

*December 2007
Phase 2*

**Operations Efficiency Task Force
Final Report of Phase 2
Recommendations**
Submitted To
Mayor Frank G. Jackson



Preface



Mayor Frank Jackson's Operations Efficiency Task Force (OETF) has made history. OETF is a comprehensive review of Cleveland's multibillion dollar municipal corporation. The last time the city underwent a comprehensive review was in 1980 when Mayor George Voinovich streamlined municipal operations to lead the city out of the default. The administrative infrastructure that emerged then was designed to serve approximately 573,822 residents. By 2006, Cleveland's population, however, had shrunk by nearly one-third (to 406,427), and the U.S. Census Bureau named the city as among the nation's poorest.

Today Cleveland's administrative infrastructure is much as it was twenty-five years ago. Mayor Jackson recognized that the city could not continue to do business in the usual way. Thus, he set up the Operations Efficiency Task Force in 2006. The OETF's purpose is to make Cleveland "a City of Choice." Accordingly, the Mayor has mobilized city employees to provide better and more service to residents with less money and fewer people while integrating technology to improve administrative processes.

The Operations Efficiency Task Force is a bottom-up approach. Twenty-four (24) action teams of employees have identified more than 300 recommendations to make the city more efficient and more responsive to citizens and customers. Mayor Jackson has reached out to the business community, nonprofit leaders, university experts, suburban mayors and administrators, the leaders of state and county agencies, and Cleveland residents to provide technical assistance to these action teams. These external advisors have enabled the action teams to analyze city operations from the outside in.

As of November 2007, the Operations Efficiency Task Force has touched all city operations. Most action teams participated enthusiastically and willingly made their operations transparent to their external advisors. These action teams have included key municipal operations, such as finance, personnel, purchasing, building and housing, public service, municipal utilities, as well as economic development. The action teams have saved the city more than \$15 million in the first year and even more in the second year. They have improved the city's housekeeping functions - snow removal, garbage collection, street-sweeping, and recycling services — and the residents have noticed.

The cooperation between city employees and external advisors is essential to the success of the action teams. External advisors have found city employees as dedicated and knowledgeable but hampered by an outdated administrative infrastructure, cumbersome processes, and the lack of technology and training.

The Mayor's Operations Efficiency Task Force has given the city a foundation for administrative change. OETF has introduced the philosophy of customer service and the techniques of performance measurement and cost-benefit analysis into Cleveland's day-to-day operations. The action teams will complete most of their changes by December 2008 — within the mayor's first term. Besides making process improvements, the action teams identified ways to sustain these changes.

Collectively, the OETF has taken big steps to improve the city's operations but considerable work still needs to be done. Future OETF efforts must identify ways to eliminate duplication across city departments and to consolidate similar city services. In addition, OETF should focus on ways to strengthen mutual service agreements between Cleveland and the local governments that share its boundaries. Also, the city must address retail issues, such as joint purchasing, sharing of sophisticated equipment, and intergovernmental personnel agreements.

Operations efficiency is not a one-time event but an integral part of Mayor Jackson's way of running city government. Living up to the Athenian Oath, the OETF has made Cleveland better than the Mayor found the city in 2006.

TABLE OF CONTENTS

Letter of Transmittal to the Mayor	Page 5
Operations Efficiency Task Force Charter	Page 6
Acknowledgments	Page 7
Membership of the Operations Efficiency Task Force	Page 8
Executive Summary	Page 10
<i>Purpose and Goals of Operations Efficiency Task Force</i>	<i>Page 10</i>
<i>Task Force Structure and Governance</i>	<i>Page 10</i>
<i>Impacts and Results of the OETF Process</i>	<i>Page 11</i>
<i>Action Team Recommendations</i>	<i>Page 11</i>
Action Team Summary Reports	Page 29
<i>Aging</i>	<i>Page 29</i>
<i>City Planning</i>	<i>Page 32</i>
<i>Civil Service</i>	<i>Page 38</i>
<i>Community Development</i>	<i>Page 42</i>
<i>Community Relations Board</i>	<i>Page 48</i>
<i>Consumer Affairs</i>	<i>Page 52</i>
<i>Economic Development</i>	<i>Page 56</i>
<i>Finance/Assessments and Licenses</i>	<i>Page 60</i>
<i>Law</i>	<i>Page 67</i>
<i>Mayor's Office of Communications</i>	<i>Page 71</i>
<i>Mayor's Office of Equal Opportunity</i>	<i>Page 73</i>
<i>Port Control</i>	<i>Page 75</i>
<i>Public Utilities/Cleveland Public Power</i>	<i>Page 79</i>
<i>Public Utilities/Fiscal Control</i>	<i>Page 83</i>
<i>Public Utilities/Water</i>	<i>Page 86</i>
<i>Public Utilities/Water Pollution Control</i>	<i>Page 90</i>
Appendices	Page 93
A. Acronyms	<i>Page 94</i>
B. Operations Efficiency Task Force Members in Alphabetical Order	<i>Page 95</i>



City of Cleveland Operations Efficiency Task Force

Executive Sponsor

Mayor Frank G. Jackson

December 21, 2007

Executive Council Chair

Darnell Brown
Chief Operating Officer

The Honorable Frank G. Jackson
Mayor, City of Cleveland
601 Lakeside Avenue
Cleveland, OH 44114

Volunteer Members

William M. Denihan
Chief Executive Officer
Cuyahoga County Community
Mental Health Board
Lee Friedman
President and CEO
Cleveland Leadership Center
Fred Nance
Managing Partner
Squire Sanders & Dempsey LLP
Charles Phelps
Director, Leadership Programs
Cleveland State University
Dr. Vera Vogelsang-Coombs
MPA Program Director
Maxine Goodman Levin College
of Urban Affairs
Cleveland State University
Jay Westbrook
Councilman, Ward 18
Cleveland City Council
Ron Woodford PMP
Senior Program Manager
VW Group

To the Honorable Mayor Frank G. Jackson:

It is with great appreciation that the members of the Operations Efficiency Council present our Final Report of Recommendations for Phase II of Operations Efficiency Task Force (OETF). The leadership and courage that you have demonstrated by creating this transparent business process review will indeed contribute to improved quality of life for all Clevelanders. The recommendations contained herein represent the “future state” for 16 departments/divisions that were explored during this Phase.

We want to assure you that the Action Teams members exhibited commitment and strategic thought to:

- Reduce/eliminate duplication of services and dollars
- Streamline processes
- Build accountability and performance
- Build in continuous learning environment (train and develop workforce)
- Improve customer service

Staff Members

Natoya J. Walker
Special Assistant to the Mayor
Public Affairs
Barry Withers
Special Assistant to the Mayor
Employee Services

The process was candid, comprehensive, and revealed opportunities to leverage resources, increase efficiencies, and identify cost savings. It is our hope that you find the enclosed report valuable as you guide our city towards becoming a **City of Choice**.

Program Management Office

Michele C. Whitlow
Program Manager

We believe that the recommendations herein will contribute to your vision of ensuring the health and vitality of the City of Cleveland as an anchor in the northeast Ohio region. We commend the dedicated staff and external (corporate) volunteers for their honest and hard work.

Continue to strive for excellence,

Darnell Brown, Chief Operating Officer
Chair, Operations Efficiency Council



Mayor Frank G. Jackson's Operations Efficiency Task Force Charter

VISION STATEMENT

"Cleveland does have a great opportunity to reshape itself and to ensure a great future. But this does mean change in the way we think and do business."

Mayor Frank G. Jackson
State of the City Address, March 2006

Economic conditions have made it impossible to operate under the existing model of government and maintain the current level of service to the City of Cleveland. If we can learn to do more with less, we can restore financial stability and increase the level of services provided to our citizens, businesses, and visitors. Changing the way we do business is the only way to create a "City of Choice."

PROGRAM PURPOSE STATEMENT

The purpose of Mayor Jackson's Operations Efficiency Task Force (OETF) is to:

- achieve and maintain financial stability;
- improve the efficiency and effectiveness of City services; and,
- create a work environment focused on providing excellent customer service.

OUR GUIDING PRINCIPLES

- To value the insight and expertise of employees as well as offer opportunities for re-training if required.
- The City and its citizens' needs always come first.
- All program team members remain focused, accessible, committed and results-oriented.
- All program team members are dedicated to working together in a professional, cooperative and open manner.
- At all times, show respect for the goals, objectives, plans and schedules of all program participants.
- Maintain timely, consistent, honest communication for all aspects of the program.
- Celebrate successes and share learning moments to enable us to succeed.

OUR ROLES AND RESPONSIBILITIES

Executive Sponsor: creates and champions vision, approves overall strategy and resource requirements to implement the OETF recommendations.

Task Force Chair: approves action teams, provides direction on policy, processes and legislation, and reviews progress with the Mayor and other key stakeholders.

Operations Efficiency Council: provides strategic oversight, assesses the coordinated efforts of the Action Teams, and endorses the Program Management Office (PMO) Structure.

Communications Advisory Team: develops and implements a communications plan to ensure a consistent and

coherent message to all stakeholders

PMO and Program Manager: provides daily oversight of the Action Teams; standardizes reporting formats for capturing, analyzing and sharing critical information, performance measurements and program reports; and ensures resources, support and information are available to action teams when most needed.

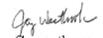
Action Team Technical Leads: develops operational improvement action plans, quantifies and documents the savings, monitors and reports outcomes and cost realizations

CRITICAL SUCCESS FACTORS

- Create an Operations Efficiency Council for strategic oversight and establish a PMO for effective tactical day-to-day implementation and project management.
- Eliminate gaps in department-specific and City-wide general support services by implementing improvements utilizing innovative solutions.
- Craft action plans to enable City departments to successfully implement effective, transforming solutions, and remove work environment cultural constraints.
- Champion technology to enhance data collection and effectiveness to drive decision making.
- Obtain timely approval of plans leading to redesigned, re-engineered or streamlined Departmental processes that are sustained annually.
- Review and analysis of contracts to eliminate duplicity.
- Achieve participation goals from external partnerships including Leadership Cleveland community leaders.
- Gain buy-in of critical internal and external stakeholders.
- Effectively implement a self-sustainability and organization change management plan which promotes broad and deep buy-in for achieving the Mayor's goals and cost savings targets.
- Provide clear and prompt communications within the program participants and the community at large.
- Achieve a 3% reduction in operating costs across the City at the beginning of Fiscal Year 2007.
- Achieve and maintain an effective operating environment.
- Create an employee culture focused on providing high quality service.

OUR ENDORSEMENT

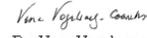

Darnell Brown, Chair

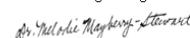

Councilman Jay Westbrock


Lee Hill

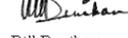

Ron Woodford


Frank G. Jackson, Mayor


Dr. Vera Vogelsang-Coombs


Dr. Melodie Mayberry-Stewart
Stewart

Natoya Walker


Bill Denihan


Fred Nance

Barry Withers

ACKNOWLEDGMENTS

Volunteers and City Staff

The Operations Efficiency Council commends the 108 volunteers and 139 City staff persons for their committed efforts in meeting the goals of the Task Force in Phase 2. Through 5789.75 hours of service, the 16 Action Teams examined 36 work processes and identified 154 opportunities to improve the operations of Cleveland city government. Several volunteers participated in both phases of the Task Force. An asterisk appears next to their names on the list of Action Team members.

Cleveland Leadership Center

Once again, the Operations Efficiency Task Force is indebted to the Cleveland Leadership Center for recruiting volunteers to share their expertise as Volunteer Technical Leads and members of the Action Teams. Forty-six (46) Cleveland Leadership Alumni donated time to serve in these capacities during Phase 2.

Public/Private Partners

The ongoing support of the Cleveland State University (CSU) Maxine Goodman Levin College of Urban Affairs and the Cuyahoga County Mental Health Board deserves special acknowledgment. Through these partnerships, the OETF continues to benefit from the significant contributions of faculty and staff who dedicate their time and considerable talents to this initiative. CSU provided additional assistance during Phase 2 by offering specialized training in Performance Measurement and Cost Benefit Analysis to selected Action Team members, a contribution valued at \$50,000. More than 100 volunteers and City staff, including all the members of Mayor Jackson's Cabinet, participated in the two days of training, hosted by the College of Urban Affairs at its campus.

City Employees

The Operations Efficiency Council extends special thanks to the City of Cleveland employees who were called on to provide information, advice, and subject matter expertise to the Action Teams. Without their continued cooperation and participation, much of the progress achieved in Phase 2 would not have been possible.

Program Management Office

The Council gives special recognition to the OETF Program Management Office (PMO) staff for the steadfastness and professionalism they have exhibited while providing oversight and support to the 16 Phase 2 Action Teams.

Operations Efficiency Task Force

Executive Sponsor

Mayor Frank G. Jackson

Operations Efficiency Task Force Council

Darnell Brown, Chair
Chief Operating Officer

Volunteer Members

William M. Denihan
Chief Executive Officer, Cuyahoga County Community Mental Health Board

Lee Friedman
President & Chief Executive Officer, Cleveland Leadership Center

Fred Nance
Managing Partner, Squire, Sanders & Dempsey LLP

Charles Phelps
Director of Leadership Programs, Cleveland State University

Dr. Vera Vogelsang-Coombs
MPA Program Director

Maxine Goodman Levin College of Urban Affairs - Cleveland State University

Jay Westbrook
Councilman, Ward 18, Cleveland City Council

Ron Woodford, PMP
Senior Program Manager, VW Group

Staff Members

Natoya J. Walker
Special Assistant to the Mayor, Public Affairs

Barry Withers
Special Assistant to the Mayor, Employee Services

Michele C. Whitlow
Program Manager

Communications Advisory Team

Natoya J. Walker, Chair
Special Assistant to the Mayor, Public Affairs

Volunteer Team Members

Montrie Rucker Adams
President, Visibility Marketing, Inc.
Tom Andrzejewski
President, Oppidan Group
Scott Osiecki
Director, External Affairs, Cuyahoga Community Mental Health Board
Sheila Samuels
Development Director
Formerly of Maxine Goodman Levin College of Urban Affairs - Cleveland State University
Mary Ann Sharkey
CEO, Mita Marketing LLC

Staff Team Members

Margaux Francis
Special Assistant to the Mayor
Maureen Harper
Chief of Communications
Michael House
General Manager, Channel 23
Ossie Neal
Manager of Marketing, Division of Water Pollution Control

Program Management Office

Michele C. Whitlow, Program Manager	
Vinita Bose	Ossie Neal
Gwen Bryant	Celeste Ribbins
Hollis Crump	Cynthia Sullivan
Phillis Fuller Clipps	Elaine Woods
Bertha Glover	Valencia Wright

EXECUTIVE SUMMARY

Purpose and Goals of the Operations Efficiency Task Force

Mayor Frank G. Jackson's Operations Efficiency Task Force (OETF) was created to improve the delivery of government services by implementing innovative and cost-efficient strategies to provide good government and make Cleveland a *City of Choice* for citizens, businesses, and visitors. The goals of the Task Force are:

1. To achieve and maintain financial stability
2. To create an environment that has a customer service focus
3. To improve the efficiency and effectiveness of key City services

Targeting operational improvements across the City, the OETF initiative's objectives are:

1. To reduce operating costs by at least 3%
2. To enhance City services by establishing performance indicators and targets
3. To increase employee productivity through better use of technology
4. To improve customer service to both external and internal customers

OETF was organized in two phases:

Phase 1 focused on four specific departments (Public Health, Building and Housing, Parks, Recreation and Properties, and Public Service) and four citywide services (IT Service Delivery, Human Resources and Personnel Systems, Procurement and Purchasing, and Customer-Focused Service). After presenting their report in December 2006, the Phase 1 Action Teams focused on implementation in 2007.

In a concurrent Phase 1 initiative, the Department of Public Safety conducted an independent internal assessment and identified 50 improvement opportunities for implementation.

Phase 2 has incorporated all remaining City departments. Those departments are Aging, City Planning, Civil Service Commission, Community Development, Consumer Affairs, Economic Development, Port Control, and Public Utilities Fiscal, Cleveland Public Power, Water and Water Pollution Control. Action Teams also focused on four general support functions including Finance (Assessments and Licenses), Law, Mayor's Office of Communications and Mayor's Office of Equal Opportunity.

Task Force Structure and Governance

The governance and program management structure implemented in Phase 1 remained in place for Phase 2. Under the sponsorship of Mayor Frank G. Jackson, the Operations Efficiency Council functions as a strategic oversight body to the Action Teams, as they work to identify high-impact improvement opportunities, and the Program Management Office, which provides day-to-day management and support to the Action Teams

To take advantage of extensive public and private sector knowledge, the Action Teams were composed of 139 City employees working jointly with 108 volunteers. These volunteers were business, academic, and community leaders, and former City employees who possessed relevant subject matter expertise.

This report presents the recommendations that emerged from Phase 2 Action Teams. Participation in Mayor Jackson's OETF called for a considerable contribution of time, effort, and talent on the part of internal and external team members. In all, 292 volunteers and staff contributed more than 5,780 hours to the Operations Efficiency Task Force - Phase 2. Forty-five of the 153 volunteers initially engaged were unable to maintain their involvement; 108 were able to participate throughout Phase 2. Their strong commitment served as a catalyst for significant improvements in service delivery and for introducing a customer-focused management culture.

Impacts and Results of the OETF Process

During the first two years of the OETF Initiative, there have been many indications that the process has been a major step forward for the City of Cleveland. In addition to the process improvements that have resulted in greater efficiency, increased productivity, cost savings, and better customer service, other benefits have become apparent, including the following:

- *Internal/External Partnerships* – OETF has been an opportunity to develop and expand cooperation and communication between the public and private sectors. City employees have benefited from the perspectives and expertise of external volunteers. The volunteers have gained a better understanding of municipal government operations and a newfound respect for the professionalism and competence of City of Cleveland employees. Feedback has indicated overwhelmingly that volunteer and City participants had positive experiences while working jointly on the Action Teams.
- *Transparency* – The analysis of City processes required City departments/divisions to be transparent and willing to allow those outside their area to look critically at their current way of working. This willingness enabled honest appraisals that have led to many important changes.
- *Long-Term Planning* – The development of recommendations for improvement and strategies for implementation has brought home to many Teams the importance of long-range planning. As a result of their work, City departments/divisions have become convinced that planning must be long term as well as short term, and that it must occur on both the operational and strategic levels.
- *Performance Measurement* – As one of the mandates of the OETF initiative, performance measurement has been adopted by departments/divisions citywide. Understanding and acceptance of this important management tool was enabled in part by the training conducted by Cleveland State University’s Maxine Goodman Levin College of Urban Affairs for OETF participants.
- *Confidence in System Change* – The overall OETF experience has generated greater confidence that City systems and processes really can and will change. Feedback from both external volunteers and City employees expresses a level of belief in the City’s ability to change that previously did not exist. The desire to reinvent government operations has taken root and is growing.
- *Organizational Learning* – There are signs of a “cultural shift” within the City that demonstrate the level of organizational learning taking place as the OETF Initiative continues, such as (a) departments and divisions moving toward being more proactive; and (b) recognition of the need to establish standards that specify expectations for performance and service delivery.

Action Team Recommendations

Overview

The Phase 2 Action Teams evaluated 36 core work process areas and identified 154 recommendations for improvement. The recommendations have impacts that relate to one or more of the following OETF goals and objectives:

- 114 (74%) of the recommendations focus on increasing efficiency
- 90 recommendations (58%) are designed to improve customer service; 85% of the proposed customer service improvements provide greater convenience and time-saving
- 73 recommendations (47%) have timelines that call for implementation to be completed in six months or less
- 29 (18%) of the recommendations promote financial stability through revenue enhancement or cost savings

Critical Common Themes

Several recurring themes can be found in the recommendations offered by the Action Teams, as follows:

TECHNOLOGY – Increasingly, Action Teams across the City are recognizing the value of automation (leveraging existing technology or implementing new technology) as a way to enhance employee productivity, promote efficiency, control the need to increase staff, and improve service to customers. The tools most commonly cited are:

- *Web-Enabled Technology*, such as interactive web portals
- *Enterprise Applications*, such as the City's Accela application for e-Permitting, automated work management, and document imaging/document management systems
- *Wireless/Handheld Technology*, providing field personnel direct linkages to operational systems such as work order management
- *Project Management and Tracking*

INTER-DEPARTMENT/CROSS-FUNCTIONAL COLLABORATIONS – Opportunities are emerging for departments and divisions to collaborate and coordinate activities for purposes of greater operational and citywide efficiency. Some primary examples include:

- *One-Stop Customer Service*, whereby responsibilities spread across two or more departments can be reallocated to achieve greater customer convenience
- *Consolidation to Eliminate Overlaps*, where departments performing similar functions can consolidate efforts
- *Strategic IT Oversight*, whereby deployment and usage of IT systems can align with citywide strategic goals
- *Departmental Collaboration on Citywide Goals*, whereby City departments can apply their resources to achieving citywide strategic goals

STAFF TRAINING, DEVELOPMENT AND DEPLOYMENT – Unconventional approaches and a new dedication to staff training and development as a strategy to increase efficiency/productivity appear in recommendations across the Action Teams. Proposed strategies include:

- *Cross-Functional Training*, as a way to leverage existing staff resources and begin to build career paths
- *Ongoing Technology Training*, to enhance productivity and help maximize return on investment in technology systems
- *Development of Career Paths within Departments*, to improve staff retention and morale while increasing productivity
- *Incentives/Motivation*, also to improve staff retention and morale while increasing productivity
- *Mobility Assignments/Internships*, to leverage existing staff resources and implement innovative approaches to staff deployment

STRATEGIC MANDATES – As a result of the OETF process, several Action Teams are looking to examine legislative and other authority-granting mandates that may require review and updating, including:

- *City Charter Review*, to identify Charter requirements that may be outdated and should be considered for possible amendment during the 2008 Charter review
- *Applicable Law*, to identify legislative mandates that may be outdated, and therefore candidates for amendment by City Council
- *Mission Statements*, to review and possibly revise several City department mission statements to better reflect current reality

MARKETING/PUBLIC EDUCATION – In recognition of the need for the City to increase its efforts to disseminate important messages and critical information to customers and stakeholders, many of the Teams are presenting recommendations geared to this purpose:

- *Internal/External Communications*, whereby the City has mechanisms to ensure that important messages and helpful information are distributed to appropriate audiences in a timely manner
- *Public Information*, whereby the City can educate residents as a way to improve service delivery and increase efficiency
- *Public Awareness*, whereby the City has the means to communicate the positive outcomes of the OETF initiative to the public

CUSTOMER SERVICE CULTURE – Prominent among the Action Teams’ recommendations is the realization that excellence in customer service can be achieved only if the City has a customer service philosophy. This philosophy must permeate all aspects of the City’s operations and reach all levels of employees. Their goals include:

- *Establishing Customer Service Standards*, to define customer-focused performance within each department and to ensure there is uniform, high-quality customer service across the City
- *Developing Employees as “Ambassadors for the City of Choice”*, by encouraging all employees to understand their role in making Cleveland a city of choice
- *Facilitating Citizen Access to City Services*, by eliminating barriers residents and customers encounter that hinder their ability to get required services

These recurring themes are a clear signal that the City must continue to move toward greater collaboration and coordination among departments, and that strategic alignment of all the Action Teams’ improvement efforts is critical.

Summary Reports

The following summary reports of each Action Team detail the core work processes selected for review, the recommendations, and an implementation schedule. The detailed reports submitted by the Action Teams are a part of the permanent project document repository maintained by the Program Management Office, and may be referenced for additional information through the PMO.

