

2014 Action Items

Action Initiative	Outcome Measure	June 2014 Status	Strategy	Strategic Priority	Lead
50% of the Oberlin Police Officers will maintain bicycle patrol certification and will, weather permitting, patrol neighborhoods and downtown March-November. Weather permitting, at least one officer will patrol downtown and check doors once per shift; more often on busy nights downtown and each officer will conduct foot patrols in other neighborhoods once during each shift.	Bicycle patrols logged - a minimum of two shifts/month Foot patrols logged. Each officer will log foot patrol during their shift a minimum of one shift/week, weather permitting	Newer officers have expressed interest in receiving training in police bicycle operation. An increase in manpower to the auxiliary unit can be utilized to increase visibility, particularly in the downtown business district.	Bike and foot patrols downtown and in neighborhoods.	A. Keep Our City Safe	Miller
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 phase. PD continues to meet are mandated training requirements and offer individual training to 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 received 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. PD continues to replace vehicles as needed and is pursuing a grant for body cameras for officers.	Regular technology upgrades and equipment replacement.	A. Keep Our City Safe	Miller, Kirin
Current OMLPS succession plan pilot will be completed during 2014.	Final report and evaluation of OMLPS succession plan pilot will be completed before the end of 2014.	Succession plan process is on schedule. Training, mentoring and other employee development activities are on-going. Regular status reports are shared with the City Manager and HR Administrator.	Support staff development and succession planning to provide for future leadership.	A. Keep Our City Safe	Norenberg, Dupee, Davis
Continue to maintain State-Certified Building Department Conduct permit reviews and inspections in a timely manner.	Contract hiring of State-Certified Building Division staff continues. Staff undertakes permit reviews and inspections in a timely and effective manner.	The Building Division has successfully transitioned following the retirement of Ron Schnurr.	Business-friendly services (permitting, inspections, etc.)	B. Focus on Economic Development/Tourism	Boyle
Evaluate a buy local initiative with Oberlin Business Partnership, local businesses, Oberlin College, etc.	Increased sales by merchants; improved promotion of local goods and services.	Working with OBP to develop the Business Enhancement Committee who will work on the buy local initiative.	Support local business by making local purchases when possible	B. Focus on Economic Development/Tourism	Handy
Coordinate actions with Oberlin Business Partnership, Team Lorain County, local businesses, Oberlin College, etc. Provide technical assistance for businesses through workshops, SCORE, etc. Build relationships with lending institutions for local business loans.	Number of vacant storefronts. Number of businesses assisted. Number of seminars focusing on needs of small/medium sized businesses held.	Will work with OBP to create training opportunities as appropriate for local small and medium sized businesses and also with the County ED Dept. and LCCC, JVS and SBDC. Will continue to work with Team Lorain County on business retention visits and following business attraction leads from the State of Ohio. Will also continue Industrial Park Roundtable meetings, Oberlin Business Forum meetings and Business After Hours to keep in contact with existing local businesses. Will continue to foster the relationship with ECDI, a local non-profit lending institution for start-up and existing businesses. Will explore the possibility of creating individual development accounts in partnership with local lending institutions so that residents can start new businesses, buy a home or further their education.	Work with the Oberlin Business Partnership and business owners to retain merchants downtown and attract new businesses.	B. Focus on Economic Development/Tourism	Handy

Provide marketing assistance to property owners.	Market available sites on website. Number of prospective businesses provided with information on available sites and buildings tracked.	Will continue to put available sites/properties on the City website and to promote those sites when prospective businesses call the City. Will be working with Team Lorain County to become trained on how to enter site information into the State of Ohio's property database so that Oberlin can control its own data and submissions of sites for State leads. Will work on site certification for the Oberlin Research and Commerce Park site provided funds are available to conduct the necessary surveys, studies, etc. Will also continue to maintain City available property information on national real estate databases.	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.		Will continue to do the marketing of sites/buildings. Working with OCS on an employment network for Oberlin. Working on summer youth employment program with Ohio Means Jobs Lorain County staff and Wanda Davis and Ian Yarber to create jobs for Oberlin youth and help them develop soft skills for employment. Will continue to maintain and enhance relationships with county and regional ED staff/organizations. Will explore the best way to create a program to assist start-up small businesses.	Continue working with regional economic development organizations to attract employment and support entrepreneurship.	B. Focus on Economic Development/Tourism	Norenberg/ Handy
Continue to coordinate work force development / job-matching efforts with Oberlin Business Partnership, Team Lorain County, LCCC, LCJVS and Ohio Means Jobs.	Additional local residents trained and hired for local jobs				Handy
Joint marketing of available sites and buildings.					Handy
Micro-enterprise program developed through OCIC.	Program established				Handy
Coordinate efforts with Oberlin Project, OSU Extension Service, etc. to develop programs to encourage agriculture.	Will continue to work with local residents who desire to start local food businesses.	Working with The Oberlin Project Food Subcommittee on creating a kitchen incubator/food hub in Oberlin.	Support agriculture in and around Oberlin to preserve and restore an agrarian community.	B. Focus on Economic Development/Tourism	Handy
Support efforts to encourage local food purchases by Oberlin College, businesses, Farmers' Market, Common Goods.	Increased percentages of food purchased locally per Oberlin Project plan.	Will continue to support the Farmers Market. Will continue working with The Oberlin Project and County ED staff on connecting local food buyers with local food suppliers.			Handy
Support agricultural tax exemptions for land in City.	Requests processed promptly.				Boyle/Handy
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.	Continue to work with the developer and Oberlin College to coordinate planning/ development reviews, and eventually review of building permit applications.	Conditional Planning Commission approval for the site plan was granted in early-July.	Support Oberlin College's plans to renovate/rebuild the Oberlin Inn.	B. Focus on Economic Development/Tourism	Boyle
Secure full funding for Phase II - Site development.	December 31, 2014	Funding from both NOACA and the State secured during the winter/spring. Coordination meetings are being scheduled with both.	Make the Underground Railroad Center/Park and Ride fully operational.	B. Focus on Economic Development/Tourism	Davis
Finalize site plans and be ready for bidding.	December 31, 2014				
Form special committee to evaluate and develop recommended governance structure and business model for the OURC.	Committee formed by April 30, 2014.	Committee was established in June and the first meeting was scheduled for late-July.			
Plan for public park/open space at the OURC site and at the Green Acres site.	OURC site anticipated to be open and accessible to the public by late Fall 2015. Site plan developed for Green Acres and for park improvements in 2014.	Planning for both projects continues.	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 2014-5.	The City Manager is a member of the Oberlin Project Advisory Board. After the new Executive Director settles in, an update to City Council will be scheduled.	Actively participate in the Oberlin Project.	C. Lead with Sustainable Practices	Norenberg

