

Phase 1
Operations Efficiency Task Force
Final Report of Recommendations
Presented To
Mayor Frank G. Jackson



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City of Cleveland Operations Efficiency Task Force

Executive Sponsor

Mayor Frank G. Jackson

December 20, 2006

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 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*

Dear Mayor Jackson:

The members of the Operations Efficiency Council are pleased to transmit the 2006 Final Report of Recommendations.

The following eight action teams participated in 2006:

<u>Departments</u>	<u>General Support Services</u>
Building and Housing	Customer Focused Services
Public Health	Human Resources
Parks and Recreation	Information Technology Service Delivery
Public Service	Procurement & Purchasing

They analyzed their departments or services in light of your three criteria: (1) identifying and sustaining a three percent reduction, (2) increasing employee productivity through better use of technology, and (3) improving customer service.

More than 131 volunteers and staff contributed over 3,650 hours to the Operations Efficiency Task Force. Leadership Cleveland and Cleveland State University's Maxine Goodman Levin College of Urban Affairs also were vital to the Initiative. Other resources to the Initiative included the Greater Cleveland Partnership and three Mayors active with the Cuyahoga County Mayors & Managers Association. And lastly, to understand the unique dynamics associated with task forces of this scale, a meeting was held with two members of the successful 1980 Voinovich Task Force.

Staff Members

- Dr. Melodie Mayberry-Stewart
Chief Technology Officer
- Natoya J. Walker
*Special Assistant to the Mayor
Public Affairs*
- Barry Withers
*Special Assistant to the Mayor
Employee Services*

As shown in the report, the OEC process provided for opportunities for organizational learning, community collaboration, enhanced customer service, and process improvements. The 135 recommendations show that the City staff is knowledgeable and ready to follow your leadership in making Cleveland the **City of Choice**.

Program Management Office

Michele C. Whitlow
Program Manager

Best regards,

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

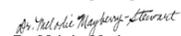

Councilman Jay Westbrook


Lee Hill


Ron Woodford


Frank G. Jackson, Mayor

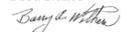

Dr. Vera Vogelsang-Coombs


Dr. Melodie Mayberry-Stewart


Natoya Walker


Bill Denihan


Fred Nance


Barry Withers

ACKNOWLEDGMENTS

Volunteers and City Staff

The Operations Efficiency Council would like to thank the 131 volunteer and staff members who worked diligently to analyze 27 work processes and develop 135 recommendations. More than 3,650 hours were donated by Action Team members during Phase 1 of the Mayor's Operations Efficiency Task Force.

Cleveland Leadership Center

A special thank you is extended to Cleveland Leadership Center for playing a crucial role in recruiting volunteers for the Action Teams. Thirty of the 56 volunteers and six of the eight Volunteer Technical Leads represented Cleveland Leadership Center Alumni.

Public/Private Partners

Special recognition goes to Cleveland State University's Maxine Goodman Levin College of Urban Affairs and the Cuyahoga County Mental Health Board for contributing technical assistance and providing faculty and staff to this endeavor.

City Employees

The Council also recognizes the active support of all City of Cleveland employees who responded to surveys and requests for information in a timely manner, and who were willing to be open and honest in their responses to inquiries.

Project Management Office

Finally, we acknowledge the excellent work of the Program Management Office (PMO), which was established to provide daily oversight of the 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
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Jay Westbrook
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Staff Members

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Special Assistant to the Mayor, Public Affairs
Barry Withers
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Natoya J. Walker
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Program Management Office

Michele C. Whitlow, Program Manager

Gwen Bryant
Hollis Crump
Eduardo Romero
Shahid Sarwar
Cynthia Sullivan
Elaine Woods
Valencia Wright

Interns

Tyeshia Minniefield
Jeremy Taylor

Department Specific Action Teams

Building & Housing

Team Leaders

Linda Warren, Volunteer
President, Village Capital Corp.
 Edward Rybka, Staff
Director, Department of Building & Housing

Volunteer Members

Tom Adler, *Chairman, PSF Management*
 Tim Luli, *President, PSF Management*
 Kevin Robinette, *Architect*
Westlake Reed Leskosky
 James Williams, *Former Director*
Department of Building & Housing

Staff Members

Antoinette Allen, *Assistant Administrator*
 David Cooper, *Deputy Director*
 Kevin Franklin, *Chief Building Inspector*
 Tyrone Johnson, *Commissioner, Code Enforcement*
 Alan Thomas, *Chief Building Inspector*
 Timothy Wolosz, *Commissioner, Construction Permitting*

Parks, Recreation & Properties

Team Leader

Michael Cox, Staff
Director, Department of Parks, Recreation & Properties

Volunteer Members

Richard Cochran, *Western Reserve Land Conservatory*
 Mark Coffin, *Van Cleef Properties, Inc.*
 Michael L. Hardy, *Cleveland Office Partner in Charge,*
Thompson Hine LLP
 Elving Otero, *Vice President, Institutional Advancement,*
Myers University
 Linda Robson, *PhD Student, Case Western Reserve*
University
 Nancy King Smith, *Consultant, Green Connections*
 Ann Zoller, *Executive Director, ParkWorks*

Staff Members

Kim Johnson, *Commissioner, Recreation*
 John Laird, *Deputy Commissioner, Park Maintenance*
 Jill Lemmerman, *Deputy Commissioner, Recreation*
 Tom Nagel, *Commissioner, Property Management*
 Richard Silva, *Commissioner, Park Maintenance*
 Antoinette Thompson, *Assistant Director*

Public Health

Team Leaders

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Director, Center for Families and Children
 Matthew Carroll, Staff
Director, Department of Public Health

Volunteer Members

William Gaskill, *Attorney, Jones Day*
 Martin Hiller, *Director, Free Clinic Services, Triton*
Group
 Dr. Edgar Jackson, *Senior Advisor to President &*
CEO, University Hospitals
 Gail Long, *Retired*
 Shadi Roman, *Senior Principal, Provider Gateway*
 Eileen Saffran, *Director, The Gathering Place*
 Dr. Daisy Alford-Smith, *Consultant*

Staff Members

Willie Bess, *Commissioner, Environment*
 Karil Bialostosky, *Assistant Director*
 Jonathan Brandt, *Project Director*
 David Merriman, *Deputy Project Director*
 Robert Peterson, *Public Health Sanitarian II*
 Ronald Smith, *Deputy Commissioner*
 Moné Whatley, *Public Health Sanitarian II*

Public Service

Team Leaders

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Assistant Vice President, Administration, Cleveland
Browns
 Jomarie Wasik, Staff
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Volunteer Members

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Department of Transportation
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President, Work in Northeast Ohio Council
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 Helen Knipe Smith, *HKS Consultants*

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Ronnie M. Owens, *Commissioner, Waste Collection*
 Randell T. Scott, *Commissioner, Streets*
 William Sonntag, *Senior Budget Analyst*
 Carmen Verhosek, *Administrative Officer*

General Support Services Action Teams

Customer-Focused Service

Team Leaders

Jerome Mattioli, Volunteer
Regional Director, Brand Alliance & Specialty
Leasing, Westfield Corporation
Ollie Shaw, Staff
Commissioner, Water Pollution Control

Volunteer Members

Sherldean Davis, Call Center Supervisor, Greater
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Katie Dixon, Retired, City of Cleveland Community
Development Manager
Lia Easler, Former Vice President, MBNA Customer
Service

Staff Members

Keith Durand, Project Director, Collections, Water
Corrine Hunter, Administrative Manager, Customer
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Elaine Mathews, Project Director, Training, Water
Mary McPhee, Administrative Manager, Water
Pollution Control
Jacqueline Sutton, Manager, Mayor's Hotline
Eric Williams, Deputy Commissioner, Port Control

Human Resources & Personnel Systems

Team Leaders

Joseph Glick, Volunteer
Senior Consultant, Newry Corporation
Trudy Hutchinson, Staff
Director, Department of Personnel & Human
Resources

Volunteer Members

Richard Asbury, President, Vanguard Training
Services
Cathy Lewis, Trustee, George Gund Foundation

Staff Members

Lucille Ambroz, Secretary, Civil Service Commission
Mary Flannery, Employee Accident Control,
Workers' Compensation Manager
Deborah Prince, Administrative Officer, Personnel
Gina Routen, General Manager, Public Utilities
Sue Rudman, General Manager, Personnel
Joe Sika, Safety Program Manager, Water
Angela Smith, Assistant Commissioner, Water

IT Service Delivery

Team Leaders

Ron Woodford, PMP, Volunteer
Senior Program Manager, VW Group
Doug Divish, Staff
Commissioner, Information Technology & Services

Volunteer Members

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Darin Haines, Vice President, Shared Services, Convention &
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Laura Koballa, Vice President, Business Attraction &
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Staff Members

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Dr. Douglas Knowles, Deputy Commissioner, ITS
Matthew Malec, Deputy Commissioner, Safety ISS
Gabriel Reyes, Systems Analyst, Public Health
Lewis Woods, IT Network Manager, Water

Procurement & Purchasing Services

Team Leaders

Dennis Roche, Volunteer
President, Convention & Visitors Bureau of Greater Cleveland
James E. Hardy, Staff
Commissioner, Purchases & Supplies

Volunteer Members

Dr. Raj Aggarwal, Dean, College of Business Administration,
University of Akron
Patrick Hofford, Partner, Accenture Learning
Candace M. Jones, Attorney, Hahn Loeser Parks LLP

Staff Members

Donald Haskins, Operations Manager, Motor Vehicle Maint.
Donald Kasych, Senior Landscape Architect, Parks
Ileana Lelutiu, Budget and Finance Manager, Water
Deborah Midgett, Purchasing Supervisor, Purchases &
Supplies
Louis Rice, Contracts Manager, Port Control
Richard Sensenbrenner, Commissioner, Accounts
Charlita Stevenson, Buyer, Purchases & Supplies

EXECUTIVE SUMMARY

Purpose and Goals of the Operations Efficiency Task Force

Mayor Frank G. Jackson established the Operations Efficiency Task Force (OETF) in February 2006, to develop and implement a model for how good government operates and in so doing, create a roadmap by which Cleveland can become a “City of Choice.”