Table A (below) provides a complete list of recommendations organized by Action Team. Table B shows the projected impacts to OETF goals and objectives for each Action Team’s recommendations.

TABLE A
OETF PHASE 2 ACTION TEAM RECOMMENDATIONS

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
AGING			
<i>Automating Client Services</i>			
1	Implement the Social Assistance Management System (SAMS)	City Council legislative approval for procurement; IT Strategic Council review	June 2008
2	Implement the "Laserfiche" document management solution to augment the Social Assistance Management System	City Council legislative approval for procurement; IT Strategic Council review	September 2008
<i>Staff Computer Competency</i>			
3	Prepare the Department of Aging for major organizational changes	Departmental directive to implement	March 2008
4	Implement a comprehensive mandatory and ongoing computer training program for the Department of Aging staff	Departmental directive to implement	June 2008
5	Train the staff on the new automated case management and document imaging systems	Departmental directive to implement	June 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
CITY PLANNING			
<i>Design Review Process</i>			
6	The separate design review fee that is currently administered and collected by City Planning will be eliminated, with the administrative costs being covered by fees collected by the Building & Housing Department	City Council approval of legislation to repeal or amend applicable ordinance	June 2008
7	Develop new ordinances and change current ordinances to replace the existing variety of design review district types with a single comprehensive "Design Review District" authorization	City Council approval of applicable ordinances	December 2008
8	Adopt an ordinance requiring design review for the development of all new buildings that are retail, office, or institutional and, where relevant, industrial	City Council approval of applicable ordinances	December 2008
9	Consolidate the number of local neighborhood design review committees to a more manageable number of approximately six	City Council approval of applicable ordinance	December 2008
10	Review the zoning code to identify provisions that inhibit the approval of desired development	City Council approval of applicable code changes	December 2008
11	City Planning and Landmarks staff will process relatively minor projects without referral to an advisory committee, guided by a set of approval standards to be developed	Departmental directive to implement	September 2008
12	Post a building permit/design review link on the City's home page on the Internet and on the home pages of all departments that deal with development	Departmental directive to implement	June 2008
13	Rewrite the existing residential design guidelines to make the document shorter and more user-friendly	Departmental directive to implement	December 2008
14	Create a commercial design guidelines document and encourage the preparation of district-specific versions where applicable	Departmental directive to implement	June 2008
15	City Planning and Landmarks staff will develop and distribute a customer feedback survey to design review applicants	Departmental directive to implement	December 2008
16	Create a design review submission requirements checklist that would be available on the City's website and as a handout in City offices	Departmental directive to implement	June 2008
17	Identify individual properties designated as Landmarks on the City's website and in a database accessible to Building & Housing intake staff	Departmental directive to implement	June 2008
18	Rewrite the existing design review applicant's guide to the process to make it more user friendly	Departmental directive to implement	December 2008
19	A project manager from Economic Development, Community Development, City Planning, or Landmarks, as applicable, will be assigned for each design review project and will act as a guide for the applicant through the entire approval process	Departmental directive to implement	June 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
CITY PLANNING			
20	Create a comprehensive, coordinated project tracking system that applicants and staff can use to find the status of a project on the Internet	Departmental directive to implement	September 2008
21	Add a second full-time design review specialist to ensure better and timelier customer service	Mayoral approval for personnel addition	December 2008
22	Monitor and annually review attendance of members of design review committees, replacing members with poor attendance	Departmental directive to implement	March 2008
23	Staff at City Planning, Landmarks, Building & Housing, Community Development, Economic Development, and Engineering will be "cross-trained"	Departmental directive to implement	June 2008
24	Hold an annual training session on the design review process for design review committee members, CDC staff, and City Council members	Departmental directive to implement	December 2008
25	Work with Building & Housing to train inspectors to enforce design review requirements during the construction of projects	Departmental directive to implement	September 2008
26	Applicants will be required to submit photos of a completed project to City Planning or Landmarks, as applicable, prior to Building & Housing issuing a Certificate of Occupancy	Departmental directive to implement	June 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
CIVIL SERVICE			
<i>Certification</i>			
27	Amend the 1 in 3 Rule [to 1 in 10], Chapter 27, Section 131 of the City of Cleveland Charter; Amend Civil Service Rule 5.30	Commission approval to request Charter change; City Council approval to place Charter change on ballot; passage Approval by Commission to revise Rule 5.30	6 mos. after passage; June 2008
28	Amend Commission Rule 6.60 [time requirement to make regular appointments]	Approval by Commission to revise Rule 6.60	June 2008
29	Amend Commission Rule 6.30 [from 5 days to 7 days for candidates to respond to certification notification]	Approval by Commission to revise Rule 6.30; agreement of Personnel Dept. to procedural change	June 2008
30	Develop procedures to facilitate promotions for non-union positions	Agreement of Commission; agreement of Personnel Dept. to career path development	June 2009
31	Develop and implement procedures to "approximate" eligible lists for as many classifications as possible	Secretary's directive to implement	December 2008
<i>Testing</i>			
32	Reduce the number of classifications utilized by the City	Approval by Commission to abolish titles; Approval by City Council to abolish titles	Over 5 years
33	Develop the use of technology in Civil Service [to establish a single source of employee data]	Commission directive to implement	Ongoing
34	Provide alternative testing methods	Commission directive to implement	Ongoing
35	Eliminate the 90-Day Rule, Chapter 27, Section 130 of the City of Cleveland Charter	Commission approval to request Charter change; City Council approval to place Charter change on ballot; passage	6 mos. after passage

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
COMMUNITY DEVELOPMENT			
<i>Real Estate</i>			
36	Enhance GIS and database use to align with the citywide plan	IT Strategic Council review; coordinate with GIS resources	June 2008
37	Use GIS to market yard expansion properties by direct mail to qualifying property owners; develop a transparent marketing strategy for remaining parcels	Departmental directive to implement	March 2008
38	Make developers aware of opportunities where land has been aggregated for economic development or housing development of more than four units	Departmental directive to implement	March 2008
39	Fill two budgeted positions and re-orient tasks in Real Estate and Cartography to create clear accountabilities, to support customer service, push decision-making and task completion down, support effective monitoring and to proactively pursue strategic acquisitions and dispositions	Mayoral approvals for personnel additions	December 2007
40	Facilitate the productive reuse of rehabable structures in tax foreclosure and lender-held inventory	City Council approval of legislation authorizing acquisition/disposition of property	March 2008
41	Streamline the process of securing acquisition and disposition approvals and professional services needed to meet policy and regulatory requirements	Consultant Review Committee acceptance of new procedure	December 2007
42	Create options to encourage the interim use, care, and maintenance of non-residential Landbank lots	City Council approval of legislative authority to enter into temporary use agreements	March 2008
43	Use data to match Landbank fees to costs; develop a charge-back system for City departments using Real Estate services	Administrative approval	March 2008
<i>Home Repair</i>			
44	Develop an application evaluation process that places the homeowner in the housing product that best meets their needs	Departmental directive to implement	September 2008
45	Provide staff training to increase the quality of service delivery in dealing with homeowner expectations and program regulatory requirements	Departmental directive to implement	June 2008
46	Decrease the amount of paperwork that the homeowner has to sign	Departmental directive to implement	March 2008
47	Develop a better system for tracking construction and job management	Departmental directive to implement	March 2008
48	Enforce reasonable time frames for contractor performance	Departmental directive to implement	March 2009
49	Reduce the amount of time to complete a Repair-A-Home job	Departmental directive to implement	March 2009
50	Develop and implement a training program that emphasizes complete work specification development and project management	Departmental directive to implement; City Council approval of legislation authorizing training funds	December 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
COMMUNITY DEVELOPMENT			
51	Reduce and manage the number of change orders	Departmental directive to implement	March 2009
52	Streamline the process of document preparation for home repair staff	Departmental directive to implement	September 2008
53	Create effective accountability measures and reports for the supervisor	Departmental directive to implement	March 2008
54	Create more efficient way to communicate with inspectors in the field	Approval of potential capital expenditure	June 2008
55	Develop more efficient means to create work specifications in the field	IT Strategic Council review; approval of potential capital expenditure	June 2009

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
COMMUNITY RELATIONS BOARD (CRB)			
<i>Law Enforcement</i>			
56	Facilitate collaboration through quarterly meetings with relevant City departments and external agencies	Departmental directive to implement	June 2008
57	Develop an information campaign to promote partnership between police and the Community	Departmental directive to implement	December 2008
58	Promote various police programs at community meetings and events	Departmental directive to implement	March 2008
<i>Youth</i>			
59	CRB will continue to build upon partnerships to identify neighborhood "hot spots." Areas identified as "hot spots" will be targeted for community outreach and youth meetings as a tool to gain intelligence and greater youth input to help alleviate gang violence and youth crimes within targeted "hot spots."	Mayoral directive to implement	June 2008
<i>Multicultural Relations</i>			
60	Create an Ethnic Liaison staff position	Mayoral approval for personnel addition	June 2008
61	Collaborate with other departments and agencies to create a "Welcome Center" orientation model for new residents	Departmental directive to implement	June 2008
62	Redeploy staff resources to create a Civil Service position of Assistant Director or Commissioner/Public Information Officer	Mayoral approval for personnel addition	December 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
CONSUMER AFFAIRS			
<i>Contractor Fraud/Predatory Lending</i>			
63	Provide Consumer Affairs staff with additional training to fully utilize the Accela software program	Departmental directive to implement; coordination with Building & Housing	March 2008
64	Provide contractor fraud/predatory lending outreach to residents by hosting and/or facilitating public forums in the Kinsman, Slavic Village, St. Clair, Superior, Woodland Hills and West Boulevard neighborhoods	Departmental directive to implement	September 2008
65	Give Consumer Affairs staff viewing access to Building & Housing's Certificate of Disclosure forms as a tool to search for predatory practices by mortgage bankers, real estate brokers, appraisers, etc.	Departmental directive to implement; coordination with Building & Housing	TBD
<i>Youth Financial Education</i>			
66	Consumer Affairs will partner with the Cleveland Metropolitan School District (CMSD), through the Chief of Education, to facilitate the development of financial literacy education programs for youth.	Mayoral directive to implement	December 2008
<i>Case Management/Citizen Access</i>			
67	Implement an automated case management and tracking system	Departmental directive; IT Strategic Council review; City Council legislative approval for procurement	September 2008
68	Attempt to identify a site to relocate the Department of Consumer Affairs that is accessible and visible to the general public.	Mayoral directive; potential need for capital expenditure for relocation	TBD
69	Redesign the Consumer Affairs website with a focus on increasing consumer awareness and access	Departmental directive to implement; coordination with IT resources	September 2008
70	Facilitate the development of a comprehensive citizen communication plan to include all City departments that have direct access to citizens	Departmental directive to implement	June 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
ECONOMIC DEVELOPMENT (ED)			
<i>Business Assistance</i>			
71	Implement "Proposed Business Assistance Process Flow Chart" for improved efficiency, accuracy and a greater number of businesses served	Departmental directive to implement; Administration approval to implement some steps	September 2008
72	Design and implement process criteria for areas of high impact to the business assistance flow	Departmental directive to implement	October 2008
73	Maximize use of technology to reduce time impact to Business Developers through Projects database	Departmental directive to implement; City Council legislative approval for procurement	December 2008
74	The City's financial assistance will be prioritized to maximize economic impact by developing screening criteria that enable streamlined decisions	Departmental directive; City Council approval of all required legislation	October 2008
75	Integrate City resources to leverage financial assistance, which will result in greater stabilization of Cleveland's business base	Administrative directive to other City departments to implement	Next OETF Phase
<i>Workforce Assistance</i>			
76	Expedite the hiring and empowerment of the Executive Director to oversee the streamlining and integration of the entire City of Cleveland/Cuyahoga County workforce development system	Administration to expedite hiring	January 2008
77	Connect the Workforce System business services functions better with City/County Economic Development Team functions so that a process to assess needs of businesses can be identified and implemented	Departmental directive to implement	September 2008
78	Utilize and implement the Cleveland/Cuyahoga Workforce Investment Board's Marketing Plan	Departmental directive to implement	Implement by March 2008
79	Obtain products or services that can be used to supplement the State-mandated job matching database (S haring C areer O pportunities and T raining I nformation, or SCOTI) to maximize awareness of job openings	Departmental directive to implement; City Council legislative approval may be required for procurement if over \$10k; IT Strategic Council review	April 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
FINANCE/DIVISION OF ASSESSMENTS AND LICENSES (DAL)			
<i>Licenses</i>			
80	Expand customer payment options to include acceptance of credit cards and automatic debits from checking accounts for in-person and phone transactions	Develop citywide policy/ procedures	March 2008
81	Establish a DAL web presence so that information can be downloaded for (1) various licenses and permits, (2) all tax forms and instructions for filing and remitting tax, and (3) information on pending liens for the general public and title companies	Division directive to implement; coordination with IT resources	September 2008
82	Identify a dedicated IT resource for DAL to maximize the City's return from current software investments and provide technological solutions that improve productivity and increase customer satisfaction	Mayoral approval for personnel addition	TBD/ Dependent on budget
83	Develop service level agreements (SLAs) with internal departments that perform inspections, make recommendations and/or review licenses prior to issuance	Division directive to implement	June 2008
84	Review each license renewal process to standardize and make more efficient	Division directive to implement	June 2008
85	Develop a communication and public relations plan to inform and educate the public on licensing requirements	Division directive to implement	March 2008
86	Perform customer service surveys to receive feedback to improve service	Division directive to implement	December 2007
87	Have a volunteer perform an ergonomic workplace review of the License Counter and throughout DAL to maximize productivity by reducing operator fatigue and discomfort	Division directive to implement	September 2008
88	Update the daily warrant policy to ensure that revenues are deposited within the statutory timeframes mandated by ORC Section 9.38 and Codified Ordinance Section 178.02, and utilize computerized reports to perform daily cash balancing to increase efficiency	Division directive to implement	December 2007
89	Perform annual cost reviews to ensure that the City recovers cost to administer licenses	Division directive to implement	As of December 2008
90	Empower police special commissions to write minor misdemeanor tickets and work with the prosecutor's office to enforce higher criminal offenses	Coordination with Law Department and courts	March 2008
91	Amend Codified Ordinances that require fees to be collected upon issuance to fees due with application	City Council approval of proposed amendments	March 2008
92	Review Codified Ordinances and make	City Council approval of proposed	September

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
FINANCE/DIVISION OF ASSESSMENTS AND LICENSES (DAL)			
	recommendations to increase penalties that would discourage non-compliance and repeal outdated licenses and permits	amendments	2008
93	Research the files from other license-granting City agencies	Division directive to implement; coordination w/ agencies for public records	March 2009
94	Staff members that have direct contact with citizens and business representatives should attend customer service training classes	Division directive to implement; coordination with Personnel/HR Department	December 2008
95	Continue working with Accela vendor to provide the capability for citizens and businesses to apply and pay for licenses online	IT Strategic Council review; coordination with Water/GIS	March 2009
96	Conduct an information technology review to ensure that DAL is utilizing available technology effectively	Division directive to implement; coordination with IT resources	June 2008
<i>Taxes</i>			
97	Review and amend Tax Ordinances to facilitate compliance	City Council approval of proposed amendments	June 2008
98	Develop audit procedures including the methodology, sampling, documentation, taxpayer rights, and core competencies of auditors	Division directive to implement	September 2008
99	Research and invest in a computer system that can be programmed to properly track activity by taxpayer, provide management reports, and improve the quality of taxpayer service by making complying simpler and faster for taxpayers	Division directive to begin research; IT Strategic Council review of recommendation	September 2008 to recommend solution
<i>Billing</i>			
100	Develop service level agreements (SLAs) with City departments that fall within DAL's scope of services	Division directive to implement	June 2008
101	Develop an automated city-county link and a process with Cuyahoga County that provide frequent accounts receivable updates regarding debt owed to the City that is attached to properties as liens	Division directive to implement; coordination with County and City IT resources	March 2009
102	Explore the feasibility of invoicing EMS patients who are not transported to hospitals	Coordination w/ EMS; potential requirement for Ordinance authority	March 2008
103	Assemble a team composed of medical billing subject matter experts, EMS and the Billing Section in order to analyze insurance claim denials with the goal of maximizing revenue	Division directive to implement	June 2008
104	Secure the services of a specialized firm that provides a formal evaluation and audit of the bad debt of DAL	Required administrative approvals for professional services engagement	September 2008
105	Identify core competencies and create an internal training program that includes orientation and continuing education for employees regarding billing and collection skills	Division directive to implement	December 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
LAW			
<i>Public Records</i>			
106	Improve the processing of public records requests by creating a records management system for each department, beginning with updating the City's Record Retention Schedule	Departmental directive to implement	June 2008
107	Assess and update citywide policies, procedures, and standards for handling public records requests	Departmental directive to implement	June 2008
108	Evaluate and recommend a reporting structure for non-routine requests to ensure they are being handled appropriately	Departmental directive to implement	March 2008
109	Create a new Civil Service title for Public Records Administrator	Civil Service Commission approval; City Council approval of new title	June 2008
110	Make frequently requested records and information available on the City of Cleveland website	Departmental directive to implement; coordination with IT	June 2009
111	Design and implement a public education campaign about the public records request process	Departmental directive to implement	June 2008
<i>Claims Processing</i>			
112	Obtain authorization and technology needed for claims examiners to have access to necessary electronic databases, including but not limited to Police accident report databases	Administrative directive to other departments; coordination with IT	March 2009
113	Assess and update citywide policies, procedures and standards for handling claims	Departmental directive to implement	June 2008
114	Make departments fiscally responsible for payment of claims generated by their employees and equipment	Administrative approval of change and directive to other departments	December 2008
115	Have departments and the Mayor's Action Center handle inquiries they receive for claims forms, rather than forwarding them to a claims examiner	Departmental directive to implement	March 2008
116	Design and implement a public education campaign about how to file a claim	Departmental directive to implement	September 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
PORT CONTROL (DPC)			
<i>Custodial Services</i>			
117	Hire a buyer for DPC procurements from Enterprise Fund	Mayoral approval of hire; consultation with Director of Finance	December 2008
118	Establish a benchmarking standard for custodial services	Departmental directive to implement	November 2008
119	Assume responsibility for cleaning all public areas, and resource according to one of three options	Mayoral approval and/or City Council approval depending on resourcing option selected; Departmental directive to implement	December 2008
120	Replace carpet in concourse areas with hard flooring	Departmental directive to implement; City Council legislative approval for procurement	March 2009
121/ 122	Modify hiring practices to allow part-time employees to transfer to open full-time positions seamlessly; modify hiring practices to create a ready pool of pre-qualified candidates	Mayoral approval of hiring process modifications; consultation with HR and Civil Service	June 2008
<i>Work Order Management/Inventory Control</i>			
123	Implement a single integrated automated work order management system department-wide	IT Strategic Council review; City Council legislative approval for procurement	December 2009
124	Establish a warehouse system for a centralized inventory control operation	Departmental directive to implement	March 2009

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
PUBLIC UTILITIES/CLEVELAND PUBLIC POWER (CPP)			
<i>New Residential Customer Work Orders</i>			
125	Replace CPP's electronic work order management system	Division directive to implement; City Council legislative approval for procurement; IT Strategic Council review	June 2008
126	Streamline the work order process in operations to reduce the work order cycle time	Division directive to implement	June 2008
127	Redesign the customer application process to reduce the time needed to issue a work order	Division directive to implement	September 2008
<i>"Move-In" Service Orders</i>			
128	Redesign the service order functions of Customer Service	Division directive to implement	March 2008
129	Redesign the scheduling function at the Meter Service Center	Division directive to implement	December 2008
<i>High Bill Complaints</i>			
130	Continue implementation of Remote Radio Meters	City Council legislative approval for procurement	December 2010
131	Develop consistent cycles for meter reading	Division directive to implement	June 2008
132	Improve the method of bill estimation	Division directive to implement	June 2008
133	Institute a Quality Assurance and Accountability Program	Division directive to implement	September 2008
134	Improve the bill editing process	Division directive to implement	March 2008
135	Standardize the input of data into CPP's Banner Customer Information System	Division directive to implement	December 2007

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
PUBLIC UTILITIES/FISCAL CONTROL			
<i>Cash Receipts</i>			
136	Process all online payment transactions within 24 hours	Division directive to implement	Complete
137	Implement a new payment processing system that will automate all payments, including online payment	City Council legislative approval for procurement; IT Strategic Council review	2009
<i>Financial Reporting</i>			
138	Produce more timely and accurate financial reports using the General Ledger module only	Division directive to implement	Complete
139	Establish a formal communication procedure for capital improvement project managers and field engineers to communicate with the General Accounting Section	Division directive to implement	December 2007

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
PUBLIC UTILITIES/WATER (CWD)			
<i>Pipe Repair</i>			
140	Revise daily crew size, training and scheduling	Division directive to implement; negotiations with relevant bargaining units; approval of PR for added staff	June 2008
141	Procure field equipment compatible with an effective operation	Division directive to implement; City Council legislative approval for procurements	June 2008
142	Provide community outreach and improved communications with key stakeholders	Division directive to implement	2008
<i>Employment Training, Development and Knowledge Capture</i>			
143	Implement job performance-based training	Division directive to implement	2009
144	Launch a knowledge capture and retention initiative	Division directive to implement	2008
145	Implement a Change Management training program	Division directive to implement; approval of PR for added staff	2009
<i>IT Procurement</i>			
146	Improve IT planning	Division directive to implement	December 2008
147	Improve IT governance and budgeting processes	Division directive to implement	December 2008
148	Improve IT procurement processes	Division directive to implement in collaboration with Purchases & Supplies	December 2008
149	Utilize the Federal Government's GSA Schedule 70 for IT Procurement	City Council approval of requested Charter amendment	December 2008

#	RECOMMENDATIONS	REQUIRED ACTION(S)	COMPLETE
PUBLIC UTILITIES/WATER POLLUTION CONTROL (WPC)			
<i>Permits</i>			
150	Provide online permit application process for sewer builders	Divisional directive; WPC IT staff to complete website modifications	March 2008
151	Allow sewer builders to pay for permits using credit cards	Develop citywide policy/procedures; engage consultant for software modifications	December 2008
152	Customize Accela and centralize Bulkhead permit issuance in Division of Construction Permitting	Agreement w/Building & Housing to accept task; IT staff to modify software	December 2008
<i>Inspections</i>			
153	Provide wireless connections to Inspectors to access Accela and Ellipse Work Management System	IT resources to enable functionality, provide staff training	March 2008
154	Develop process to improve communication and reduce response time for inspection requests	Divisional directive	November 2007

TABLE B
OETF PHASE 2 ACTION TEAM RECOMMENDATIONS
SUMMARY OF PROJECTED IMPACTS

Action Team	Core Work Processes Targeted for Improvement by Action Teams	Improvement Recommendations Developed by Action Teams	Recommendation Impacts to OETF Goals/Objectives ¹				
			Financial Stability Impacts		Technology Impacts	Efficiency Impacts	Customer Service Impacts
			Generate/ Enhance Revenue	Reduce Costs			
Aging	2	5	0	0	2	4	3
City Planning	1	21	0	0	2	13	14
Civil Service	2	9	0	1	1	9	3
Community Development	2	20	0	2	3	16	8
Community Relations	3	7	0	0	0	4	6
Consumer Affairs	3	8	0	0	3	5	5
Economic Development	2	9	2	0	2	7	6
Assessments & Licenses	3	26	6	3	6	15	13
Law	2	11	0	0	1	8	4
Mayors Office of Communications	2	A report of recommendations will be produced by this Action Team as the other Action Teams begin Phase 2 Implementation activities					
Mayor's OEO	2	A report of recommendations will be produced by this Action Team as the other Action Teams begin Phase 2 Implementation activities					
Port Control	2	8	0	2	1	8	6
Utilities/CPP	3	11	0	4	3	10	11
Utilities/Fiscal Control	2	4	1	1	1	4	3
Utilities/Water	3	10	0	7	0	6	3
Utilities/WPC	2	5	0	0	3	5	5
TOTALS	36	154	9	20	28	114	90

¹ Recommendations may impact more than one OETF goal/objective

DEPARTMENT OF AGING ACTION TEAM

Volunteer Business Lead

Shadi Roman, Ph.D.

