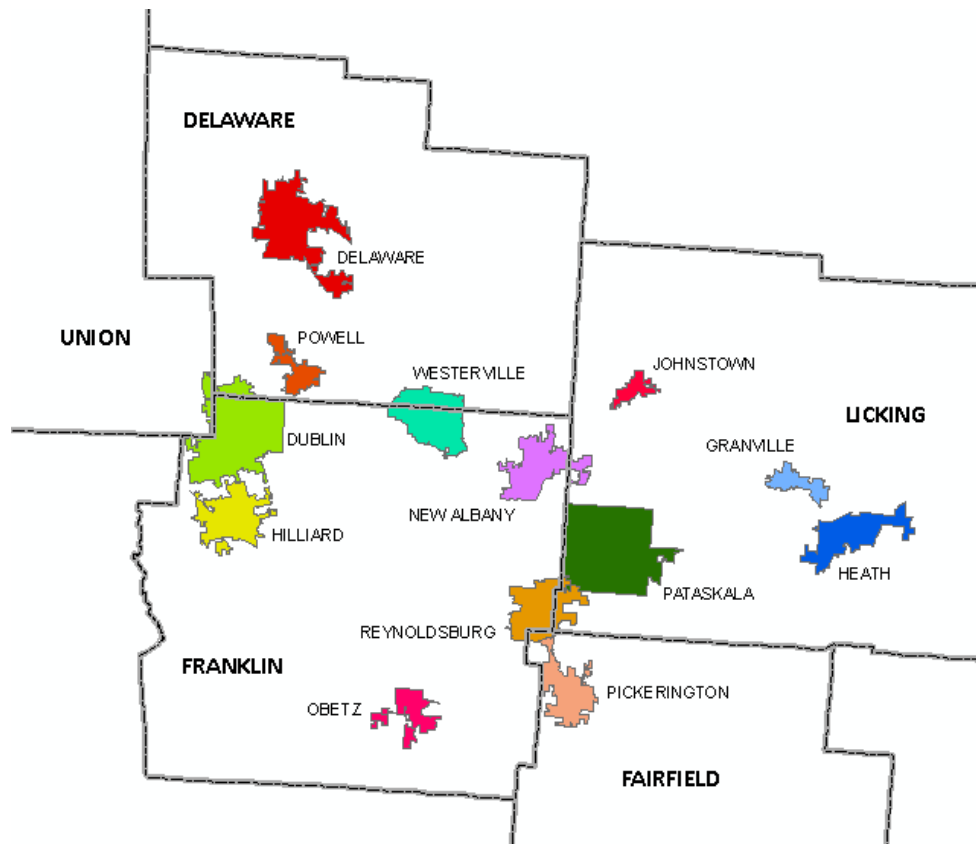


Strategic Planning Survey: Community Comparison



Conducted by

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Introduction

The purpose of this report is to compare the City of Pataskala with other central Ohio municipalities.

Data Collection

The population of this study is all representative administrators who serve the city in central Ohio. To collect the data, the City of Pataskala and Central Ohio Technical College conducted a survey, which was e-mailed to each of 20 chosen sample cities in central Ohio. Sixty percent of 20 cities in central Ohio responded to the survey. Appendix II shows the survey questionnaire. Figure 1, located below, shows the geographical location of each City that responded to the survey.

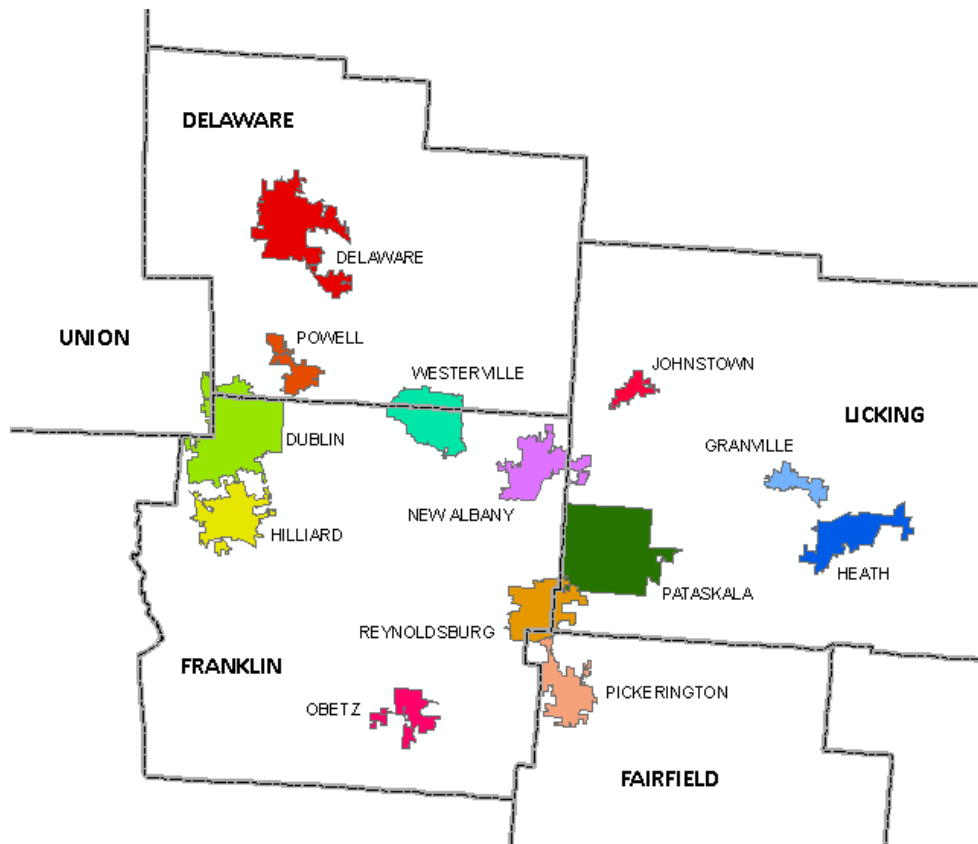


Figure 1. Geographical location of the survey respondents

General Information

This section provides general demographic information of each city including population, the growth rate of population, and median income.

1. Populations

Most cities' population has increased since 1990. Hilliard experienced a slight decrease (-0.09%) in population between 2005 and 2007. Powell has continuously the highest rate of population growth in each of the sample years (2007: 21.01%, 2005: 62.59%, 190.01%). Currently, Dublin has the highest population (40,500) and Granville has the lowest population (3,637). See Table 1 below for comprehensive population results.

Table 1. Population and Growth Rate of sample cities

	2007	2005	2000	1990
Delaware	32,986 (2.93%)	32,047 (26.95%)	25,243 (26.42%)	19,966
Dublin	40,500 (4.08%)	38,909 (23.94%)	31,392 (91.81%)	16,366
Granville	3,637 (14.84%)	- 0	3,167 (-25.37%)	4,244
Heath	-	-	8,527	-
Hilliard	28,730 (-0.09%)	28,758 (18.68%)	24,230 (105.44%)	11,794
Johnstown	4,200 (5.00%)	4,000 (16.27%)	3,440 (6.10%)	3,242
New Albany	6,287 (13.77%)	5,526 (48.90%)	3,711 (128.93%)	1,621
Obetz	4,662 (4.64%)	4,455 (12.01%)	3,977 0	-
Pataskala	15,402 (5.50)	14,598 (42.43)	10,249 (236.47)	3,046
Pickerington	14,220 (8.85%)	13,063 (33.40%)	9,792 (72.75%)	5,668
Powell	12,292 (21.01%)	10,157 (62.59%)	6,247 (190.01%)	2,154
Reynoldsburg	33,544 (1.91%)	32,914 (2.63%)	32,069 (24.54%)	25,748
Westerville	35,739 (3.00%)	34,696 (-1.76%)	35,318 (16.68%)	30,269

2. Median Household Income

Table 2 provides information about median household income of respondent cities. Based on the survey results, Powell had the highest reported median household income (\$117,801) and Hilliard had the lowest (\$30,743).

