

2012 Action Items

Action Initiative	Outcome Measure	Final 2013 Status	Strategy	Strategic Priority	Lead
50% of the Oberlin Police Officers will maintain bicycle patrol certification and will, weather permitting, patrol neighborhoods and downtown April-October.	Bicycle patrols logged - a minimum of one shift/month	Over 50% of the department officers have received certifications in bike patrol. OICs have been instructed when manpower and weather permit to assign bike/foot patrols.	Bike and foot patrols downtown and in neighborhoods.	A. Keep Our City Safe	Miller
Weather permitting, at least one officer will patrol downtown and check doors once per shift; more often on busy nights downtown.	Foot patrols logged - a minimum of one/shift, weather permitting				
Continue regular training.	Hours and course tracked by officer and by department. Provide annual continuing education classes per requirements of Ohio DPS. Develop competency program per OFD strategic plan.	Fire training ongoing per requirements of ODPS; competency program in final draft. Police maintains all State requirements and regularly allow for elective training for all employees.	Regular training for police officers and firefighters.	A. Keep Our City Safe	Miller, Kirin
Safety equipment will be monitored to ensure none exceeds recommended lifespan. Develop and update capital replacement program for major assets.	Capital asset replacement program.	FD has ordered new breathing apparatus under the AFG grant award (\$220,709) @ 5% cost to City; FD has filed grant application to replace all mobile/portable radios (\$330,000). FD actively involved on working committee for county NG 911 and CAD systems. The Police Department regularly budgets for upgrades in both technology and equipment. Body armor is on a regular replacement cycle.	Regular technology upgrades and equipment replacement.	A. Keep Our City Safe	Miller, Kirin
Meetings will be held with each department manager to evaulate vacancies likely to occur in the next five years. Leadership and management training will be expanded as necessary.	Succession plans developed by January 1, 2014.	A comprehensive process has been developed and is being piloted in OMLPS.	Support staff development and succession planning to provide for future leadership.	A. Keep Our City Safe	Norenberg
Continue to maintain State-Certified Building Department	Contract hiring of qualified State-Certified staff.	The City continues to be recognized as a State-certified Building Department for both commerical (OBC) and residential codes (RCO).	Business-friendly services (permitting, inspections, etc.)	B. Focus on Economic Development/Tourism	Boyle
Conduct permit reviews and inspections in a timely manner.		Permits and inspections are processed promptly.			
Coordinate buy local initiative with Main Street-Chamber, local businesses, Oberlin College, etc.	Increased sales by merchants; improved promotion of local goods and services.	Developed a mobile application in partnership with Oberlin College and Oberlin Business Partnership which will lists all local businesses and what products/services they have to offer to residents and visitors. Now have over 1000 downloads of app. Eight businesses have taken advantage of upgrading their listing to list offers,discounts, etc. on app.	Support local business by making local purchases when possible	B. Focus on Economic Development/Tourism	Handy
Coordinate actions with Main Street-Chamber Director and Economic Restructuring Committee, local businesses, Oberlin College, etc.		Working with downtown business owners on downtown revitalization grant projects to improve downtown buildings. Have completed 20 projects for 14 different buildings. Spent \$170,108 in DTR funds for private rehab projects which leveraged \$222,502 in additional private investment. Total cost of projects was \$392,610.	Work with the Oberlin Main Street Chamber and business owners to retain merchants downtown and attract new businesses.	B. Focus on Economic Development/Tourism	Handy
Provide technical assistance for businesses through workshops, SCORE, etc.	Number of seminars focusing on needs of small/medium sized businesses held.	Continue to assist existing businesses with finding new locations downtown and throughout the City.			
Build relationships with lending institutions for local business loans.		Held Oberlin Business Forum to inform Oberlin businesses of resources available to them in Lorain County to assist with workforce issues and financial issues.			