Chief Operation Officer, Positive Education Program

Staff Technical Lead

Jane Fumich

Director, Department of Aging

Volunteer Team Members

Ellen Blahut – *Educate Lead, Ohio Aerospace Institute/NASA Safety Center*

Grant H. Marquit – *Consultant*

Pam Oliver – *Director of Education and Training, American Red Cross*

Staff Team Members

Meghan Estes – *Cardiovascular Health, Department of Public Health*

Jenny Gerhart – *Deputy Project Director, Division of Water*

Mark Miller – *Operations Supervisor, Division of Information Technology & Services*

Ray Odom – *Administrative Manager, Department of Aging*

Yzan Sadeq – *Budget Analyst, Office of Budget & Management*

Lottianne Zelletz – *Assistant Administrator, Division of Water*

PMO Support Staff

Elaine Woods, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Aging Department Overview

The Department of Aging has as its mission to ensure the City of Cleveland is an elder-friendly community by enhancing the quality of life for seniors through advocacy, planning, service coordination, and the delivery of needed services.

To execute its mission, the department has a number of programs designed to provide the assistance that many senior citizens require to lead productive and independent lives. Through these programs and its community outreach, the department assists the City's older residents with various everyday problems, such as job placement, home maintenance and repairs, safety, and wellness and health.

The Department of Aging has a staff complement of 19 full-time and 9 part-time employees, and an annual budget of \$1,197.553, which represents a combination of General Fund and grant support.

Targeted Processes

The Department of Aging faces many challenges relating to information technology that hamper its service delivery capability. Deficiencies such as decentralized data storage, lack of effective client tracking capability, limited core program referral capability, and over-reliance on paper-based records storage are major contributors to inefficiency.

The department has developed a vision for information technology advancement that addresses these issues. To leverage the work that has been completed, and further advance the department's strategic goals for technology, the Action Team targeted the following two areas for review and assessment:

- *Automating Client Service Processes* – The current state analysis of processes for delivering client services reveals continued reliance on paper-based, manual systems for data storage, retention, retrieval and reporting; client scheduling and communication; and case tracking and management. In this area, the Action Team looked at automating these internal processes across core programs to eliminate current inefficiencies and limitations.
- *Staff Computer Competency* – The Action Team recognized that a major success factor for implementing new technology is the capability of staff to use new systems, and to fully integrate these systems into their work practices. In targeting this area for review, the Team looked at the challenges around promoting acceptance of new systems and encouraging a learning environment.

Aging Action Team Recommendations

To facilitate the automation of client service processes, the Action Team developed the following two recommendations.

1. **Implement the Social Assistance Management System (SAMS).** This recommendation supports the department-wide implementation of the Social Assistance Management System to unify core program client data, centralize data collection, enhance client tracking capability, and enhance cross-program referral. SAMS is the system used in more than 300 of the approximately 650 Area Agencies on Aging throughout the country.
2. **Implement the “Laserfiche” document management solution to augment the Social Assistance Management System.** This system would be implemented to capture, store, index, search, retrieve and distribute supporting documentation, while providing comprehensive built-in security for any confidential material. Laserfiche has been established as the City's standard for document imaging.

In an effort to increase computer literacy among Department of Aging staff, the Action Team has proposed three recommendations.

3. **Prepare the Department of Aging for major organizational changes.** Implementing automated client service processes will dramatically change the way the department conducts business. The Action Team proposes implementing a formal change management program to help prepare staff and promote acceptance of the new processes.
4. **Implement a comprehensive mandatory and ongoing computer training program for the Department of Aging staff.** The rationale for this recommendation lies in the recognition that staff must be trained sequentially and consistently for the Department to succeed in its information technology advancement projects.
5. **Train the staff on the new automated case management and document imaging systems.** The training imperative will ensure that staff will have the capability to maintain the integrity of the department's core program service data, and the ability to realize maximum benefits from the systems implemented.

The Department of Aging Action Team devoted 238 hours to the development of its five recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

<i>Aging Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>Automating Client Services</i>			
1	Implement the Social Assistance Management System (SAMS)	City Council legislative approval for procurement; IT Strategic Council review	June 2008
2	Implement the "Laserfiche" document management solution to augment the Social Assistance Management System	City Council legislative approval for procurement; IT Strategic Council review	September 2008
<i>Staff Computer Competency</i>			
3	Prepare the Department of Aging for major organizational changes	Departmental directive to implement	March 2008
4	Implement a comprehensive mandatory and ongoing computer training program for the Department of Aging staff	Departmental directive to implement	June 2008
5	Train the staff on the new automated case management and document imaging systems	Departmental directive to implement	June 2008

CITY PLANNING COMMISSION ACTION TEAM

Staff Technical Lead

Robert Brown

Director, City Planning Commission

Volunteer Team Members

Chuck Ackerman – *Cleveland Housing Network*

Paul Beegan – *President, Beegan Architectural Design*

Margaret Carney – *Case Western Reserve University*

Allen Dreyer – *Executive Assistant to Council President, Cleveland City Council*

Bruce Jackson – *President, Square One Architects*

Ken Lurie – *President, Rysar Inc.*

Gordon Priemere – *President, Heartland Developers*

Ted Sande – *Architect, Historic Preservation Consultant*

Matt Solomon – *City Architecture*

Staff Team Members

Paul Burik – *Chief Architect, Division of Architecture*

James Danek – *Chief City Planner, City Planning Commission*

Eric Gonczy – *Senior Assistant City Planner, City Planning Commission*

Robert Keiser – *Secretary, Landmarks Commission*

Barbara Langhenry – *Chief Counsel, Department of Law*

Rebecca Lombardo – *Manager, Single Family Housing Development
Department of Community Development*

Gary Newbacher – *Chief City Planner, City Planning Commission*

Richard Riccardi – *Zoning Administrator, Department of Building & Housing*

Chuck Sekerak – *Manager of Site Development
Division of Research, Planning and Development*

External Subject Matter Experts

Cynthia Janis – *Kamm's Corners Development Corporation*

Wendy Albin Sattin – *Cleveland Neighborhood Development Coalition*

Barbara Szaibel – *Slavic Village Development Corporation*

Internal Subject Matter Experts

Tim Barrett – *Department of Community Development*

Terri Sandi – *Department of Community Development*

PMO Support Staff

Hollis Crump, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

City Planning Commission Overview

The City Planning Commission, established in 1915, is a body of seven members, six appointed by the Mayor and one a member of City Council. Its responsibilities include adopting and maintaining a General Plan for the City, maintaining the City's Zoning Map and Code, undertaking capital improvements planning, and conducting design review in the neighborhood and downtown districts. The Commission reviews and acts upon all legislation regarding planning, zoning, capital improvements, and physical development.

As stated in its mission, the City Planning Commission's charge is to ensure continued physical development for the City through long-range planning and capital improvements planning, and to provide a coordinating role with regard to physical development projects and public improvements.

The City Planning Department is staff to the City Planning Commission. With 22 full-time and 2 part-time employees, and an annual budget of \$1.7 million, the department provides a variety of planning services to the Mayor, City Council, City departments, neighborhood organizations, and the general public.

Targeted Process

Certain proposals for construction, exterior alterations, or building demolitions in the City of Cleveland must undergo a process known as "*design review*." The City established this process as a policy to ensure that any visual exterior changes to buildings or open spaces will enhance the architectural character of downtown, or other special planning areas in the City (i.e. historic districts, neighborhood commercial districts, or "public land protective districts"). New housing projects and other projects that receive support from the City, such as financial subsidies or the sale of City land, also must undergo this process.

- *Design Review* – The City Planning Action Team targeted the *Design Review* process as the focus of its improvement efforts due to its importance as a tool to upgrade the quality and aesthetics of the City's built environment. The Action Team's goal was to ensure that *Design Review* is prompt, fair, and effective in producing development projects that strengthen the Cleveland community. In completing its evaluation of the process and developing its recommendations, the Team focused on five strategies:
 - Modifications to the design of the *Design Review* process
 - Improved *Design Review* customer communications
 - Improved administration and coordination of the *Design Review* process
 - Staff training related to *Design Review*
 - Enforcement of *Design Review* decisions

City Planning Action Team Recommendations

Six of the City Planning Action Team's recommendations outline proposed modifications to the *Design Review* process that will enhance efficiency and staff productivity.

6. **The separate design review fee that is currently administered and collected by City Planning will be eliminated, with the administrative costs being covered by fees collected by the Building & Housing Department.** This recommendation is intended to improve efficiency and customer satisfaction. It eliminates an extra step in the permit application process by consolidating the fee for design review and the fee for a permit, with Building & Housing having sole collection responsibility.
7. **City Planning staff will work to develop new ordinances and change current ordinances in order to replace the existing variety of design review district types with a single comprehensive "Design Review District" authorization.** Over the years, design review

authority has been delegated piecemeal to the City Planning Commission for many different purposes and through many different sections of the code. The result has been confusion regarding what is subject to design review, and disparity in the scope of authority of design review districts. This recommendation addresses these issues by proposing to centralize design review authority in one section of the code.

8. **City Planning will work with City Council to adopt an ordinance requiring design review for development of all new buildings that are retail, office, or institutional and, where relevant, industrial.** The aim of this recommendation is to improve the effectiveness of design review by expanding the scope of review authority to include certain classifications of industrial buildings.
9. **City Planning staff will work with community development corporations to consolidate the number of local neighborhood design review committees to a more manageable number of approximately six.** Currently, there are 19 neighborhood design review districts and committees. Each requires administration by City Planning; some do not meet requirements with respect to number of members or design professionals, and attendance. A reduction in the number of committees to six, as proposed in this recommendation, would ease the administrative burden, assure more regular scheduling of meetings, and improve committee membership.
10. **City Planning staff and an appointed committee will review the zoning code to identify provisions that inhibit the approval of desired development.** Through this recommendation, the Action Team addresses major criticisms that the City's zoning is not flexible enough and should be reviewed and updated to minimize the need for variances that add another step to the design review/permitting process.
11. **City Planning and Landmarks staff will process relatively minor projects without referral to an advisory committee, guided by a set of approval standards that are to be developed.** This recommendation is intended to improve efficiency and productivity by streamlining the review process for small projects. The consistency of review decisions on small projects also will be enhanced through the development of approval standards.

The Action Team developed the following seven recommendations to improve communications with *Design Review* customers.

12. **City Planning staff will work with the City's web administrator to post a building permit/design review link on the City's home page on the Internet as well as on the home pages of all departments that deal with development.** The goal of this recommendation is to improve customer service by making it more convenient and easier for customers to contact City Planning online and obtain information on design review.
13. **City Planning, Landmarks, and Community Development staff will rewrite the existing residential design guidelines to make the document shorter and more user-friendly. The finished document will be available on the City's website and as a handout in City offices.** Implementing this recommendation makes it easier for customers to obtain information and improves the quality of the information provided by City Planning.
14. **City Planning, Landmarks, and Community Development staff will create a commercial design guidelines document and will encourage the preparation of district-specific versions where applicable. The finished document(s) will be available on the City's website and as a handout in City offices.** The City currently has a guide for renovation of existing commercial buildings, but does not have guidelines for new commercial construction. Much of the work in neighborhood design review districts involves commercial districts. Guidelines for how new construction can be integrated into the existing commercial fabric would be a very useful tool.

15. **City Planning and Landmarks staff will develop and distribute a customer feedback survey to applicants as part of design review meetings. The distribution also will include website users.** By providing customers with a formal mechanism to document issues and provide input to the design review process, City Planning will improve performance and customer satisfaction.
16. **City Planning and Landmarks staff will create a design review submission requirements checklist that would be available on the City's website and as a handout in City offices.** The design review process can be delayed because the information necessary for staff to undertake a review is not complete. This is sometimes the case because applicants are not sure what information is required. A checklist would assist in making sure applications are complete and, thus, improve timeliness in completing the process.
17. **City Planning will identify individual properties that are designated as Landmarks on the City's website and in a database accessible to Building & Housing intake staff.** The aim of this recommendation is to improve the accessibility of information regarding properties with Landmark designation, which also will help facilitate the design review process.
18. **City Planning and Landmarks staff will rewrite the existing design review applicant's guide to the process by making the document shorter and more user-friendly and including a process flow chart and graphics. The finished document will be available on the City's website and as a handout in City offices.** The current applicant's guide will be revised to improve readability and updated to eliminate parts made obsolete due to process changes occurring through the OETF initiative.

To improve the administration of *Design Review*, and better coordinate the activities of the various departments involved in the process, the Action Team developed four recommendations.

19. **A project manager from Economic Development, Community Development, City Planning, or Landmarks, as applicable, will be assigned for each design review project and will act as a guide for the applicant through the entire approval process.** Navigating through the design review and approval process can be confusing, as an applicant may be required to deal with individuals within several departments. Implementing this recommendation will provide a "lead" staff person to serve as the single point of contact for the applicant. This person will facilitate the coordination among departments required to complete the review.
20. **City Planning, Landmarks, and Building & Housing will work to create a comprehensive, coordinated project tracking system that applicants and staff can use to find the status of a project on the Internet.** This recommendation will enhance efficiency and customer service by improving coordination and providing the customer with more options for getting information regarding the status of a project under review.
21. **City Planning will add a second full-time design review specialist to ensure better and timelier customer service.** Expanding design review authority to include all new buildings will increase City Planning's workload in this area. This recommendation will improve efficiency and productivity, and allow for better record-keeping and tracking by assigning additional staff to the design review process.
22. **City Planning and Landmarks will monitor and annually review the attendance of members of design review committees, replacing members with poor attendance. Members who attend 50% or less of committee meetings held will be replaced. Committee chairs will also be required for each design review committee to assure proper functioning of the committee.** One reason cited for a lack of consistency within design review is sporadic attendance by members. Implementing this recommendation will

reinforce to members that the success of the committee structure and review process depends on their consistent participation.

Staff and stakeholder training related to *Design Review* is the focus of the following two recommendations proposed by the Action Team.

23. Staff at City Planning, Landmarks, Building & Housing, Community Development, Economic Development, and Engineering will be “cross-trained” so they can inform applicants of the approval processes, including design review, for development.

Because of the multiple potential initial points of contact within the City when dealing with development projects, employees in each department need a global understanding of requirements outside their respective departments that may be a part of the approval process.

24. City Planning staff will hold an annual training session on the design review process for design review committee members, CDC staff, and City Council members – including a session on real estate market trends. This recommendation addresses issues concerning the inconsistency in the application of design review standards among committees. Training will provide all members with consistent information on standards and reinforce the intent of the design review process. Knowledge of market conditions will enable members to make recommendations for project changes that do not exceed market expectations.

The Action Team developed two recommendations aimed at ensuring compliance with *Design Review* requirements.

25. City Planning and Landmarks will work with Building & Housing to train inspectors to enforce design review requirements during the construction of projects. The entire design review process is undermined if the design details are not constructed as approved. The intent of this recommendation is to train Building & Housing inspectors, who are responsible for enforcing construction permits (to which design review conditions are attached), to ensure that design review requirements, as well as building code requirements, are addressed during construction.

26. Design review applicants will be required to submit photos of a completed project to City Planning or Landmarks, as applicable, prior to Building & Housing issuing a Certificate of Occupancy. This recommendation will improve the effectiveness of the design review process by allowing staff to verify visually that projects are constructed as approved.

The City Planning Commission Action Team devoted 350.5 hours to the development of its 21 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

City Planning Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Design Review Process</i>			
6	The separate design review fee that is currently administered and collected by City Planning will be eliminated, with the administrative costs being covered by fees collected by the Building & Housing Department	City Council approval of legislation to repeal or amend applicable ordinance	June 2008
7	Develop new ordinances and change current ordinances to replace the existing variety of design review district types with a single comprehensive “Design Review District” authorization	City Council approval of applicable ordinances	December 2008
8	Adopt an ordinance requiring design review for the development of all new buildings that are retail, office, or	City Council approval of applicable ordinances	December 2008

City Planning Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
	institutional and, where relevant, industrial		
9	Consolidate the number of local neighborhood design review committees to a more manageable number of approximately 6	City Council approval of applicable ordinance	December 2008
10	Review the zoning code to identify provisions that inhibit the approval of desired development	City Council approval of applicable code changes	December 2008
11	City Planning and Landmarks staff will process relatively minor projects without referral to an advisory committee, guided by a set of approval standards to be developed	Departmental directive to implement	September 2008
12	Post a building permit/design review link on the City's home page on the Internet and on the home pages of all departments that deal with development	Departmental directive to implement	June 2008
13	Rewrite the existing residential design guidelines to make the document shorter and more user-friendly	Departmental directive to implement	December 2008
14	Create a commercial design guidelines document and encourage the preparation of district-specific versions where applicable	Departmental directive to implement	June 2008
15	City Planning and Landmarks staff will develop and distribute a customer feedback survey to design review applicants	Departmental directive to implement	December 2008
16	Create a design review submission requirements checklist that would be available on the City's website and as a handout in City offices	Departmental directive to implement	June 2008
17	Identify individual properties designated as Landmarks on the City's website and in a database accessible to Building & Housing intake staff	Departmental directive to implement	June 2008
18	Rewrite the existing design review applicant's guide to the process to make it more user friendly	Departmental directive to implement	December 2008
19	A project manager from Economic Development, Community Development, City Planning, or Landmarks, as applicable, will be assigned for each design review project and will act as a guide for the applicant through the entire approval process	Departmental directive to implement	June 2008
20	Create a comprehensive, coordinated project tracking system that applicants and staff can use to find the status of a project on the Internet	Departmental directive to implement	September 2008
21	Add a second full-time design review specialist to ensure better and timelier customer service	Mayoral approval for personnel addition	December 2008
22	Monitor and annually review attendance of members of design review committees, replacing members with poor attendance	Departmental directive to implement	March 2008
23	Staff at City Planning, Landmarks, Building & Housing, Community Development, Economic Development, and Engineering will be "cross-trained"	Departmental directive to implement	June 2008
24	Hold an annual training session on the design review process for design review committee members, CDC staff, and City Council members	Departmental directive to implement	December 2008
25	Work with Building & Housing to train inspectors to enforce design review requirements during the construction of projects	Departmental directive to implement	September 2008
26	Applicants will be required to submit photos of a completed project to City Planning or Landmarks, as applicable, prior to Building & Housing issuing a Certificate of Occupancy	Departmental directive to implement	June 2008

CIVIL SERVICE COMMISSION ACTION TEAM

Volunteer Business Lead

Ronald V. Johnson, Jr.

Vice President & Associate Counsel, KeyBank National Association

Staff Technical Lead

Lucille Ambroz

Secretary, Civil Service Commission

Volunteer Team Members

David J. Akers – *President & CEO, Northeast Ohio Sourcing Office*

Keith Ashmus – *Partner, Frantz Ward LLP*

Polly Clemo – *Vice President, Institutional Advancement, Benjamin Rose Institute*

Rachel E. Costanzo – *Senior Vice President, National City*

Ralph A. Dise, Jr. – *President, Dise & Company*

Ann Killian – *Vice President, Human Resources, Ferro Corporation*

Lessie Milton-Jones – *Shareholder, Littler Mendelson*

Suzanne Seifert, PhD. – *COO, American Red Cross*

Staff Team Members

Terrell Cole – *Manager, Office of Communications, Division of Water*

Madeline Corchado – *Personnel Administrator, Department of Port Control*

Gloria Harper – *Assistant Manager of Audit Control/Personnel
Department of Parks, Recreation & Properties*

Donna Kelso-Nelson – *Administrative Manager, Division of Water Pollution Control*

Rachon Long – *Administrative Manager, Department of Public Safety*

Lisa Meece – *Chief Examiner, Civil Service Commission*

Sue Rudman – *General Manager of Administrative Services
Department of Personnel & Human Resources*

Munday Workman – *Supervisor of Civil Service Records, Civil Service Commission*

PMO Support Staff

Ossie Neal, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Civil Service Commission Overview

The mission of the Civil Service Commission is to ensure qualifications, certify, and monitor the progress of personnel in the classified service for the City of Cleveland. The Commission is a five-member board, appointed by the Mayor, with each member serving a six-year term. Only one member, the Secretary, is an employee of the City of Cleveland.

Responsibilities of the Commission include:

- Creating and monitoring rules and policies for the civil service of the City of Cleveland
- Conducting hearings relative to disciplinary action, termination, fitness for duty, and residency of employees
- Developing new job classifications, duty statements, minimum qualifications, abolishment of obsolete classifications, updating duty statements and minimum qualifications to reflect current needs
- Testing and certification of all individuals in classified service
- Managing and maintaining civil service records for employees
- Enforcing the City residency requirement pursuant to Charter Section 74

Civil Service has an annual operating budget of \$750,000. The Secretary of the Civil Service Commission oversees day-to-day operations, working with a support staff of seven full-time employees.

Targeted Processes

The Civil Service Action Team targeted Certification and Testing as their primary areas of focus. These processes were selected because of their high level of customer involvement and, to some extent, because of the magnitude of their operations and the need for detailed analysis of practices within each.

- *Certification* – The Action Team’s specific area of concentration was the Notice of Certification. Through this process, Civil Service informs candidates when a department/division has a vacancy in the classification for which the candidates have tested, to gauge their interest in applying/interviewing for the position.
- *Testing* – The purpose of the testing process is to identify qualified candidates for promotion and employment within the City of Cleveland. It is the responsibility of Civil Service to conduct fair and valid examinations based on job responsibilities and minimum qualifications developed in conjunction with City departments and divisions.

For each of the targeted processes, the Action Team addressed (a) identification and elimination of redundancy, (b) identification and modification of rules that cause delay, and (c) identification of opportunities to eliminate manual practices in favor of productivity-enhancing technology.

Civil Service Action Team Recommendations

The Action Team identified five improvement opportunities to speed up the *Certification* process, minimize administrative overhead, and improve customer satisfaction.

27. **Amend the 1 in 3 Rule, Chapter 27, Section 131 of the City of Cleveland Charter; Amend Civil Service Rule 5.30.** Currently, the City Charter requires Civil Service to give an appointing authority only the top three candidates from an eligible list to consider for hire (1 in 3 Rule). The Action Team proposes expanding that number to the top ten candidates (1 in 10), which will provide appointing authorities with greater choice, perhaps leading to a better “fit” for the position. The Action Team also recommends certification of an entire eligible list all at once, rather than the current practice of certifying a few at a time, which

will reduce the administrative burden on Civil Service. Additionally, the Team recommends eliminating the requirement to remove a candidate from an eligible list if he/she declines an appointment, thus maintaining greater choice for the candidate and appointing authorities.