Table 2. Median household income of sample cities

Unit: dollar

	Median Household Income 2007	Median Household Income 2005	Median Household Income 2000	Median Household Income 1990
Delaware	-	51,900	46,301	-
Dublin	-	-	91,162	-
Granville	83,230	76,700	67,689	46,870
Heath	-	-	-	-
Hilliard	-	35,226	30,743	16,478
Johnstown	-	49,400	43,651	21,690
New Albany	102,180	89,834	-	-
Obetz	-	-	45,000	36,115
Pataskala	-	-	51,684	-
Pickerington	-	-	63,663	60,424
Powell	-	-	117,801	-
Reynoldsburg	55,861	54,300	51,108	37,169
Westerville		-	69,135	-

Tax & Budget

This section provides tax and budget information for the respondent cities. Dublin, Hilliard, New Albany, and Obetz have a 2.00% income tax rate, while Johnstown and Pickerington have a 1.00% income tax rate. In addition, Delaware had a 1.60% income tax rate in 2000, but currently has a rate of 1.40%.

Table3. Income tax rate and total general fund income tax revenues from 1990 to 2007

Unit: dollar

	Income Tax Rate	Income Tax Credit	Total General Fund Income Tax Revenues 2007	Total General Fund Income Tax Revenues 2005	Total General Fund Income Tax Revenues 2000	Total General Fund Income Tax Revenues 1990
Delaware	1.40	0.50	12,866,000	11,172,000	9,107,000	496,739
Dublin	2.00	2.00	67,200,000	57,980,000	43,800,000	13,100,000
Granville	1.50	0.75	2,609,442	2,442,834	1,877,775	839,411
Heath	1.50	1.25	5,372,887	5,004,128	4,694,253	-
Hilliard	2.00	2.00	14,548,064	13,804,084	13,195,967	4,235,794
Johnstown	1.00	0.50	1,120,731	1,056,946	734,019	381,232
New Albany	2.00	2.00	18,966,137	14,095,604	3,022,408	-
Obetz	2.00	2.00	3,906,848	3,038,539	2,883,552	742,027
Pataskala	0.00	-	-	-	-	-
Pickerington	1.00	0.50	4,147,371	3,163,483	2,480,503	751,870
Powell	0.75	0.25	3,655,321	3,108,450	2,011,942	-
Reynoldsburg	1.50	1.50	9,962,186	8,929,106	9,443,931	2,704,869
Westerville	1.25	0.76	-	-	69,135	-

Table 4 shows the general fund and non general fund amounts of each sample city. Dublin had the highest general fund budget in 2007 (\$57,370,000), 2005(\$49,900,000), and 2000 (\$41,800,000). Pataskala has the lowest general fund budget in 2007. In the case of the non-general fund budgets, Delaware had the highest in 2007 (\$82,079,469), 2005 (\$61,180,823), and 2000 (\$38,049,567).

Johnstown has decreased general fund budgets since 2005 (\$4,028,256) and currently has the lowest general fund budget (\$2,262,250) of sample cities. In the case of non-general fund, Obetz has the lowest budget among the sample cities.

Table 4. General fund and non-general fund

Unit: dollar

	General Fund 2007	General Fund 2005	General Fund 2000	Non-general fund/special fund 2007	Non-general fund/special fund 2005	Non-general fund/special fund 2000
Delaware	20,685,793	18,308,357	16,480,180	82,079,469	61,180,823	38,049,567
Dublin	57,370,000	49,900,000	41,800,000	25,700,000	21,700,000	19,900,000
Granville	3,900,000	3,400,000	2,400,000	1,943,797	2,257,010	1,454,495
Heath	6,982,775	6,504,847	5,390,790	2,727,287	2,686,594	2,689,991
Hilliard	16,807,644	15,089,915	16,683,360	43,635,410	60,130,569	9,870,700
Johnstown	2,262,250	4,028,256	1,722,960	1,015,518	904,329	475,380
New Albany	11,679,426	10,417,956	4,228,725	41,120,339	40,105,846	11,286,904
Obetz	4,654,759	3,624,593	3,304,006	524,679	343,650	158,471
Pataskala	1,914,520	1,699,509	1,117,636	5,706,205	5,268,754	3,144,432
Pickerington	6,689,895	6,003,717	4,266,808	17,317,329	16,189,788	8,344,721
Powell	5,999,524	4,933,457	-	10,667,886	12,897,236	-
Reynoldsburg	6,996,419	5,068,818	6,795,434	9,637,499	15,120,810	10,979,385
Westerville	-	-	-	-	-	-

Table 5 indicates that Delaware spent the most on capital improvements in 2007 (\$53,793,968) and 2005 (\$32,821,136) and Dublin has had the highest Police Department operating budget in 2007(\$10,200,000), 2006(\$9,600,000), and 2005(\$9,300,000). Pataskala has the lowest amount of receipts from other revenue sources in 2007 (\$806,818).

Most cities have increased their Police department operating budget since 2005, however New Albany's decreased from \$2,153,716 in 2005 to \$1,824,258 in 2007.

Table 5. Amount of funds spent on Capital Improvements and police department operating budget

Unit: dollar

	Amount of funds spent on CI 2007	Amount of funds spent on CI 2006	Amount of funds spent on CI 2005	Police Department operating budget 2007	Police Department operating budget 2006	Police Department operating budget 2005
Delaware	53,793,968	-	32,821,136	1,930,000	-	1,594,486
Dublin	29,700,000	26,400,000	27,700,000	10,200,000	9,600,000	9,300,000
Granville	1,386,479	793,373	1,394,739	954,787	888,788	836,047
Heath	1,151,057	664,850	1,055,728	2,263,216	2,133,295	2,019,196
Hilliard	13,402,917	13,448,344	30,343,454	7,315,620	6,738,515	6,438,591
Johnstown	1,015,518	904,329	475,380	915,963	901,668	803,437
New Albany	3,023,419	10,194,914	11,120,271	1,824,258	2,153,716	1,942,979
Obetz	1,391,659	4,963,000	1,799,003	1,516,900	1,340,800	1,227,846
Pataskala	806,818	963,748	1,458,687	1,766,038	1,687,471	1,364,220
Pickerington	3,799,905	3,113,683	3,218,519	3,556,457	3,411,130	3,029,259
Powell	1,937,785	2,497,318	2,176,164	1,882,203	1,766,114	1,650,242
Reynoldsburg	1,243,010	1,635,953	790,289	6,769,738	6,671,096	6,356,301
Westerville	-	-	-	-	-	-

Dublin has the highest amount of Operating Transfers in 2007(\$14,600,000), 2006(\$14,700,000), and 2005 (\$13,600,000). Granville has the lowest amount of receipts from other revenue sources in 2005(\$540,360), and 2000(\$547,360).