As stated in its Charter, the purpose of the OETF is to:

- Achieve and maintain financial stability within Cleveland City government
- Improve the efficiency and effectiveness of key City services
- Create an environment and organizational culture that promotes excellence in customer service

To fulfill its purpose, the Task Force undertook a multi-year, multi-phased project to identify cost-saving opportunities, enhance operational efficiencies, and foster a customer-focused culture across the City enterprise. Specifically, the project goals, as envisioned and articulated by Mayor Jackson are:

- To identify sustainable reductions in operating costs of at least 3% by December 2006, with additional reductions to be identified each year thereafter
- To enhance City services by establishing performance indicators and targets
- To increase employee productivity and efficiency through better use of technology
- To improve customer service to both external and internal customers

Phase 1 of the project (March – December 2006) encompassed two initiatives:

- Initiative One focused on developing efficiency and productivity improvements to selected core work processes in four City Departments: Building and Housing, Parks, Recreation and Properties, Public Health, and Public Service.
- Initiative Two targeted four General Support Services – Customer-Focused Service Delivery, Human Resources and Personnel Systems, IT Service Delivery, and Procurement and Purchasing Services – for identification of opportunities for operational improvement and performance enhancement.

Phase 2 (January – December 2007) will see the project scope expand to engage the remaining 12 City departments in identifying operational efficiencies, cost-savings, and productivity builders. The work of Phase 1 participants will continue as well, moving from the identification and planning stage to execution and implementation of accepted solutions.

Organizational Structure and Membership

The OETF is a carefully crafted partnership of Cleveland City government, volunteer business/academic/civic leaders, and 8 former City cabinet members. This partnership has been organized to promote and support successful execution of strategies to achieve the Task Force goals. Cleveland Leadership Center, Cleveland State University’s Maxine Goodman Levin College of Urban Affairs, and the Cuyahoga County Community Mental Health Board all played critical roles in creating this partnership by recruiting and providing volunteers to serve on the OETF Council and on the Action Teams.

The Task Force’s formal governance structure is as follows:

Mayor Frank G. Jackson is the originator and Executive Sponsor of the initiative.

The *Operations Efficiency Task Force Council* provides strategic oversight. The Council is chaired by the City's Chief Operating Officer, Darnell Brown. Council membership is composed of executive level City staff, a representative of Cleveland City Council, external business executives, academic and civic leaders, and former City employees.

Daily management and support of the project Action Teams is the responsibility of the *Program Management Office (PMO)*, a core team of City personnel assigned to facilitate and report on the work of the project teams.

Development and execution of action plans to accomplish the project goals are the tasks of the *Action Teams* (one team for each targeted department and support service), which have blended membership consisting of internal and external content and business experts. Forty-four (44) external volunteers, including 8 former City cabinet members, joined 59 City employees to staff the eight Action Teams.

Where legislative action is required, the OETF Council respects the City Charter and the deliberative process prescribed for the City Council. The OETF recognizes that legislative consideration is the proper role of City Council.

General Methodology and Approach

The eight Action Teams each were charged with meeting the objectives of the OETF within their respective areas of responsibility. In keeping with accepted project management methodology, the teams developed detailed work plans and systematically completed a series of tasks to:

- Review, document, and analyze the “current state” of targeted City processes
- Identify and document public sector and/or industry “best practices” for targeted processes
- Define and document proposed City “future state” processes and benchmarks to measure performance
- Analyze and document gaps between the “current state” and the desired “future state”
- Identify and document areas where major opportunities for improvement exist
- Develop and document improvement recommendations

The teams employed a variety of methods to collect data (e.g., surveys, interviews, document reviews, website research, focus groups, presentations, and group discussions), in order to produce deliverables that included process workflow diagrams, interview transcripts, compiled survey results, dashboards, and analysis documents.

These deliverables, and best practice benchmarks selected as performance evaluation tools, were the primary inputs used by the teams to identify areas with the greatest potential to yield high-impact improvement opportunities.

The quality of the collected data, the best practices, and the depth of analysis that went into the deliverables produced by each team all were critical elements in determining major opportunities for improvement and, ultimately, developing the recommendations contained in this report.

Quick Wins

As a way to jump-start their work, the internal members of each team also developed 3-5 “quick wins” – readily identifiable efficiencies and cost saving ideas that could be implemented fairly easily within a 30-90 day period. A total of 32 quick wins with potential budget impacts totaling \$842,639 are being implemented (see Appendix A). These improvements are expected to have long-lasting quality of life impacts, and performance measures are in place to monitor and evaluate their progress.

Focus Group with Inner-Ring Suburban Mayors

During the Cleveland Leadership Center recruitment drive for volunteers to participate in the Operations Efficiency Task Force (OETF), three alumni that are presently inner-ring suburban Mayors¹ favorably responded to our request:

- Mayor Bruce Akers, Pepper Pike
- Mayor Deborah Sutherland, Bay Village
- Mayor Martin Zanotti, Parma Heights

As opposed to placing the three Mayors on one of the eight Action Teams, it was concluded that the best use of their time would be to engage them in a Focus Group. Accordingly, Dr. Vera Vogelsang-Coombs (member of the Operations Efficiency Council) facilitated a Focus Group on May 24, 2006 that concentrated on core themes critical to effective operations of a local municipality:

- Methods to reduce operating costs;
- Strategies to enhance quality of life; and
- Ideas to achieve service excellence

The synergy amongst the Mayors was high and many ideas surfaced in effort to identify strategies that will be beneficial to the City of Cleveland and inner-ring suburbs. Primary among those were methods to collectively increase efficiencies and maximize collaboration across Northeast Ohio. Other recommendations centered on development of an economic development strategy with emphasis on regional cooperation, job creation & retention, as well as development of a campaign to both boost and promote the image (brand) in Cleveland.

Action Team Recommendations

Overview

This report contains 135 recommendations for improvements within 27 critical process areas. The proposed improvements will enhance operational efficiency and employee productivity, and a number of recommendations identify potential cost savings within Cleveland City Government. Many of the recommendations have more than one impact area (e.g., productivity and customer service, efficiency and cost savings, etc.)

Seven recommendations have the potential to generate additional revenue for the City, and 21 ultimately will result in potential cost savings if implemented. Enhancing efficiency is the primary goal of 87 percent (118) of the recommendations, while 24 recommendations seek to leverage technology as a tool to increase productivity. Improved customer service is an expected result of 101 recommendations.

¹ With Mayor Jackson’s involvement with the Cuyahoga County Mayors & Managers Association, it is notable that each of the three Mayors involved in the Focus Group has served as the President of that organization.

Nearly 52 percent (70) of the recommendations are defined as short-term goals that can be implemented within six months. These recommendations require limited internal resources, and can be implemented at little or no cost to the City. Other recommendations are long-term solutions that can be implemented within 1-5 years.

Before implementing any recommendation, the Action Teams will validate start-up expenses and verify projections for total implementation costs and savings to the budget. Partnering with the City's Finance Department, Action Teams will utilize common templates to document costs and savings, and to verify all budgets developed as part of the implementation phase.

Although cost savings are an important goal of the Task Force, improving services and extending the level of service without increasing cost also are important values that are reflected in nearly all of the recommendations.

Emergent Themes

While the recommendations offered by the teams address opportunities and challenges specific to the Action Team's area(s) of responsibility, several common themes have emerged that have broader implications, as well. Those themes include:

- **TRANSFORMATION** - *Necessary movement toward a new customer service philosophy and organizational culture.* If improvements are to be made, administrators, managers, and line employees all must embrace and understand that the City must be willing to change if it is to be successful.
- **STRATEGIC PLANNING** - *Recognition of the need for comprehensive strategic planning.* Governmental organizations must be thoughtful and prepare for the future. Program implementation and the provision of services must be approached in a thoughtful and planned manner.
- **PUBLIC/PRIVATE PARTNERSHIPS** - *Strategic use of public/private partnerships to implement sustainable change.* Government cannot continue to operate in a vacuum and be unwilling to take advantage of the resources available through public/private partnerships. This community is blessed with a wealth of educational and private business resources. Several recommendations encourage the use of partnerships with a wide range of community resources.
- **PROCESS IMPROVEMENTS** - *The City must re-engineer its processes as well as analyze them from the perspective of customers and citizens.* For example, the current procurement and purchasing processes often hinder the efficiency and effectiveness of providing service to customers and citizens.
- **ORGANIZATIONAL LEARNING** - *The Action Teams, during their deliberations, began to recognize and appreciate the organizational learning that was taking place as a result of the OETF process.* The City must incorporate continuous learning into day-to-day operations.
- **CONTINUOUS IMPROVEMENT TEAMS** - *Acknowledgment of the need for Continuous Improvement Teams.* The City must establish a process to continuously examine how it operates. There must be a mechanism to encourage new and innovative thinking and problem resolution.
- **TRAINING AND EMPLOYEE DEVELOPMENT** - *The role of training and employee development as mechanisms to institutionalize a culture of "service."* A number of Action Team recommendations emphasize that training and employee development must be a part of the culture of how the City operates, and that training must be ongoing and continuous. Not only must employee advancement

be related to training, but supervisors also must be evaluated by their support of training for their employees.