Provide marketing assistance to property owners.	Market available sites on website. Number of prospective businesses provided with information on available sites and buildings tracked.	Updated available property information on the City's website, the State of Ohio's website and two other national real estate listing sites. Provided available site information to prospective	Support completion of commercial and retail development in the Rt. 58/20 area. B. Focus on Economic Development/Tourism	Handy
Maintain and enhance partnerships and collaboration with Team Lorain County, Team NEO, and FFEF.		The City Manager continues his active involvement in Team Lorain County, serving on the Executive Committee and the Board. In June, he was elected to his second term as Chair of the TLC Board and in this role, he helps over see the Team NEO/Jobs Ohio programs in Lorain County.	Continue working with regional economic development organizations to attract employment and support entrepreneurship. B. Focus on Economic Development/Tourism	Norenberg/ Handy
Continue to coordinate efforts with Main Street-Chamber, Team Lorain County, Team NEO, etc.		The ED Officer has met with staff from Team Lorain County, Lorain County Community Development Department, Lorain County Workforce Development Agency, Lorain County JVS, Lorain County Community College, Zion CDC and Diversity and Inclusion of Minority Enterprises (DIME) to discuss workforce issues, financial incentives available to businesses, promotion of available sites and properties in Oberlin, supporting and creating new entrepreneurs and business retention and expansion efforts.		Handy
Joint marketing of available sites and buildings.		Oberlin sites are now listed on the State website, as well as Oberlin's website, and two national site selection websites.		
Micro-enterprise program developed through OCIC.	Program established	Discussions continue with the OCIC Board. Met with representatives from ECDI who could make microloans to small businesses. Met with Lorain County ED staff regarding microloans and the possibility of doing individual development accounts to start businesses.		
Coordinate efforts with Oberlin Project, OSU Extension Service, etc. to develop programs to encourage agriculture. Support efforts to encourage local food purchases by Oberlin College, businesses, Farmers' Market, Common Goods.		Staff met with a possible greenhouse developer.	Support agriculture in and around Oberlin to preserve and restore an agrarian community. B. Focus on Economic Development/Tourism	Handy
Support agricultural tax exemptions for land in City.	Requests processed promptly.	The Oberlin Business Partnership has launched a Wellness Initiative. One of the first goals the group set was to make more healthy, local foods available to employees. Three such requests were processed in 2012.		
Provide planning advice on review and approval process. Coordinate timely review of plans to renovate or construct a new Inn by City departments, Design Review and Planning Commission.		Letters of support sent to assist Oberlin College in its quest for New Market Tax Credits. Staff has met on many occasions with the developer and engineers to help keep the project on schedule.	Support Oberlin College's plans to renovate/rebuild the Oberlin Inn. B. Focus on Economic Development/Tourism	Boyle
Complete exterior stabilization and rehabilitation construction.	Roof and exterior work completed by June, 2012.	Exterior construction efforts are 100% complete as of 07/31/12	Make the Underground Railroad Center/Park and Ride fully operational. B. Focus on Economic Development/Tourism	Davis
Finalize site plan.	April 30, 2012.	Key components of the site plan have been finalized, but conversations continue with the adjacent property owner regarding parking and with possible artists to design features of the site.		
Raise funds to complete site work and begin interior improvements.	Fundraising events held and goal met by April 30, 2013.	Fundraising efforts continue: A Team retreat focusing on fundraising was held in August. Grant applications are pending with NOACA and the State of Ohio.		
Organizational sub-team continues to work toward operational options.	Preliminary operational plan completed by February 28, 2013.	Heritage Ohio recommendations regarding development of governance model and business plan to support future operations will be discussed during the City Council retreat.		