Table 6. Operating transfers and any other revenue sources & revenue generated

Unit: dollar

	Operating transfer 2007	Operating transfer 2006	Operating transfer 2005	Any other revenue source & Revenue generated 2007	Any other revenue source & Revenue generated 2005	Any other revenue source & Revenue generated 2000
Delaware	1,930,000	-	1,594,486	11,199,150	9,483,247	7,290,684
Dublin	14,600,000	14,700,000	13,600,000	9,375,000	8,775,000	8,255,600
Granville	341,729	468,007	530,877	670,920	540,360	547,360
Heath	3,330,195	3,200,471	3,121,818	9,794,520	10,106,806	7,663,161
Hilliard	-	-	-	14,134,554	12,331,802	7,608,648
Johnstown	957,337	982,543	875,314	1,715,105	3,707,039	1,233,428
New Albany	-	-	-	-	-	-
Obetz	2,004,975	1,812,070	1,720,828	-	-	-
Pataskala	186,465	120,330	231,412	-	-	-
Pickerington	3,270,972	2,582,767	2,332,908	-	-	-
Powell		441,971	230,223	1,899,674	1,729,304	-
Reynoldsburg	8,801,102	8,604,755	8,518,080	-	-	-
Westerville	-	-	-	-	-	-

Department Information and Park & Recreation

This section provides general information about city departments with a focus on parks and recreation departments. Table 7 shows department information for each city including the number of departments and related full-time staff in each. Dublin has the highest average of full-time employees per department with 41.22. Obetz has the lowest average of full-time employees per department with 4.50.

Table 7. Department information

	Number of Department (A)	Full-time Staffing in each Department (B)	A:B
Delaware	10	161	1:16.10
Dublin	9	371	1:41.22
Granville	4	38	1:09.75
Heath	11	87	1:07.82
Hilliard	11	117	1:10.63
Johnstown	6	33	1:05.50
New Albany	7	60	1:08.57
Obetz	9	35	1:03.88
Pataskala	6	44	1:07.33
Pickerington	10	80	1:08.00
Powell	11	46	1:04.46
Reynoldsburg	16	130	1:09.10
Westerville	15	425	1:28.88

Table 8 indicates the sample cities' size and municipal park information. Pataskala is geographically the largest city, covering 28.5+/- square miles including 300.00 roadway lane miles. However, Pataskala has 125.00 park acreage including 3 passive parks and 3 active parks. Dublin has the second largest city, 24.55 square miles including 499.00 road lane miles. Also, Dublin has the most park

acreage with 1262.6 including 57 passive parks and 55 active parks. Johnstown is geographically the smallest city and has the fewest roadway lane miles and park acreage.

Table 8. City size and park information

	Roadway Lane Miles	City Area (Square Miles)	Acreage of all parks	Number of Municipal Parks	Number of Active Parks	Number of Passive Parks
Delaware	350.00	18.10	325.0	22	-	-
Dublin	499.00	24.55	1262.6	112	55	57
Granville	26.00	6.80	75.0	4	1	3
Heath	157.00	10.50	376.0	7	5	2
Hilliard	107.00	11.00	285.0	21	20	1
Johnstown	3.04	2.96	2.0	4	1	2
New Albany	52.07	11.51	-	-	-	-
Obetz	37.40	5.66	88.0	7	1	6
Pataskala	300.00	28.5	125.0	6	3	3
Pickerington	56.58	11.10	154.0	6	4	2
Powell	120.00	5.50	106.5	9	6	3
Reynoldsburg	270.00	13.00	257.0	7	4	3
Westerville	*181.30	12.40	550.0	39	-	-

*: Centerline miles

Comparing two cities that have similar city area (e.g. Heath and Hilliard, Hilliard and Pickerington, Obetz and Powell), higher roadway lane miles lead to higher acreage of all parks in the city. For instance, Heath (10.50 square miles) and Hilliard (11.00 square miles) have similar city area, but Heath is the higher roadway lane miles (157.00 lane miles) than Hilliard (107.00 lane miles) and also higher acreage of all parks (Table 8).

The following 5 scatter plots (Figure 2, 3, 4, 5, and 6) show the relationship between number of municipal parks and five other factors; city area, total general fund income tax revenues 2007, amount of fund spent on capital improvements 2007, median house hold income 2000, and total annual

operating budget 2007. Two of them show significant relationships between number of municipal parks and total general fund income tax revenues and total annual operating budget. It means that the higher total general fund income tax revenues and total annual operating budget may lead to high number of municipal parks.