- **TECHNOLOGY** - *The need to leverage technology as a productivity-building tool* – Technology must be used as a TOOL, so employees can be more productive. However, technology cannot be deployed without careful preparation. Too often, technology has been introduced with little or no employee training, which has caused employees in some instances to reject the technology that was intended to make their jobs easier.
- **ACCOUNTABILITY** - *Integration of accountability into processes.* If service is to improve, all those involved in providing the service must accept responsibility and be held accountable for the outcome of that service. A clear message in many of the Action Team recommendations is that accountability must be built into critical work processes.
- **PERFORMANCE MANAGEMENT** - *The need to better manage employee performance.* In the past, the most closely held value of operational departments was simply to “get the job done.” Very little consideration was given to the quality of the work product, or how well the job was done. There is wide recognition among the Action Teams of the need to establish standards for performance, and implement processes that enable better management of City and individual performance, including recognition programs that highlight meaningful employee achievement.
- **NON-TRADITIONAL REVENUE GENERATING** – The OETF process has identified areas where opportunities to generate new revenue sources exist including fines from inspections, recycling, membership fees at the 22 recreation centers, etc. While it is exciting to think about new revenues streams, more market research must be conducted to gauge the likelihood of success.

The recurrence across the Action Teams of recommendations relating to these themes reinforces their importance to the achievement of real and sustainable change throughout the City enterprise.

Summary Reports

In the following sections of this report, the specific recommendations developed by each department and general support service, along with a timetable for implementation, are presented in summary form. An overview of the department or current state of the general support services, and a discussion of the processes targeted for study by the Action Team precede the recommendations. 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 provides a complete list of recommendations organized by Action Team. Table B presents a general overview of all the Action Team recommendations and their projected areas of impact. Performance indicators will be used to monitor implemented recommendations, and will verify impact projections.

OETF ACTION TEAM RECOMMENDATIONS

TABLE A
RECOMMENDATIONS

#	RECOMMENDATIONS
BUILDING AND HOUSING	
- Plan Review Process	
1	Designate the Division of Construction Permitting as the Lead in the Plan Review Process
2	Institute a citywide tracking system for Plan Review
3	Proactively manage the two-phased Plan Review Process
4	Establish bi-weekly inter-department plan review meetings
5	Combine Infrastructure Coordinating Committee with the Streetscape Committee
- Permitting Process	
6	Designate an Account Manager within the Division of Construction Permitting
7	Initiate up-front adequacy review of plan documents
8	Expedite Review of interior alterations
9	Encourage use of independent plan examiners
10	Train Plan Examiners as Generalists
11	Establish centralized plan pick-up
12	Commence office renovation in the Department of Building and Housing
- Leveraging Technology	
13	Expand online permit issuance and online payment of permit fees
14	Enhance the Department of Building and Housing's website and informational materials
- Code Enforcement	
15	Convert code enforcement from a complaint driven system to a proactive program that deals with the "worst first"
16	Institute semi-annual systematic inspections by sector
17	Revamp the Complaint Intake Center to be the sole point of entry for all code enforcement complaints
18	Coordinate the role of Neighborhood Development Activity funded "Code Enforcement Specialist" with the work of the Division of Code Enforcement staff
19	Accelerate the razing of unsafe properties and link demolition program to the City's economic redevelopment strategies
20	Implement the process recommendations developed with assistance of an outside consultant during Phase 1.
21	Adopt Standard Operating Procedures for property inspection, for issuance of a violation notice, and for issuance of a ticket
22	Restructure the Code Enforcement geographic districts from ten to six
23	Establish a Diligent Title Search Unit with a simplified pre-prosecution packet
24	Establish a Vacant Property Unit
25	Establish a Senior Citizen Assessment Unit to address housing and quality of life issues involving senior citizen homeowners
26	Reassess and refine the Search Warrant requirement related to the ability of the inspector to enter vacant, abandoned structures
27	Institute the recommendations to enhance the efficiency and effectiveness of the Division of Code Enforcement

#	RECOMMENDATIONS
PARKS, RECREATION AND PROPERTIES	
- Urban Forestry	
28	Reduce the trimming cycle of the 103,000 street trees to 18 years from the current 23 years by reassigning work to crews that will include seasonal workers
29	Utilize contractual assistance to reduce trim cycle from 23 years to 12 years
- Vacant Properties	
30	Amend legislation to extend seasonal worker contract for one year instead of the current April to December period
31	Reduce the size of crews used in cleaning vacant lots and structures
32	Develop a new training model that includes detailed training for Parks and Recreation seasonal supervisory staff
33	Create a comprehensive data system, remote station connectivity that utilizes handheld technology for Property Maintenance
34	Secure garage/storage space for Vacant Properties equipment and crews
- Recreation Centers	
35	Examine optimal hours at recreation facilities to better serve the community
36	Install intranet/internet systems at each recreation facility
37	Purchase eight additional computer units and 22 locking devices to be installed at the registration desk in each recreation facility to enable electronic registration, data storage, and report generation
38	Introduce swipe cards with photo identification for recreation registration and examine the feasibility of charging a fee for the swipe card
39	Charge non-residents a user fee for use of the recreation center
- Golf Courses	
40	Revise the current maintenance schedule to reflect a more structured maintenance deployment
41	Complete the 2006/2007 \$550,000 approved capital renovation project for Highland Golf course and develop a marketing plan to promote improvements
42	Purchase new equipment to replace aging equipment that is no longer cost effective to repair
43	Change legislation to allow for flexible rates at golf courses
44	Examine the feasibility of leasing the golf courses while continuing to own the property
- Property Management Work Order System	
45	Maximize the daily productivity of repair personnel by reducing the amount of required travel time to assignments
46	Outfit individual maintenance workers with wireless handheld devices to access the repair request database
47	Utilize procurement cards for property management with a set limit that can be used at pre-approved locations and vendors throughout the city
- Property Management Housekeeping Services	
48	Improve City Hall cleaning with a team cleaning method
49	Change custodial hours to cover heavy usage (3:00 PM – 8:00 PM) of the recreation centers where appropriate
50	Transfer custodial personnel assigned to Police facilities to the Division of Police

#	RECOMMENDATIONS
PUBLIC HEALTH	
- Vital Statistics	
51	Eliminate the current phone order system (for birth and death certificates), and route callers through the VitalChek Network, the system that already processes web-based requests
52	Revamp the in-person ordering system in a way that reduces wait time for 75-80% of customers
53	Purchase and implement a completely automated point-of-sale system to better be able to reconcile transactions
54	File microfiche needed to locate critical client information to improve efficiency
55	Install software on the Vital Statistics phone lines to monitor calls for quality assurance (if funding permits)
56	Obtain CD-Roms from the State with complete data for years for which we have poor data and the State has good quality data
57	Institute an automated kiosk system where individuals can purchase certificates, similar to the way airline tickets can be purchased and boarding passes issued
58	Adopt the system currently being implemented by the State through which all records are being updated and put into electronic format
- Nuisance Inspections	
59	Change the protocol for nuisance inspections by eliminating redundancy and streamlining the current process
60	Through training, public education and promotional activities, improve public health communications at the customer "touch points" by working with City partners and other complaint sources and educating residents about how complaints are handled
61	Identify a Public Health Customer Service Coordinator with the requisite knowledge and authority to effectively communicate with and resolve complaints and concerns from community members
- Health Promotion/Outreach	
62	Conduct planning activity each year to create a strategy for use of Public Health resources and determine a central receiving point/staff person for accepting requests and maintaining the schedule of events
63	Create departmental awareness of Public Health events being covered through unique strategies (e.g., computer pop-ups). Cross train outreach staff to develop a unified departmental message
64	Advertise and market the central phone number to request Cleveland Department of Public Health services. Work with outside agencies to address how to coordinate efforts when similar services are requested or provided