Participate in planning discussions for the public park space at the Gasholder Bldg. and at the Green Acres site.	Gasholder Building site anticipated to be open and accessible to the public by late Fall 2013. Site plan developed for Green Acres and for park improvements in 2014.	Exterior restoration of the Gasholder Bldg. complete. Site planning on-going. The City was unable to secure a key grant that would have supported site development. Alternatives are being pursued. Demolition and restoration of Green Acres is complete. An RFQ for site planning/development did not net hoped for results, so an RFP was recently developed and	Preserve green, open space and develop new park land that is easily accessible by all residents.	C. Lead with Sustainable Practices	Baumann, Boyle, Norenberg
Monitor the work of various Oberlin Project committees and ensure appropriate City staff and/or Boards and Commissions are involved and/or consulted when needed.	Three update presentations to City Council made at Regular Sessions or Work Sessions during 2012.	Operational leadership of the Oberlin Project transitioned earlier in 2013. A new Advisory Board was formed in 2013 and a new Executive Director is on board.	Actively participate in the Oberlin Project.	C. Lead with Sustainable Practices	Norenberg
Develop and implement additional energy efficiency services to expand existing heat loss inspection program and create greater value for customers. In addition, use heat loss inspection program to leverage new ES residential program.	Implement new and improved heat loss inspection program prior to the 2012/2013 program season.	Developed and implemented additional efficiency services in order to create more interest and value in the utility's heat loss inspection service for 2011/2012. Part of the effort included rebranding the heat loss inspection program as an "Energy Optimization Audit" Report provided to City Council on program rebranding and program improvements in Jan, 2012. For the winter heating season 2012 - 2013, the energy optimization audit was administered by the Energy Advocacy program. The Energy Advocacy program now liaises with the Columbia Gas Home Performance Solutions program for heat loss inspections services due to their excellent knowledge and service menu. The	Continue/expand policies that promote and encourage implementation of energy efficiency measures and alternative/renewable/sustainable energy sources.	C. Lead with Sustainable Practices	Dupee
Work in collaboration with POWER to support "Energy Advocate" concept to educate and inform customers about EE opportunities and benefits. Work with POWER to support funding efforts for new position. If successful at funding efforts, work with POWER on position search.	Energy Advocate funded and hired by Fall 2012.	In August, 2012, City Council authorized \$12,500 in Sustainable Reserve Funds for the Energy Advocacy program administered by the non-project organization POWER. POWER hired Greg Jones as the Energy Advocate in early 2013. Mr. Jones continues to do an excellent job with promotion of energy efficiency services and motivating customer engagement and implementation of energy efficiency services. Funding to continue services into 2014 is secured.			Dupee
Revise Recycling Coordinator job description. Advertise to fill the position.	Hire and train the best candidate. Ongoing program evaluation.	Public Works and the Resource Conservation and Recovery Commission worked with the LCSWMD and its consultant, GT Environmental to prepare a Zero Waste Plan for the City. The plan was presented to City Council in December, 2013.	Maintain/expand recycling program.	C. Lead with Sustainable Practices	Baumann
Review State Building Code regulations related to energy-efficiency improvements. Review of Code standards with the Housing Renewal Commission and the Building Division staff. Recommend adoption of Code updates as considered appropriate.	Code changes recommended and approved by City Council by December 31, 2012.	Such updated State Codes have been adopted by the City.	Adopt code changes to encourage more green buildings.	C. Lead with Sustainable Practices	Boyle
Evaluate and consider building energy performance reporting requirements	Program developed and reviewed by Housing Renewal Commission by December 31, 2012.	No recent progress on this item			
Project coordination with ODOT/Consultant.	Environmental Review and R/W acquisition/clearance completed on schedule.	The design contract has been executed. Surveying and design work is underway. ODOT currently has construction programmed for 2015.	Complete SRTS sidewalk expansion project.	C. Lead with Sustainable Practices	Baumann
Evaluate options for contracting out administration of sidewalk maintenance program.	Recommendations by August 1, 2012	Solicited Statements of Qualification from firms to run the program in 2013. Staff resources and necessary project timing preclude 2013 construction. Built 1300' of new sidewalk on West College. Plan is to manage the project in house during 2014 due to fewer PW projects.	Restart sidewalk maintenance and repair program	C. Lead with Sustainable Practices	Baumann

Continue to support downtown Farmers' Market on City property, community garden/food initiatives, etc.		City staff has supported and the Planning Commission has again approved the operation of a farmers' market at the City Hall complex. During this season additional activites have been co-located with the Farmer's Market to increase the activity, with the support of City staff. OMLPS will be installing power outlets as part of the EV charging station project to support needs of the Farmer's Market in 2014. Contracts are in place for the community gardens at the East College St. Project and at Legion Field.	Support expansion of farmer's market, community gardens, local food production, and food storage.	C. Lead with Sustainable Practices	Handy
In conjunction with Oberlin Project, collect and analyze data on agriculture from Census and consider method to track local food purchases.		In conjunction with the Oberlin Project, research is underway on kitchen incubators and sources of financing. Other groups are attempting similar projects.			