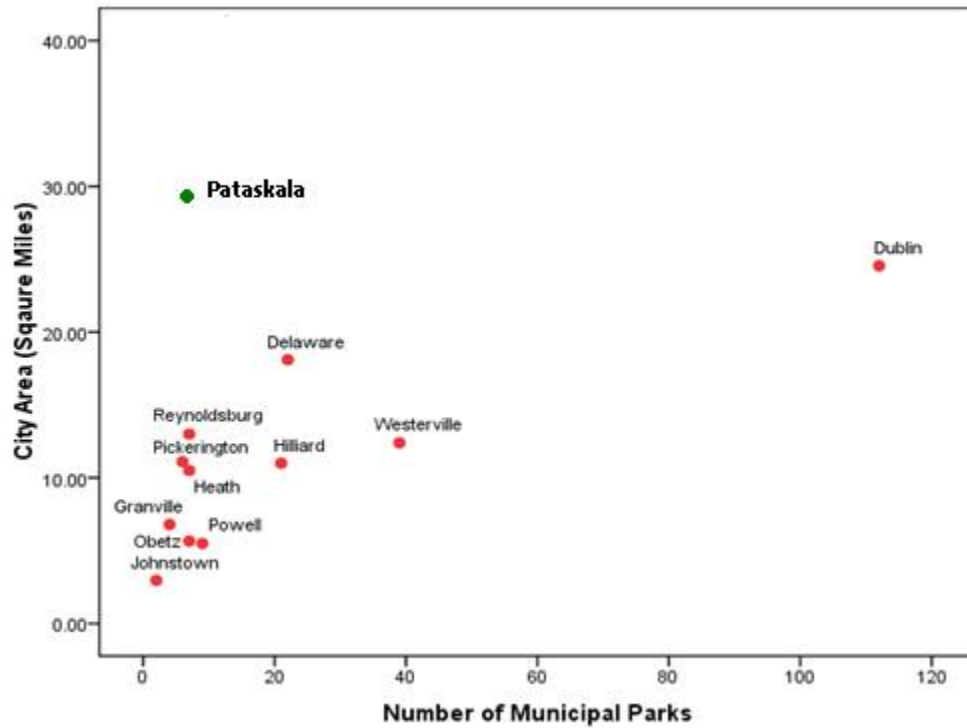


Figure 2. Scatter plot of number of municipal parks and city area

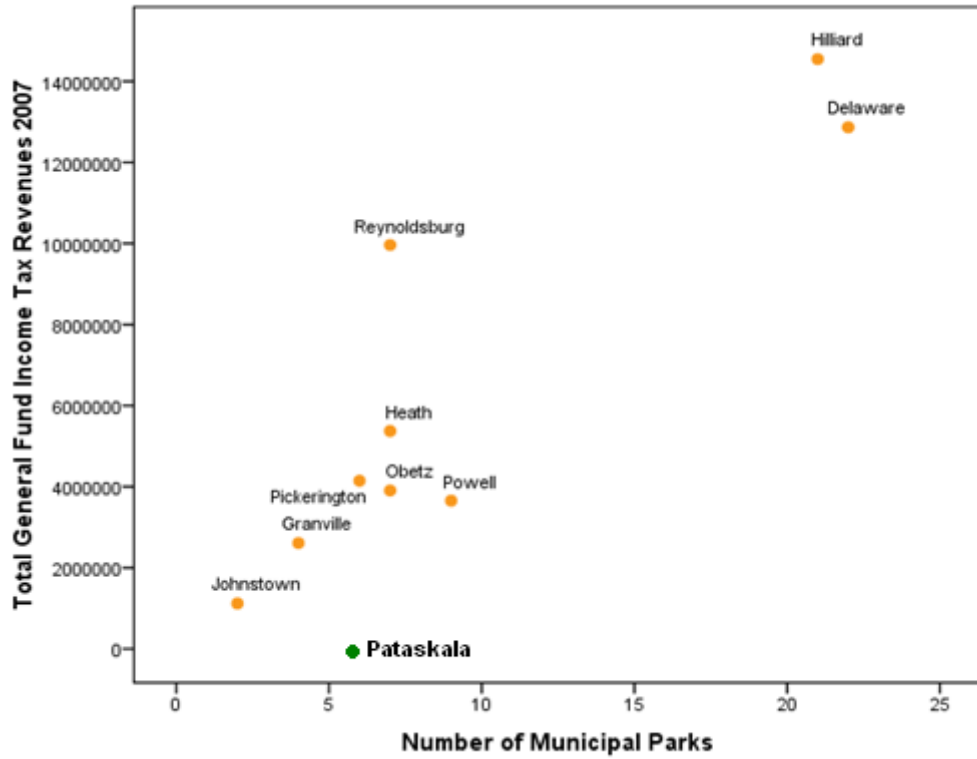


Figure 3. Scatter plot of number of municipal parks and total general fund income tax revenues 2007

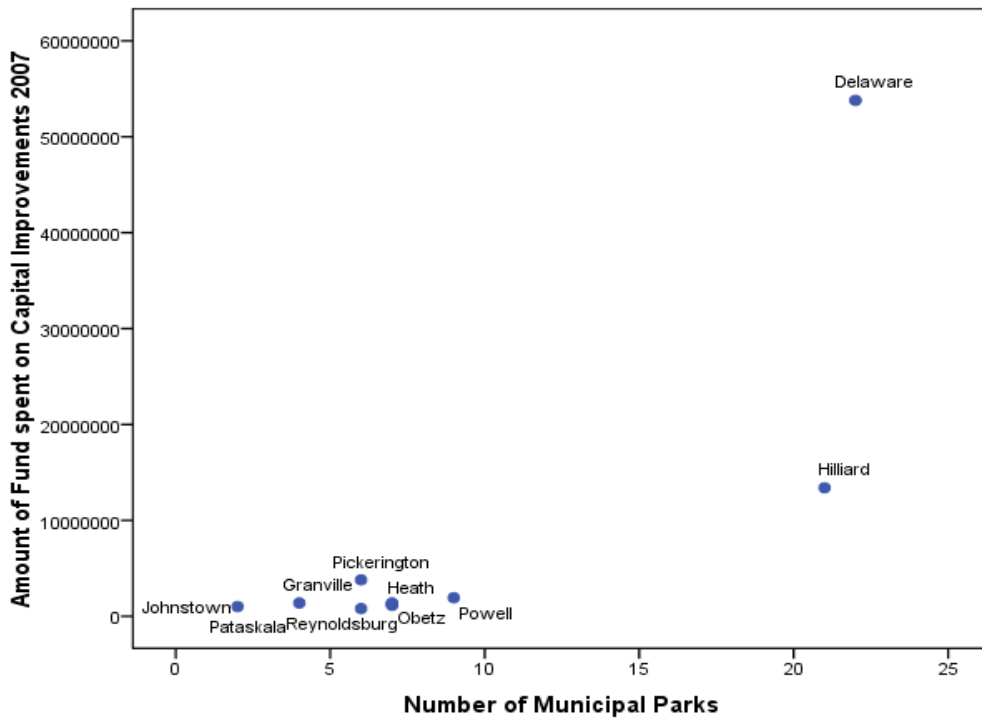


Figure 4. Scatter plot of amount of fund on capital improvements 2007 & number of municipal parks

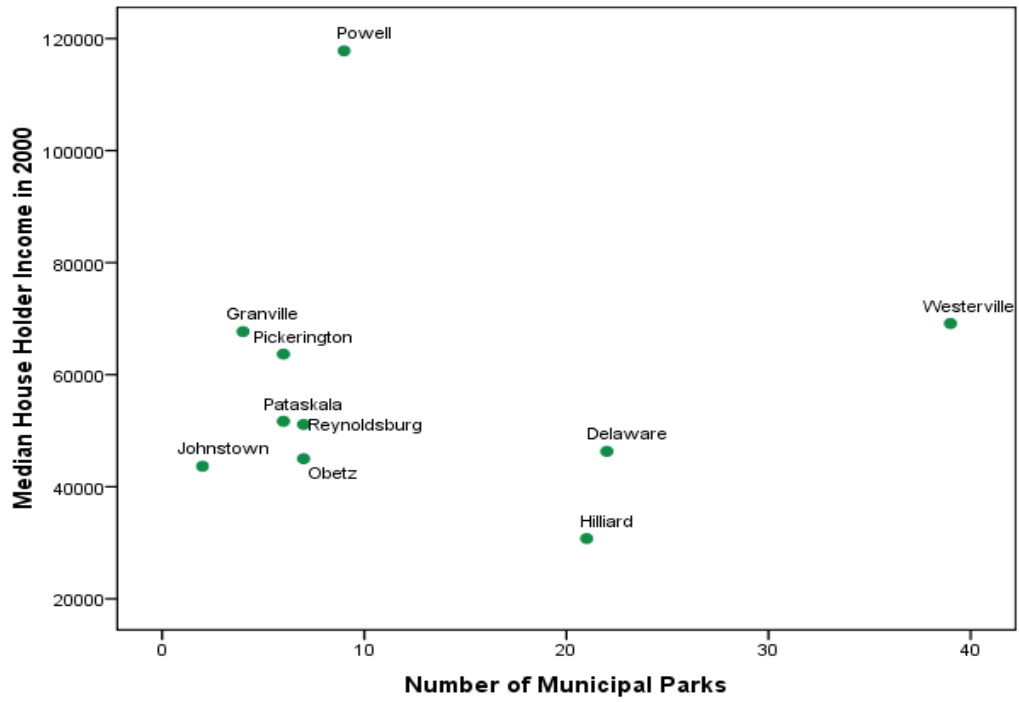


Figure 5. Scatter plot of number of Municipal Park and median house hold income in 2000