#	RECOMMENDATIONS
PUBLIC SERVICE	
- Waste Collection	
65	Leverage newly acquired software to evaluate the current route system and reduce the number of routes
66	Explore the feasibility of implementing a semi-automated waste collection method
67	Implement a Workforce Development Plan in coordination with other City departments/divisions
68	Increase participation in recycling by expanding drop-off centers, implementing a curbside program, and explore building an automated central recycling center
69	Expand the Commercial Collection Operation
- Snow Removal	
70	Review current snow removal routes using GIS technology and a windshield survey to adjust routing and increase response time
71	Develop a pilot program for use of anti-icing methods
72	Install pavement temperature sensors on snow removal vehicles for reduction in salt use and a faster transition to residential streets
73	Install highly visible lock pins on salt gates to control the distribution rate of salt
74	Equip all six stations with the ability to change plow blades to reduce down time for plow blade changes
75	Develop a formal training program for all snow removal personnel
- Street Resurfacing and Street Repair	
76	Develop an all-inclusive Pavement Management System that includes a five-year resurfacing schedule
77	Implement a formal divisional training program for all street resurfacing and repair employees, to include cross-training. Also, enter into discussion with Local 1099 to develop a classification tier system for all craft employees
78	Negotiate with unions a uniform time frame allowed for Public Service employees to call off sick
79	Purchase six new spray injection patching machines to replace the current four units
80	Purchase an additional concrete truck to pick up all concrete from vendor's plant to achieve cost saving of approximately \$25 per cubic yard

#	RECOMMENDATIONS
CUSTOMER-FOCUSED SERVICE	
- Standards, Training and Performance Measurements	
81	Develop a public-private guidance task force inclusive of governmental and corporate entities to develop a citywide "Signature of Service" customer service program
82	Create an internally driven customer service philosophy across the City that encompasses the concept of enhanced standards of service for the customer
83	Establish an external marketing campaign ("FIRST in SERVICE") to communicate that customer service is a priority for the City of Cleveland
84	Create a pilot program using one of the four departments targeted by OETF (Building & Housing, Parks, Recreation & Properties, Public Health, or Public Service) to determine the effectiveness of customer service standards
85	Develop a comprehensive customer service training program geared for City employees
86	Create department-based performance evaluation measurements for Directors/Commissioners that correlate with the established customer service standards for the city.
87	Collaborate and develop with Human Resources a department/division program to create incentives and recognize employees that meet and exceed established service standards
- 311 Call System	
88	Implement a 311 call center for non-emergency services, utilizing a department phased-in approach, beginning with the four departments targeted for OETF
89	Implement a Work Order System to manage inquiries from the 311 Call Center to the appropriate department for timely completion
90	In existing call centers, extend hours of operation to gather data to support implementation of the 311 Call Center to effectively serve citizens
91	Create a "virtual 311 system" on the City of Cleveland website in order to accept online requests for all services traditionally obtained in existing call centers or via the 311 Call Center
92	Develop a Call Center training program that leverages the system technology of the 311 programs, as well as complementing the City's customer service training program
93	Develop a citywide database and mandate regular updates by each department to provide current information such as frequently asked questions with appropriate responses in order to keep information within the City current and accurate

#	RECOMMENDATIONS
HUMAN RESOURCES AND PERSONNEL SYSTEMS	
- Hiring Process	
94	Prepare the City, its leaders, and workforce for the changes likely to take place
95	Mayor and Chief must carry out their roles of repositioning the Department of Personnel and the Civil Service Commission in the eyes of the other City departments
96	Institute new PID review rules to reduce Executive Office involvement and relegate authority-specified approval to departments
97	Reallocate resources to reduce operational bottlenecks and annual peak workloads
98	Make system investment to address process bottlenecks related to seasonal and part-time hires
99	Implement revisions to Civil Service processes – Testing and Job Classification, and Training – and re-brand the organization as a “partner” department
100	Assign the Department of Personnel/HR sole authority to distribute offer letters to job candidates, and standardize language to ensure legality
101	Pilot and institutionalize a workforce planning program with other City departments that precedes the City budget process
102	After changing the processes, consider implementing a centralized hiring reporting structure
103	Begin a formal training program that leverages internal and institutional knowledge workers
104	Investigate upgrades to IT systems and business process re-engineering to better leverage existing technology
105	Create a set of Key Performance Indicators (KPIs) that provide managers with relevant metrics
106	Investigate the feasibility of implementing online applications and other hiring-related functions
- Safety and Risk Management	
107	Implement a system for management accountability and support for the Occupational Health and Safety Program
108	Ensure those responsible for Occupational Safety and Health programs have the proper expertise
109	Develop a comprehensive Occupational Safety and Health Program
110	Implement a comprehensive Drug Free Workplace Program
111	Develop a Workers’ Compensation Claims and Injury Management System
112	Obtain agreements with external consultants to provide Safety and Risk Management expertise and technical assistance to internal staff
- Performance Management	
113	Expand the current performance evaluation system as a part of a comprehensive performance management system
114	Plan and direct Change Management initiative that includes the establishment and communication of core City of Cleveland values and beliefs
115	Develop new and/or update existing job descriptions using methodology that encourages consistency and quality
116	Develop a centralized Performance Management Group responsible for implementing and managing the performance management system
117	Provide performance management training and coaching on how to effectively impact performance prior to implementation
118	Explore the feasibility of using existing software to meet performance management tracking and reporting needs
119	Develop a Strategic Human Resources Plan

#	RECOMMENDATIONS
INFORMATION TECHNOLOGY SERVICE DELIVERY	
- IT Budgeting and Funding	
120	Modify the City budget to allow for the identification of all IT related expenses and funding sources
121	Determine opportunities to make IT funding more consistent across the City
- IT Strategy and Governance	
122	Create the position of Chief Information Officer to lead citywide strategic planning efforts
- Citywide IT Standards	
123	Establish a citywide IT Governance Council, composed of City IT users and external IT professionals, that has the necessary resources to develop citywide standards and policies for IT
124	Develop citywide technology service delivery and training standards
- IT Procurement	
125	Review, renegotiate and standardize vendor contracts

PROCUREMENT AND PURCHASING	
- Applicable Law	
126	Raise the major procurement threshold from \$10,000 to \$50,000 and mandate adjustment every five years
127	Pass a standing “omnibus” purchasing ordinance for all routine requirements that are already authorized through the budget process. Enable multi-year contracts with renewals to facilitate Just-In-Time, e-catalog, and industry standard purchasing
128	Pass a standing ordinance to enable direct-award software upgrades, licenses and routine maintenance fees for software systems without additional legislative approval, when the original software has already been approved by ordinance
129	Pass an ordinance for citywide use enabling the option to use G.S.A. and State contracts, and buying cooperative contracts without additional legislative approval
130	Enable e-procurement with legislative authority and support to accept electronic signatures and electronic bids; allow electronic payments, Impact cards, web auctions and reverse auctions; and facilitate processing with electronic internal approvals
- Major Procurement Process	
131	Re-engineer and standardize bid packages to minimize the number and complexity of required forms
132	Simplify internal transaction processes by reducing the number of required approval signatures, enabling electronic signatures, enabling document entry into the procurement system at the department/division level, and delegating purchasing signature approval authority by dollar amount
133	Create a streamlined, functional Emergency Procurement Policy that includes clear definitions for “Urgency” and “Emergency” classifications
- Critical Touch Points	
134	Implement a simpler incentive-driven approach for vendors to meet MBE/FBE participation goals established by the City
135	Standardize all contracts, including Professional Services contracts under \$50,000 with a standard form to eliminate the need for the Law Department to draft individual contracts

TABLE B
SUMMARY OF ACTION TEAM RECOMMENDATIONS

Recommendations	Initiative One				Total
	Departmental Action Teams				
	Building & Housing	Parks, Recreation & Properties	Public Health	Public Service	
# of Targeted Processes	2	5	3	3	13
# of Recommendations	27	23	14	16	80
# Implementation < 6 Mos.	23	6	12	4	45
# Implementation > 6 Mos.	4	17	2	12	35
# Generate Revenue	0	5	1	1	7
# Reduce Costs	4	1	1	5	11
# Leverage Technology	3	5	3	2	13
# Enhance Efficiency	27	20	14	16	77
# Improve Customer Service	26	22	14	7	69

Recommendations	Initiative Two				Total
	General Support Systems Action Teams				
	Customer Focused Service	Human Resources & Personnel	IT Service Delivery	Procurement & Purchasing	
# of Targeted Processes	2	3	6	3	14
# of Recommendations	13	26	6	10	55
# Implementation < 6 Mos.	4	13	3	5	25
# Implementation > 6 Mos.	9	13	3	5	30
# Generate Revenue	0	0	0	0	0
# Reduce Costs	0	3	2	5	10
# Leverage Technology	4	3	3	1	11
# Enhance Efficiency	11	13	6	10	40
# Improve Customer Service	13	11	4	4	32

GRAND TOTALS

Total Number of Targeted Processes Examined	27
Total Number of Recommendations Submitted	135
Total Number with Projected Implementations < 6 Mos.	70
Total Number with Projected Implementations > 6 Mos.	65
Total Number Projected to Generate Revenue	7
Total Number Projected to Reduce Costs	21
Total Number Projected to Leverage Technology	24
Total Number Projected to Enhance Efficiency	117
Total Number Projected to Improve Customer Service	101

INITIATIVE ONE

**DEPARTMENT SPECIFIC ACTION TEAM
SUMMARY REPORTS**

**BUILDING AND HOUSING
PARKS, RECREATION AND PROPERTIES**

PUBLIC HEALTH

PUBLIC SERVICE

DEPARTMENT OF BUILDING AND HOUSING

ACTION TEAM

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President, Village Capital Corp.