Citizen outreach/education.		This dependent on other results.			
Continue collaboration with LCT, Lorain County Commissioners, the Oberlin Project and others supporting improved funding for transit in Lorain County to link Oberlin with other destinations.		Ridership of the Oberlin Connector continues to be strong. Sponsorships for the Connector for 2013 were secured. Under the auspices of the Oberlin Project and the Climate Action Committee, a Transportation Committee is working to identify options for transit improvements that could serve Oberlin. Unfortunately, a modest Countywide tax for transit failed in May. Due to price decrease from	Work with County and regional partners to restore transportation links to other areas of Lorain County and Northeast Ohio, including airports.	C. Lead with Sustainable Practices	Norenberg
See above section "Make the Underground Railroad Center/Park and Ride fully operational." The plans to finalize site planning are underway and, contingent upon fundraising, the park-and-ride feature is the next phase to be realized.		See above	Make Park and Ride portion of the Underground Railroad Center fully operational to encourage and facilitate bicycle travel on the Don J. Pease Memorial Bike Path/North Coast Inland Trail.	C. Lead with Sustainable Practices	Davis
Explore options for additional service on boards and commissions, as well as examine opportunities for input via special public meetings and via surveys.	Annual review number and variety of methods for citizen engagement.	Two special public open houses were held to gather resident input regarding future development of the Green Acres site. The Oberlin Project Community Engagement Team has been working to expand community outreach. More recently, the City has begun work on a mobile "app" to connect with residents and visitors using smartphones and a Social Media Intern is expected to be hired for 2013-14 using Oberlin College Work Study funds.	Actively Engage Residents in planning & decision making.	D. Partner with Residents, Businesses, Anchor Institutions and Other Gov'ts	City Council, Norenberg, Anderson
Continue efforts to streamline and improve processes with a goal of maintaining quality service while reducing cost through collaboration and efficiency.	Seek Local Government Innovation Fund grant in Summer round.	Selected the Clean Energy Coalition to assist in LGIF project to examine fleet efficiency and alternative fuels for the City and its project partners. 3rd workshop scheduled for 2/2014.	Increase Government Efficiency and City Financial Stability.	D. Partner with Residents, Businesses, Anchor Institutions and Other Gov'ts	Norenberg
Form a working group that includes representatives of anchor institutions, Councilmembers and staff to help develop a plan for the City's long-term financial viability and stability.	Working group formed by May 1, 2012	Initial meeting held April 11. A change in strategy was discussed and agreed to during budget review Work Sessions.	Strengthen bonds with anchor institutions to help ensure the City's long-term financial viability and stability.	D. Partner with Residents, Businesses, Anchor Institutions and Other Gov'ts	City Council, Norenberg, Talarico
Use qualification-based selection process to procure consulting firms for professional engineering/planning assistance.	New Storm Water Chapter in the codified ordinances. Planning complete for storm water utility.	About halfway through work on Phase I Contract with the Lorain County Storm Water District and its consulting team to develop a local storm water utility. Have established existing level of service and current costs. Evaluating minimum/preferred service levels and probable costs. Range of rate	Fully implement the storm water management plan; development and implement a storm water utility.	E. Make Infrastructure Upgrades & Building Improvements	Baumann

WEPF improvements and collection system improvement project scoping, design, bidding, award, construction and contract management.	Prioritized repair of S. Professor, Morgan and possibly other sanitary sewer mains. Headworks project constructed/new screen installed. Waste Heat Recovery study complete. Engineering design for Emergency Back-up Generator complete, bidding and contract award. Phosphorus treatability and biological/chemical surveys complete.	Completed South Professor/Morgan St., South Professor St., North Main/South Main and West College Sanitary Sewer Improvement Projects. Headworks Project Complete. +/- 75% complete in design phase of contract with Poggemyer Design Group for new tertiary filtration system at the WEPF. Nearing end of Phase I Study contract with Middough, Inc. to replace the Emergency Generator at the WEPF.	Continue to make sanitary sewer upgrades and the necessary improvements to the Water Environment Protection Facility to maintain compliance with NPDES permit limits and to protect water quality in Plum Creek and the Black River watershed.	E. Make Infrastructure Upgrades & Building Improvements	Baumann