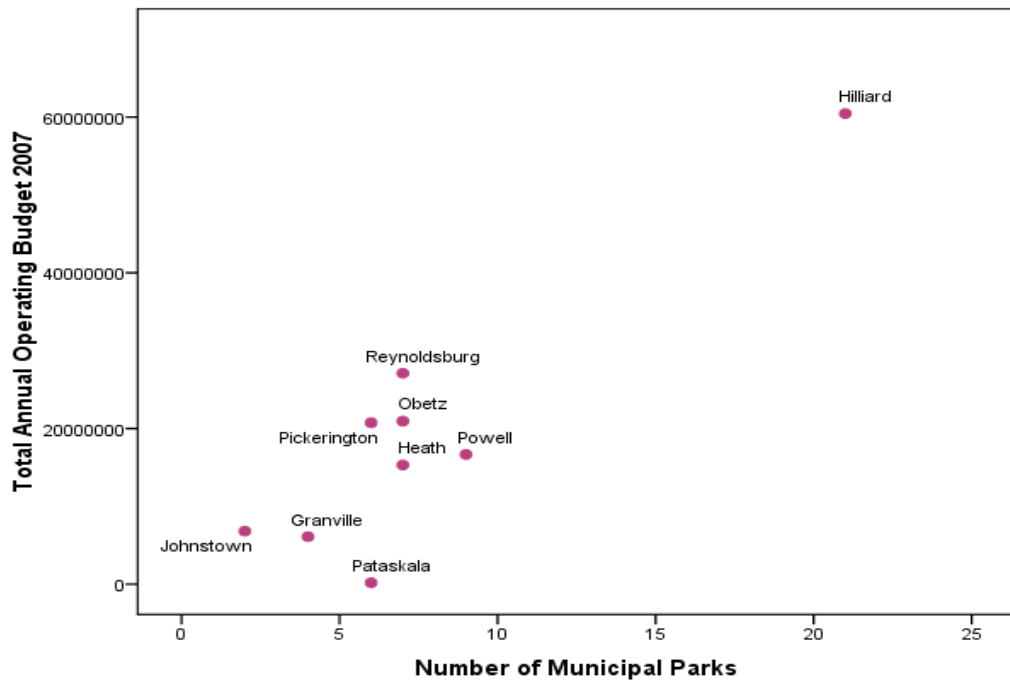


Figure 6. Scatter plot of number of municipal parks and total annual operating budget 2007

Conclusion

This report showed Pataskala has increased the population rate from 1990 and also has sixth household median income in eleven sample cities. However, Pataskala has the lowest investment on capital improvement. Although Pataskala has the largest square mile, it has relatively low number of municipal parks. According to this study, total general fund income tax revenues and total annual operating budget may lead to high number of municipal parks. Therefore, if Pataskala has an appropriate income tax, it may improve its Park environment.

References

City of Delaware(2008). 2007 Budget. Retrieved July 13, 2008 from <http://www.delawareohio.net>

U.S Census Bureau (2008). Census demographic profile highlights. Retrieved July 15, 2008 from <http://factfinder.census.gov/>

Web Resources

City of Delaware Official Website: <http://www.delawareohio.net>

City of Dublin Official Website: <http://www.dublin.oh.us./gov>

City of Heath Official Website: <http://www.heathohio.gov/>

City of Hilliard Official Website: <http://www.cityofhilliard.com>

City of Pickerington Official Website: <http://www.ci.pickerington.oh.us/>

City of Powell Official Website: <http://www.cityofpowell.us>

City of Reynoldsburg Official Website: <http://ci.reynoldsburg.oh.us/>

Village of Granville Official Website: <http://www.granville.oh.us/>

Village of Johnstown Official Website: <http://www.johnstown.ws/>

Village of New Albany Official Website: <http://www.villageofnewalbany.org/>

Village of Obetz Official Website: <http://www.obetz.oh.us/>

Westerville Official Website: <http://www.westerville.org>

APPENDIX I

JOB DESCRIPTIONS AND PARK SERVICES IN DEPARTMENT OF PARK & RECREATION

A. Job Descriptions in Department of Park & Recreation

1. Dublin

Position title	Job description	Full/ Part-time	Salary/Wage
City Horticulturist	<ul style="list-style-type: none"> -Oversees the installation and maintenance of trees, scrubs, perennials and bulbs in the city’s parks, green spaces and the city’s buildings landscape. -Assists in the coordination of special events -Diagnoses insect diseases, cultural problems, and determines treatment measures -Designs, drafts and approves landscaping plans - Creates, prepares and manages budget for horticultural program -Determines plant species to be planted in new developments and capital projects. 	Full Time	\$39,500 – \$47,300
Parks Operations Specialist	<ul style="list-style-type: none"> -Supervision of the first line field supervisors that includes planning, assigning work, training and adherence to rules, regulations and policies -Maintains chemical application records in accordance with the requirements of the State of Ohio Department of Agriculture, and the Division of Pesticides Regulations -Administer and supervise the contract Pond Maintenance Contract of the City of Dublin -Design and Manage an integrated pest management system and a turf management system - Manage an inspection system of playground hazards and repairs 	Full Time	\$44,000 – \$52,800
Recreation Program Supervisor	<ul style="list-style-type: none"> - Develops and designs specific recreational programs through community evaluation and research of concept programs - Supervises full time, part time and seasonal staff related to programming area - Ensures appropriate and safe facilities and supplies for specific work unit programs. - Develops work unit specific budget recommendations -Interacts with schools, the public, community businesses and vendors to resolve issues or complaints dealing with operational or program issues 	Full Time	\$39,500 – \$47,300

Parks and Recreation Reservations Supervisor	<ul style="list-style-type: none"> - Oversees and manages the daily operations and functions of the City of Dublin, Parks and Recreation Centralized Facility Reservations (CFR) system. - Participates in active development of local business relationships and community involvement that will enhance the usage of the CFR. - Provides excellent customer service and correspondence to patrons and internal customers through pre-event consultation, event planning, reservations and permit requests for use in all Parks and Recreation facilities. - Conducts post event evaluations and make modifications or recommendations to policies and procedures to minimize future issues or conflicts. 	Full Time	\$39,500 – \$47,300
Fitness Instructor	<ul style="list-style-type: none"> - Leads safe, effective and fun fitness classes for the Dublin Recreation Center’s Fitness Program. Responsibilities include: enforcing sign-in policies, following national safety guidelines, attending staff meetings, obtaining necessary CEC’s to maintain current certification, monitoring the use of all equipment and returning it back to its place after classes and successfully completing an entrance audition. 	Part Time	\$16- \$28/hour

2. Heath

Position title	Job description	Full/ Part-time	Salary/Wage
Parks & Street Superintendent	Oversees Parks Department	Full time	\$79,052
Parks Supervisor	Manages Parks workers	Full time	\$51,083
Parks	Oversees Davis-Shai House	Full time	\$49,055
Parks Activity director	Oversees Water Park Recreation Center	Full time	\$37,156
Parks Workers	Parks Works	Full time	\$35,000
Recreation Center Workers	Recreation center works	Full time	\$30,000
Pool Workers		Part time	Minimum wage

3. Hilliard

Position title	Job description	Full/ Part-time	Salary/Wage
Director	Oversees entire Dept.	Full	\$60,000- \$80,000
Assistant Director	Assists director	Full	\$42,500- \$65,000
Recreation Program Manager	Oversees department programming	Full	\$40,000- \$60,000
Recreation Supervisor	Administers recreation programming	Full	\$35,000- \$52,500
Receptionist	Greets public and answers phones	Full	\$23,000- \$35,500
Senior Center Administrator	Oversees and coordinates activities at the Senior Center.	Full	\$40,000- \$60,000
Senior Center Assistant Administrator	Assist Senior Center Administrator	Full	\$32,000- \$47,000

4. Johnstown

Position title	Job description	Full/ Part-time	Salary/Wage
Recreation Director	Manages the Recreation Center for rentals and scheduling; coordinates all recreational programs for the Village; oversees maintenance of parks and recreation center	Full	\$14.95/hr - \$19.03/hr
Recreation Helper	Par-time summer help for recreational programs and cleaning of recreation center	Part	\$7.50/hr

5. Powell

Position title	Job description	Full/ Part-time	Salary/Wage
Director of Parks, Recreation and Public Service	All administrative activities of the Parks tree and public service department (budgeting personal)	Full	\$73,507
Parks and Recreation Superintendent	Coordinate programming, recruit class instructors, parks reservations/maintenance, creating program brochures, works on annual budget.	Full	\$41,038
Recreation Coordinator	Creates and administers recreation program and assists with brochures	Part	\$12/hr.
Recreation Leader	Seasonal duties (camps, programs)	Part	\$8/hr.