Staff Technical Lead

Edward Rybka
Director, Department of Building & Housing

Volunteer Team Members

Tom Adler
Chairman, PSF Management

Tim Luli
President, PSF Management

Kevin Robinette
Architect, Westlake Reed Leskosky

James Williams
Former Director, City of Cleveland, Building and Housing

Staff Team Members

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Administrative Assistant, Building and Housing

David Cooper
Deputy Director, Building and Housing

Kevin Franklin
Chief Inspector, Building and Housing

Tyrone Johnson
Commissioner, Division of Code Enforcement

Alan Thomas
Chief Building Inspector, Building and Housing

Timothy Wolosz
Commissioner, Division of Construction Permitting

PMO Support Staff

Eduardo Romero, *Project Manager*
Cynthia Sullivan, *Assistant Program Manager*

Department Overview

Established as a department in June 2002, Building and Housing has as its mission, “To contribute to Cleveland’s urban renaissance by preserving and strengthening neighborhoods through ambitious code enforcement.”

The department employs 175 full time staff. For the year 2006 the department received a combined total of \$11,278,000 in operational funding from the City’s General Fund and grants. Projected revenue for the year is \$10,941,000.

Building and Housing has two divisions – Construction Permitting and Code Enforcement.

- The Division of Construction Permitting has an annual budget of \$1,576,000 and 24 full time employees. The division issues approximately 20,000 permits annually to ensure that major and minor construction undertaken in the City meets established building codes. The majority of permits issued are for simple construction projects (e.g., fencing, roof replacements, etc.). More complex construction requires completion of an additional step called plan review (i.e., approval of construction documents) prior to a permit being issued. The division completes in excess of \$642 million annually in construction project reviews.
- The Division of Code Enforcement’s primary responsibility is to cite violations to the established building codes and proactively address signs of blight on structures and properties within the City of Cleveland. With an annual budget of \$7,483,000 and 121 employees, the division issued 9,347 violation notices and 1,021 court summons, and completed 195 demolitions and 2,932 board-ups in 2005.

Targeted Processes

Within the Division of Construction Permitting, the Action Team assessed the current state of the permitting process for complex construction projects that require plan review to identify opportunities for improvement. The major functions are as follows:

- *Plan Review* – The Action Team focused on re-engineering this process “end-to-end,” including intake, review completion time, referral to other City departments and public information processes, to achieve time savings and enhance customer service.
- *Permit Issuance* – As with Plan Review, the Action Team looked at end-to-end process streamlining to gain greater efficiency in this area. In addition, the team examined opportunities for enhanced staff training to increase productivity.

In the area of Code Enforcement, the Action Team examined process improvements recommended by a previously engaged consultant, the Lean Firm, designed to transform this function from complaint driven to systematic. The areas of focus included the following:

- *Complaint Intake and Management* – Several opportunities for efficiency improvement were reviewed, including leveraging existing technology, establishing uniform criteria and standards, and moving the organizational culture from reactive to proactive.
- *Prosecution/Condemnation/Demolition Processes* – The Action Team analyzed existing processes for follow up to complaints and citations (up to and including

demolition) as areas where process streamlining, leveraging technology, and staffing reallocation provide opportunities to realize greater efficiency.

Building and Housing Action Team Recommendations

The Building and Housing Action Team developed five recommendations designed to optimize inter-department coordination and establish accountability within the Plan Review process.

1. **Designate the Division of Construction Permitting as the Lead in the Plan Review Process.** This recommendation establishes the Construction Permitting Division as the responsible and accountable agency to track a plan through the system to completion in a timely manner.
2. **Institute a citywide tracking system for Plan Review.** This will ensure that plan review is monitored from department to department and that timelines are enforced.
3. **Proactively manage the two-phased Plan Review Process.** The aim of this recommendation is to provide oversight/coordination that will eliminate redundancy and help ensure timeliness in the Plan Review Process.
4. **Establish bi-weekly inter-department review meetings.** The regular meetings will ensure that inter-departmental communication needed to facilitate plan reviews takes place.
5. **Combine Infrastructure Coordinating Committee with the Streetscape Committee.** This is designed to help streamline the process by reducing the number of City committees required to review plans.

To fortify the management of the Permitting Process within the Division of Construction Permitting, the Action Team developed seven recommendations.

6. **Designate an Account Manager within the Division of Construction Permitting.** This designated individual will serve as a critical “single point of contact,” who can track and communicate status to customers.
7. **Initiate up-front adequacy review of plan documents.** The goal here is to integrate quality control into the intake process, as well as help ensure the timely referral of plans to appropriate departments.
8. **Expedite Review of interior alterations.** This will ensure a more expeditious review of less complex interior plans, with the goal of reducing the time to completion to one week.
9. **Encourage use of independent plan examiners.** With the implementation of this recommendation, the Department will take steps to increase this practice among developers of large projects, thus decreasing the load on internal examiners.
10. **Train Plan Examiners as generalists.** This will leverage existing staff resources in order to streamline the plan examination process (i.e., plans can be reviewed by one examiner rather than several).
11. **Establish centralized plan pick-up.** This will ensure easier retrieval of documents upon completion of the plan review process, thus increasing efficiency and enhancing customer service.

- 12. Commence office renovation.** This recommendation addresses the inadequacy of the division's current location, with a particular emphasis on ease of access for customers.

Two recommendations were developed by the Action Team to leverage existing technology and enhance the City's systems for issuing permits.

- 13. Expand online permit issuance and online payment of permit fees.** Implementation of this recommendation is in progress, and is projected to be complete by first quarter 2007.
- 14. Enhance the Department's website and informational materials.** This will improve the Department's ability to communicate with and provide information to customers and the public.

The following five recommendations have been developed by the Action Team in an effort to rationalize the management of the volume of code enforcement complaints to increase inspector responsiveness and improve code compliance.

- 15. Convert code enforcement from a complaint driven system to a proactive program that deals with the "worst first."** With the implementation of this recommendation, the Department will establish a standard "priority" ranking by type for all complaints.
- 16. Institute semi-annual systematic inspections by sector.** This is a process improvement designed to facilitate inspections and the ability to follow up for court action. Successful implementation requires process standardization throughout established districts.
- 17. Revamp the Complaint Intake Center to be the sole point of entry for all code enforcement complaints.** This will ensure that existing technology is leveraged for tracking complaints, and will be the starting point for ongoing communication with the customer through completion of the process.
- 18. Coordinate the role of Neighborhood Development Activity funded "Code Enforcement Specialist" with the work of the Division of Code Enforcement staff.** The goal is to develop collaborations to leverage community resources to assist Department staff with inspection and follow-up activities.
- 19. Accelerate the razing of unsafe properties and link demolition program to the City's economic redevelopment strategies.** This recommendation establishes critical coordination between economic and community redevelopment efforts and ongoing demolition of blighted properties within the City.

The Action Team recommends the following to institute internal system changes that will formalize and ensure accountability going forward.

- 20. Continue to implement the process recommendations developed with assistance of an outside consultant during Phase 1.** Consultant services to assist with the implementation will provide critical support for the change process that is and will take place within Code Enforcement.

Recommendations 21 through 27 are the result of work Building and Housing completed in conjunction with a consultant already under contract with the department during OETF Phase 1 assessment.

21. **Adopt Standard Operating Procedures for property inspection, for issuance of a violation notice, and for issuance of a ticket.**
22. **Restructure the Code Enforcement geographic districts from ten to six.**
23. **Establish a Diligent Title Search Unit with a simplified pre-prosecution packet.**
24. **Establish a Vacant Property Unit**
25. **Establish a Senior Citizen Assessment Unit to address housing and quality of life issues involving senior citizen homeowners.**

The Action Team advises adopting specific reforms to complement the division's new policies and procedures, as outlined in the following two recommendations.

26. **Reassess and refine the Search Warrant requirement related to the ability of the inspector to enter vacant, abandoned structures.** This addresses the requirement that vacant structures, as a top priority, must receive internal inspections in order to initiate demolition/rehab and the prosecution of parties with legal interest in the property.
27. **Institute the following recommendations to enhance the efficiency and effectiveness of the Division of Code Enforcement.**
 - i. Continue to develop a coordinated, more aggressive nuisance abatement cost recovery strategy that uses outside collection resources through the placement of liens.
 - ii. Institute the filing of an "Affidavit of Fact" with the County Recorder's office for condemned structures, providing "notice" of severe code issues.
 - iii. Pursue legislative change that would require that violation notices be issued by ordinary mail rather than by certified mail.
 - iv. Increase productivity and the quality of work through the purchase of digital cameras.
 - v. Increase productivity by having all inspectors park in Willard Garage rather than the Municipal Parking Lot.
 - vi. Make a software adjustment to the Rental Registration Program resulting in a less labor intensive program permitting for more aggressive enforcement.

A proposed timetable to implement the Building and Housing Action Team's twenty-seven recommendations and their projected impacts appear in the following tables.

