vision.
11. The first session of the Montgomery Citizens' Leadership Academy will begin this evening at 5:45 p.m. at Terwilliger Lodge. Twenty-nine participants are expected to attend and commit themselves to become highly engaged citizens. This evening should be a great start to our 9<sup>th</sup> MCLA class.
12. Chief Simpson recently received correspondence from a female motorist who had been stranded on the interstate highway. She expressed her appreciation for the work of Officer Nick Nimeskern and Sergeant Kevin Gruber. Professionalism and compassion were the two words used to describe her contact with the officers. Our thanks to both men for their excellent work! Please see the attached copy.
13. Please find attached Montgomery-related news articles that appeared in the local media since our last update.
14. Also attached is a card sent to us by the Graveline-Flaux family from Neuilly-Plaisance, France. The Graveline family has been very active in our Sister City Exchange Program and have embraced the friendship we share between our cities. Denis Graveline is an accomplished artist as you can see by the renderings on the card. This is just an example of how the Sister Cities Commission has led the way in establishing long standing friendships and future ones as well.
15. As a reminder, City offices will be closed on Monday, January 18 in observance of Martin Luther King Jr. Day.

Should you have questions or concerns regarding this information, please do not hesitate to contact me.

C: Connie Gaylor, Administrative Coordinator  
Department Heads  
Terry Donnellon, Law Director

# Lean Government in Ohio: How Dublin and Montgomery Are Making Government More Efficient!



*by Kyle Kridler and Matthew Vanderhorst*

11 JANUARY 2016

In November 2015, the Alliance held an idea exchange in Wyoming, OH. One of the challenges facing the communities in attendance was building buy-in for continuous improvement. What we discovered is that many of the local governments are developing team-based approaches guided by a process improvement framework (i.e. guidance from lean, etc.), incorporating collaboration, training, accountability and understanding/establishing shared goals and vision with the outcome of embedding process improvement in the culture of the organization. Here are two of the case studies:

## **Smart Customer-Focused Government in Dublin, OH**

*Kyle Kridler, Management Assistant, City of Dublin, OH*

In 2014, as part of the LeanOhio initiative to make government services in Ohio more efficient and effective, the City of Dublin sent 14 employees through the LeanOhio Boot Camp. This five day, hands-on training was funded entirely through the state of Ohio's Local Government Efficiency Program (LGEP) scholarship which is the newest program to be funded through the Local Government Innovation Fund (LGIF). This intensive week-long training allowed participants to learn and use Lean methods and tools.

In August 2015, the City of Dublin's Division of Building Standards convened for a two day Kaizen Event (Lean technique, Japanese for "improvement") to review their building permitting processes. As a result of this exercise, the review services team was able to eliminate their queue of building permit applications from 31 to 0 and streamline their review process. This exercise was considered a success across the organization and helped build momentum for further process improvement initiatives.

Beginning in December 2015, the City of Dublin will begin a Process Improvement Consulting Partnership program to train and mentor six internal employees toward Lean Six Sigma Black Belt certification. During this year long training, the City will continue to perform Kaizen events along with other Lean and process improvement techniques to projects that have been prioritized.

One of Dublin City Council's Strategic Focus Areas is to be a *Smart Customer-Focused Government*, and staff believes that process improvement is a vital part of this particular focus area.

### **Efficiency and Effectiveness Team in Montgomery, OH**

*Matthew Vanderhorst, Community and Information Services Director, City of Montgomery, OH*

In January 2006, the City of Montgomery formed the Efficiency and Effectiveness team, an employee task team chartered to manage and facilitate process improvement efforts within the organization. The Efficiency and Effectiveness team consists of members from each department representing a mix from all levels of the organization, from the front lines up to a department head. The team serves as the focal point in facilitating Lean events and functions as the Lean trainers for all City staff.

One of the primary process improvement tools used by the team is Lean. The Efficiency and Effectiveness team has facilitated over 25 Lean events from high visibility processes such as building permits, fire hydrant repair, payroll and purchasing to quality of life processes such as holiday tree lighting. The duration of each event has ranged from one and a half to three days depending on the complexity of the process being reviewed.

Lean focuses on improving a process through the elimination of waste which may be represented by time, money and/or materials. The Efficiency and Effectiveness team has discovered that the most significant obstacles with a Lean event is to diffuse the fear of participants that "you are trying to eliminate my job" or "this is a personal attack on me." If not addressed, these fears prevent open and honest assessment of a given processes. These fears are easily overcome through proper facilitation and the continuous promotion of past Lean successes.

[http://transformgov.org/en/Article/106674/Lean\\_Government\\_in\\_Ohio\\_How\\_Dublin\\_and\\_Montgomery\\_Are\\_Making\\_Government\\_More\\_Efficient](http://transformgov.org/en/Article/106674/Lean_Government_in_Ohio_How_Dublin_and_Montgomery_Are_Making_Government_More_Efficient)

## Don Simpson

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**From:** Fangman, Amy (NonEmp) <amy.fangman@kroger.com>  
**Sent:** Friday, January 8, 2016 12:49 PM  
**To:** Don Simpson  
**Subject:** THANK YOU

**January 8, 2016**

Dear Chief Simpson,

My name is Amy and would like to take a moment of your time to express my heartfelt thanks concerning the exemplary professionalism and compassion of your officers that came to the assistance of myself and family on Wednesday evening of this week. Once Officer Nick Nimeskern and another Officer (didn't get his name) responded, they immediately took control of the situation and brought a sense of calm and security to us after a rather scary tire blowout on the interstate, that landed me stuck on the ramp from I71N to I275W. This occurred during rush hour Wednesday evening, and the location where I was forced to stop could not have been worse, so dangerous! I was most nervous that my two nieces and nephew were in the vehicle with me and I was helpless to protect them against the busy traffic going by. The Officers had us safe and back on the road in such a short amount of time, I still can't believe it. I realize that their professionalism, amazing compassion and concern for me and my family members kept us calm during this time. I am very glad to see such a strong work force that is able to handle any type of situation and work so well together. We owe them our sincerest gratitude for a job well done. God Bless you and all your officers and thank you for all that you do every day for everyone in Montgomery and surrounding areas.