6. Reynoldsburg

Position title	Job description	Full/ Part-time	Salary/Wage
Director	Plan, organizes, directs parks and recreations program for the City of Reynoldsburg; develops department goals, objectives, policies, and procedures; manage all department employees/volunteers; reviews estimates/calculations of cost for equipment, material, and labor for department programs/services; authorizes/signs for purchase of equipment/services; prepares legislation for purchase of department equipment and the entities; prepares department's annual budget; prepares confidential/financial reports on department projects or staff	Full	
Executive Secretary	Performs a variety of administrative tasks in order to assist the Department Director with the Efficient operation of youth/adult sports activities and other Department programs; monitors budgeting spending; researches/prepares data for budget preparation; assists with writing budget justification; monitors individual program expenditures and maintains records/balances accounts; opens purchase orders to pay officials, timers, scorekeepers, umpires, etc.; prepares fiscal documentation to be signed by Director in order to pay for supplies, equipment, etc.; collects returned checks from Parks & Recreation Department; prepares bid sheets/packets; attends bid openings/receives money for bid packets; summarizes reports of department operations/fiscal activity; utilizes personal computer to prepare memos, invoices, and other documentation; communicates department policy to elected officials/staff; contacts staff in field by using radio transmitter.	Full	
Recreation Supervisor	Assesses needs/interests of program participants; develops detailed plans for operation and staffing of various program area; set schedules/arranges for use of facilities; evaluates programs after completion; secures	Full	

	equipment/supplies; monitors inventory of all supplies used; determines policies and registration fees.		
Senior Center Director	Directs all senior citizen programs for Parks and Recreation Department for over 2000 senior citizens at Reynoldsburg Senior Center; prepares facilities for classes; arranges for guest speakers/performers; confirms attendance with participants; directs/coordinates/attends field trips/shopping trips; receives and secures money deposits from senior citizens; oversees/coordinates senior transportation network; answers questions from seniors/family members about senior programs offered by the City of Reynoldsburg and other agencies/facilities; oversees maintenance of computer records; tracks membership and program activities and status.	Full	
Maintenance Supervisor	supervises and assists with parks maintenance program and repair activities; supervises assigned staff; trains seasonal employees; supervises community service worker program; ensures all equipments operated in safe manner; orders parts for equipment as needed; keeps the Director informed so that there are no surprises.	Full	
Assistant Maint. Supervisor	Performs variety of park and semi-skilled maintenance repair/cleaning activities on park structures and facilities; assists park visitors by providing routine information.	Full	
Horticulturalist	Oversee and participates in the planning, design, installation, and maintenance of lawns, trees, shrubs, flowers, and ground covers in and around City parks, roadways, open spaces and facilities; prepares ground for planting; trims and prunes plant material; removes bulbs and replaces with replanting in the spring; lays sod, transplants flowers, trees, and shrubbery; operates a variety of heavy equipment and hand tools.	Full	
Park Maintenance	(See attached)	Part	

Senior Citizens Assistant	Directs all senior citizen programs for Parks and \Recreation Department for over 2000 senior citizens at Reynoldsburg Senior Center; prepares facilities for classes; arranges for guest speakers/performers; confirms attendance with participants; directs/coordinates/attends field trips/shopping trips; receives and secures money deposits from senior citizens; oversees/coordinates senior transportation network; answers questions from seniors/family members about senior programs offered by the City of Reynoldsburg and other agencies/facilities; oversees maintenance of computer records; tracks membership and program activities and status.	Full	
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7. Obetz

Position title	Job description	Full/ Part-time	Salary/Wage
Program Coordinator	This position responsible for the development, implementing and promotion of sports programs that are schedule throughout the year to include softball, football, cheerleading, and basketball for both adults and children. Perform related work as required	Full Time	\$25,000.00
Recreation/Senior Director	Responsible for planning, organizing, implementing and directing various programs for children and senior citizens and the holiday events. Train and supervise departmental personnel. Implement and supervise park development and use-management activities and perform relate work as required.	Full Time	\$40,000.00
Park Maintenance Supervisor	Perform supervisory work in the maintenance, construction, repair of parks, sports fields and grounds, village landscaping, and trees; and performs related work as required.	Full Time	\$45,000.00

8. Westerville

Position title	Job description	Full/ Part-time	Salary/Wage
Director of Park and Recreation	This is advanced professional and administrative work directing and overseeing all parks and recreation program activities, park maintenance work, and parks design and development work in the City. Work involves providing managerial direction to parks maintenance supervisors, city pool managers, senior center facility staff, and associated parks and recreation sports and recreational events and activities.	Full-time	
Recreation Superintendent	This is responsible administrative work responsible for the overall operation of a comprehensive municipal recreation program including directing and overseeing recreation facilities and programs. Work involves planning, coordinating, programming, implementing and evaluating programs and facilities; coordinating budgeting efforts of the recreation section; and supervising numerous staff in compliance with rules and regulations.	Full-time	
Facilities Superintendent	This is responsible administrative and supervisory work managing the overall operation of recreation facilities including facility operations, facility maintenance, facility scheduling, front reception desk, checkpoint and daily deposits. Work involves supervising the facility division staff in compliance with rules and regulations.	Full-time	
Parks Superintendent	This is professional and administrative work planning and supervising various park staff and projects for the City. Work involves planning, scheduling, and organizing work projects and crews, ensuring job safety and completing, interacting with the public, performing inventory maintenance, and performing design and specification development in compliance with policies and procedures. Work is done	Full-time	

	under the parameters of managing City parks, playgrounds, play fields, gardens, medians, tree lines, and other public grounds.		
Park Development Administrator	This position involves advanced park design, administrative and maintenance supervision. Work involves providing operational direction to Parks superintendent and policy formation recommendation to Parks & Recreation Director.	Full-time	
Senior Center Manager	This is responsible administrative and supervisory work managing the overall operation of the senior center. Work involves planning, coordinating, programming, and implementing activities and events, overseeing food service, meal and transportation programs, and vehicles, preparing program budgets, and supervising numerous staff, in compliance with rules, and regulations.	Full-time	
Fitness Manager	This is position requires responsible professional and supervisory work planning, programming, supervising and maintaining the operations and programs of the fitness room and fitness/wellness programs.	Full-time	
Facility Maintenance Manager	Performs administrative and supervisory work necessary to direct the overall recreation facilities maintenance operations.	Full-time	
Recreation Program Manager	This is responsible managerial work directing and overseeing a recreation facility and programs for the City. Work involves planning, coordinating, programming, and implementing activities and events, overseeing food service, meal and transportation programs, and vehicles, preparing program budgets, and supervising numerous staff, in compliance with rules, and regulations.	Full-time	
Parks Maintenance Manger	This is a responsible managerial position coordinating and directing a variety of city grounds, road rights of way, parks, and city development projects and assisting in the administration of the Park Division operation.	Full-time	
Aquatics Manager	This is a responsible managerial work directing and overseeing recreation facilities and programs for the City. Responsible for establishing policies and procedures for scheduling, supervising, and maintaining the operations and programs of the Aquatics area	Full-time	