Proposed Implementation Timetable			
#	Recommendation	Required Action(s)	Complete
1	Designate Construction Permitting as lead in the Plan Review Process	Mayoral directive to affected departments; strategy to implement	January 2007
2	Institute citywide tracking system to monitor plan review progress	Mayoral directive to affected departments; strategy to implement	June 2007
3	Proactively manage two-phase review process	Department directive; implementation under way	June 2007
4	Establish bi-weekly inter-department review meetings	Department directive; implementation under way	December 2006
5	Combine Infrastructure Coordinating Committee and Streetscape Committee	Department directive (City Planning)	January 2007
6	Designate an Accounts Manager	Mayoral approval	1 st Qtr 2007
7	Initiate upfront adequacy review of plan documents	Department directive; implementation under way	January 2007
8	Expedite review of interior alterations	Department directive; implementation under way	January 2007
9	Encourage use of independent plan examiners	Department directive; promote through website	1 st Qtr 2007
10	Train Plan Examiners as generalists	Department directive; implementation under way	1 st Qtr 2007
11	Establish a centralized plan pick-up area	Public Improvement contract being executed	4 th Qtr 2007
12	Commence office renovations	Approval for inclusion in 2007 capital budget	TBD
13	Expand online permitting and online payment of permit fees	Department directive; implementation being coordinated with City GIS office	1 st Qtr 2007
14	Enhance Department website and informational materials	Department directive	March 2007
15	Convert code enforcement from complaint driven to proactive	Department implementation of Lean Firm recommendation under way	1 st Qtr 2007
16	Institute semi-annual systematic inspections	Department directive; implementation under way	1 st Qtr 2007
17	Revamp Complaint Intake Center	Department directive; implementation under way	1 st Qtr 2007
18	Coordinate role of Neighborhood Development Activity-funded code enforcement specialists with work of Division of Code Enforcement	Agreement with CDC's; discussions under way	1 st Qtr 2007
19	Accelerate demolitions; link to City's economic redevelopment strategies	Department directive; implementation under way	January 2007
20	Continue to implement the process recommendations developed with assistance of an outside consultant during Phase 1.	Implementation under way	2007
21	Adopt SOP for property inspection, violation notice issuance and ticket issuance	Department directive; implementation under way	February 2007
22	Consolidate code enforcement districts to six	Implementation complete	Complete
23	Establish Diligent title Search Unit	Department directive; implementation under way	1 st Qtr 2007
24	Establish Vacant Property Unit	Implementation complete	Complete
25	Establish a Senior Citizen Assessment Unit	Department directive; implementation under way	1 st Qtr 2007
26	Reassess, refine Search Warrant requirement for inspector to enter vacant, abandoned structures	Department directive in conjunction with Law Department; implementation under way	1 st Qtr 2007
27	Institute recommendations to enhance the efficiency and effectiveness of the Division of Code Enforcement	Department directive to implement	2007

TABLE OF BUILDING AND HOUSING RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
1	Designate the Division of Construction Permitting as the Lead in the Plan Review Process	Customer will be able to hold someone accountable for the process completion	Process becomes predictable Decrease in down time Improved staff accountability
2	Institute a citywide tracking system for Plan Review	Improve quality of service offered to customers	Improved processing Improved coordination and communication between departments
3	Proactively manage the two-phased Plan Review Process	Timelines established for each component of plan review	Speeds up process Improved Service
4	Establish bi-weekly inter-department review meetings	Provides predictability to developer/architect	Improved communication between departments Clarity of process Critical issues flagged early in the process
5	Combine Infrastructure Coordinating Committee with the Streetscape Committee	Reduces overlap and improves quality of service	Improved processing Reduced number of committees required to review project plans
6	Designate an Account Manager within the Division of Construction Permitting	Designated point of contact for the customer Reduced number of committees required to review project plans	Improved Service Improved processing Decrease in down time
7	Initiate up-front adequacy review of plan documents	Review is moved to the beginning of the process Improved quality of service	Improved processing
8	Expedite Review of interior alterations	Plans are reviewed more quickly	Separates this review from the more complicated large scale projects Faster turn-around
9	Encourage use of independent plan examiners	Allows developer to retain a plan examiner from a pre-approved list	Eliminates backlog of plans Improved processing
10	Train Plan Examiners as Generalists	Provides higher quality of service that will increase customer satisfaction	Faster turn-around for smaller projects Increased productivity
11	Establish centralized plan pick-up	Convenience to the customer to retrieve plans Reduce the time for customers to retrieve plans	Improved Service Improved processing

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
12	Commence office renovation	Modern and professional offices	Improved quality of environment
13	Expand online permit issuance and online payment of permit fees	Improves the capability of service provided Increase in customer satisfaction Expedite the permit process for customers	Improved processing Increase in production
14	Enhance the Department's website and informational materials	Improves service delivery to customers	Improved processing
15	Convert code enforcement from a complaint driven system to a proactive program that deals with the "worst first"	Citizens will see a marked improvement with a system that focuses on the worst conditions	Change the culture of staff Increased proficiency of staff
16	Institute semi-annual systematic inspections by sector	Scheduled follow-up of inspections	More focus on priority problems Built-in follow up mechanism
17	Revamp the Complaint intake Center to be the sole point of entry for all code enforcement complaints	Complaints will be managed and tracked Improved response time	Duplicate complaints eliminated Decrease in down time
18	Coordinate the role of Neighborhood Development Activity funded "Code Enforcement Specialist" with the work of the Division of Code Enforcement staff	Improves the service delivery to provide higher quality service	Improved processing Increase in productivity
19	Accelerate the razing of unsafe properties and link demolition program to the City's economic redevelopment strategies	Encourages citizens to choose Cleveland as a place to live and work Removal of blighted abandoned structures	Provides the framework for service delivery and a more robust demolition strategy
20	Continue to implement the process recommendations developed with assistance of an outside consultant during Phase 1.	Enhances service delivery to citizens Improve service delivery times over 50%	Enhanced performance measurements through the establishment of performance scorecard
21	Adopt Standard Operating Procedures for property inspection, for issuance of a violation notice, and for issuance of a ticket	Eliminates variation in services and improves quality	Eliminates waste Clear goals and objectives improve operation
22	Restructure the Code Enforcement geographic districts from ten to six	Creates larger pool of inspectors in a geographic area to focus on worst first	Eases the ability to standardize the inspection code enforcement process
23	Establish a Diligent Title Search Unit with a simplified pre-prosecution packet	Enhances service delivery to citizens	Allow for more value added time dedicated to field work
24	Establish a Vacant Property Unit	Improved quality of service Removal of blighted conditions in neighborhoods	Increased productivity Improved processing

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
25	Establish a Senior Citizen Assessment Unit to address housing and quality of life issues involving senior citizen homeowners	Fewer senior citizens victims of predatory loans and sham contractors Improved participation in the RAH rehabilitation programs	City will achieve the ability to access and provide delivery of service to seniors decreasing
26	Reassess and refine the Search Warrant requirement related to the ability of the inspector to enter vacant, abandoned structures	Improve the speed of condemnations Increase number of condemnation notices issued as vacant structures are to be inspected	Speeds up process Timely inspections Increase in turn-around time Increase in productivity
27	Institute recommendations to enhance the efficiency and effectiveness of the Division of Code Enforcement	Increase in customer satisfaction both internally and externally	Enhances the quality and productivity of staff

DEPARTMENT OF PARKS, RECREATION & PROPERTIES **ACTION TEAM**

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Volunteer Team Members

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Department Overview

The Department of Parks, Recreation and Properties comprises six major divisions:

- Convention Center/Westside Market/Stadium
- Property Management/Eastside Market
- Recreation/Golf Courses
- Parking Facilities/On Street/Off Street
- Research Planning & Development
- Park Maintenance & Properties/Cemeteries

It is one of the largest departments in City government, employing 559 full time and 729 part-time employees. With an annual budget of \$72.2 million, the department receives 50 percent of its funding from the City's General Fund (\$36,562,000), 46 percent from Enterprises (\$33,270,000), three percent from self-generated revenue (\$2,286,000) and one percent from grants (\$804,000)

Because of its size and the many ways it directly impacts the lives of the citizens of Cleveland, the Department of Parks, Recreation and Properties was an ideal candidate to participate in the Mayor's Operational Efficiency Task Force initiative.

Targeted Processes

The size of the department made it necessary for this initiative to concentrate on only three Divisions – Parks Maintenance, Recreation and Properties. All three Divisions are responsible for providing multiple services; however, the Action Team selected the following areas of activity for improvement opportunities.

- *Urban Forestry* – This operation is responsible for maintaining approximately 103,000 street trees on City property, which includes trimming trees, removing dead/hazardous trees, removing tree stumps, grinding roots, and storm clean up. The Action Team focused on improving resource allocation to gain efficiencies in tree-trimming operations.
- *Vacant Properties* – This operation is responsible for cutting high weeds and removing debris from vacant properties throughout the City. Strategies to achieve greater efficiencies and citizen satisfaction include workforce development, leveraging technology, and process revision.
- *Recreation Center Operations* – The Division of Recreation is responsible for providing quality leisure time activities to the residents of the City of Cleveland. Recreation centers offer non-fee based programming supported by the general fund. In analyzing the current state of recreation center operations, the Action Team targeted available technology and process review as areas that might yield opportunities to increase revenue and improve customer service.
- *Golf Courses* – The Division of Recreation operates two 36 – hole golf courses. Each course covers approximately 400 acres, along with a clubhouse inclusive of a pro-shop and snack shop. This area was examined for ways to improve maintenance and enhance revenue generation.
- *Property Management* – The Division of Property Management is the City of Cleveland's maintenance department for all general fund operations and select enterprise divisions. The Division houses all the skilled trades (plumbers, electricians, building engineers, painters, etc.), and its program areas are building maintenance and operations, housekeeping, security, East Side Market

and small capital construction projects. Work order process improvements and workforce deployment in housekeeping were the Action Team's focus for this area.