Distribution system improvement design, bidding, award, construction and contract management; select equipment purchases for WTP.	South Main Phase III complete. Evaluate update of distribution system model. Purchase TOC analyzer. Prioritized operational and/or equipment upgrades to meet SDWA.	Water Distribution System model nearly complete. Built new connection between Reamer and Mulberry to abandon +/- 850' of historic 6" water line. West Lorain water main improvements re-budgeted to 2014, currently out to bid.	Continue to make water distribution system upgrades and the necessary improvements to the Water Treatment Plant to comply with Safe Drinking Water Act requirements.	E. Make Infrastructure Upgrades & Building Improvements	Baumann
Continue to maintain and update the Department's 5-Year Capital Plan. Update Pavement Ratings.	Continue to evaluate relative priority of select improvements. Consider impact fees and other financing mechanisms.	On-going. In addition, key staff held a conference call earlier this summer with the City of Akron to learn about their use of special assessments.	Continue to plan for utility and infrastructure improvements to support future development in the US20/SR58 corridor.	E. Make Infrastructure Upgrades & Building Improvements	Baumann
Project design, bidding, award, construction and contract management.	During 2013: Resurface South Professor, Park, Lincoln, West College. Select pavement maintenance.	Complete	Continue pavement maintenance program and prioritized repaving and/or reconstruction of city streets.	E. Make Infrastructure Upgrades & Building Improvements	Baumann
Finalize projects utilizing DTR funding.	Improved way-finding.	Part of the City's planned streetscape improvements under the DTR grant involves improved way-finding signage to parking. This is still under development.	Work with downtown stakeholders to provide parking for visitors/patrons.	E. Make Infrastructure Upgrades & Building Improvements	Baumann, Boyle
Coordinate Review of parking with Main Street-Chamber, Oberlin College, merchants, etc.	Improved way-finding, signage, etc. to provide direction to parking areas.				
Continued evaluation of spatial needs/options. Continued energy-efficiency improvements.	Recommend future re-use of Morgan St. Waterworks and the Zavodsky House. Select lighting upgrades.	Continued work on the insurance claim and adaptive re-use of the Waterworks Bldg. Zavodsky House recommendations on hold. HVAC/Lighting Upgrades at City Hall have reduced electricity use by 14% since 2008.	Expand and/or upgrade city facilities to address space needs and efficiency.	E. Make Infrastructure Upgrades & Building Improvements	Baumann
Coordinate building improvements through the Downtown Revitalization Grant, other City programs.	Number of building exterior or interior improvements completed.	Building Exterior Improvements Completed: 5; Building Interior Improvements Completed: 3; Sign Projects Completed: 2; Projects in Progress: 3	Support rehabilitation of downtown buildings.	E. Make Infrastructure Upgrades & Building Improvements	Boyle
Coordinate residential rehabs with City CHIP grant and other programs	Number of residences receiving improvements.	Planning staff with our consultant continues to provide grant funding asisstance to home-owners to improve housing conditions.	Support ongoing housing rehabilitation.	E. Make Infrastructure Upgrades & Building Improvements	Boyle
Ongoing dialogue with neighborhoods, churches, etc.	Improved community relationships and understanding.	Began meeting with Oberlin Project and southeast quadrant neighborhood representatives on neighborhood development initiatives.	Support more interaction across neighborhoods/quadrants.	F. Create One Oberlin that is a Model for Social Justice and Race Relations	Handy
Analyze current diversity training needs and formulate a plan of action to ensure all employees receive training.	All new hires trained within 30 days of hire.	Current employees have been Diversity trained and new hires are being Diversity trained within first week of their employment with the City. In 2013, this included all summer Recreation staff for the first time.	Strengthen diversity training within city government.	F. Create One Oberlin that is a Model for Social Justice and Race Relations	Davis
Encourage County Workforce Development to provide increased outreach to Oberlin. Coordinate with Industrial Park businesses on job availability, etc.	New employment training and job opportunities.	County Workforce Development representative was a speaker at the Oberlin Business Forum on July 24 and presented information to businesses on hiring and training programs that are available to them. The Forum was held at NACS in the industrial park.	Help link low income residents to job opportunities.	F. Create One Oberlin that is a Model for Social Justice and Race Relations	Handy