28. **Amend Commission Rule 6.60.** This rule established the 30-day time requirement for making regular appointments. The Action Team recommends eliminating this requirement to add necessary flexibility to the hiring process for the diverse due diligence requirements of various City departments. The Action Team notes that the City Charter does not impose any time requirement for regular appointments.
29. **Amend Commission Rule 6.30.** With this recommendation, the Action Team proposes increasing the amount of time required to respond to certification from five business days to seven business days, thus giving candidates more time to receive and act on the notification. As a part of this recommendation, the Team also proposes including an employment application with the certification letter, and establishing Civil Service as the single drop-off point for all materials, which will provide greater convenience to applicants.
30. **Develop procedures to facilitate promotions for non-union positions.** Charter and Civil Service rules require vacancies to be filled by promotion wherever possible. Promotions are effectively addressed for union positions, but not for non-union classifications. This dual system does not promote fairness. The Action Team proposes working with the Department of Personnel & Human Resources to develop career paths for non-union positions. To further facilitate non-union promotions, the Team recommends administering promotional examinations concurrently with Civil Service examinations, and developing promotional paths for each non-union position.
31. **Develop and implement procedures to “approximate” eligible lists for as many classifications as possible.** In the absence of an eligible list for a particular classification, Charter and Commission rules permit Civil Service to certify names from an eligible list most nearly appropriate to the position being filled. These rules provide some flexibility to make regular appointments from an “approximate” list without the need to administer an examination. Benefits include reduction in administrative overhead associated with testing and, more importantly, decreased reliance on temporary appointments.

To enhance service to internal and external clients, reduce administrative overhead, and increase the speed of the process, the Action Team developed four recommendations to improve the *Testing* process.

32. **Reduce the number of classifications utilized by the City.** Reduction in the number of classifications has numerous benefits, not the least of which is increasing the Commission’s ability to meet legal mandates for timely testing. Compliance reduces the City’s legal exposure and time spent providing legal defense. Reducing the number of titles in use reduces the number of unique tests that must be developed and administered.
33. **Develop the use of technology in Civil Service.** The Action Team believes that Civil Service must become more technologically advanced to meet the needs of today. The objectives of this recommendation include consolidation to move toward a single source of employee data; expanding the Commission’s ability to take advantage of web-based training, reporting, and information sharing; and leveraging existing technology across the City through better systems integration.
34. **Provide alternative testing methods.** The core competency of Civil Service remains conducting examinations and improving competitiveness for the City. The Action Team feels reaching a broader audience and creating convenience for the customer (e.g. through web-based applications and testing) will be a large step in the right direction for Civil Service.

35. **Update the 90-Day Rule, Chapter 27, Section 130 of the City of Cleveland Charter.** The Action Team proposes eliminating from the City Charter the requirement to test for a regular appointment within 90 days. The number of days to test is arbitrary, and the City historically has struggled to comply with the law, but has rarely succeeded. As an alternative, it is proposed that the number of days to test should be governed by the Civil Service Rules, as set by the Commission, with an annual review that coincides with the budget for the coming year.

The Civil Service Commission Action Team devoted 391 hours to the development of its nine recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

<i>Civil Service Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>Certification</i>			
27	Amend the 1 in 3 Rule [to 1 in 10], Chapter 27, Section 131 of the City of Cleveland Charter; Amend Civil Service Rule 5.30	Commission approval to request Charter change; City Council approval to place Charter change on ballot; passage Approval by Commission to revise Rule 5.30	6 mos. after passage; June 2008
28	Amend Commission Rule 6.60 [time requirement to make regular appointments]	Approval by Commission to revise Rule 6.60	June 2008
29	Amend Commission Rule 6.30 [from 5 days to 7 days for candidates to respond to certification notification]	Approval by Commission to revise Rule 6.30; agreement of Personnel Dept. to procedural change	June 2008
30	Develop procedures to facilitate promotions for non-union positions	Agreement of Commission; agreement of Personnel Dept. to career path development	June 2009
31	Develop and implement procedures to "approximate" eligible lists for as many classifications as possible	Secretary's directive to implement	December 2008
<i>Testing</i>			
32	Reduce the number of classifications utilized by the City	Approval by Commission to abolish titles; Approval by City Council to abolish titles	Over 5 years
33	Develop the use of technology in Civil Service [to establish a single source of employee data]	Commission directive to implement	Ongoing
34	Provide alternative testing methods	Commission directive to implement	Ongoing
35	Eliminate the 90-Day Rule, Chapter 27, Section 130 of the City of Cleveland Charter	Commission approval to request Charter change; City Council approval to place Charter change on ballot; passage	6 mos. after passage

DEPARTMENT OF COMMUNITY DEVELOPMENT ACTION TEAM

Volunteer Business Lead

Stephanie Turner
Vice President, KeyBank National Association

Staff Technical Lead

Daryl P. Rush, Esq.
Director, Department of Community Development

Volunteer Team Members

Joseph Gauntner – *Director of Employment and Family Services, Cuyahoga County*

Hon. Burt W. Griffin – *Judge, Cuyahoga County Common Pleas Court*

Ann Kent – *Vice President, Business Volunteers Unlimited*

Kenneth McGovern – *Independent Consultant*

Everett Prewitt – *President, Northland Research*

Kate Renaud – *Coordinator for High School Transition Program
Cleveland Metropolitan School District*

Robert W. Varley – *Managing Director, State and Local Affairs, Dominion Inc.*

Staff Team Members

Richard Bertovich – *Assistant Director of Law, Department of Law*

Sharonda Denson – *Assistant Commissioner, Division of Water*

William Ellington – *Assistant Commissioner, Division of Neighborhood Services*

John Hausman – *Graduate Student Intern, Division of Neighborhood Services*

Louise V. Jackson – *Commissioner, Division of Neighborhood Services*

Belinda Pesti – *Assistant Director, Department of Economic Development*

Ollie Shaw – *Commissioner, Division of Water Pollution Control*

Joseph Sidoti – *Commissioner, Division of Neighborhood Development*

John B. Wilbur – *Assistant Director, Department of Community Development*

PMO Support Staff

Valencia Wright, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Community Development Department Overview

The Department of Community Development is responsible for planning, administering, and evaluating Community Development Block Grant (CDBG) funds received on an annual basis from the United States Department of Housing and Urban Development. The primary objective of this federally funded program is the development of a viable urban community including decent housing, a suitable living environment and expanded economic opportunities principally for persons of low and moderate income.

To achieve this end, the Department implements programs designed to conserve and expand the housing stock; revitalize commercial areas; acquire, maintain, and market vacant land; rehabilitate or reconstruct infrastructure and public facilities; improve the quantity and quality of human services; and provide neighborhood based planning services and small area neighborhood plans.

Community Development has a staff of 90 employees in three divisions – Administrative Services, Neighborhood Development, and Neighborhood Services. The department's annual budget is funded through a combination of General Fund support and grant support, including Community Development Block Grants.

Targeted Processes

The Community Development Action Team selected two major departmental operations for examination – *Real Estate* and *Home Repair*.

- *Real Estate* – The Real Estate section is part of the Division of Neighborhood Development. This section administers the Cleveland Residential Landbank Program, which provides real estate acquisition and disposal services for all City departments except Port Control. The Real Estate section is the center for acquisition of land for both public purposes and redevelopment. Within this area, the Action Team looked to develop recommendations to improve the effectiveness and efficiency of land acquisition, management and disposal programs. Primary concerns were to advance the implementation of the citywide plan, reduce the average time to acquire and dispose of property, create a transparent disposal process for Landbank property, and meet the new challenge of returning vacant, abandoned property to productive use.
- *Home Repair* – Home Repair is the major focus of the Division of Neighborhood Services. The division administers grant and low-interest and no-interest loan programs that strengthen City neighborhoods through direct and indirect services to homeowners, tenants, and community-based organizations and institutions. The Action Team's primary goal for this area was to improve the effectiveness of the Repair-A-Home (RAH) Program by reducing the number of program change orders, reducing the average amount of time to complete a project, and increasing the participating homeowners' knowledge of the program to help manage customer expectations.

Community Development Action Team Recommendations

The Action Team developed eight recommendations designed to streamline processes and enhance efficiency within the *Real Estate* section.

36. **Enhance GIS and database use to align with the citywide plan.** Cleveland's master plan anticipates a variety of different development opportunities, including reducing the density of residential neighborhoods where market demand is weak; holding land until market conditions justify build out; aggregating properties to create sites for economic development; and building neighborhoods around community assets. The Action team believes GIS offers the opportunity to fully integrate these considerations with reviews of potential parcels and assess these factors when considering disposition of parcels.

37. **Use GIS to market yard expansion properties by direct mail to qualifying property owners; develop a transparent marketing strategy for remaining parcels.** The intent of this recommendation is to reduce the burden of Landbank property maintenance by aggressive marketing of Landbank holdings in areas that have not been designated for property aggregation.
38. **Make developers aware of opportunities where land has been aggregated for economic development or housing development of more than four units.** Through this recommendation, the department will offer aggregated parcels suited for projects of scale to the development community on a competitive basis. The offerings would include criteria for development that will meet the criteria of the citywide plan.
39. **Fill two budgeted positions and re-orient tasks in Real Estate and Cartography to create clear accountabilities, to support customer service, push decision-making and task completion down, support effective monitoring and to proactively pursue strategic acquisitions and dispositions.** Implementing this recommendation will provide adequate staff capacity to ensure successful implementation of programmatic changes.
40. **Facilitate the productive reuse of rehabable structures in tax foreclosure and lender-held inventory.** With this recommendation, the Action Team proposes using GIS, City rehab, and real estate personnel to field check properties that are candidates to return to the market, negotiate site control or initiate expedited tax foreclosure, and market the properties offering the first opportunity to non-profit developers and auctioning the remaining inventory to all developers.
41. **Streamline the process of securing acquisition and disposition approvals and professional services needed to meet policy and regulatory requirements.** This recommendation would change the authorization level to allow the Commissioner to select outside professionals needed for title, appraisal, civil engineering, geotechnical, and environmental work where contracts are less than \$10,000.
42. **Create options to encourage the interim use, care, and maintenance of non-residential Landbank lots.** The Action Team proposes temporarily transferring liability, control and use of non-residential Landbank lots that are located outside of the regional choice and stable areas to third parties, in exchange for their acceptance of maintenance and security responsibilities.
43. **Use data to match Landbank fees to costs and develop a charge-back system for City departments using Real Estate services.** The Action Team recommends an adjustment in the division's pricing policy, with an eye toward increasing the sale price for vacant lots and yard expansions. This recommendation would create a system of charge-backs to City departments for services rendered by Real Estate, thereby making Landbank self-supporting.

To improve efficiency and provide better customer service in the area of *Home Repair*, the Action Team developed 12 recommendations.

44. **Develop an application evaluation process that places the homeowner in the housing product that best meets their needs.** This recommendation will create a universal application and standard applicant evaluation process for Home Repair, to reduce homeowner confusion and facilitate better coordination among the various City-sponsored programs and the local community development corporations. Evaluation standards, better coordination, and more accurate referral tracking, will help ensure that homeowners receive products and services most suited to their needs.
45. **Provide staff training to increase the quality of service delivery in dealing with homeowner expectations and program regulatory requirements.** Providing customer

service training to staff will enhance their ability to evaluate and explain loan products – including non-City products – to customers, and to better manage customer expectations.

46. **Decrease the amount of paperwork that the homeowner has to sign.** To minimize customer confusion the Action Team proposes reducing the number of program forms homeowners are required to sign.
47. **Develop a better system for tracking construction and job management.** With this recommendation, the division will upgrade the skills of first-line supervisors to enhance their ability to ensure consistent application of program policies and thorough work specifications, and provide better overall job management and oversight.
48. **Enforce reasonable time frames for contractor performance.** The Action Team's goal with this recommendation is to increase customer satisfaction by ensuring that home repairs are completed within the shortest possible time frame. The Team proposes establishing baselines for completion time frames on key job components of various types of repairs.
49. **Reduce the amount of time to complete a Repair-A-Home (RAH) job.** This recommendation focuses on identifying greater efficiencies in the approval, bidding, and closeout of a Repair-A-Home project to decrease the overall time-to-completion of a RAH job.
50. **Develop and implement a training program that emphasizes complete work specification development and project management.** Providing inspectors with comprehensive training covering new construction techniques, organization of specifications using the division's RESPEC software (designed for that purpose), and job management will increase productivity and maximize benefits of the RESPEC system.
51. **Reduce and manage the number of change orders.** This recommendation enforces strict adherence to the change order policy, reduces the need for change orders through development of more thorough initial specifications, and provides better documentation of the change order process, to achieve greater cost control, contractor accountability, and customer satisfaction.
52. **Streamline the process of document preparation for home repair staff.** The Action Team recommends expanded use of the existing tracking system to produce required documents for loan closing, pre-bid conferences, and pre-construction conferences, in addition to job monitoring.
53. **Create effective accountability measures and reports for the supervisor.** The goal of this recommendation is to improve daily oversight of repair jobs by appointing a Chief Rehabilitation Supervisor to manage field staff, and realign responsibilities of the position to emphasize field staff accountability and productivity.
54. **Communicate more efficiently with inspectors in the field.** The Team proposes investigating an upgrade of communication devices for field inspectors from walkie-talkies to cell phones or blackberries. Either device would provide the means for inspectors to contact contractors, homeowners, and the office from the field.
55. **Develop more efficient means to create work specifications in the field.** To achieve one-time information entry, the Team proposes investigating the potential use of technology that would allow inspectors to write, review, or modify specifications while in the field.

The Community Development Action Team devoted 430 hours to the development of its 20 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Community Development Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Real Estate</i>			
36	Enhance GIS and database use to align with the citywide plan	IT Strategic Council review; coordinate with GIS resources	June 2008
37	Use GIS to market yard expansion properties by direct mail to qualifying property owners; develop a transparent marketing strategy for remaining parcels	Departmental directive to implement	March 2008
38	Make developers aware of opportunities where land has been aggregated for economic development or housing development of more than four units	Departmental directive to implement	March 2008
39	Fill two budgeted positions and re-orient tasks in Real Estate and Cartography to create clear accountabilities, to support customer service, push decision-making and task completion down, support effective monitoring and to proactively pursue strategic acquisitions and dispositions	Mayoral approvals for personnel additions	December 2007
40	Facilitate the productive reuse of rehabable structures in tax foreclosure and lender-held inventory	City Council approval of legislation authorizing acquisition/disposition of property	March 2008
41	Streamline the process of securing acquisition and disposition approvals and professional services needed to meet policy and regulatory requirements	Consultant Review Committee acceptance of new procedure	December 2007
42	Create options to encourage the interim use, care, and maintenance of non-residential Landbank lots	City Council approval of legislative authority to enter into temporary use agreements	March 2008
43	Use data to match Landbank fees to costs; develop a charge-back system for City departments using Real Estate services	Administrative approval	March 2008
<i>Home Repair</i>			
44	Develop an application evaluation process that places the homeowner in the housing product that best meets their needs	Departmental directive to implement	September 2008
45	Provide staff training to increase the quality of service delivery in dealing with homeowner expectations and program regulatory requirements	Departmental directive to implement	June 2008
46	Decrease the amount of paperwork that the homeowner has to sign	Departmental directive to implement	March 2008
47	Develop a better system for tracking construction and job management	Departmental directive to implement	March 2008
48	Enforce reasonable time frames for contractor performance	Departmental directive to implement	March 2009
49	Reduce the amount of time to complete a Repair-A-Home job	Departmental directive to implement	March 2009
50	Develop and implement a training program that emphasizes complete work specification development and project management	Departmental directive to implement; City Council approval of legislation authorizing training funds	December 2008
51	Reduce and manage the number of change orders	Departmental directive to implement	March

Community Development Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
			2009
52	Streamline the process of document preparation for home repair staff	Departmental directive to implement	September 2008
53	Create effective accountability measures and reports for the supervisor	Departmental directive to implement	March 2008
54	Create more efficient way to communicate with inspectors in the field	Approval of potential capital expenditure	June 2008
55	Develop more efficient means to create work specifications in the field	IT Strategic Council review; approval of potential capital expenditure	June 2009

COMMUNITY RELATIONS BOARD ACTION TEAM

Volunteer Business Lead

Dr. Njeri Nuru-Holm

Vice President for Institutional Diversity, Cleveland State University

Staff Technical Lead

Blaine A. Griffin

Director, Community Relations Board

Volunteer Team Members

Dr. Ronnie Dunn – *Professor of Urban Studies, Cleveland State University*

Michael Matthews – *Director of School Based Initiatives
Neighborhood Leadership Institute*

Dr. Elaine Sutton – *Fellow and Director of Youth Development
The Center for Community Solutions*

Ted C. Wammes – *Community Relations Board Member
U.S. Department of Education*

Lorna Wisham – *Regional Vice President for External Affairs, CEI*

Staff Team Members

Cassandra Bledsoe – *Project Director, Civil Rights, Community Relations Board*

Mary Bounds – *Assistant Director, Department of Public Safety*

Ed Buelow – *Assistant City Prosecutor*

Theasha Daniely – *Lead District Representative, Community Relations Board*

Samuel Gissentaner – *Regional Manager, Division of Recreation*

Pamela D. Kurt – *Fair Housing Administrator, Community Relations Board*

Deon McCaulley – *Commander of Community Policing, Division of Police*

Pat Purdy – *Third District Coordinator, Community Relations Board*

Grady Stevenson – *Project Director, Youth and Young Adult Outreach
Community Relations Board*

Lucy Torres – *Hispanic Liaison, Community Relations Board*

PMO Support Staff

Elaine Woods, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Community Relations Board Overview

Created in 1945, the Community Relations Board (CRB) is a 14-member body that is supported by a staff of 21 full-time employees, and has an annual budget of \$1.35 million. Its mission is “to promote amicable relations among the racial and cultural groups within the community and take appropriate steps to deal with conditions that strain relationships; aid in the coordination of the activities of private organizations concerned with these relationships; and assemble, analyze and disseminate authentic and factual data relating to interracial and other inter-group relationships.”

The Community Relations Board has worked diligently through the years to perform its core function of promoting positive race relations within the City of Cleveland. However, as new challenges have emerged, the Community Relations Board has broadened the scope of its activities to include promoting positive police/community relations, multicultural dialogue and diversity awareness; and conducting community crisis intervention, conflict resolution, neighborhood dispute mediation, community court watch, youth and young adult outreach, and faith-based outreach. In addition, the CRB has oversight of the five-member Fair Housing Board.

Targeted Processes

Three programmatic areas – *Law Enforcement*, *Youth*, and *Multicultural Relations* – were selected by the Community Relations Board Action Team for examination.

- *Law Enforcement* – The Action Team focused on the relationship between the Cleveland Division of Police and the Cleveland community. More specifically, the Team looked at ways to promote better communications and eliminate barriers to the development of more positive relations.
- *Youth* – The Action Team identified opportunities to increase input from young residents to assist in preventing or defusing violence.
- *Multicultural Relations* – The Action Team found there was significant room to improve outreach and dissemination of information regarding City services to new citizens.

Community Relations Board Action Team Recommendations

To promote better relations between Cleveland residents and the Cleveland Police, the Action Team developed three recommendations for the *Law Enforcement* initiative.

56. **Facilitate collaboration through quarterly meetings with relevant City departments and external agencies.** The CRB currently lacks a formal process to establish and maintain input and information critical to addressing the safety related needs of the community. This recommendation is for the CRB to hold quarterly meetings to facilitate better understanding on the part of citizens and the police.
57. **Develop an information campaign to promote partnership between police and the Community.** This recommendation is designed to alleviate some misconceptions of citizens concerning the Cleveland Police. It also helps in making citizens aware of resources available to them, such as the City’s Crisis Intervention Team.
58. **Promote various police programs at community meetings and events.** The aim of this recommendation is for Community Relations to promote and support various police-sponsored volunteer opportunities throughout the community. Increased volunteer interaction with police is seen as a way to “build bridges” that will result in greater community cooperation.

The Action Team developed one recommendation to enhance Community Relations’ *Youth* initiative.

59. **CRB will continue to build upon partnerships to identify neighborhood “hot spots.” Areas identified as “hot spots” will be targeted for community outreach and youth meetings as a tool to gain intelligence and greater youth input to help alleviate gang violence and youth crimes within targeted “hot spots.”** Community Relations will implement this

recommendation as a way to obtain greater youth input to help alleviate gang violence and youth crimes within targeted “hot spot” areas. The meetings also will provide CRB an opportunity to provide proactive crisis intervention and counseling to youth in the targeted areas.

To improve effectiveness and provide better customer service in the area of *Multicultural Relations*, the Action Team developed three recommendations.

60. **Create an Ethnic Liaison staff position.** The Action Team proposes a staff realignment to create the role of a CRB specialist who can advocate for ethnic groups within the City. This recommendation will improve the efficiency and effectiveness of service delivered to the ethnic communities.
61. **Collaborate with the City’s other departments and outside agencies to create a “Welcome Center” orientation model for new residents.** Community Relations expects this model will improve CRB’s ability to provide comprehensive outreach, and to disseminate important information to help new residents achieve a successful transition into the community.
62. **Redeploy staff resources to create a Civil Service position of Assistant Director or Commissioner for the Community Relations Board. This position also would serve as the Public Information Officer.** This recommendation serves the dual purpose of ensuring continuity in CRB’s strategic direction while centralizing the public information function.

The Community Relations Action Team devoted 378 hours to the development of its seven recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Community Relations Board Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Law Enforcement</i>			
56	Facilitate collaboration through quarterly meetings with relevant City departments and external agencies	Departmental directive to implement	June 2008
57	Develop an information campaign to promote partnership between police and the Community	Departmental directive to implement	December 2008
58	Promote various police programs at community meetings and events	Departmental directive to implement	March 2008
<i>Youth</i>			
59	CRB will continue to build upon partnerships to identify neighborhood “hot spots.” Areas identified as “hot spots” will be targeted for community outreach and youth meetings as a tool to gain intelligence and greater youth input to help alleviate gang violence and youth crimes within targeted “hot spots.”	Mayoral directive to implement	June 2008
<i>Multicultural Relations</i>			
60	Create an Ethnic Liaison staff position	Mayoral approval for personnel addition	June 2008
61	Collaborate with other departments and agencies to create a “Welcome Center” orientation model for new residents	Departmental directive to implement	June 2008

Community Relations Board Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
62	Redeploy staff resources to create a Civil Service position of Assistant Director or Commissioner/Public Information Officer	Mayoral approval for personnel addition	December 2008

DEPARTMENT OF CONSUMER AFFAIRS ACTION TEAM

Volunteer Business Lead

Sara Parks Jackson

Program Officer, Department of Development, Cuyahoga County

Staff Technical Lead

Angel Guzman

Director, Department of Consumer Affairs

Volunteer Team Members

Brian Kenyon – *Rock & Roll Hall of Fame and Museum*

Ed Kramer – *Fair Housing Law Clinic, Housing Advocates, Inc.*

John Lynch – *Broker/Owner, Keller Williams Realty*

Maria Thompson – *National City Bank*

Staff Team Members

Tom Alexander – *Project Director, Department of Building & Housing*

Faranak Arab – *Manager of Application Delivery Services*

Division of Information Technology & Services

Julie Donaldson – *Consumer Protection Specialist, Department of Consumer Affairs*

Omayra Feliciano – *Supervisor of Administrative Services*

Department of Consumer Affairs

Rick Lewellyn – *Senior Clerk, Workforce Development*

Department of Economic Development

PMO Support Staff

Elaine Woods, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Consumer Affairs Department Overview

The Department of Consumer Affairs has as its mission “to provide relief from fraudulent, unfair, deceptive and unconscionable business practices.” As the City’s primary advocate dedicated to the protection of Cleveland consumers, the department is charged with monitoring and enforcing the Cleveland Consumer Protection Code, the State laws, and Federal Consumer Protection laws, and recommending legislative action to strengthen consumer protection.