Parks, Recreation and Properties Action Team Recommendations

The Parks, Recreation and Properties Action Team developed two recommendations to improve efficiency of tree-trimming operations in Urban Forestry.

1. **Reduce the trimming cycle of the 103,000 street trees to 18 years from the current 23 years by reassigning work to crews that will include seasonal workers.** There is no anticipated cost impact, and the entire improvement can be realized by re-assigning staff and changing task handling procedures. Reducing the trimming cycle will result in increased tree health and reduced emergency responses. This will be the first step in transforming trimming from a complaint driven operation to a more preventive operation. The recommendation can be implemented immediately and monitoring is readily available from a record of trees trimmed.
2. **Utilize contractual assistance to reduce trim cycle from 23 years to 12 years.** Most cities have a ten year trimming cycle. The shorter cycle results in healthier trees that are less prone to damage (e.g., during storms). The cost will depend on the amount funded, which has yet to be determined.

The following five recommendations address improvement opportunities in the area of Vacant Properties.

3. **Amend legislation to extend seasonal worker contract for one year instead of the current April to December period.** This will allow the department to utilize flexibility in seasonal staffing year-round, as needed, to perform clean up during the "off season." The expected benefit will be a decrease in initial complaints for service in the spring due to the additional staff available to address issues. There will be no additional cost to implement the recommendation.
4. **Reduce the size of crews used in cleaning vacant lots and structures.** By reducing crew size from 3-4 persons to 2-3 persons, 2006 service visits are expected to be 50% more than the 2005 visits, with no cost impact. The change has already been implemented.
5. **Develop a new training model that includes detailed training for seasonal supervisory staff.** Improving the capabilities of seasonal crew supervisors will increase the productivity of the entire crew, as the supervisors will be able to provide better leadership. It is projected there may be a marginal impact on the seasonal budget to implement this training.
6. **Create a comprehensive data system, remote station connectivity that utilizes handheld technology.** Currently, the Division of Park Maintenance and the Division of Assessments and Licenses share the billing process for vacant property clean-up. The time it now takes to process work orders and mail bills can be decreased by implementing an automated system that allows the Division to intake and track complaints, create work orders in the field, automatically create bills from work orders, and collectively store and forward all pertinent work order information for billing to Assessments. The potential cost impact of implementing such a system is to be determined.

- 7. Secure garage/storage space for Vacant Properties equipment and crews.** Park Maintenance stations are too small and ill-equipped to house the Vacant Lots staff and equipment. In addition, because the stations are not secured, the trailers and equipment cannot be left outside with the vehicle. As a result, trailers and equipment must be removed and reattached to the vehicles daily. It is estimated that at least 60 -90 minutes will be saved getting crews in and out each day with additional facilities, providing a significant boost to productivity.

The Action Team developed five recommendations to enhance efficiency of Recreation Center operations.

- 8. Examine optimal hours at recreation facilities to better serve the community.** With the flexibility to match recreation center hours of operation more closely to the needs of the surrounding community, the division will maximize center usage and improve customer satisfaction. Additional funding may be required to operate centers outside of current hours.
- 9. Install intranet/internet systems at each facility.** Access to the City's network (INet) will allow the recreation centers to communicate with each other and the administrative office electronically, a capability that does not currently exist. In addition to enhancing efficiency, the division projects cost savings in decreased gasoline consumption and mileage reimbursements, as the necessity for travel between facilities will decrease. Installation of DSL lines at centers is under way.
- 10. Purchase eight additional computer units and 22 locking devices to be installed at the registration desk in each facility to enable electronic registration, data storage, and report generation.** The ability to store and retrieve critical data regarding operations will significantly increase efficiency and productivity, as well as contribute to strategic reporting capability for planning purposes (e.g., to determine staffing and purchasing needs and distribution, and assist with determining program needs based upon interests of the community). Cost has not been determined at this time.
- 11. Introduce swipe cards with photo identification for registration and examine the feasibility of charging a fee for the swipe card.** Improved customer service is the chief benefit of this recommendation, as it will simplify patron registration and increase security within the facilities. Center staff also would be able to readily capture and track usage by non-residents, a potential new revenue source. Cost has not been determined at this time, however, if fees for cards are introduced, this would offset part or all of the cost.
- 12. Charge non-residents a user fee.** Many non-residents use recreation center facilities and participate in center programs at no cost. This proposal is offered as a way to generate additional revenue to support center operations.

In the area of Golf Course Maintenance and Operations, the Action Team developed five recommendations.

- 13. Revise the current maintenance schedule to reflect a more structured maintenance deployment.** This proposal is introduced as a productivity builder, and to move golf course maintenance operations from response-driven to a more proactive approach, in line with best practices. Staff will be deployed more effectively and provide better service to ensure the courses are attractive to users.

14. **Complete the 2006/2007 \$550,000.00 approved capital renovation project for Highland Golf Course and develop a marketing plan to promote improvements.** By aggressively marketing improvements being completed at the golf courses, the department looks to re-engage existing users as well as attract new users, thus generating additional revenue. All improvements are projected to be completed for the 2008 golf season.
15. **Purchase new equipment to replace aging equipment that is no longer cost effective to repair.** This will increase efficiency and productivity by eliminating equipment down time for repairs. In addition, new equipment will provide a better cut at a faster rate. Purchases will be made based on available cash balances within the department budget.
16. **Change legislation to allow for flexible rates.** The ability to adjust rates will allow the department to introduce incentives, such as promotional rates, to attract new patrons and thus increase revenue.
17. **Examine the feasibility of leasing the golf courses while continuing to own the property.** The City would receive an annual payment from the lessee but would not be responsible for any operating or capital expenses. This proposal is offered as one option to address the continuing decline in usage and revenue. The department projects if the decline continues, subsidies will be necessary to continue operations by the year 2010.

The Action Team identified six opportunities for improvements in the areas of Property Management Work Order Processing and Housekeeping Services.

18. **Maximize the daily productivity of repair personnel by reducing the amount of required travel time to assignments.** By assigning multiple work orders for a facility to one person, the division expects to reduce the work order backlog and close out more jobs that have previously been classified as low priority. Additionally, it is projected there will be cost savings from reduced gasoline consumption of up to 6,075 gallons per year.
19. **Outfit individual maintenance workers with wireless hand held devices to access the repair request database.** Leveraging technology to provide maintenance personnel with immediate access to work orders increases efficiency and productivity. The division projects a decrease in the backlog of work orders as maintenance personnel are able to receive assignments and complete jobs faster. The cost of implementing and deploying the devices has not been determined at this time.
20. **Utilize procurement cards with a set limit that can be used at pre-approved locations and vendors throughout the city.** The Action Team found procurement cards to be a best practice in the private and public sector that results in reduced excess stock and facilitates job completion, as purchases can immediately be made to complete a specific work request.
21. **Improve City Hall cleaning with a team cleaning method.** Assignment of specialist teams as opposed to an individual to complete cleaning tasks within specified areas improves the quality of work without adding to operational cost.
22. **Change custodial hours to cover heavy usage (3:00 PM – 8:00 PM) of the recreation centers where appropriate.** This change would provide cleaning coverage during peak periods of usage when the need is likely greater,

resulting in improved customer satisfaction with the appearance of the facilities. The Action Team projects there would be no additional cost to implement.

- 23. Transfer custodial personnel assigned to Police facilities to the Division of Police.** This change is proposed based on the need to comply with specialized maintenance and staff training requirements of the Department of Justice. It is the consensus of the Action Team that the Division of Police will be better positioned to meet jail sanitation requirements with direct control of the jail maintenance staff. There is no projected cost impact as this is a budget neutral transfer of staff from one General Fund department to another.