Very Sincerely,  
Amy Fangman

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# County awards recognize and encourage recycling

Staff Report

The Hamilton County Recycling and Solid Waste District has honored the top recycling communities during its 11<sup>th</sup> annual Recycling Awards.

During a Nov. 17 ceremony at the Winton Woods Mill Race Banquet Center, Hamilton County Commissioner Todd Portune, Director of Environmental Services Holly Christmann and district staff presented awards to communities that stood out as recyclers.

New this year, awards were made of reclaimed floor tile from Habitat for Humanity ReStore, and engraved at Public Library of Cincinnati and Hamilton County's MakerSpace, reflecting the spirit of reuse.

## Blue Ash

The city offers curbside recycling through Rumpke and also has three drop-off recycling locations in the city at the Blue Ash Nature Park, UC Blue Ash and Blue Ash Sports

## Center.

About 24 percent of waste collected is recyclables.

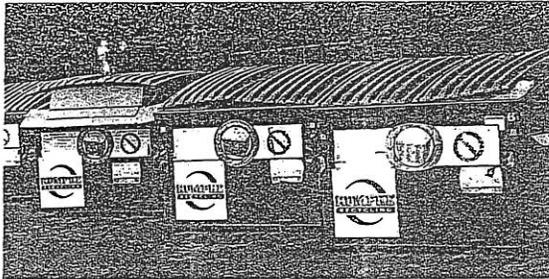
"Recycling efforts in the city have relatively consistent through the years as these efforts are a priority to Blue Ash citizens and the city administration," Community and Public Relations Coordinator Mary Grace Fitzgerald said.

## Loveland

Loveland has a curbside recycling program that is available to all utility customers. About 20 percent of waste collected is recyclables, which has been consistent for about three years, said Assistant City Manager/Finance Director Corey Schmidt.

"We continue to look for ways to promote recycling awareness to the community and we receive feedback from residents that they enjoy being able to recycle at their curbside," Schmidt said.

See AWARDS, Page 2A



Sycamore Township currently has community recycling centers like this one at the township administrative offices on Kenwood Road.

## Madeira

Madeira provides curbside recycling through its waste contract with CSI/Republic Services.

City Manager Tom Moeller said resident participation is nearly 100 percent, because households are provided recycling bins with no charge. Moeller said the city has collected about 450 tons of recyclables a year for the past three years. About 25 to 30 percent of the waste collected is recyclables.

"Recycling is a very high priority for the city of Madeira. We remind residents of the importance of recycling because of the positive effect on the environment as well as the cost savings to them," Moeller said.

## Montgomery

The city offers curbside recycling supported by a grant from the Hamilton County Recycling and Solid Waste District. The city also offers recycling and shredding events in the fall and cardboard recycling events each month.

The city was enrolled in the Recyclebank incentive program from 2008 to 2010, which re-

sulted in 1,439 tons of recyclables being collected in 2009. Since then the city's recycling has decreased by 8 percent along with solid waste collection.

"The city of Montgomery made recycling a priority in the city's 2011-2016 Strategic Plan and will continue to do so with the next strategic plan currently under development," City Manager Wayne Davis said.

## Sycamore Township

Recycling and affordable ways to manage it has been a topic of discussion off and on throughout 2015 in Sycamore Township.

Township leadership continues to look at a township-wide trash service contract but no final decisions have been made, Administrator Greg Bickford said. Recently Colerain Township opened their bids for its own township-wide program and the cost was about \$16-\$17 per month for unlimited service, he said.

"Our residents currently pay \$20-23 for that service, so you are looking at a maximum savings of \$40-70 per year per household if they don't already have a deal with Rumpke or CSI. At this point we are going to continue to watch the market and see if and when it makes sense for us to go to a township-wide contract."

While the township weighs its alternatives, it provides residents with a recycling program via recycling drop off centers plus document shredding, leaf pick up and brush chipping, and a special trash day. If Sycamore should move forward with a township-wide waste program, curbside recycling could be a part of that. Such a program would likely increase recycling in the township.

Staff reporters Marika Lee and Sheila Vilvens contributed.

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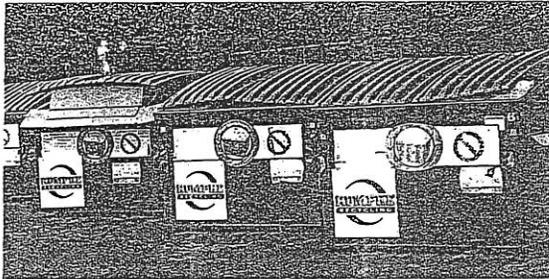
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