Continue to support energy efficiency services through POWER's Energy Advocate.	Number of homes inspected and quantity of efficiency services provided to homes in Oberlin.	First year of program completed in 2013. Staff report of first year results and recommendation to authorize second year of funding from City's Sustainable Reserve Fund was submitted and approved by City Manager in October 2013. Second year of program is underway. POWER is working with Columbia Gas to develop strategic partnership for increasing penetration of the Home Performance Solutions program.	Continue/expand policies that promote and encourage implementation of energy efficiency measures and alternative/renewable/sustainable energy sources.	C. Lead with Sustainable Practices	Dupee
Continued Program Evaluation to Improve Efficiency & Expand Services	In context of Zero Waste Plan and February 14/15 Fire, the Department expects to implement fully automated residential refuse and single-stream recycling collection. Commercial refuse and commercial corrugated cardboard will most likely continue to operate as before. Commercial recycling would be best accommodated in the single-stream cart-based system.	Replacement trucks on order. The commercial refuse collection trucks are expected to arrive mid- to late-August. The residential refuse and recycling trucks are expected to arrive mid-September. Evaluation of preferred carts for fully automated collection, including sizes and options is currently underway.	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.	State Building Code updates adopted by City Council.		Adopt code changes to encourage more green buildings.	C. Lead with Sustainable Practices	Boyle
Evaluate and consider building energy performance reporting requirements	Ongoing consideration of possible use of performance reporting requirements by Housing Renewal Commission and staff.				
Project coordination with ODOT/Consultant.	Stage 3 and Final Plans should be submitted by ODOT's consultant prior to years' end. Construction planned for 2015.	Stage 3 plan submittal to ODOT Central Office pending. The City needs to hire a pre-qualified acquisition consultant to secure temporary right-of-way for construction at select locations.	Complete SRTS sidewalk expansion project.	C. Lead with Sustainable Practices	Baumann
Either contract out administration of sidewalk maintenance program or conduct in-house during 2014.	Notices to residents sent and work begun in a timely manner to be completed this season.	All sidewalks west of property abutting Professor St. were inspected at the end of May/early June. About 250 letters were sent out to property owners. 60-day notification period expires mid-August. Anticipate contract award at September 2nd Council meeting.	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 Manager has authorized the Farmer's Market in the past and will continue to do so. Application for approval of the project is processed expeditiously by staff through the Planning Commission.	Due to success of the Market, meetings are being held to identify how to accommodate growth.	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.	Staff continues to work with the Oberlin Project and others concerning local food initiatives. Also, OSU Extension is seen as a partner in providing information, etc.				
Citizen outreach/education.	Staff continues to work with the Oberlin Project and others concerning local food initiatives. Also, OSU Extension is seen as a partner in providing information, etc.				
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.	Increased ridership on Oberlin Connector due to additional hours. Launch of expanded Shopping Shuttle in the fall.	Initial conversations were held during the Spring Semester to coordinate plans with Oberlin College Student Senate to expand Saturday Shopping Shuttle and market to residents as well as students.	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.	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.	Annually review number and variety of methods for citizen engagement.	Staff is working to draft a guide/handbook for residents serving on City Boards/ Commissions. This should help new members feel more at ease and settle in quickly.	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.	Implement recommendations of the Oberlin Fleet Efficiency and Emission Reduction Study.	Clean Energy Coalition plans to present their findings to City Council in the next few weeks.	Increase Government Efficiency and City Financial Stability.	D. Partner with Residents, Businesses, Anchor Institutions and Other Gov'ts	Norenberg
Engage the community and anchor institutions about the value of City services and the importance of adequate financial resources to fund those services.	Secure passage of Issue 22 with broad based community support.	Complete.	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
Complete phase I and begin phase II with Council's support.	New Storm Water Chapter in the codified ordinances. Planning complete for storm water utility.		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.	Complete Phase I feasibility study design for Emergency Back-up Generator; complete Phase II, bidding and contract award. Complete Tertiary Filter Design, OEPA PTI, bidding, contract award and commencement of construction.	Phase I Generator Study substantially complete, pending final staff review. Phase II Design contract to follow. Recommendation to award the Tertiary Filter Project at the July 7th City Council meeting.	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.	Complete Phase I West Lorain Water Line replacement from Main St. to Hollywood. Lime Sludge Lagoon Engineering for NPDES permit compliance.	Substantially complete. Most punch list items have been addressed. The City continues to hold the retainage pending Final Completion. Lime Sludge Lagoon Engineering on hold pending OEPA survey later this month.	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.	On-going. Particularly salient during capital budget planning.	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.	Coordinate SR58/SR511 Intersection Improvements; ODOT's resurfacing of SR58 & SR511 and Pyle S. Amherst Rd. Bridge Replacement. Select pavement maintenance and other projects TBD.	Drainage, curb, paving, sidewalk/ramps and hardscape improvements are substantially complete. Traffic signal equipment installation anticipated in August. ODOT resurfacing of 58/511 to begin on June 30th. County Engineer's bid opening for Pyle S. Amherst Bridge is later this month. Other projects TBD.	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. Coordinate Review of parking with Oberlin Business Partnership, Oberlin College, merchants, etc.	Streetscape improvements complete. Improved pedestrian and bicycle access. Improved way-finding, signage, etc. to provide direction to parking areas.	Sidewalk contractor went bankrupt. Working with attorney representing bonding company on 'fix and finish' contract. Hope to award by early July. Refuse/recycling containers and bicycle parking facilities in process.	Work with downtown stakeholders to provide parking for visitors/patrons.	E. Make Infrastructure Upgrades & Building Improvements	Baumann, Boyle
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 with architect and insurance company on scope of improvements covered by insurance.	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.	Will complete DTR grant program this year. Promote the façade loan program with new changes made.	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.	Will apply for CHIP funding this year. Exploring idea of an RLF program for energy efficiency improvements for Oberlin homeowners with The Oberlin Project.	Support ongoing housing rehabilitation.	E. Make Infrastructure Upgrades & Building Improvements	Boyle