	in compliance with rules and regulations.		
Recreation Program Supervisor	This is a responsible recreation program work coordinating and supervising various adult and youth recreation programs, leagues, events, and activities for the City. Work involves planning coordinating, programming, and implementing activities and events, contacting for instructors, overseeing referees, umpires, officials, and other part time and seasonal recreational staff, overseeing equipment and supplies, preparing program budget, in compliance with rules, and regulations.	Full-time	
Promotions Coordinator	This is a responsible Administrative position supporting the Department. Work requires the exercise of initiative, independent judgment, and advanced skills in Public Relations, Graphic Design and Marketing. Work involves significant contact with other department staff, the general public, outside media personnel agencies, and members of department boards and commissions. Responsible for overall promotion of the programs, services and facilities offered by The City Park and Recreation Department.	Full-time	
Maintenance Specialist	This is a responsible, specialized, lead position performing a wide variety of maintenance and administrative duties involving park maintenance, street maintenance, utility maintenance, and planning. Work involves acting as the lead worker on projects, resource planning, and ordering parts, materials, and equipment needed for project completion. Maintenance Specialists maintain work order records for their areas of work specializations and plan work within budgetary constraints.	Full-time	
Maintenance Worker	This is a semi-skilled maintenance position performing a variety of maintenance, repair, finishing, grounds maintenance, and vehicle operation activities on a shift or project. Work involves performing and leading a variety of city street and road maintenance and repair work and grounds maintenance and repair work including the operation of loaders, backhoes, mowers, jet vac sewer flushers, power tools, now blowers, jack hammers, front end loaders, sprayers, and other equipment. Position may perform some lead work over crewmembers.	Full-time	

Maintenance Custodian	This is a manual work in the care, cleaning and maintenance of assigned city buildings and property. Work involves the responsibility for cleaning and maintaining assigned buildings. Responsibilities include sweeping, mopping, dusting, emptying trash, cleaning restrooms, washing windows, maintaining outside sidewalks and performing other cleaning tasks as needed.	Full-time	
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B. Park Services in Department of Park & Recreation

	Type of Recreation Center	Facility	Programs
Delaware	Community Recreation Center	Outdoor pool	Tree city USA Partnering with Community Sports
Dublin	Community Recreation Center	Community hall Cardio equip. Indoor pool Slides and a lazy river Weight lifting equipments	
	Senior Center	Senior lounge Library	Big band parties Card games Rocheting class Line dancing Computer education class Health lecture series Senior fitness class Senior support groups Monthly potluck Art classes Bingo Brunches Off-site events
Heath	Community Recreation Center	Gym Weight room Aerobic workout room Sauna Tanning beds	

Hilliard	Community Recreation Center	Gym. Locker room Reception area Office Meeting room Weight room Kitchen Multi-purpose room Craft room Class room Library Office Room with a pool table	Pre-school program School age program Adult program
	Senior Center	Kitchen Multi-purpose room Craft room Class room Library Office Room with a pool table	55 and over
Johnstown	Community Recreation Center		Aerobics Weight Yoga
			*Exercise *Card tournament
Obetz	Community Recreation Center	-	-
Pickerington	Senior Center	-	-
Powell	Provides recreation programs in non-center spaces		
Reynoldsburg	Senior Center		Cruises and bus trip Monthly health check Exercise classes Occasional speakers
Westerville	Community Recreation Center	Leisure pool Lazy river 8 lane lap pool Walking/running track Gymnasium Fitness room Locker rooms Program rooms Public meeting area Youth game room Indoor playground Kids wait room	

Senior Center		Travel Social programs Sports & fitness Creative arts Health & wellness Continuing education Special interests & support service
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*: programs for senior in Community Recreation Center

1. Dublin

Parks and Recreation are 2 different departments within the City. The Parks division is split into numerous departments including horticulture, forestry, nature education and general parks maintenance. This division manages the beautification of City parks, manages greenhouses, maintenance of public art and the planting of City trees and flowers. The Parks department is very proud of progressive parks that are being added to the City including the Miracle playground and field which offers playground equipment designed specifically for children with mobility challenges and other special needs. The Miracle League field benefits mentally and physically challenged children between ages 3-19 around Central Ohio giving them an opportunity to play baseball.

The Recreation department is primarily focused on the Recreation Center and its classes along with numerous summer camps that range for elementary school children to young high schoolers. Also the Recreation department offers two outdoor pools. They partner with several young athletic organizations and host a wide variety of programs, camps and activities throughout the City's park system as well as Dublin City Schools.

2. Hilliard

The Recreation and Parks Department is responsible for 21 park sites, 2 outdoor pool complexes, a Senior Center and a community Center. Facilities programming includes all age groups, from toddlers to Senior Citizens.

3. Powell

The department offers programs geared toward everyone from 6 Months through seniors. Programs include summer camps, teen/Police department activities, adult sports leagues, arts/crafts programs, gymnastics, science classes, gardening classes, etc. Department also rents parks and fields for these interested, and work closely with local youth organizations to provide them with facilities for their programs.

4. Obetz

Senior lunches twice a week, transportation for the seniors to doctor's appointments and the grocery store. Various trips for the seniors. Various classes and activities for the senior citizens. We have youth and adult softball, youth baseball, youth cheerleading and football. Currently developing youth and adult basketball programs. Developing adult and youth flag football programs.

5. Reynoldsburg

The department offers a variety of leisure services and programs to residents and visitors of all ages and abilities. Each year, more than 34,000 registrants participate in more than 8,000 recreation and leisure

programs which range from preschool, parent/child, and youth, teen and adult to senior adult programs in a variety of interest areas such as athletics, arts, crafts, fitness, wellness and general interest.

6. Westerville

The City of Westerville Parks and Recreation Department is the recipient of the 2007 National Gold Medal Award for excellence in park and recreation management.

The department maintains an extensive park system – 550 acres with 39 parks and facilities. From getting fit at the 96,000 square foot community Center, to bird watching along the banks of Alum Creek, to swimming outdoors with neighborhood pals at highlands pool, to walking or biking on Westerville's

APPENDIX II
DEPARTMENT INFORMATION OF STAFF AND FINANCIAL SOURCE

1. Delaware			
Type	Number of Full-time staff	Source	Funding
Admin.	3	G.F.	350,796/ 234,432*
Airport	1	Airport Operation & Airport TIF	725,539
City Manager	5	G.F.	806,844/ 601533*
Development	1	G.F.	164,090/ 110,812*
Engineering	10	G.F.	1,240,00/ 852,792*
Finance	13	G.F.	1,310,000/ 1,088,697*
Fire	44	G.F.	4,900,000/ 4,520,312*
IT	4	IT Rotary Fund	838,207/ 269,556*
Municipal Court	31	Municipal Court & OMVI Fund	
Park & Rec.	9	Parks/Rec. & Tree Fund	1,134,436
Planning	11	G.F.	1,050,000/ 888,934*
Police	64	G.F.	5,900,000/ 5,412,447*
Prosecutor	5	G.F.	464,749/ 434,673*
Public Utilities	1	Strom Sewer, Sewer & Fefuse	6,584,920/ 3,019,704*
Public works	37	Street Maintenance & Repair	4,155,710/ 1,853,144*
total	239		