Consumer Affairs is a General Fund department with a staff of four full-time employees and an annual budget of \$370,000.

Its responsibilities include investigating, mediating, and if necessary, adjudicating consumer complaints, working collaboratively with the Department of Law. In addition, Consumer Affairs works cooperatively with other public and private consumer agencies to advance consumer education and provide information to citizens and businesses on important consumer issues.

Targeted Processes

The Consumer Affairs Action Team identified three programmatic areas for review and analysis.

- *Contractor Fraud/Predatory Lending* – In 2006, more than half of Consumer Affairs’ caseload related to contractor fraud and predatory lending. Although the department has increased its outreach efforts, many homeowners were victims of predatory lending and lost their homes to foreclosure. The Action Team looked at ways to leverage existing resources and improve the effectiveness of its current efforts concerning foreclosure prevention.
- *Youth Financial Education* – The Action Team identified opportunities to provide City support for the new State-mandated financial education requirements for youth. Consumer Affairs considers this emerging need to be central to its overall mission. By giving future generations of Cleveland consumers a solid foundation in financial literacy, the department will be strengthening consumer awareness.
- *Case Management/Citizen Access* – The Action Team found the department’s small staff is overly burdened by paper-based, manual processes for storage and retrieval of case files. The Team investigated improvements to case management, including automation, as a means of improving staff productivity and efficiency. Additional opportunities were identified to eliminate barriers and improve citizen access to Consumer Affairs and its services.

Consumer Affairs Action Team Recommendations

To address the need for increased effectiveness in Consumer Affairs’ *Contractor Fraud/Predatory Lending* outreach, the Action Team developed three recommendations.

63. **Provide Consumer Affairs staff with additional training to fully utilize the Accela software program.** Implementing this recommendation will give Consumer Affairs staff access to information available in Building & Housing’s Accela system on licensed and bonded contractors and vendors that are registered in the City of Cleveland.
64. **Provide contractor fraud/predatory lending outreach to residents by hosting and/or facilitating public forums in the Kinsman, Slavic Village, St. Clair, Superior, Woodland Hills and West Boulevard neighborhoods.** The Team is targeting the six referenced communities for concentrated action due to the fact they were identified as having the highest percentages of foreclosures and instances of predatory lending, as reported in the Housing Research Advocacy Center News (Summer 2007).
65. **Give Consumer Affairs staff viewing access to Building & Housing’s Certificate of Disclosure forms as a tool to search for predatory practices by mortgage bankers, real estate brokers, appraisers, etc.** This recommendation will enable a productive collaboration

between Consumer Affairs and Building & Housing to research and analyze data contained on the Certificate of Disclosure forms and uncover patterns of fraudulent or predatory activity.

The Action Team developed one recommendation that focused on the *Youth Financial Education* initiative.

- 66. Consumer Affairs will partner with the Cleveland Metropolitan School District (CMSD), through the Chief of Education, to facilitate the development of financial literacy education programs for youth.** With this recommendation, Consumer Affairs is proposing a new level of engagement with Cleveland schools to support the district's efforts to meet State-mandated requirements for financial literacy education.

Four of the Action Team's recommendations propose improvements to address current deficiencies in *Case Management* and *Citizen Access*.

- 67. Implement an automated case management and tracking system.** The goal of this recommendation is to increase the productivity and efficiency of Consumer Affairs staff by eliminating their reliance on time-consuming, inefficient manual and paper-based record-keeping and filing systems.
- 68. Attempt to identify a site to relocate the Department of Consumer Affairs that is accessible and visible to the general public.** This recommendation addresses the issue of the department's current location in the Cleveland Convention Center, which does not provide easy access, especially to citizens with disabilities or the elderly, and is not highly visible to the general public.
- 69. Redesign the Consumer Affairs website with a focus on increasing consumer awareness and access.** The Action Team proposes enhancements to the department's website that will make it more informative, useful, interactive, and customer-friendly.
- 70. Facilitate the development of a comprehensive citizen communication plan to include all City departments that have direct access to citizens.** With this recommendation, Consumer Affairs will facilitate closer coordination and formal information sharing among all departments that interact directly with citizens (i.e. Aging, Building & Housing, Community Relations, Community Development, etc.) as a way to leverage existing outreach activities and identify more citizens who may benefit from available services.

The Consumer Affairs Action Team devoted 304.5 hours to the development of its eight recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Consumer Affairs Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Contractor Fraud/Predatory Lending</i>			
63	Provide Consumer Affairs staff with additional training to fully utilize the Accela software program	Departmental directive to implement; coordination with Building & Housing	March 2008
64	Provide contractor fraud/predatory lending outreach to residents by hosting and/or facilitating public forums in the Kinsman, Slavic Village, St. Clair, Superior, Woodland Hills and West Boulevard neighborhoods	Departmental directive to implement	September 2008
65	Give Consumer Affairs staff viewing access to Building & Housing's Certificate of Disclosure forms as a tool to search for predatory practices by mortgage bankers, real estate brokers, appraisers, etc.	Departmental directive to implement; coordination with Building & Housing	TBD

Consumer Affairs Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Youth Financial Education</i>			
66	Consumer Affairs will partner with the Cleveland Metropolitan School District (CMSD), through the Chief of Education, to facilitate the development of financial literacy education programs for youth	Mayoral directive to implement	December 2008
<i>Case Management/Citizen Access</i>			
67	Implement an automated case management and tracking system	Departmental directive; IT Strategic Council review; City Council legislative approval for procurement	September 2008
68	Attempt to identify a site to relocate the Department of Consumer Affairs that is accessible and visible to the general public.	Mayoral directive; potential need for capital expenditure for relocation	TBD
69	Redesign the Consumer Affairs website with a focus on increasing consumer awareness and access	Departmental directive to implement; coordination with IT resources	September 2008
70	Facilitate the development of a comprehensive citizen communication plan to include all City departments that have direct access to citizens	Departmental directive to implement	June 2008

DEPARTMENT OF ECONOMIC DEVELOPMENT ACTION TEAM

Volunteer Business Lead

Ty Haines

Vice President, Manufacturing, WIRE-Net

Staff Technical Lead

Brian Reilly

Director, Department of Economic Development

Volunteer Team Members

Laurie Atkins – Cuyahoga County Workforce

Daniel Berry – Senior Vice President, Org. Advancement, Greater Cleveland Partnership

Amy Clark – Senior HR Director, Cleveland Clinic (Western Region)

Michael Climaco – Attorney

Stefan Holmes – Senior Vice President, First Merit Bank

Robert Jaquay – Associate Director, George Gund Foundation

Dave Megenhardt – Executive Director, United Labor Agency

Gerry Meyer – Director, Business Development, Greater Cleveland Partnership

Stephen Owendoff – Partner, Hahn Loeser & Parks LLP

Guhan Venkatu – Economic Analyst, Federal Reserve Bank

Staff Team Members

Pierre Betts – Contract Manager, Workforce Development

Ronaye Braxton – Personnel Administrator, Workforce Development

Virginia Carlson – Assistant Director, Economic Development

Alanna Ferguson – Compliance Officer, Empowerment Zone

Randy Hill – Business Service Manager, Workforce Development

Rachel Loewy – Assistant Director, Workforce Development

Belinda Pesti – Assistant Director, Department of Economic Development

Dan Rehor – Fiscal Manager, Department of Economic Development

Kevin Schmotzer – Small Business Executive, Department of Economic Development

Judith Weyburne – Deputy Assistant Director, Department of Economic Development

PMO Support Staff

Vinita Bose, Project Manager

Cynthia Sullivan, Deputy Program Manager

Economic Development Department Overview

The mission of the Department of Economic Development is “to provide the governmental leadership that will capitalize on Cleveland's economic strength by the encouragement of economic development and to provide programs for the city that will generate additional tax revenues, employment, and real property values.”

Major responsibilities of the department include planning and executing a comprehensive economic development program for the City; operating major commercial/institutional development and redevelopment programs; implementing a comprehensive industrial development strategy; operating business investment lending programs; serving as an ombudsman for small businesses and coordinating small business assistance groups; organizing neighborhood based retention and expansion plans; and providing business development and marketing resources.

Targeted Processes

The Economic Development Action Team selected two processes, *Business Assistance* and *Workforce Assistance*, for its analysis and the identification of improvement opportunities.

- *Business Assistance* – The Action Team analyzed the flow of business assistance from the prospective client’s first contact through the execution of a contract for financial assistance (or provision of other assistance). The primary objective was to identify the most critical and the most time-consuming steps in the Loan process. Within that flow, the team targeted three process areas that are particularly ripe for improvement – Prospect Intake, Contract Standardization, and Eligibility.
- *Workforce Assistance* – The Action Team looked for ways to improve the provision of services to job seekers and businesses while reducing the overall costs of the workforce system. The primary focus of the Team’s examination was the consolidation of the City of Cleveland and Cuyahoga County workforce systems. An Inter-Governmental Agreement was signed in June 2007 to accomplish this merger. The Action Team’s analysis and recommendations were designed to facilitate and support the implementation of the consolidated workforce system.

Economic Development Action Team Recommendations

The Economic Development Action Team developed five recommendations that focused on *Business Assistance* process improvements.

71. **Implement “Proposed Business Assistance Process Flow Chart” for improved efficiency, accuracy and a greater number of businesses served.** The proposed flow reduces the total time needed for eligible businesses to receive financial assistance. This recommendation drives decision-making down into the organization while improving the impact of deals by establishing objective criteria with which to evaluate and authorize deals.
72. **Design and implement process criteria for areas of high impact to the business assistance flow.** This recommendation is intended to establish clear, predictable criteria to help streamline the decision-making process involving any of the following:
 - a. Eligible uses of each Economic Development funding source
 - b. Clarity on applicable City requirements and policies (e.g. OEO, Living Wage, Fannie Lewis Law, etc.)
 - c. “Boilerplate” standardized contract and contract certification process
 - d. Attorney assignment checklist
 - e. City Council Committee assignments and predictability
 - f. Specialized financial “products” with eligibility criteria to meet specific needs

- 73. Maximize use of technology to reduce time impact to Business Developers through Projects database.** The Action Team proposes enhancements to its current Access database to achieve additional essential functionality. The enhanced database is expected to increase efficiency within the department and provide a better level of customer service to clients.
- 74. The City's financial assistance will be prioritized to maximize economic impact by developing screening criteria that enable streamlined decisions.** Establishing minimum impact criteria will allow green lighting/fast tracking of projects for funding that are the most job and wage intensive. It is proposed that similar criteria be developed for grants.
- 75. Integrate City resources to leverage financial assistance, which will result in greater stabilization of Cleveland's business base.** This recommendation is based on the Action Team's realization that financial assistance alone is not enough to convince businesses to locate in Cleveland. The City's ability to attract and retain businesses is affected by most City departments, and each of them must identify ways to help create conditions that are favorable for private investment and "friendly" to business.

To address issues relating to *Workforce Assistance* and the merger of City and County Workforce systems, the Action Team developed four recommendations.

- 76. Expedite the hiring and empowerment of the Executive Director to oversee the streamlining and integration of the entire City of Cleveland/Cuyahoga County workforce development system, including a more direct reporting relationship to the Mayor.** The Action Team's examination of the merged workforce system highlighted staffing duplication and other cost inefficiencies associated with a combined system. It is the Team's view that leadership, in the form of an executive director, is required to address consolidation issues and establish operational priorities that will advance the level of service to customers.
- 77. Connect the Workforce System business services functions better with City/County Economic Development Team functions so that a process to assess needs of businesses can be identified and implemented.** The rationale for this recommendation is that better alignment of Development and Workforce staff efforts increases staff output (greater efficiency) and improves service to business and individual customers.
- 78. Utilize and implement the Cleveland/Cuyahoga Workforce Investment Board's Marketing Plan.** Most marketing of the past has focused on job seekers only, neglecting the business customer. The primary goal of the proposed marketing plan is to communicate clear, consistent, wrap-around messages that reflect "one voice" for the Workforce System and target all categories of customers.
- 79. Obtain products or services that can be used to supplement the State-mandated job matching database (Sharing Career Opportunities and Training Information, or SCOTI) to maximize awareness of job openings.** With this recommendation, the Action Team proposes to supplement the State-mandated job matching database with external software to enhance its performance, provide greater flexibility, and make the system more user-friendly.

The Economic Development Action Team devoted 493 hours to the development of its nine recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

<i>Economic Development Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>Business Assistance</i>			
71	Implement "Proposed Business Assistance Process Flow Chart" for improved efficiency, accuracy	Departmental directive to implement; Administration approval to implement	September 2008

<i>Economic Development Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
	and a greater number of businesses served	some steps	
72	Design and implement process criteria for areas of high impact to the business assistance flow	Departmental directive to implement	October 2008
73	Maximize use of technology to reduce time impact to Business Developers through Projects database	Departmental directive to implement; City Council legislative approval for procurement	December 2008
74	The City's financial assistance will be prioritized to maximize economic impact by developing screening criteria that enable streamlined decisions	Departmental directive; City Council approval of all required legislation	October 2008
75	Integrate City resources to leverage financial assistance, which will result in greater stabilization of Cleveland's business base	Administrative directive to other City departments to implement	Next OETF Phase
<i>Workforce Assistance</i>			
76	Expedite the hiring and empowerment of the Executive Director to oversee the streamlining and integration of the entire City of Cleveland/Cuyahoga County workforce development system	Administration to expedite hiring	January 2008
77	Connect the Workforce System business services functions better with City/County Economic Development Team functions so that a process to assess needs of businesses can be identified and implemented	Departmental directive to implement	September 2008
78	Utilize and implement the Cleveland/Cuyahoga Workforce Investment Board's Marketing Plan	Departmental directive to implement	Implement by March 2008
79	Obtain products or services that can be used to supplement the State-mandated job matching database (S haring C areer O pportunities and T raining I nformation, or SCOTI) to maximize awareness of job openings	Departmental directive to implement; City Council legislative approval may be required for procurement if over \$10k; IT Strategic Council review	April 2008

FINANCE/DIVISION OF ASSESSMENTS AND LICENSES
ACTION TEAM

Volunteer Business Lead

Diane Downing
Vice President, Cleveland Browns

Staff Technical Lead

Dedrick Stephens
Commissioner, Division of Assessments & Licenses

Volunteer Team Members

Linda Bluso – *Partner-in-Charge, Brouse McDowell (Cleveland Office)*
Ronald Cohen, CPA – *Partner Emeritus, Cohen & Company*
Megan Frient – *Partner, Baker Hostetler*
Steve Henry – *Management Analyst, State of Ohio, Department of Transportation*
Jim LaMantia – *President, General Steel Corporation*
Ed Schmith – *Entrepreneur, Retired*

Staff Team Members

Renee Armstrong – *Administrative Manager, Division of Water*
Natalie Banks – *Fiscal Manager, Division of Treasury*
Keith Durand – *Project Director, Division of Water*
Danielle Graham – *Billing Manager, Division of Assessments & Licenses*
Robert Horwatt – *Assistant Director of Law, Department of Law*
Lonya Moss – *Deputy Commissioner, Division of Accounts*
William Nally – *Assistant Tax Administrator, Central Collection Agency*
Matthew Rosing – *Budget Analyst, Office of Budget Management*
Mike Ryba – *Auditor, Division of Assessments & Licenses*
Lamont Wynn – *Accountant IV, Division of Assessments & Licenses*

PMO Support Staff

Ossie Neal, *Project Manager*
Cynthia Sullivan, *Deputy Program Manager*

Assessments and Licenses Division Overview

With a staff of 26 full time employees and an annual budget of \$1.7 million, the Division of Assessments and Licenses (DAL) provides centralized accounting, billing, accounts receivable management and processing services for other City departments (Building and Housing; Public Health; Parks, Recreation and Properties; Public Service; Public Safety; Board of Zoning Appeals and Board of Building Standards).

Assessments and Licenses also works with other City departments to ensure that the Codified Ordinances of the City are met for the issuance of City licenses and permits to protect the public. The division administers business taxes (admissions, transient occupancy, motor vehicle lessor, parking and coin operated amusement devices) and bills for services provided by Emergency Medical Service, Streets, Waste Collection, Building and Housing, Public Health, Police and Fire.

The division participates in protecting the City's consumers by inspecting and ensuring that supermarket scales, gasoline pumps and other commercial measuring devices are uniformly accurate. In addition, the Assessments and Licenses Division prepares and certifies assessments, and serves legal notices for assessments, appropriation of property and street vacations.

Targeted Processes

The Assessments and Licenses Action Team focused on three process areas for improvement – *Licenses, Taxes, and Billing*. Within these areas, the Action Team looked at opportunities to enhance revenue for the City, improve service to customers, and increase the efficiency and effectiveness of the division's services.

- *Licenses* – The division's License Section processes applications for licenses and permits and handles compliance issues. Based on their examination of this area, the Action Team determined there was a need for improvements to (a) increase the timeliness of application processing; (b) increase the level of communication and coordination among internal departments involved in licensing; and (c) increase the level of compliance with applicable ordinances governing businesses.
- *Taxes* – Assessments and Licenses' fundamental responsibility within this area is to collect all business tax revenues required to be paid by law (i.e., admissions, parking, hotel/motel, and motor vehicle lessor taxes). In analyzing the current state of this section, the Action Team found several high-impact opportunities for improvement, including enhancing the division's ability to enforce compliance through auditing; strengthening legal mandates to support full collections; and leveraging technology to increase productivity.
- *Billing* – The aim of this section is to provide timely and accurate billing services, along with aggressive collection efforts. With that objective in mind, the Action Team looked to eliminate impediments to an efficient billing process and improve the division's ability to communicate and collaborate with client departments/divisions.

Assessments and Licenses Action Team Recommendations

The Assessments and Licenses Action Team developed the following 17 recommendations that address critical gaps identified in the *Licenses* process.

80. **Expand customer payment options to include acceptance of credit cards and automatic debits from checking accounts for in-person and phone transactions.** By implementing this recommendation, DAL will provide customers with a payment option that offers greater convenience. It also will reduce the possibility of late payment interest charges while enhancing the City's ability to collect payments quickly, thereby improving cash flow.

81. **Establish a DAL web presence so that information can be downloaded for (1) various licenses and permits, (2) all tax forms and instructions for filing and remitting tax, and (3) information on pending liens for the general public and title companies.** This recommendation addresses the need to be more responsive to citizens and businesses and provide additional options for interaction and information sharing with the City.
82. **Identify a dedicated IT resource for DAL to maximize the City's return from current software investments and provide technological solutions that improve productivity and increase customer satisfaction.** Assessments and Licenses must have adequate support for strategic information technology deployment to achieve more accurate and efficient operational processes.
83. **Develop service level agreements (SLAs) with internal departments that perform inspections, make recommendations and/or review licenses prior to issuance.** The intent of this recommendation is to create a formal process to establish accountability and reach consensus among relevant City departments for providing an increased level of service to citizens, and to develop standard protocols to resolve issues around performance.
84. **Review each license renewal process to standardize and make more efficient.** Standardized processes will reduce the renewal time for compliant businesses, and has the potential to save on yearly inspection costs.
85. **Develop a communication and public relations plan to inform and educate the public on licensing requirements.** This will result in wider dissemination of information to the public, with the expectation that unlicensed businesses will be better informed of legal requirements and compliance will increase.
86. **Perform customer service surveys to receive feedback to improve service.** The Action Team proposes implementing a formal procedure to obtain valuable customer input as a way to gauge performance improvement.
87. **Have a volunteer perform an ergonomic workplace (equipment, lighting, etc.) review of the License Counter and throughout DAL to maximize productivity by reducing operator fatigue and discomfort.** With this recommendation, the Action Team proposes a critical review to determine ways to improve the physical working conditions in DAL to enhance staff productivity.
88. **Update the daily warrant policy to ensure that revenues are deposited within the statutory timeframes mandated by ORC Section 9.38 and Codified Ordinance Section 178.02, and utilize computerized reports to perform daily cash balancing to increase efficiency.** The aim of this recommendation is to bring greater efficiency to check processing and daily balancing procedures that will result in a reduction in staff time spent performing these transactions, especially during high volume periods.
89. **Perform annual cost reviews to ensure that the City recovers its costs to administer licenses.** This will ensure that licensing fees directly relate to the administrative cost of exercising the regulatory power.
90. **Empower the police special commissions to write minor misdemeanor tickets and work with the prosecutor's office to enforce higher criminal offenses, which includes temporary injunctions for non-compliant businesses.** Assessments and Licenses' ability to enforce compliance among unlicensed businesses will be enhanced through this proposal.
91. **Amend Codified Ordinances that require fees to be collected upon issuance to fees due with application.** This recommendation will enable the division to better recover costs associated with processing licensing applications, whether approved or denied, and improve the City's cash flow.

92. **Review Codified Ordinances and make recommendations to (1) increase penalties that would discourage non-compliance, and (2) repeal outdated licenses and permits.** Within the authority of some Ordinances, the mandated penalty for non-compliance is less than the cost to obtain a required license or permit. Also on the books are Ordinances relating to business activity that is now regulated by the State. This recommendation proposes needed review and updates to relevant Ordinances to address disparities, and eliminate those that have become obsolete.
93. **Research the files from other license-granting City agencies (i.e., Water Department, CCA, CPP, etc.).** The Action Team proposes leveraging information already in existence and within reach of DAL to identify new businesses that may be non-compliant with licensing requirements.
94. **Provide staff members that have direct contact with citizens and business representatives with customer service training classes.** This recommendation is critical to the division's efforts to achieve and sustain consistent high quality service to customers.
95. **Continue working with Accela vendor to provide the capability for citizens and businesses to apply and pay for licenses online.** Implementation of online application and payment capability will result in time savings for customers and staff, and also may contribute to an increased rate of compliance.
96. **Conduct an information technology review to ensure that DAL is utilizing available technology effectively.** Maximizing available technology tools will enable increased staff productivity and improve the efficiency of the division's processes.

To enhance effectiveness and increase revenue collection in *Taxes*, three recommendations were developed by the Action Team.

97. **Review and amend Tax Ordinances to facilitate compliance.** The Action Team's intent with this recommendation is to strengthen the City's legal enforcement authority and increase penalties for non-compliance to improve collections.
98. **Develop audit procedures including the methodology, sampling, documentation, taxpayer rights, and core competencies of auditors.** Development of audit standards and formalized procedures will ensure that tax laws are uniformly enforced to promote better compliance and generate increased revenue from tax collections.
99. **Research and invest in a computer system that can be programmed to properly track activity by taxpayer, provide management reports, and improve the quality of taxpayer service by making complying simpler and faster for taxpayers.** The division's current system for tax receipting is time-consuming and lacks the capability to track taxpayer activity. The Action Team recommends investment in a system with the functionality required by a taxing authority to increase efficiency, accuracy, and staff productivity.

Six opportunities for improvement were identified for the *Billing* process.

100. **Develop service level agreements (SLAs) with City departments that fall within DAL's scope of services.** The establishment of service level agreements with City departments that are the division's customers allows for clear definition of expectations related to billing and collections. This recommendation formalizes the accountability of all involved parties.
101. **Develop an automated city-county link and a process with Cuyahoga County that provide frequent accounts receivable updates regarding debt owed to the City attached to properties as liens.** Implementing this recommendation will ensure that the division maintains accurate accounts receivable balances, as required by the Governmental Accounting Standards Board. It also enables the City to remain in compliance with the Fair

Debt Collections Practice Act. In addition, it will assist the City in forecasting cash flow more accurately.