Ongoing dialogue with neighborhoods, churches, etc.	Improved community relationships and understanding.	Will continue to work with community organizations as appropriate to assist them with their work to improve the community. Will work with the Oberlin URS to help them with their community kitchen project. Will continue to work with The Oberlin Project ED Subcommittee to improve neighborhoods and economic development opportunities for residents.	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.		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.	Will continue to work with Ohio Means Jobs Lorain County, LCCC, and LCJVS to inform residents about job training programs and employment opportunities, especially the new TechNET program. Working with Oberlin Community Services, LCCC, and Oberlin College on the Women in Sustainable Employment (WISE) project to help single mothers gain access to training and better paying jobs. Working with OCS to create a job network in Oberlin to channel residents who are unemployed or underemployed to the appropriate job training program or to jobs available in the community. Working with Ian Yarber, Wanda Davis, the Bonner Center and Ohio Means Jobs Lorain County on developing a summer youth employment program in Oberlin. We have six employers on board for SYEP to date and at least eleven Oberlin youth made application to the program. We are trying to get more youth to apply as we have over 30 jobs available.	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.	Program information posted on City's website, Facebook page & other forms of electronic communications, flyer sent home with school children. Information released to local newspaper, along with posting on local cable station and in public library.	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
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.	Rec. Division & Commission continue to dialog about potential partnerships with other organizations. The ongoing use of school district facilities as rec. venues for various activities continues to be the most cost effective facilities to use at this point in time compared to Splash Zone.	Evaluate partnerships to provide facilities for indoor recreational programming.	G. Expand Recreational Programs	Yarber, Norenberg

2015 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. SRO met with minister group at First Church (2/4/14) to discuss juvenile drug issues.	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.	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. CodeRED is now the primary public alert system during emergencies. PD does utilize Facebook and made public records available on website.	Maximize effectiveness through regular internal and external communications with stakeholders.	A. Keep Our City Safe Miller, Kirin

Meetings will be held with each department manager to evaluate vacancies likely to occur in the next five years. Leadership and management training will be expanded as necessary.	Succession plans developed by January 1, 2016.		Support staff development and succession planning to provide for future leadership.	A. Keep Our City Safe	Norenberg
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.			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.	In conjunction with improvement projects, most likely additional bike lanes on East/West College.	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).	On-going in context of 2013 DTR grant.	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.			Offer diversity training for residents.	F. Create One Oberlin that is a Model for Social Justice and Race Relations	Davis