*: indicates personal service costs

G.F. : General Fund

I.T.: Income Tax

2. Dublin

Type	Number of Full-time staff	Source	Funding
Office of the City Manager	4	I.T./ G.F.	
Admin.	4	I.T./ G.F.	
Police	88	I.T./ G.F.	
Facilities	33	I.T./ G.F.	
Streets & Utilities	45	I.T./ G.F.	
Finance	3	I.T./ G.F.	
Taxation	7	I.T./ G.F.	
Fiscal Admin.	3	I.T./ G.F.	
Accounting & Auditing	7	I.T./ G.F.	
HR	9	I.T./ G.F.	
Courts	6	I.T./ G.F.	
Recreation	26	I.T./ G.F.	
Planning	21	I.T./ G.F.	
Engineering	35	I.T./ G.F.	
Building Standards	17	I.T./ G.F.	
Parks	50	I.T./ G.F.	
IT	13	I.T./ G.F.	
total	371		

3. Granville

Type	Number of Full-time staff	Source	Funding
Admin	8	G.F.	
Police	13	G.F.	
Service	9	G.F.	
Utilities	8	Water & Sewer Fund	
total	38		

4. Heath

Type	Number of Full-time staff	Source	Funding
Admin & Law	9	G.F.	
Sewer	1	G.F.	
Income Tax	4	G.F.	
Police	17	G.F.	
Dispatch	7	G.F.	
Fire	16	G.F.	
Park & Rec.	8	G.F.	
Building & Zoning	2	G.F.	
Water	8	G.F.	
Wastewater	8	G.F.	
Street	7	G.F.	
total	87		

5. Hilliard

Type	Number of Full-time staff	Source	Funding
Finance	7	G.F.	
Police	69	G.F.	
Recreation	15	G.F.	
Law	2	G.F.	
Clerk of Courts	2	G.F.	
Clerk of Council	1	G.F.	
City Clerk	1	G.F.	
Mayor	1	G.F.	
Economic Development	2	G.F.	
Human Resource	2	G.F.	
Pulic Bldg. & Land	4	G.F.	
IT	1	G.F.	
Service	2	street, water, sewer funds	
Engineering	8	G.F.	
total	117		

6. Johnstown

Type	Number of Full-time staff	Source	Funding
Police	15	G.F.	
Water Operation	4	Water	
Sewer Operation	4	Sewer	
Street Dept.	3	Street, G.F. & State high way,	
Admin Dept.	6	G.F.	
Recreation Dept.	1	G.F.	
Total	33		

7. New Albany

Type	Number of Full-time staff	Source	Funding
Admin.	5	G.F.	
Mayors Court	2	G.F.	
Village Council	1	G.F.	
Police	23	G.F.	
Service	16	G.F.	
Finance	3	G.F.	
Community Development	10	G.F.	
total	60		

8. Obetz

Type	Number of Full-time staff	Source	Funding
Police	16	G.F.	
Recreation	2	G.F.	
Park Maintenance	1	G.F.	
Senior	1	G.F.	
Building	1	G.F.	
Admin.	6	G.F.	
Land & Building	2	G.F.	
Street	3	Street Fund, & G.F.	
Utility	3	Water, Sewer, Electric & Gas	
total	35		

9. Pataskala

Type	Number of Full-time staff	Source	Funding
Police	18		
Steets	7		
Planning/Zoning	4		
Council Clerk/ Police Clerk/ Mayor's Court Clerk	3		
Finance Dept.	1		
Water/Sewer Dept.	9		
City Administration	2		
total	34		

10. Pickerington

Type	Number of Full-time staff	Source	Funding
Building	3	G.F. & Building Permits	
Clerk of Courts	1	Court Receipts	
Engineering	3	G.F., Water Sewer, Street & Storm Water	
Facility Operations Admin.	1	G.F. & Building Permits	
Finance & I.T.	6	Tax Revenues	
Municipal Clerk	1	G.F.	
Parks	4	G.F. & Program Fees	
Planning & Zoning	4	G.F. & zoning fees	
Police	37	Income & Property Taxes & contractual services	
Service	20	Motor Vehicle License, gas tax & utility revenue	
total	80		

11. Powell

Type	Number of Full-time staff	Source	Funding
Park & recreation	3	G.F.	
Building	5	Permit & Development Fees	
Engineering	3	G.F.	
Development	2	G.F.	
Finance	3	G.F.	
Police	19	G.F.	
Admin.	2	G.F.	
Communications	15	G.F.	
Mayor/City Clerk	1	G.F.	
Public Service	6	G.F.	
total	59		

12. Reynoldsburg

Type	Number of Full-time staff	Source	Funding
Police	68	General Fund	
Human Resources	0	General Fund	
Development	3	General Fund	
Computer Systems	2	General Fund	
Clerk of Courts	3	General Fund	
Auditor	3	General Fund	
Tax Administrator	1	Income Tax Fund	
City Attorney	2	General Fund	
Building	5	General Fund	
Streets	12	Street Fund	
Water/Wastewater	11	Water Fund and Wastewater Fund	
Safety/Service	8	General Fund	
Parks & Rec.	8	General Fund	
Clerk of Council	2	General Fund	
Mayor	1	General Fund	
City Engineer	1	General Fund	
Total	130		

13. Westerville

Type	Number of Full-time staff	Source	Funding
City Council	1		
City Manager's office	3		
admin.	15		
Finance	21.6		
Mayor's Court	3		
Information system	11		
Planning & Development	26		
Police	90		
Communications	15		
Fire	90		
Park & Rec.	55		
Water	11		
Electric	44.4		
Service	39		
total	425		

APPENDIX II
STRATEGIC PLANNING SURVEY

The CITY of PATASKALA
CENTRAL OHIO TECHNICAL COLLEGE

Strategic Planning Survey: Dublin Community Comparison

Conducted by

The City of Pataskala
Central Ohio Technical College

Part I: General Information

Please provide the following information about your city

Population	2007: 2005:
Road lane miles	
Square miles of municipality	
Income tax rate & Revenue generated	2007: 2005: 2000: 1990:
Property tax rates & Municipal receipts Revenue generated	2007: 2005: 2000: 1990:
Total annual operating budget	2007: 2005: 2000: 1990:
General Fund	2007: 2005: 2000: 1990:
Non-general fund/Special fund	2007: 2005: 2000:

	1990:
Amount of funds spent on Capital Improvements	2007: 2006: 2005:
Police Department operating budget	2007: 2006: 2005:
Operating transfers from general fund or general fund dollars spent on Police, Parks and Recreation, and Streets	2007: 2006: 2005:
Any other revenue source & Revenue generated (e.g.: Sales Tax)	2007: 2005: 2000:
Median household income	2007: 2005:

Part III: Park & Recreation Department

1. Please provide the following information about the parks in your city.

Number of municipal parks	
Acreage of all parks	
Number of Active Parks	
Number of Passive Parks	
Type of Park	

2. Does your City provide:

- Community/Recreation Center - Yes/No
- Senior Center- Yes/No
- Youth Center- Yes/No

If so, please provide a brief description of the facility/programs offered.

3. Please provide job descriptions to determine the tasks associated with Park & Recreation

Position title	Job description	Full/ Part-time	Salary/Wage

4. Please describe the services/programs provided by the Park & Recreation Department.

In order to effectively track responses, please tell us the contact information of the respondent that you assigned to complete the survey.

Your name and Title:

Phone number:

E-mail:

Thank you!!!