102. **Explore the feasibility of invoicing EMS patients who are not transported to hospitals.** This recommendation will allow the City to bill for costs incurred by EMS for treatment of non-transported customers. In addition to cost recovery, this proposal also would serve as a deterrent to the use of EMS as an alternate health care provider.
103. **Assemble a team composed of medical billing subject matter experts, EMS and the Billing Section in order to analyze insurance claim denials with the goal of maximizing revenue.** The intent of this recommendation is to maximize revenue by introducing efficiencies to the EMS billing process that will increase the number of claims paid on first submission.
104. **Secure the services of a specialized firm that provides a formal evaluation and audit of the bad debt of DAL.** With this recommendation, the Action Team proposes a critical review and evaluation of the techniques, efficiency, and effectiveness of the City's outsourced collection agency, including revenue results. The goal is to achieve increased accountability and better collection results.
105. **Identify core competencies and create an internal training program that includes an orientation and continuing education for employees regarding billing and collection skills.** A formal ongoing training program will help ensure employees have the core competencies required for high level performance across the Billing Section.

The Assessments and Licenses Action Team devoted 398 hours to the development of its 26 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Assessments and Licenses Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Licenses</i>			
80	Expand customer payment options to include acceptance of credit cards and automatic debits from checking accounts for in-person and phone transactions	Develop citywide policy/ procedures	March 2008
81	Establish a DAL web presence so that information can be downloaded for (1) various licenses and permits, (2) all tax forms and instructions for filing and remitting tax, and (3) information on pending liens for the general public and title companies	Division directive to implement; coordination with IT resources	September 2008
82	Identify a dedicated IT resource for DAL to maximize the City's return from current software investments and provide technological solutions that improve productivity and increase customer satisfaction	Mayoral approval for personnel addition	TBD/ Dependent on budget
83	Develop service level agreements (SLAs) with internal departments that perform inspections, make recommendations and/or review licenses prior to issuance	Division directive to implement	June 2008
84	Review each license renewal process to standardize and make more efficient	Division directive to implement	June 2008
85	Develop a communication and public relations plan to inform and educate the public on licensing requirements	Division directive to implement	March 2008
86	Perform customer service surveys to receive feedback to improve service	Division directive to implement	December 2007

Assessments and Licenses Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
87	Have a volunteer perform an ergonomic workplace (equipment, lighting, etc.) review of the License Counter and throughout DAL to maximize productivity by reducing operator fatigue and discomfort	Division directive to implement	September 2008
88	Update the daily warrant policy to ensure that revenues are deposited within the statutory timeframes mandated by ORC Section 9.38 and Codified Ordinance Section 178.02, and utilize computerized reports to perform daily cash balancing to increase efficiency	Division directive to implement	December 2007
89	Perform annual cost reviews to ensure that the City recovers cost to administer licenses	Division directive to implement	As of December 2008
90	Empower the police special commissions to write minor misdemeanor tickets and work with the prosecutor's office to enforce higher criminal offenses	Coordination with Law Department and courts	March 2008
91	Amend Codified Ordinances that require fees to be collected upon issuance to fees due with application	City Council approval of proposed amendments	March 2008
92	Review Codified Ordinances and make recommendations to increase penalties that would discourage non-compliance and repeal outdated licenses and permits	City Council approval of proposed amendments	September 2008
93	Research the files from other license-granting City agencies	Division directive to implement; coordination w/ agencies for public records	March 2009
94	Staff members that have direct contact with citizens and business representatives should attend customer service training classes	Division directive to implement; coordination with Personnel/HR Department	December 2008
95	Continue working with Accela vendor to provide the capability for citizens and businesses to apply and pay for licenses online	IT Strategic Council review; coordination with Water/GIS	March 2009
96	Conduct an information technology review to ensure that DAL is utilizing available technology effectively	Division directive to implement; coordination with IT resources	June 2008
Taxes			
97	Review and amend Tax Ordinances to facilitate compliance	City Council approval of proposed amendments	June 2008
98	Develop audit procedures including the methodology, sampling, documentation, taxpayer rights, and core competencies of auditors	Division directive to implement	September 2008
99	Research and invest in a computer system that can be programmed to properly track activity by taxpayer, provide management reports, and improve the quality of taxpayer service by making complying simpler and faster for taxpayers	Division directive to begin research; IT Strategic Council review of recommendation	September 2008 to recommend solution
Billing			
100	Develop service level agreements (SLAs) with City departments that fall within DAL's scope of services	Division directive to implement	June 2008

Assessments and Licenses Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
101	Develop an automated city-county link and a process with Cuyahoga County that provide frequent accounts receivable updates regarding debt owed to the City that is attached to properties as liens	Division directive to implement; coordination with County and City IT resources	March 2009
102	Explore the feasibility of invoicing EMS patients who are not transported to hospitals	Coordination w/ EMS; potential requirement for Ordinance authority to implement	March 2008
103	Assemble a team composed of medical billing subject matter experts, EMS and the Billing Section in order to analyze insurance claim denials with the goal of maximizing revenue	Division directive to implement	June 2008
104	Secure the services of a specialized firm that provides a formal evaluation and audit of the bad debt of DAL	Required administrative approvals for professional services engagement	September 2008
105	Identify core competencies and create an internal training program that includes orientation and continuing education for employees regarding billing and collection skills	Division directive to implement	December 2008

DEPARTMENT OF LAW ACTION TEAM

Staff Technical Lead

Robert Triozzi, Esq.
Director, Department of Law

Volunteer Team Members

Virginia Benjamin – *Partner, Calfee Halter & Griswold*
Stephen Ellis – *Partner, Tucker Ellis & West*
Kathleen Golovan – *Director of Legal Affairs, Medical Mutual of Ohio*
Natalie Peterson – *Corporate Counsel, STERIS Corporation*
Karen Valentine – *Attorney*

Staff Team Members

Maureen Harper – *Chief of Communications, Mayor's Office*
Alexis Jones – *Claims Examiner, Department of Law*
Barbara Langhenry – *Chief Counsel, Department of Law*
Cynthia Lis – *Claims Examiner, Department of Public Utilities*
Laura Palinkas – *Assistant Director, Department of Public Safety*
Kimberly Roberson – *Public Information Officer, Department of Law*
Andrea Taylor – *Mayor's Office*
Carmen Verhosek – *Administrative Officer, Department of Public Service*

PMO Support Staff

Celeste Ribbins, *Project Manager*
Cynthia Sullivan, *Deputy Program Manager*

Law Department Overview

The mission of the Department of Law is “to promote the interests of the City of Cleveland and its residents by providing sound legal advice to the City, its departments, officials, and employees; to protect the City’s legal rights and interests in all legal proceedings; and to fairly and aggressively prosecute all who undermine the quality of life in Cleveland by violating the City’s laws.”

Major departmental programs include City representation in civil litigation; criminal investigations, mediation and prosecutions; Building and Housing, Health, Fire, and Tax code enforcement; legal advisor to City agencies, officials and employees; Domestic Violence program; and Public Records management.

The Department of Law has 93 full time employees and an annual budget of \$8.4 million.

Targeted Processes

Public Records and *Claims Processing* were the two areas the Department of Law Action Team targeted for improvement.

- *Public Records* – As a government entity, the City has a legal obligation to respond to any request for public records by a citizen. To address inefficiency in the City’s current process for handling public records requests, the Action Team focused on improving inter-departmental communication and processing to decrease response time and increase cost-effectiveness. Since the State legislature changed some of the process requirements in the public records law in 2007, the Action Team also evaluated how to incorporate the public record law changes into the City’s process.
- *Claims Processing* – The claims process is a mechanism designed to evaluate and resolve complaints about alleged harmful actions of the City prior to a lawsuit. Under this process, people who believe the city has harmed them or their property can file a claim. In its analysis of the current state of claims processing, the Action Team found opportunities to improve the speed and efficiency of the process, thereby strengthening the accountability of all involved parties.

Law Action Team Recommendations

The Action Team identified six recommendations to achieve greater efficiency and cost-effectiveness in responding to *Public Records* requests.

106. **Improve the processing of public records requests by creating a records management system for each department, beginning with updating the City’s Record Retention Schedule.** The City is required by law to have an approved Record Retention Schedule. A comprehensive evaluation of the Schedule will give City employees the ability to reduce the number of records stored as a first step toward better records management. Better records management will decrease the time required to retrieve records, use personnel more efficiently, and improve service to citizens.
107. **Assess and update citywide policies, procedures, and standards for handling public records requests.** The new public records law requires a citywide policy concerning public records that is distributed to all employees and is posted, in summary, in all offices. This mandate provides an opportunity to update and standardize current policies and procedures, which will result in greater efficiency and prompt, cost-effective service to citizens.
108. **Evaluate and recommend a reporting structure for non-routine requests to ensure they are being handled appropriately.** With the exception of routine records immediately provided to a requestor, the Action Team proposes implementing a tracking system for

records requests. The tracking system will give the City the ability to monitor whether records are being provided to citizens promptly.

109. **Create a new Civil Service title for Public Records Administrator.** This recommendation changes the Civil Service title of the employee who processes public records requests to one that is more descriptive of the position's functional responsibilities. A Public Records Administrator title will allow for a clear description of duties, and will make it easier for employees and citizens to identify the appropriate resource for requests involving public records.
110. **Make frequently requested records and information available on the City of Cleveland website.** Posting certain records that are frequently requested and do not contain exempted information online will provide the public an alternative resource for prompt record retrieval and, potentially, reduce the number of requests.
111. **Design and implement a public education campaign about the public records request process.** The aim of this recommendation is to help people understand how to get information through a public records request. Informed citizens will be better able to determine how to obtain the information they want and the City staff will spend less time processing requests.

Five of the Action Team's recommendations identify opportunities for improvement in the area of *Claims Processing*.

112. **Obtain authorization and technology needed for claims examiners to have access to necessary electronic databases, including but not limited to Police accident report databases.** Claims examiners must research facts to determine if a claim warrants compensation. With access to databases (such as Police motor vehicle accident reports and Public Service's pothole report) examiners will be able to process claims more quickly, resulting in greater productivity and better customer service.
113. **Assess and update citywide policies, procedures and standards for handling claims.** Developing policies, procedures and standards, and educating appropriate City personnel will result in quicker response to claimants and increased staff efficiency and productivity.
114. **Make departments fiscally responsible for payment of claims generated by their employees and equipment.** The current process assigns fiscal responsibility for payment of all claims to the Department of Law. The intent of this recommendation is to provide a financial incentive for departments to investigate claims and encourage departments to be more attentive to risk management procedures. This will result in faster processing of claims and the possible reduction of Law Department staff time spent following up on investigations.
115. **Have departments and the Mayor's Action Center handle inquiries they receive for claims forms, rather than forwarding them to a claims examiner.** This recommendation will provide first call resolution to citizens requesting claim forms and alleviate the frustration that may be felt by claimants if their phone calls are transferred to several people.
116. **Design and implement a public education campaign about how to file a claim.** A public education campaign would help citizens fully understand what information is needed to file a claim, where to go to file a claim, and how to file a claim. This would reduce the time spent by City personnel directing claimants to the appropriate place, and increase responsiveness to citizens.

The Law Action Team devoted 307.5 hours to the development of its 11 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Law Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Public Records</i>			
106	Improve the processing of public records requests by creating a records management system for each department, beginning with updating the City's Record Retention Schedule	Departmental directive to implement	June 2008
107	Assess and update citywide policies, procedures, and standards for handling public records requests	Departmental directive to implement	June 2008
108	Evaluate and recommend a reporting structure for non-routine requests to ensure they are being handled appropriately	Departmental directive to implement	March 2008
109	Create a new Civil Service title for Public Records Administrator	Civil Service Commission approval; City Council approval of new title	June 2008
110	Make frequently requested records and information available on the City of Cleveland website	Departmental directive to implement; coordination with IT	June 2009
111	Design and implement a public education campaign about the public records request process	Departmental directive to implement	June 2008
<i>Claims Processing</i>			
112	Obtain authorization and technology needed for claims examiners to have access to necessary electronic databases, including but not limited to Police accident report databases	Administrative directive to other departments; coordination with IT	March 2009
113	Assess and update citywide policies, procedures and standards for handling claims	Departmental directive to implement	June 2008
114	Make departments fiscally responsible for payment of claims generated by their employees and equipment	Administrative approval of change and directive to other departments	December 2008
115	Have departments and the Mayor's Action Center handle inquiries they receive for claims forms, rather than forwarding them to a claims examiner	Departmental directive to implement	March 2008
116	Design and implement a public education campaign about how to file a claim	Departmental directive to implement	September 2008

MAYOR'S OFFICE OF COMMUNICATIONS ACTION TEAM

Staff Technical Lead

Maureen Harper
Chief of Communications

Volunteer Team Members

Tom Andrezejewski – *Oppidan Group*
Carol Haslett – *Carol Haslett Consulting LLC*
Daphne McBryde – *McFactor*
Lori McCarthy – *View Point Consulting and Design*
Ray Svenson – *Ray Svenson Consulting Inc.*

Staff Team Members

Erica Crysler – *Special Assistant to the Mayor*
Margaux Francis – *Special Assistant to the Mayor*
Tamara McBride – *Project Coordinator, Department of Public Health*
Alan Seifullah – *Communications Manager, Department of Public Utilities*
Annette Williams – *Desktop Publishing Specialist, Division of Printing and Reproduction*
Jason Wood – *(Former) Special Assistant to the Mayor*

PMO Support Staff

Valencia Wright, *Project Manager*
Cynthia Sullivan, *Deputy Program Manager*

Mayor's Communications Office Overview

The Mayor's Press and Communications Office exists to inform the public, through the media, of issues confronting the executive branch of City government, and coordinate ceremonial functions as required. Its major functions are to act as liaison with local, regional and national print and broadcast media, research issues, and create and distribute Mayoral news releases and written communications. The office has a staff of six full-time employees.

Targeted Processes

The Communications Office Action Team selected *Crisis/Non-Crisis Communications* and *Marketing* for review and analysis.

- *Crisis/Non-Crisis Communications* – The Action Team's evaluation of crisis communications focused on both internal and external information flows. Specifically, the Team looked at the current level of consistency in the information coming out of the Office (directed to employees and distributed via the mass media), and the ability to communicate critical decisions in a timely manner. For non-crisis communications, the Team evaluated the effectiveness and timeliness of information communicated to employees regarding events and programs.
- *Marketing* – The Action Team looked at the marketing approaches currently in use by departments across the City. The Team found deficiencies in training of marketing staff, the lack of documented marketing plans, and lack of standards for development of collateral materials were recurring issues among many City departments, and targeted these areas for improvement.

Completion of Action Team's Work

The Mayor's Communications Office Action Team devoted 187.5 hours to this effort. During that time, the Team (1) completed a detailed assessment of the current state of the selected processes, and (2) conducted a comprehensive gap analysis to identify deficiencies and their root causes. Results of the gap analysis created the foundation for the Team to begin development of preliminary recommendations.

The work of this Action Team will continue and a report of recommendations will be produced as the other Action Teams begin Phase 2 Implementation activities.

MAYOR'S OFFICE OF EQUAL OPPORTUNITY ACTION TEAM

Volunteer Business Lead

Scott Finerman

Chief Financial Officer, Second Generation Ltd.

Staff Technical Lead

Debra Linn Talley

Director, Office of Equal Opportunity

Volunteer Team Members

*Tiffany Jordan – Senior Contract Compliance Officer
Cuyahoga County Office of Procurement and Diversity*

Jill Rizika – Associate Director, Toward Employment

Steven Sims – Office of Business Development, Regional Transportation Authority

Staff Team Members

*Ben Butler – Senior Budget and Management Analyst
Department of Building and Housing*

Matthew Carroll – Director, Department of Public Health

Percy Dangerfield – Chief of Staff, Department of Port Control

Lisa Dent – Compliance Enforcement Administrator, Office of Equal Opportunity

James Hardy – Commissioner, Division of Purchases and Supplies

Erica Manley – Assistant Contract Compliance Office, Office of Equal Opportunity

Jeff Marks – Assistant Director of Law, Department of Law

Larry Webb – Assistant Director of Law, Department of Law

PMO Support Staff

Valencia Wright, Project Manager

Cynthia Sullivan, Deputy Program Manager

Office of Equal Opportunity Overview

The mission of the Mayor's Office of Equal Opportunity (OEO) is "to advance the principles of equal opportunity and affirmative action by promoting procurement opportunities for program participants on City contracts and to ensure all contractors meet affirmative action goals."

The Office administers, monitors, and enforces the City's Minority and Female-Owned Business Enterprise (MBE and FBE) program and the Fannie M. Lewis Cleveland Resident Employment Law program. The goals of these programs are to increase participation of MBE and FBE firms in procurement of City contracts, and to evaluate the workforce of all contractors to determine compliance with affirmative action goals. Managerial and technical assistance is provided to support and promote business development for program participants in Cleveland. Outreach is conducted through business summits, workshops and seminars on doing business with the City, matchmakers' events and networking events.

OEO is a General Fund-supported department, with a staff of 17 full-time employees (one grant-supported position) and an annual budget of \$818,000.

Targeted Processes

Processes targeted by OEO were (1) the referral process for employment of City residents on construction projects related to the City (*Resident Referral*), and (2) the certification process for minority and female business enterprises (*Certification*).

- *Resident Referral* – The resident and low income referral process comes into play when a contractor does not have enough employees who are City of Cleveland residents to meet contract requirements (per the Fannie M. Lewis Cleveland Resident Employment Law). Contractors are made aware of the requirement at pre-construction meetings. OEO provides a referral source list, which includes employment agencies, social service agencies, and unions, to assist contractors in locating enough employees to meet program requirements.
- *Certification* – The certification process is required by Codified Ordinance. It is a prerequisite for recognition by the City as a minority or female business enterprise. Such recognition leads to credit toward goals for use of MBE and FBE firms in City related contracting. Certification also assists with measurement of disparity.

These processes represent activities from two major OEO-administered programs. Both were areas where review had not previously occurred, but where OEO felt there was potential for significant improvement. The processes also include direct customer contact points.

Completion of Action Team's Work

The Office of Equal Opportunity Action Team devoted 279.5 hours to this effort. During that time, the Team (1) assembled two work groups to undertake detailed assessments of each targeted process; (2) evaluated current practices and limitations, studied survey responses from constituents of the two functions, and examined "best practices" in programs with similar goals (though with different requirements); and (3) documented major findings and developed preliminary recommendations for each process.

The work of this Action Team will continue and a report of recommendations will be produced as the other Action Teams begin Phase 2 Implementation activities.

DEPARTMENT OF PORT CONTROL ACTION TEAM

Volunteer Business Lead

Robbie Anderson

Senior Director, CLE Hub, Continental Airlines Inc.

Staff Technical Lead

Ricky D. Smith

Director, Department of Port Control

Volunteer Team Members

Sharon Adler – *Manager, HMS Host*

Robert Barker – *Dallas-Fort Worth Airport*

Dave Coyle – *URS*

Angela Croft – *Detroit Metro Airport*

Curtis English – *President, English Concessions*

Michael Erbeck – *Customer Service Manager, Continental Airlines, Inc.*

Darryl Halsey – *Manager of Maintenance & Utilities, BWI Airport*

Dannie Huntley – *Custodial Services Supervisor, BWI Airport*

Carlton Moreland – *Regional Transit Authority*

Richard W. Pogue – *Senior Advisor, Jones Day*

Darnella Robertson – *Assistant General Counsel, Northeast Ohio Regional Sewer District*

John Wright – *Aramark Corporation*

Phoebe Yost – *Assistant Procurement Manager, BWI Airport*

Staff Team Members

Melissa Brkich – *Custodial Manager, Cleveland Hopkins Airport*

Ann Helmink – *Warehouse Manager, Cleveland Hopkins Airport*

Cory Jackson – *Building Manager, Division of Property Management*

Phyllis Jackson – *Chief Assistant Administrator, Department of Port Control*

Dennis Savas – *Deputy Commissioner, Cleveland Hopkins Airport*

Patricia Singleton – *Chief of Business Development, Cleveland Hopkins Airport*

Mark Stoyka – *Superintendent, Division of Water Pollution Control*

Fred Szabo – *Commissioner, Cleveland Hopkins Airport*

Eric Williams – *Deputy Commissioner, Cleveland Hopkins Airport*

PMO Support Staff

Celeste Ribbins, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Port Control Department Overview

The Cleveland Airport System serves as an economic catalyst for the City of Cleveland and the entire Northeast Ohio region. The Airport System drives growth and development through the attraction and retention of businesses to the region, with a projected economic impact in excess of \$4 billion in 2006.

In addition to the 378 persons directly employed by the Airport System, more than 9,100 additional persons are employed in positions directly related to air, airfield and terminal operations (airline personnel, refueling, food services, etc.). In effect, airport activity generates more than 29,000 regional jobs.

The Cleveland Airport System strives to be “best in class” in both customer service and facilities. This effort encompasses all aspects of what the Airport System does, including services and facilities provided directly by the Airport System, as well as those provided by its business partners.

Targeted Processes

The areas targeted for improvement by the Port Control Action Team are Custodial Services and Work Order Management/Inventory Control at Cleveland Hopkins Airport. These processes were selected because (a) there is a high level of customer and tenant involvement, and (b) there is significant room for improvement in the way Port Control approaches and executes each process.

- *Custodial Services* – Hopkins Airport is, in a sense, Cleveland’s “front door.” Its appearance is a direct reflection on the City as well as the entire Northeast Ohio region. The cleanliness of the airport facility is a major customer service concern of airport users. Port Control’s ability to meet customer expectations for cleanliness has been a major challenge for airport management. For this reason, the Action Team targeted the airport terminal cleaning program for review and evaluation.
- *Work Order Management/Inventory Control* – Port Control currently does not have a reliable system for work order management and inventory control. The direct impacts of inadequate systems for work management and inventory control are (a) in inefficiency in handling work orders for suppliers; (b) poor communication and sub-par performance for customers; and (c) difficulty in performing tasks on schedule for employees.

Port Control Action Team Recommendations

The Action Team developed six high-impact recommendations to increase efficiency and productivity in *Custodial Services*, and better meet customers’ expectations for cleanliness at the airport.

117. **Hire a buyer out of the Enterprise Fund to work solely on procurement for the Cleveland Airport System.** A dedicated buyer for Port Control could focus solely on the department’s purchasing activities and be an integral link between what is budgeted and what is purchased. The buyer could better forecast inventory needs, provide appropriate checks and balances over requests, and achieve cost savings for supplies specific to airport needs.
118. **Establish a benchmarking standard for custodial services including productivity, cost, and customer satisfaction.** To establish a best-in-class custodial services program, Port Control must gauge the program’s performance against other similar service providers. The department will use a combination of two approaches to determine a standard cost, productivity level, and customer satisfaction rating for custodial services. The approaches are (a) conduct a competitive bid process among qualified firms to determine appropriate standards for managed custodial services; and (b) engage an industry consultant to analyze similarly-situated custodial service programs and recommend standards for productivity, cost and customer satisfaction levels.