Continue to coordinate with City schools, Oberlin College, LCMP, Baseball-Softball Federation, Oberlin Youth Soccer, etc. to provide a wide range of intergenerational recreational opportunities.	Listing of available recreational activities and outreach to the public to inform of opportunities.	Various program opportunities posted on website, fliers sent to school children, etc. Ongoing coordination of facility use with the School Distirct has taken place. Coordination of schedules for Baseball/Softball Federation and Oberlin Youth Soccer continues. The Summer playground program involved swimming at Spalsh Zone one day/week. Adult softball leagues conducted this fall.	Continue and expand partnerships with regional and community organizations to provide a variety of recreational opportunities for youth and older adults.	G. Expand Recreational Programs	Yarber
Explore potential sites for an outdoor ice skating rink.	Short-term: Once again use Morgan St. Waterworks site. Long-term: Identify an appropriate location for the ice skating facility. Identify budget funds to develop/maintain the facility.	Some discussion has occured. No firm site identifed as of this time. No funds budgeted in 2013.	Evaluate the creation of an outdoor ice skating rink readily accessible to residents.	G. Expand Recreational Programs	Yarber
Identify potential partners with Recreation Commission.	Identify potential recreation programs and facility requirements. Negotiate the use of indoor facilities with potential partners. Identify budget requirements for programs/facility rent.	Recreation staff is continuing to evaluate potential recreation partnerships. Recreation staff have met with Metro Parks leadership and the new Oberlin City Schools Athletic Director to explore ideas. Ongoing use of School District facilities continues as venues for various program activities.	Evaluate partnerships to provide facilities for indoor recreational programming.	G. Expand Recreational Programs	Yarber, Norenberg

2013 Action Items

Action Initiative	Strategy		Strategic Priority		Lead
Periodically attend OACM meetings, Chief and/or SRO to meet with Clergy periodically, encourage Clergy to participate in Citizen Police Academy.	Meetings and participation tracked.	Oberlin Police is working with Angela Wu and Zion CDC in support of their efforts to establish a mentoring program for at-risk youths.	Form partnerships with clergy and other non-profits in Oberlin and Lorain County to enhanced communication, aid at-risk youth and strengthen the social safety net.	A. Keep Our City Safe	Miller
Research external communication media. Evaluate best media for various circumstances.		Continue to explore most effective way of communicating with public. Established Facebook page, plan to update OPD website, now have MailChimp to alert public. Funding has been secured to hire a Social Media Intern for the 2013-14 school year. FD researched use of social media; we have not identified any value to Facebook or Twitter due to the staff time needed to maintain those items; FD has upgraded its website with an internal host server. Implemented change from R911 to CodeRED to alert public during emergencies.	Maximize effectiveness through regular internal and external communications with stakeholders.	A. Keep Our City Safe	Miller, Kirin
Participate in planning meetings and evaluate, in conjunction with the Finance Director, Law Director and other Department Heads requests and/or proposals regarding the replacement hotel.		City staff continue to meet with hotel developer representatives to review plans and concepts.	Support other investment in expanded hotel accommodations and conferencing facilities.	B. Focus on Economic Development/Tourism	Norenberg
Evaluate likely future routes.	Recommend necessary funding in conjunction with select paving projects.	Bike lanes installed on South Professor from West College south to the Bike Path. Developed joint proposal to construct shared use path connecting Rec Complex to Splash Zone as part of Phase II South Professor paving project (not funded for 2014).	Expand bike lanes throughout the city.	C. Lead with Sustainable Practices	Baumann, Boyle
Work w/ DTR to evaluate location(s) and aesthetics.	Recommend location(s)/structure(s).	Options for bike parking improvements in downtown will be presented to stakeholders this winter.	Support development of bike storage in downtown and other destinations.	C. Lead with Sustainable Practices	Baumann, Boyle
Analyze fiscal viability of and administrative capacity for community-wide diversity training.		The format and cost of diversity training have not been identified yet.	Offer diversity training for residents.	F. Create One Oberlin that is a Model for Social Justice and Race Relations	Davis