119. **Assume responsibility for cleaning all public areas (including airline gate areas, currently performed by airlines, and excluding concession areas) at Cleveland Hopkins International Airport and resource according to one of three options.** On assuming responsibility for cleaning all public areas, DPC will restructure its cleaning zones and reallocate custodial services teams to clean public areas more efficiently and effectively. No areas will be left undone, and customers will benefit from cleaner surroundings.
120. **Replace carpet in concourse areas with a hard flooring surface.** A current trend in the industry is to replace carpeted areas with a hard flooring surface. These surfaces are quicker and easier to clean and more aesthetically pleasing. They require less maintenance and last longer than a fabric floor covering, reducing “construction” time in airport concourses and ticketing areas.
- 121-122. **Modify hiring practices to allow part-time employees to transfer into open full-time positions seamlessly with no delay; and, modify hiring practices to allow for a ready pool of applicants from which to select.** A major problem for the custodial services program is high turnover and, subsequently, understaffing. This is due in part to the inability of DPC to fill vacancies in a timely manner. Port Control proposes to address this issue by (a) developing a pool of pre-qualified applicants from which to draw when vacancies arise, and (b) having the authorization to transfer part-time staff into vacant full-time positions.

Two of the Action Team’s recommendations are geared to enhance the efficiency of Port Control’s *Work Order Management* and *Inventory Control* processes.

123. **Implement a single integrated automated work order management system department-wide.** Currently, Port Control has four non-integrated work order systems in place. The department proposes implementing a single system with functionality to consolidate work scheduling and monitoring, and inventory management and tracking. The benefits will include faster response to service requests and improved inventory management and control, resulting in better customer service.
124. **Establish a warehouse system for a centralized inventory control operation.** The lack of a centralized inventory control operation has made it nearly impossible to fully track inventory and engage in meaningful loss prevention. Through this recommendation, Port Control will create a system to better manage how inventory is received, warehoused, disbursed, and tracked. This system also will address audit issues that have arisen from not having sufficient records to substantiate where inventory is housed.

The Port Control Action Team devoted 515 hours to the development of its eight recommendations. A proposed timetable for implementation of recommendations appears in the following table.

<i>Port Control Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>Custodial Services</i>			
117	Hire a buyer for DPC procurements from Enterprise Fund	Mayoral approval of hire; consultation with Director of Finance	December 2008
118	Establish a benchmarking standard for custodial services	Departmental directive to implement	November 2008
119	Assume responsibility for cleaning all public areas, and resource according to one of three options	Mayoral approval and/or City Council approval depending on resourcing option selected; Departmental directive to implement	December 2008
120	Replace carpet in concourse areas with hard flooring	Departmental directive to implement; City Council legislative approval for procurement	March 2009

<i>Port Control Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
121/ 122	Modify hiring practices to allow part-time employees to transfer to open full-time positions seamlessly; modify hiring practices to create a ready pool of pre-qualified candidates	Mayoral approval of hiring process modifications; consultation with HR and Civil Service	June 2008
<i>Work Order Management/Inventory Control</i>			
123	Implement a single integrated automated work order management system department-wide	IT Strategic Council review; City Council legislative approval for procurement	December 2009
124	Establish a warehouse system for a centralized inventory control operation	Departmental directive to implement	March 2009

PUBLIC UTILITIES/DIVISION OF CLEVELAND PUBLIC POWER
ACTION TEAM

Volunteer Business Lead

Vitas Cyvas
Vice President, A T & T

Staff Technical Lead

Ivan Henderson
Commissioner, Division of Cleveland Public Power

Volunteer Team Members

Roxie A. Edwards – *Customer Service Manager, Dominion East Ohio*
Gary D. Penny – *Manager of Operations, Dominion East Ohio*
Greg Zilka – *Councilman, City of Avon Lake*

Staff Team Members

Michael Abouserhal – *Assistant Commissioner, Division of Cleveland Public Power*
Valerie Banks – *Principal Clerk, Division of Cleveland Public Power*
Yvonne Hannah – *Assistant Administrator, Division of Water*
Marcia Hines – *Manager of Engineering Process Management*
Division of Cleveland Public Power
Debra Mitchell – *Project Coordinator, Division of Cleveland Public Power*
Christine Percival – *Administrative Manager, Division of Cleveland Public Power*
Joy Perry – *Assistant Commissioner, Division of Cleveland Public Power*
Venita Sanders – *Chief Clerk, Division of Cleveland Public Power*
Jacqueline Sutton – *Mayor's Action Center*
Bill Williams – *Administrative Manager, Division of Cleveland Public Power*
William T. Zigli – *Deputy Commissioner, Division of Cleveland Public Power*

PMO Support Staff

Phillis Fuller Clippis, *Project Manager*
Cynthia Sullivan, *Deputy Program Manager*

Cleveland Public Power Division Overview

Cleveland Public Power (CPP) is the City's municipally-owned electric system, serving approximately 80,000 residential and commercial customers. A division of the Department of Public Utilities, CPP has 350 employees, with an annual budget of approximately \$150 million.

The division is a self-supporting enterprise fund. Its operations are funded solely by revenues generated through the provision of electric service to customers. CPP is unique among the nation's municipal utilities, in that it maintains its own distribution system and competes for customers on a door-to-door basis with the local investor-owned utility.

The favorable rate advantage that CPP historically enjoyed has narrowed in recent years, due in part to rate caps imposed on the division's competitor through Ohio's version of utility deregulation. As the rate advantage has declined, CPP has focused increasingly on maintaining superior reliability and customer service as critical objectives, and the central emphasis of its mission and marketing strategy.

Targeted Processes

The Cleveland Public Power Action Team focused on three processes that impact both customer service and the efficiency of internal work operations.

- *New Residential Customer Work Orders* – In this area, the Action Team studied the process for installing new residential service from the initial call intake to the activation of the customer account. The Team analyzed inefficiencies in the scheduling and execution of work orders and the related communications with the customer and other sections within CPP.
- *“Move-In” Service Orders* – Within this process, the Team analyzed workflow involved to initiate CPP service for a new customer who moves into a residence that was formerly served by CPP. The focus here was to ensure that (a) electric service is in place on the date requested by the customer, (b) that CPP produces timely and accurate final and initial meter reads, and (c) that the customer's account is set up promptly and included in the next billing cycle.
- *High Bill Complaints* – The Action Team analyzed CPP's process for investigating and resolving customer complaints about unusually high bills. The Team reviewed internal procedures to identify each operation that impacts the accuracy of a bill, and to determine if CPP effectively communicates with the customer during the course of its investigation.

Cleveland Public Power Action Team Recommendations

The Action Team identified three major opportunities to improve the *New Residential Customer Work Order* process.

125. **Replace CPP's Electronic Work Order Management System.** The Action Team identified significant deficiencies in the division's current work order management system, which is an internally-developed Access-based system. The lack of an integrated, robust work management system contributes to operational inefficiencies and impairs customer service capability. By implementing a new, more functionally-rich system, CPP will realize savings through better coordination across the division's operations, shorter installation timeframes, and more efficient handling of materials, among other benefits.
126. **Streamline the work order process in operations to reduce the work order cycle time.** By upgrading current manual processes, CPP can achieve several “quick wins” as interim measures to improve efficiency until a new automated system can be implemented. The improved processes also will be a better “fit” for the eventual conversion to an automated system.

127. **Redesign the customer application process to reduce the time needed to issue a work order.** The Team proposes to change the application process to make it more user-friendly and to minimize the need for follow-up calls due to incomplete information. Additional training also is recommended for staff involved in the process, as well as an enhanced formal communication procedure.

To realize greater efficiencies within the “Move-In” Service Order process, the Action Team developed two recommendations.

128. **Redesign the service order functions of Customer Service.** The Team recommends empowering Customer Service Representatives in the handling of “move-in” service orders, within the parameters of the current job description for the classification. With this change, efficiency gains can be realized through reduction in the number of service orders needed and better coordination of service orders to achieve move-in dates requested by customers.
129. **Redesign the scheduling function at the Meter Service Center.** By modifying and, perhaps, automating the scheduling of service orders at the Meter Service Center, the Action Team determined there could be significant improvement to the efficiency of this process.

The Action Team developed six recommendations focused on process improvements to address *High Bill Complaints*.

130. **Continue implementing the Remote Radio Meter Program.** This program will eliminate manual meter reads and related human error, allowing the redeployment of meter reading staff to other critical tasks.
131. **Develop consistent cycles for Meter Reading.** The Action Team sees the potential to reduce billing variations by standardizing the number of days in the billing cycle.
132. **Improve the method of bill estimation.** By changing the methodology used to estimate bills, CPP will produce more accurate estimated readings.
133. **Institute a Quality Assurance and Accountability Program.** This recommendation focuses on reducing human error by providing meter readers with better training and by holding them accountable for the accuracy of their work.
134. **Improve the bill editing process.** This recommendation will make the process more efficient for flagging and correcting unusually high bills before they are mailed to CPP customers.
135. **Standardize the input of data into CPP’s Banner Customer Information System.** The Action Team proposes additional training to enhance the ability of call center operators to respond to high bill complaints more effectively during the customer’s initial call.

The Cleveland Public Power Action Team devoted 379.25 hours to the development of its 11 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

<i>Cleveland Public Power Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>New Residential Customer Work Orders</i>			
125	Replace CPP’s electronic work order management system	Division directive to implement; City Council legislative approval for procurement; IT Strategic Council review	June 2008
126	Streamline the work order process in operations to reduce the work order cycle time	Division directive to implement	June 2008
127	Redesign the customer application process to reduce the time needed to issue a work	Division directive to implement	September 2008

Cleveland Public Power Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
	order		
<i>"Move-In" Service Orders</i>			
128	Redesign the service order functions of Customer Service	Division directive to implement	March 2008
129	Redesign the scheduling function at the Meter Service Center	Division directive to implement	December 2008
<i>High Bill Complaints</i>			
130	Continue implementation of Remote Radio Meters	City Council legislative approval for procurement	December 2010
131	Develop consistent cycles for meter reading	Division directive to implement	June 2008
132	Improve the method of bill estimation	Division directive to implement	June 2008
133	Institute a Quality Assurance and Accountability Program	Division directive to implement	September 2008
134	Improve the bill editing process	Division directive to implement	March 2008
135	Standardize the input of data into CPP's Banner Customer Information System	Division directive to implement	December 2007

PUBLIC UTILITIES/DIVISION OF FISCAL CONTROL
ACTION TEAM

Volunteer Business Lead

Gale Fisk

Chief Financial Officer, Greater Cleveland Regional Transit Authority

Staff Technical Lead

Dennis A. Nichols

Commissioner, Division of Public Utilities Fiscal Control

Volunteer Team Members

Linda Abraham-Silver – *Great Lakes Science Center*

Deb Janik – *Greater Cleveland Partnership*

Jeff Nischwitz – *Cowden Humphrey*

Staff Team Members

Renee I. Carter – *General Manager, Utilities Fiscal Control*

Frank Caruso – *Comptroller, Utilities Fiscal Control*

Rafael Davilia – *Account Supervisor, Utilities Fiscal Control*

Anthony Johnson – *Senior Budget & Management Analyst*
Division of Water Pollution Control

James McManamon – *Project Director, Utilities Fiscal Control*

Joy A. Perry – *Assistant Commissioner, Cleveland Public Power*

Richard V. Smith – *Fiscal Manager, Cleveland Public Power*

Nedra Tyus – *Unit Supervisor, Utilities Fiscal Control*

PMO Support Staff

Phillis Fuller Clipps, *Project Manager*

Cynthia Sullivan, *Deputy Program Manager*

Utilities Fiscal Control Division Overview

The Department of Public Utilities, Division of Fiscal Control was established by ordinance of City Council in 1948. It is a separate division with its own payroll and a budget of approximately \$3.45 million. The Division currently has 42 employees working within five units of operation: Commissioner's Staff, General Accounting, Cash Receipts, Accounts Receivable, and Payroll.

Utilities Fiscal Control was created to provide financial services to the Public Utilities Divisions of Administrative Services, Cleveland Public Power, Water, and Water Pollution Control. The division coordinates all Utilities Department accounting, prepares monthly and annual financial reports, and participates in compliance audits with the State of Ohio and outside accounting/auditing firms.

The division's responsibilities include assisting other Utilities divisions with their annual budget preparations, and providing payroll services. Utilities Fiscal Control also processes utility bill payments, deposits funds, and reconciles customer accounts. Additionally, it acts as the remittance agent for the various Northeast Ohio communities for whom it performs assessments billings.

Targeted Processes

Utilities Fiscal Control targeted two areas for improvement:

- *Cash Receipts* – The Cash Receipts Unit is the division's largest as it relates to assigned manpower and equipment. It is responsible for receiving and processing utility bill payments for four utility enterprises – Division of Water, Division of Water Pollution Control, Cleveland Public Power, and Northeast Ohio Regional Sewer District. The unit receives, processes, and deposits approximately 12,000 bill payments daily, and prepares reports to inform each utility of its revenue activity and cash position. Emerging technologies and the preferences of customers have changed the transaction environment. However, the current state of the division's technology leaves Utilities Fiscal Control unequipped to adequately handle new methods of payment, such as automated clearinghouse online.
- *Financial Reporting* – General Accounting is the unit responsible for preparing financial reports. It is the chief accounting arm of the Department of Public Utilities. This office monitors, audits, and reports on the financial operations of the Utilities divisions. General Accounting produces monthly and year-end financial analysis reports for each of the Public Utilities enterprise funds. The unit assists in annual audits performed by the State of Ohio and outside auditing agencies, and assists the divisions with annual budget preparations and projections. The most critical performance gap – difficulty in producing timely financial reports – was the area of focus for the Action Team as they analyzed this unit's processes for improvement opportunities.

Given the size of these operations and the importance of their respective areas of responsibility, the Action Team focused its attention on increasing efficiency to improve service to both internal and external customers.

Utilities Fiscal Control Action Team Recommendations

To address the issues identified relating to *Cash Receipts'* ability to process online payments, the Utilities Fiscal Control Action Team developed two recommendations.

136. **Process all online payment transactions within 24 hours.** By revising the method of processing online payments, the division reduced the time to complete transactions from two weeks to 24 hours, thereby eliminating a backlog of 11,200 transactions.
137. **Implement a new payment processing system that will automate all payments, including online payments.** The Action Team's long-term solution to online payment processing is to implement a fully automated image-based payment processing system to replace the current system, which requires time-consuming manual process interventions.

The Action Team developed two recommendations designed to eliminate redundancy and improve efficiency in the *Financial Reporting* area.

138. **Produce more timely and accurate financial reports, using the General Ledger module only.** Timely financial reports are essential for operating divisions (CWD, CPP, and WPC) to assess their financial condition, follow the progress of capital improvement projects and prepare budgets and revenue projections. This recommendation eliminates a redundancy within the report preparation process, and reduces the time required for Utilities Fiscal Control to compile a monthly report from three months to one month.
139. **Establish a formal communication procedure for capital improvement project managers and field engineers to communicate with the General Accounting Section.** This recommendation will enable capital project managers and field engineers to communicate more quickly and consistently with the General Accounting Section so that capital projects can be transferred to fixed assets upon completion.

The Utilities Fiscal Control Action Team devoted 411 hours to the development of its five recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

<i>Utilities Fiscal Control Action Team Recommendations Proposed Implementation Timetable</i>			
#	Recommendations	Required Action(s)	Complete
<i>Cash Receipts</i>			
136	Process all online payment transactions within 24 hours	Division directive to implement	Has been implemented
137	Implement a new payment processing system that will automate all payments, including online payment	City Council legislative approval for procurement; IT Strategic Council review	2009
<i>Financial Reporting</i>			
138	Produce more timely and accurate financial reports using the General Ledger module only	Division directive to implement	Has been implemented
139	Establish a formal communication procedure for capital improvement project managers and field engineers to communicate with the General Accounting Section	Division directive to implement	December 2007

PUBLIC UTILITIES/DIVISION OF WATER ACTION TEAM

Volunteer Business Lead

Sharon Sobol Jordan
CEO, Center for Families and Children

Staff Technical Lead

J. Christopher Nielson
Commissioner, Division of Water

Volunteer Team Members

Richard Asbury – Chief Learning Officer, Vanguard Training Services LLC
Rick Capone – President, QCI
Chuck Christensen – Education & Training Services
Jacquelyn Comeaux – Cleveland Metropolitan School District, Office of Adult Education
Hank Gulich – Service Director, City of Euclid
Dr. James D. May – Vice President, Avatar Management Services, Inc.
Michael Rotunno – Volunteer

Staff Team Members

Renee Grair – Administrative Manager, Division of Water
Marna Hale – Project Director, Division of Water
Payton Hall – Assistant Commissioner, Division of Water
Douglas Knowles – Deputy Commissioner, Division of Information Technology & Services
Rolfe Porter – Assistant Commissioner, Division of Water
Angela Smith – Assistant Commissioner, Division of Water
Mark Stoyka – Superintendent, Division of Water Pollution Control
Marlene Sundheimer – Deputy Commissioner, Division of Water

PMO Support Staff

Phillis Fuller Clipps, Project Manager
Cynthia Sullivan, Deputy Program Manager

Water Division Overview

The Cleveland Division of Water (CWD) operates the tenth largest public water supply system in the United States. This system includes the City of Cleveland and approximately 75 suburban municipalities in Cuyahoga, Medina, Summit, Geauga, and Portage counties. Currently, the division services approximately 640 square miles and 1.5 million people, representing nearly 99% of the total population residing within this area.

This self-supporting regional utility's purpose is to supply water service directly to customers on a retail basis, and indirectly to consumers in the master meter communities that purchase water wholesale. As described in its mission statement, "The Cleveland Division of Water delivers a reliable supply of high quality water and customer services to promote the public health and safety, economy, and quality of life of Greater Cleveland."

The Cleveland water system generates revenue from rates and fees, and is classified as an enterprise fund within the City. CWD has an annual budget of \$244 million, and a staff of more than 1,200 full-time employees.

Targeted Processes

The Division of Water identified three significant initiatives for the purpose of improving operational efficiency and achieving cost control, in concert with the goals of the OETF.

- *Pipe Repair* – The pipe repair function was deemed non-competitive through a process carried out in 2006 with the relevant bargaining units and management. The Action Team's charge within this area was to evaluate the current state of operations and identify process improvements to make the unit more competitive with similar contract operations.
- *Employee Training, Development, and Knowledge Capture* – A previous evaluation of processes within this area showed that employee orientation and initial training were deficient, and knowledge of long-time employees was not being adequately captured so that succession planning could proceed smoothly. In this area, the Action Team looked at improvements to ensure that employees are well-trained and prepared to do their jobs, and ensure there is a methodology in place for departing employees to pass on their considerable knowledge to successors.
- *IT Procurement* – The Action Team selected this process based on their assessment that the existing City procurement process and standards do not address the unique blend of hardware, software, professional services, training and maintenance requirements of the division's IT projects. Their focus in this area was to identify improvements that will minimize delays, provide needed flexibility, and enhance the division's ability to adequately plan for IT procurements and implementations.

Water Action Team Recommendations

Within the area of *Pipe Repair*, the Action Team developed three recommendations to achieve greater operational efficiency.

140. **Revise daily crew size, training and scheduling.** This recommendation will increase the number of available work crews and facilitate more timely deployment. This will be accomplished by (a) cross training crews to function in multiple roles, (b) establishing "float" personnel to fill gaps created by absenteeism, (c) modifying union contract language for notification of absence, (d) establishing performance-based incentives, and (e) reallocating scheduling and dispatching responsibilities to one staff position.
141. **Procure equipment compatible with an effective operation.** The Action Team proposes an investment in field equipment that is more versatile, durable, and currently in wide use across the water industry, to enable greater crew productivity.

142. **Provide community outreach and improved communications with key stakeholders.** This recommendation is based upon the Action Team’s recognition of the importance of regular and targeted communication as a means to create better customer relations and improve customer satisfaction.

Three opportunities for improvement were identified by the Action Team focusing on *Employee Training, Development, and Knowledge Capture*.

143. **Implement job performance-based training.** This recommendation will implement performance-based training and adopt a standard job preparation/performance management process for use throughout the division. The idea is to link job performance to organizational goals, and create a comprehensive training and development program that complements that approach. The expected result is improved employee productivity, increased efficiency, and enhanced customer service.
144. **Launch a knowledge capture and retention initiative.** This recommendation will launch a concerted effort to document key business processes and map techniques and procedures required to carry them out. This will ensure that knowledge loss does not occur due to the departure of personnel.
145. **Implement a Change Management training program.** This recommendation will facilitate the transition from the current state of employee training and development to the future state, as outlined in recommendations #145 and #146, through the implementation of a formal program. This program will include strategies to address the “people” issues that often arise when major changes are introduced.

The Division of Water Action Team developed four recommendations designed to address deficiencies in *IT Procurement*.

146. **Improve IT planning.** The Action Team determined that IT planning and forecasting were not being performed consistently, resulting in “ad-hoc,” and more costly IT procurements. To address this issue, the Action Team proposes implementing two related efforts: (1) a consolidated IT Asset Management Plan, and (2) an IT Master Plan. Both will feed into the overall planning process that will result in timely, efficient, and cost-effective IT procurements.
147. **Improve IT governance and budgeting processes.** This recommendation addresses the need for a primary IT governance unit within the Division of Water to establish IT priorities. This unit will ensure that IT is in alignment with the strategic business goals of both the Division of Water and the City of Cleveland.
148. **Improve IT procurement processes.** This recommendation will establish cross-departmental teams within CWD dedicated to IT procurement, create a Request for Legislation form that is specific to IT procurements, and standardize CWD contract forms and language to meet IT procurement requirements.
149. **Utilize the Federal Government’s GSA Schedule 70 for IT Procurement.** General Service Administration (GSA) Schedule contracts are negotiated by the federal government to achieve contractors’ “most favored customer” pricing/discounts under similar conditions. Use of the Schedules eliminates time-consuming bidding. GSA Schedule 70 allows state and local governments to purchase most IT items included in the schedule. With this recommendation, the Action Team proposes that the City pursue an amendment to the Charter to enable all City of Cleveland departments to access and use GSA Schedule 70.

The Water Action Team devoted 358 hours to the development of its 10 recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Water Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Pipe Repair</i>			
140	Revise daily crew size, training and scheduling	Division directive to implement; negotiations with relevant bargaining units; approval of PR for added staff	June 2008
141	Procure field equipment compatible with an effective operation	Division directive to implement; City Council legislative approval for procurements	June 2008
142	Provide community outreach and improved communications with key stakeholders	Division directive to implement	2008
<i>Employment Training, Development and Knowledge Capture</i>			
143	Implement job performance-based training	Division directive to implement	2009
144	Launch a knowledge capture and retention initiative	Division directive to implement	2008
145	Implement a Change Management training program	Division directive to implement; approval of PR for added staff	2009
<i>IT Procurement</i>			
146	Improve IT planning	Division directive to implement	December 2008
147	Improve IT governance and budgeting processes	Division directive to implement	December 2008
148	Improve IT procurement processes	Division directive to implement in collaboration with Purchases & Supplies	December 2008
149	Utilize the Federal Government's GSA Schedule 70 for IT Procurement	City Council approval of requested Charter amendment	December 2008

PUBLIC UTILITIES/DIVISION OF WATER POLLUTION CONTROL
ACTION TEAM

Volunteer Business Lead

David Sminchak, P.E.
President and Chairman, R.E. Warner & Associates, Incorporated

Staff Technical Lead

Ollie Shaw
Commissioner, Division of Water Pollution Control

Volunteer Team Members

Ronald Czerski – *Assistant Superintendent of Maintenance Services*
Northeast Ohio Regional Sewer District

Ramona Lowery – *Sewer Superintendent/Project Manager*
City of Shaker Heights, Public Works Department

Staff Team Members

Donna Kelso-Nelson – *Administrative Manager, Division of Water Pollution Control*

Thomas Marsalis – *Deputy Commissioner, Division of Water Pollution Control*

Mary McPhee – *Administrative Manager, Division of Water Pollution Control*

Patricia Neal – *Assistant Administrator, Division of Water Pollution Control*

Elie Ramy, P.E. – *Consulting Engineer, Division of Water Pollution Control*

Frank Reese – *Administrative Officer, Division of Water Pollution Control*

Arvie Rucker – *Unit Supervisor, Division of Water Pollution Control*

External Subject Matter Expert

Martin Reese, P.E. – *City Engineer*
City of Shaker Heights, Public Works Department

Internal Subject Matter Expert

Timothy R. Wolosz – *Commissioner*
Department of Building & Housing, Division of Construction Permitting

PMO Support Staff

Phillis Fuller Clipps, *Project Manager*
Cynthia Sullivan, *Deputy Program Manager*

Water Pollution Control Division Overview

The Department of Public Utilities, Division of Water Pollution Control (WPC) serves a significant portion of the Cleveland metropolitan area. Its mission is to provide services that sustain the free-flow of surface water by maintaining the area's network of sewers and sewer connections.

WPC oversees the network of sewers conveying sanitary sewage and industrial waste in the City of Cleveland from their point of origin to an interceptor sewer or treatment facility for processing. The division's services include cleaning, repairing and improving sewers and appurtenances, including 126,000 catch basins and adjoining laterals, and maintaining 17 pump lift stations.

One of the division's major initiatives is a proactive preventive maintenance program. This program is designed to address street and basement flooding before occurrence in order to minimize the potential for discharges into the environment. Additionally, WPC's authority extends to include management and control of any matter relating to the pollution of water courses within City limits.

WPC is a self-supporting enterprise fund operation that has an estimated annual operating budget of \$27 million and 173 full time employees.

The Action Team assessed the current state of Water Pollution Control operations and identified opportunities to introduce efficiencies, leverage and maximize the division's existing technology, and improve services to customers.

Targeted Processes

The Division of Water Pollution Control targeted the following areas for improvement:

- *Permits* – After assessing WPC's internal permit processes, the Action Team recommended a centralized permitting location for permit issuance. This central location will utilize technology such as E-Permitting. The use of available technology and one-stop permitting should make the permitting process more productive as well as more efficient and convenient for customers.
- *Inspections* – The Action Team found that the Inspections Unit relied on manual, repetitive record-keeping processes that decreased the productivity of Inspectors. In addition, the analysis showed that WPC's Inspection process, although efficient normally, experienced delays due to communication problems among the various units, i.e. Customer Service, Radio Dispatch, Inspection and Sewer Maintenance Operations personnel and office staff. The Action Team determined that the strategic use of technology by field personnel and coordinated communications around job scheduling and dispatching would yield greater staff productivity and efficiency and provide faster service to customers.

Water Pollution Control Action Team Recommendations

The Action Team developed three recommendations to improve efficiency and productivity, and promote better customer service within the *Permit Unit*:

150. **Provide an online permit application process for the sewer builders.** To reduce customer wait time, this recommendation will provide sewer builders with the ability to apply for permits in advance online. Besides supplying information online, sewer builders could indicate the date and time they need their permits. This recommendation will reduce the inconvenience of face-to-face processing while significantly shortening the time to receive multiple permits.
151. **Allow sewer builders to pay for permits by using credit cards.** Providing the sewer builders with credit card payment options would open up opportunities for future online payments

152. **Customize Accela e-Permitting System to allow customers to receive Bulkhead permits at the Department of Building and Housing, Division of Construction Permitting.** This will eliminate the need for Sewer Builders to travel from City Hall to the Division of Water Pollution Control facility for the sole purpose of picking up a Bulkhead permit. The Department of Building and Housing, Division of Construction Permitting would have the responsibility for printing Bulkhead permits and for receiving WPC fees.

In the area of Inspections, two recommendations were developed to improve response time and provide better service to customers.

153. **Provide wireless connections for Inspectors and Supervisors to access Accela and Ellipse Work Management System (WMS) from the field.** WPC's Inspectors need to have the ability to record field information into the division's work management system and the Accela System in "real time". This recommendation will reduce the workload in Radio Dispatch and will improve the accuracy of information recorded for various jobs. Further, it will improve the division's ability to respond to the inquiries of customers relating to inspections and other investigations.
154. **Develop a process to improve efficiency of communication and reduce response time to customer requests for inspections.** Radio Dispatch personnel are required to refresh their screens periodically to insure the receipt of newly created work requests for inspections. However, Radio Dispatch in some instances failed to refresh their screen for long periods of time. By having the Customer Service Representative notify Radio Dispatchers about impending inspections, the Radio Dispatchers can immediately refresh their screens. In addition, wireless technology can provide Inspectors and Supervisors with the ability to assign work orders from the field, through the use of laptops.

The Water Pollution Control Action Team devoted 369 hours to the development of its five recommendations. A proposed timetable for implementation of the recommendations appears in the following table.

Water Pollution Control Action Team Recommendations Proposed Implementation Timetable			
#	Recommendations	Required Action(s)	Complete
<i>Permits</i>			
150	Provide online permit application process for sewer builders	Divisional directive; WPC IT staff to complete website modifications	March 2008
151	Allow sewer builders to pay for permits using credit cards	Develop citywide policy/procedures; engage consultant for software modifications	December 2008
152	Customize Accela and centralize Bulkhead permit issuance in Division of Construction Permitting	Agreement w/Building & Housing to accept task; IT staff to modify software	December 2008
<i>Inspections</i>			
153	Provide wireless connections to Inspectors to access Accela and Ellipse Work Management System	IT resources to enable functionality, provide staff training	March 2008
154	Develop process to improve communication and reduce response time for inspection requests	Divisional directive	November 2007

APPENDICES

Appendix A – Acronyms

Appendix B – Operations Efficiency Task Force Members in Alphabetical Order

Appendix A
OPERATIONS EFFICIENCY TASK FORCE
ACRONYMS INDEX LISTING

CCA	Cleveland Collection Agency
CDBG	Community Development Block Grant
CDC	Community Development Corporations
CMSD	Cleveland Metropolitan School District
CPP	Cleveland Public Power
CRB	Community Relations Board
CWD	Cleveland Water Department
DAL	Division of Assessment & Licenses
DPC	Department of Port Control
EMS	Emergency Medical Services
FBE	Female-Owned Business Enterprise
GIS	Geographic Information System
GSA	General Services Administration
IT	Information Technology
MBE	Minority-Owned Business Enterprise
OEO	Office of Equal Opportunity
OETF	Operations Efficiency Task Force
ORC	Ohio Revised Code
PIO	Public Information Officers
PMO	Program Management Office
RAH	Repair-A-Home
SAMS	Social Assistance Management System
SCOTI	State mandated job matching database
SLA	Service Level Agreements
WPC	Water Pollution Control

Appendix B OPERATIONS EFFICIENCY TASK FORCE MEMBERS IN ALPHABETICAL ORDER

Ackerman, Chuck <i>Cleveland Housing Network</i>	Bertovich, Rich <i>Department of Law</i>	Christensen, Chuck <i>Education & Training Services</i>
Adams, Montrie Rucker * <i>Communications Advisory Team</i>	Blahut, Ellen <i>NASA Safety Center</i>	Chrysler, Erica * <i>Mayor's Office</i>
Adler, Sharon <i>HMS Host</i>	Bledsoe, Cassandra <i>Community Relations Board</i>	Clark, Amy <i>Cleveland Clinic</i>
Akers, David J. <i>Northeast Ohio Sourcing Office</i>	Bluso, Linda L. <i>Brouse McDowell</i>	Clemo, Polly <i>Benjamin Rose Institute</i>
Alexander, Tom <i>Building & Housing</i>	Bose, Vinita <i>OETF PMO</i>	Climaco, Michael <i>Attorney</i>
Ambroz, Lucille * <i>Civil Service Commission</i>	Bounds, Mary <i>Department of Public Safety</i>	Cohen, Ronald <i>Emeritus, Cohen & Company</i>
Anderson, Robbie <i>Continental Airlines, Inc.</i>	Brkich, Melissa <i>Cleveland Hopkins Airport</i>	Cole, Terrell <i>Division of Water</i>
Andrejewski, Tom <i>Communications Advisory Team</i>	Brown, Darnell * <i>OETF Council Chair</i>	Comeaux, Jacquelyn <i>Cleveland Metropolitan School District</i>
Arab, Faranak <i>Division of ITS</i>	Brown, Robert N. <i>City Planning Commission</i>	Corchado, Madeline <i>Department of Port Control</i>
Armstrong, Renee <i>Division of Water</i>	Bryant, Gwen * <i>OETF PMO</i>	Costanzo, Rachel E. <i>National City</i>
Asbury, Richard * <i>Vanguard Training Services LLC</i>	Buelow, Ed <i>Assistant City Prosecutor</i>	Coyle, Dave * <i>URS</i>
Ashmus, Keith <i>Frantz Ward LLP</i>	Burik, Paul <i>Division of Architecture</i>	Croft, Angela <i>Detroit Metro Airport</i>
Atkins, Laurie <i>Cuyahoga County Workforce</i>	Butler, Ben <i>Building and Housing</i>	Crump, Hollis * <i>OETF PMO</i>
		Crysler, Erica <i>Mayor's Office</i>
Banks, Natalie <i>Division of Treasury</i>	Capone, Rick <i>QCI</i>	Cyvas, Vitas R. <i>A T & T</i>
Banks, Valerie <i>Cleveland Public Power</i>	Carlson, Virginia <i>Economic Development</i>	Czerski, Ron <i>North East Ohio Regional Sewer District</i>
Barker, Robert <i>Dallas-Fort Worth Airport</i>	Carney, Margaret <i>Case Western Reserve University</i>	
Beegan, Paul <i>Beegan Architectural Design</i>	Carroll, Matthew * <i>Department of Public Health</i>	Danek, James <i>City Planning Commission</i>
Benjamin, Virginia <i>Calfee Halter & Griswold</i>	Carter, Renee <i>Division of Fiscal Control</i>	Dangerfield, Percy <i>Department of Port Control</i>
Berry, Daniel <i>Greater Cleveland Partnership</i>	Caruso, Frank <i>Division of Fiscal Control</i>	Daniely, Theasha <i>Community Relations Board</i>

*Volunteers and staff that participated in both phases of the Operations Efficiency Task Force

Appendix B OPERATIONS EFFICIENCY TASK FORCE MEMBERS IN ALPHABETICAL ORDER

Davila, Rafael <i>Division of Fiscal Control</i>	Ferguson, Alanna <i>Empowerment Zone</i>	Gulich, Hank <i>City of Euclid</i>
Denihan, William M. * <i>OETF Council</i>	Finerman, Scott <i>Second Generation Ltd.</i>	Guzman, Angel <i>Dept. of Consumer Affairs</i>
Denson, Sharonda <i>Division of Water</i>	Fisk, Gale <i>Regional Transit Authority</i>	
Dent, Lisa <i>Office of Equal Opportunity</i>	Francis, Margaux <i>Mayor's Office</i>	Haines, Ty <i>WIRE-Net</i>
Dise, Ralph <i>Dise & Company</i>	Friedman, Lee * <i>OETF Council</i>	Halsey, Darryl <i>BWI Airport</i>
Donaldson, Julie <i>Dept. of Consumer Affairs</i>	Frient, Megan <i>Baker Hostetler</i>	Hardy, James * <i>Purchases and Supplies</i>
Downing, Diane * <i>Cleveland Browns</i>	Fuller Clipps, Phillis <i>OETF PMO</i>	Harper, Gloria <i>Parks, Recreation & Properties</i>
Dreyer, Allan <i>Cleveland City Council</i>	Fumich, Jane <i>Department of Aging</i>	Harper, Maureen <i>Mayor's Office</i>
Dunn, Ronnie <i>Cleveland State University</i>		Haslett, Carol <i>Carol Haslett Consulting LLC</i>
Durand, Keith * <i>Division of Water</i>	Gauntner, Joseph <i>Cuyahoga County</i>	Helminck, Ann <i>Cleveland Hopkins Airport</i>
	Gerhart, Jenny <i>Division of Water</i>	Henderson, Ivan <i>Cleveland Public Power</i>
Edwards, Roxie <i>Dominion East Ohio</i>	Gissentaner, Sam <i>Division of Recreation</i>	Henry, Steve <i>Ohio Department of Transportation</i>
Ellington, William <i>Neighborhood Services</i>	Glover, Bertha <i>OETF PMO</i>	Hepner, Margie <i>Maryland Aviation Administration.</i>
Ellis, Stephen <i>Tucker Ellis & West</i>	Golovan, Kathy <i>Medical Mutual of Ohio</i>	Hill, Randy <i>Workforce Development</i>
English, Curtis <i>English Concessions</i>	Gonczy, Eric <i>City Planning Commission</i>	Hines, Marcia <i>Cleveland Public Power</i>
Erbeck, Mike <i>Continental Airlines, Inc.</i>	Graham, Danielle <i>Assessments & Licenses</i>	Holmes, J. Stefan <i>First Merit Bank</i>
Estes, Megan <i>Department of Public Health</i>	Grair, Renee <i>Division of Water</i>	Horwatt, Robert <i>Department of Law</i>
	Griffin, Blaine A. <i>Community Relations Board</i>	House, Michael <i>Communications Advisory Team</i>
Feliciano, Omayra <i>Dept. of Consumer Affairs</i>	Griffin, Burt W. <i>Common Pleas Court</i>	Huntley, Dannie <i>BWI Airport</i>

*Volunteers and staff that participated in both phases of the Operations Efficiency Task Force

Appendix B OPERATIONS EFFICIENCY TASK FORCE MEMBERS IN ALPHABETICAL ORDER

Jackson, Bruce <i>Square One Architects</i>	Langhenry, Barbara <i>Department of Law</i>	McManamon, James <i>Public Utilities Fiscal Control</i>
Jackson, Cory <i>Div. of Property Management</i>	Lewellyn, Rick <i>Economic Development</i>	McPhee, Mary * <i>Water Pollution Control</i>
Jackson, Louise V. <i>Neighborhood Services</i>	Lis, Cynthia <i>Department of Law</i>	Meece, Lisa <i>Civil Service Commission</i>
Jackson, Phyllis <i>Department of Port Control</i>	Loewy, Rachel <i>Workforce Development</i>	Megenhardt, Dave <i>United Labor Agency</i>
Jackson, Sara Parks <i>Cuyahoga County</i>	Lombardo, Rebecca <i>Community Development</i>	Meyer, Gerry <i>Greater Cleveland Partnership</i>
Janik, Deb <i>Greater Cleveland Partnership</i>	Long, Rachon <i>Public Safety</i>	Michael, Climaco <i>Attorney</i>
Jaquay, Robert <i>George Gund Foundation</i>	Lowery, Ramona <i>City of Shaker Heights</i>	Miller, Mark <i>Division of ITS</i>
Johnson, Anthony <i>Water Pollution Control</i>	Lurie, Ken <i>Rysar Inc.</i>	Mitchell, Debra <i>Cleveland Public Power</i>
Johnson, Jr., Ronald V. <i>KeyBank National Association</i>	Lynch, John J. <i>Keller Williams Realty</i>	Moreland, Carlton <i>Regional Transit Authority</i>
Jones, Alexis <i>Department of Law</i>		Moss, Lonya <i>Division of Accounts</i>
Jordan, Tiffany <i>Cuyahoga County</i>	Manley, Erica <i>Office of Equal Opportunity</i>	
	Marks, Jeff <i>Department of Law</i>	Nally, William <i>Central Collection Agency</i>
Keiser, Robert <i>Landmarks Commission</i>	Marquit, Grant H. <i>Consultant</i>	Nance, Fred * <i>OETF Council</i>
Kent, Ann <i>Business Volunteers Unlimited</i>	Marsalis, Thomas <i>Water Pollution Control</i>	Neal, Ossie <i>OETF PMO</i>
Kenyon, Brian S. <i>Rock & Roll Hall of Fame & Museum</i>	Matthews, Michael <i>Neighborhood Leadership Inst.</i>	Neal, Patricia <i>Water Pollution Control</i>
Killian, Ann <i>Ferro Corporation</i>	May, James <i>Avatar Management Services</i>	Nelson, Donna Kelso <i>Water Pollution Control</i>
Knowles, Douglas * <i>Division of ITS</i>	McBride, Tamara <i>Department of Public Health</i>	Newbacher, Gary <i>City Planning Commission</i>
Kramer, Ed <i>Housing Advocates, Inc</i>	McBryde, Daphne <i>McFactor</i>	Nichols, Dennis <i>Public Utilities Fiscal Control</i>
	McCaulley, Deon <i>Division of Police</i>	Nielson, J. Chris <i>Division of Water</i>
LaMantia, Jim <i>General Steel Corporation</i>	McGovern, Kenneth <i>Independent Consultant</i>	Nischwitz, Jeff <i>Cowden Humphrey</i>

*Volunteers and staff that participated in both phases of the Operations Efficiency Task Force

Appendix B OPERATIONS EFFICIENCY TASK FORCE MEMBERS IN ALPHABETICAL ORDER

Nuru-Holm, Njeri <i>Cleveland State University</i>	Reese, Frank <i>Water Pollution Control</i>	Sanders, Venita <i>Cleveland Public Power</i>
Odom, Ray <i>Department of Aging</i>	Rehor, Dan <i>Economic Development</i>	Savas, Dennis <i>Cleveland Hopkins Airport</i>
Oliver, Pam <i>American Red Cross</i>	Reilly, Brian <i>Economic Development</i>	Schmith, Ed <i>Entrepreneur, Retired</i>
Osieck, Scott <i>Communications Advisory Team</i>	Renaud, Kate <i>Cleveland Metropolitan School District</i>	Schneeberger, Lou <i>Austin Powder Holdings Co.</i>
Owendoff, Stephen P. <i>Hahn Loeser & Parks LLP</i>	Ribbins, Celeste <i>OETF PMO</i>	Seifert, Suzanne <i>American Red Cross</i>
Palinkas, Laura <i>Department of Public Safety</i>	Riccardi, Rick <i>Department of Building & Housing</i>	Seifullah, Alan <i>Department of Public Utilities</i>
Penny, Gary <i>Dominion East Ohio</i>	Rizika, Jill <i>Toward Employment</i>	Sekerak, Chuck <i>Research, Planning & Develop.</i>
Percival, Christine <i>Cleveland Public Power</i>	Roberson, Kimberly <i>Department of Law</i>	Sharkey, Mary Ann * <i>Communications Advisory Team.</i>
Perry, Joy <i>Cleveland Public Power</i>	Roberts, Dennis <i>Cuyahoga County Workforce</i>	Shaw, Ollie * <i>Water Pollution Control</i>
Pesti, Belinda <i>Economic Development</i>	Robertson, Darnella <i>NEORS</i>	Sidoti, Joseph A. <i>Neighborhood Development</i>
Peterson, Natalie <i>STERIS Corporation</i>	Roman, Shadi * <i>Positive Education Program</i>	Singleton, Patricia <i>Cleveland Hopkins Airport</i>
Phelps, Charles * <i>OETF Council</i>	Rosing, Matt <i>Office of Budget Management</i>	Silver, Linda Abraham <i>Great Lakes Science Center</i>
Pogue, Richard W. <i>Jones Day</i>	Rotunno, Michael <i>Volunteer</i>	Sims, Steven <i>Regional Transportation Authority</i>
Porter, Rolfe <i>Division of Water</i>	Rucker, Arvie <i>Water Pollution Control</i>	Sminchak, David W. <i>R.E. Warner & Associates, Inc.</i>
Prewitt, Everett <i>Northland Research</i>	Rudman, Sue * <i>Personnel & Human Resources</i>	Smith, Angela * <i>Division of Water</i>
Priemere, Gordon <i>Heartland Developers</i>	Rush, Daryl P. <i>Community Development</i>	Smith, Richard <i>Cleveland Public Power</i>
Purdy, Pat <i>Community Relations Board</i>	Ryba, Mike <i>Div. of Assessments & Licenses</i>	Smith, Ricky <i>Department of Port Control</i>
	Samuels, Shelia <i>Communications Advisory Team</i>	Sobol Jordan, Sharon * <i>Center for Families and Children</i>
	Sande, Ted <i>Historic Preservation Consultant</i>	Solomon, Matt <i>City Architecture</i>
		Stephens, Dedrick <i>Division of Assessments & Licenses</i>

*Volunteers and staff that participated in both phases of the Operations Efficiency Task Force

Appendix B OPERATIONS EFFICIENCY TASK FORCE MEMBERS IN ALPHABETICAL ORDER

Stevenson, Grady <i>Community Relations Board</i>	Vogelsang-Coombs, Vera * <i>OETF Council</i>	Wynn, Lamont <i>Assessments & Licenses</i>
Stoyka, Mark <i>Water Pollution Control</i>		
Sullivan, Cynthia * <i>OETF PMO</i>	Walker, Natoya J. * <i>OETF Council</i>	Zelletz, Lottieanne <i>Division of Water</i>
Sundheimer, Marlene <i>Division of Water</i>	Wammes, Ted C. <i>U.S. Department of Education</i>	Zigli, William <i>Cleveland Public Power</i>
Sutton, Elaine <i>The Center for Community Solutions</i>	Webb, Larry <i>Department of Law</i>	
Sutton, Jacqueline * <i>Mayor's Action Center</i>	Westbrook, Jay * <i>OETF Council</i>	
Svenson, Ray <i>Ray Svenson Consulting Inc.</i>	Weyburne, Judith <i>Economic Development</i>	
Szabo, Fred <i>Department of Port Control</i>	Whitlow, Michele C. * <i>OETF PMO</i>	
	Wilbur, John B. <i>Community Development</i>	
Talley, Debra Linn <i>Office of Equal Opportunity</i>	Williams, Annette <i>Printing and Reproduction</i>	
Taylor, Andrea <i>Mayor's Office</i>	Williams, Bill <i>Cleveland Public Power</i>	
Thompson, Maria J. <i>National City Bank</i>	Williams, Eric * <i>Cleveland Hopkins Airport</i>	
Torres, Lucy <i>Community Relations Board</i>	Wisham, Lorna <i>Cleveland Electric Illuminating</i>	
Triozzi, Robert <i>Department of Law</i>	Withers, Barry * <i>OETF Council</i>	
Turner, Stephanie <i>KeyBank National Association</i>	Wood, Jason * <i>Mayor's Office</i>	
	Woodford, Ron * <i>OETF Council</i>	
Valentine, Karen <i>Attorney</i>	Woods, Elaine * <i>OETF PMO</i>	
Varley, Robert <i>Dominion Inc.</i>	Workman, Munday <i>Civil Service Commission</i>	
Venkatu, Guhan <i>Federal Reserve Bank</i>	Wright, John <i>Aramark Corporation</i>	
Verhosek, Carmen * <i>Department of Public Service</i>	Wright, Valencia * <i>OETF PMO</i>	

*Volunteers and staff that participated in both phases of the Operations Efficiency Task Force



CITY OF CLEVELAND
OPERATIONS EFFICIENCY TASK FORCE

For more information, contact:

Darnell Brown
Chief Operating Officer
Cleveland City Hall
601 Lakeside Avenue
Cleveland OH 44114
Phone: 216-664-4273