A proposed timetable to implement the Parks, Recreation and Properties Action Team's twenty-three recommendations and their projected impacts appear in the following tables.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action(s)	Complete
1	Reduce tree-trimming cycle to 18 years	Department directive; develop strategies to complete	2008
2	Use contractors to help reduce trim cycle	Department directive; engage contractor(s)	2008
3	Revise legislation to allow one-year seasonal contracts	City Council passage of amended legislation	December 2007
4	Reduce crew size (vacant properties)	Department directive to implement change	Complete
5	Provide training to seasonal supervisory staff	Department directive to implement change	May 2007
6	Implement hand-held devices for work order processing and billing (vacant properties)	Department directive; develop strategies to complete	2009
7	Obtain facilities to house vacant properties equipment and crews	Develop strategies to implement; allocate funds; could require legislative approval	2010
8	Examine optimal hours for recreation center operations	Department directive; develop strategies to implement	June 2007
9	Network connectivity for recreation centers	DSL lines being installed	2008
10	Purchase computers for recreation center registration desks	Department directive; allocate funds for purchase	June 2007
11	Introduce electronic cards with photo ID for registration; explore fees for cards	Department directive; develop strategies to complete	2009
12	Charge non-residents a user fee	Department directive to implement change	2009
13	Revise maintenance schedule (golf courses)	Department directive to implement change	April 2007
14	Complete approved capital renovations	Under way	December 2007
15	Purchase new equipment for golf courses	Department directive; allocate funds for purchase	2008
16	Change legislation to allow flexible rates	City Council passage of amended legislation	2008
17	Examine feasibility of leasing golf courses	Mayoral directive; conduct feasibility study	2010
18	Reduce travel time for repair staff	Department directive to implement change	2007
19	Deploy hand-held devices to staff	Department directive; allocate funds to implement	2009
20	Implement procurement cards	Work with Purchases and Supplies to obtain legislative authority	2009
21	Establish team cleaning at City Hall	Department directive to implement change	2007
22	Revise custodial hours at recreation centers	Department directive to implement change	June 2007
23	Transfer custodial personnel assigned to Police facilities to Division of Police	Mayoral approval	2008

TABLE OF PARKS, RECREATION & PROPERTIES RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
URBAN FORESTRY			
1	Implement systematic tree trimming to enhance the health and vigor of trees	Improved quality of service	Will reduce emergency calls
2	Utilize contractual assistance to reduce trim cycle from 23 to 12 years	Improvement in service	Healthier tress
VACANT PROPERTIES			
3	Amend legislation to extend seasonal work contract for one year instead of the current April to December period	Improved quality of service	Effective service year around
4	Reduce size of crew used in cleaning of vacant lots and structures	Improved quality of service	Increase in volume of service Increase in revenue
5	Develop a new training model which includes detailed training for seasonal supervisory staff	Improved quality of service	Increase in productivity Improvement in service
6	Utilize hand held technology to develop a data system remote stations connectivity and work recording system	Improvement in service	Increase in productivity Improvement in service
7	Secure garage/storage space to house operation equipment	Improvement in service	Increase in productivity Improvement in service
RECREATION CENTERS			
8	Examine and implement optimal hour of operations for all Recreation facilities to better serve the communities including operation on Saturday	Improvement in service	Greater usage of centers Increased patron satisfaction
9	Install intranet and Internet access at each Center	Improvement in service	Better usage of facilities Greater customer satisfaction
10	Computerize all Recreation Center offices to enable staff to develop a database on patron usage and to generate reports	Improvement in service	Time saving Greater customer satisfaction
11	Introduce swipe cards for registration with photos, and examine the feasibility of charging a fee for the swipe card	Improvement in service	Greater customer satisfaction Possible revenue generation
12	Charge non-residents a user fee	Improvement in service	Possible revenue generation
GOLF COURSES			
13	Improve the current facility maintenance schedule with more structured task assignments	Improvement in service	Greater customer satisfaction
14	Develop marketing plan to make customers aware of planned \$550K capital improvements at Highland. Work on improvements from revenue generated at Seneca from gas wells	Improvement in service	Greater customer satisfaction Increased usage of facilities

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
5	Purchase new equipment to replace aging equipment that is no longer cost effective to repair	Improvement in service	Better service Possible increase in clientele
16	Amend City Ordinances to provide golf course operators with flexibility to run promotions in order to compete with other area facilities	Greater availability of funds	Increased revenue Better usage of facilities
17	Examine the feasibility of leasing the golf courses while continuing to own the property	No impact	No impact
<i>PROPERTY MANAGEMENT WORK ORDER SYSTEM</i>			
18	Maximize daily productivity of crafts-persons by reducing travel time with better planning of task assignments	Improved service	Efficient use of staff Increased productivity
19	Provide very crafts-person with a laptop or hand held computer with wireless connectivity	Improved service	Increase in productivity
20	Provide crafts-persons with credit cards with preset limits for petty purchases from pre-approved vendors	Improvement in service	Increase in productivity
<i>PROPERTY MANAGEMENT HOUSEKEEPING SERVICES</i>			
21	Improve City Hall cleaning with a team cleaning method at industry recognized service intervals	Improved service	More routine and less on demand service
22	Change custodial hours for operations at Recreation Centers to cover hours of heavy usage	Improvement in service	Greater customer satisfaction
23	Transfer custodial workers assigned to Police facilities to Police Division	Improvement in service	More effective use of staff

DEPARTMENT OF PUBLIC HEALTH ACTION TEAM

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Department Overview

The Cleveland Department of Public Health (CDPH) has as its mission to ensure the health and well-being of Cleveland citizens through clinical programs and health education.

Through its five divisions – Administration, Health, Environment, Air Quality, and Corrections – Public Health provides direct programming and/or support for primary health care services, lead poisoning prevention, environmental health, reduction of chronic disease, improvement of reproductive health outcomes, air pollution monitoring and enforcement, and mental health and substance abuse programs.

Public Health's operating budget is funded from several sources, including the City's General Fund (only 22% of the department's total budget of nearly \$26 million), grants and revenues from state, federal and local sources, and self-generated revenue from Vital Statistics Services, Nuisance Inspection Services, and Air Permit fees. The department's staff totals 270.

In analyzing the current state of Public Health services and programs, the Action Team determined there is great opportunity within the department to introduce efficiencies that will enhance productivity, leverage and maximize its revenue-generating potential, and significantly improve service to customers.

Targeted Processes

The Department of Public Health targeted the following areas for improvement:

- *Vital Statistics Services in the Division of Health* – Vital Statistics Services issues more than 160,000 birth and death certificates each year, via orders by phone, mail, the Internet, and in-person requests. The Action Team identified challenges in the general areas of Personnel, Technology, and Data, where efficiency improvements would result in better customer service.
- *Nuisance Inspections in the Division of Environment* – Nearly 20,000 complaints are received each year by the Division of Environment, many of which are “nuisance” concerns such as unkempt lawns, trash and rubbish, or related areas. The Action Team focused on process redesign and streamlining as a way to move toward a more proactive approach to complaint resolution.
- *Health Promotions and Outreach in the Division of Health* – The Division of Health attends and provides resources for more than 100 community events each year, and provides a variety of services, including testing for lead poisoning, blood pressure screening, and flu shots. In analyzing this area, the Action Team determined there is a need for better planning and coordination, and improved communication and marketing to maximize these efforts.

The areas identified by the Public Health Action Team for Phase 1 focus are not the only efficiency issues that will be reviewed by the team or the Department, but they are the first areas of concern. They were selected because of the high level of customer involvement in each and, to some extent, because of the magnitude of their respective operations and the need for detailed analysis of the practices within each.

Public Health Action Team Recommendations

The Action Team developed eight recommendations to improve efficiency and productivity, and promote better customer service within the *Vital Statistics Services* area:

1. **Eliminate the current phone order system (for birth and death certificates), and route callers through the VitalChek Network, the system that already processes web-based requests.** This will result in more efficient processing, shorter waiting time for customers, and also will allow the division to reassign one internal resource to in-person orders. Vital Statistics will lose the \$16,000 in annual revenue currently generated through phone orders. However, with an estimated internal processing cost of \$40,000 in salaries, the result ultimately will be beneficial.
2. **Revamp the in-person ordering system in a way that reduces wait time for 75-80% of customers.** In addition to improved customer service, this will result in improved productivity, enabling employees to process requests more quickly and potentially increasing revenue.
3. **Purchase and implement a completely automated point-of-sale system to better be able to reconcile transactions.** This will eliminate the need for Vital Statistics to close one hour early each day to complete manual accounting processes, and translates into five additional hours each week to service customers. The cost for this system is estimated at \$5,000-\$10,000.
4. **File microfiche needed to locate critical client information to improve efficiency.** This was recommended to the City by the State Assistant Registrar as a relatively simple efficiency builder, pending arrival of electronic records from the State over the next three years. CDPH will seek an intern to complete this work at no cost to the City. If an intern cannot be found, some staff overtime may be required
5. **Install software on the Vital Statistics phone lines to monitor calls for quality assurance (if funding permits).** This will support efforts to enhance customer service through identification of deficiencies that present opportunities for improvement. Potential cost to implement the software is unknown at this time.
6. **Obtain CD-ROMs from the State of Ohio with complete data for years for which we have poor data and the State has good quality data.** This will reduce delays in fulfilling customer requests due to the inability to locate critical information. There is no cost to the City to complete this recommendation.
7. **Institute an automated kiosk system where individuals can purchase certificates, similar to the way airline tickets can be purchased and boarding passes issued.** This would increase efficiency, allow reallocation of staff and internal resources to other tasks, and reduce wait times for customers taking advantage of the option. The kiosk system is seen as a long-term solution (2 or more years out), and the potential cost to implement is unknown at this time.
8. **Adopt the system currently being implemented by the State through which all records are being updated and put into electronic format.** Compliance will be required by the State. There will be no cost to the City to complete this recommendation.

In the area of *Nuisance Inspections*, three recommendations are provided to improve the inspection process and enhance the efficiency of inspectors.

9. **Change the protocol for nuisance inspections by eliminating redundancy and streamlining the current process.** This will result in improved efficiency, less frustration for customers, and more confidence in the City's ability to handle

problems. Potential changes are not expected to impact the level of staffing and should be implemented at no additional cost.

10. **Through training, public education and promotional activities, improve communications at the customer “touch points” by working with City partners and other complaint sources and educating residents about how complaints are handled.** This will create better community understanding of the department’s responsibilities, thus improving efficiency and the ability to handle complaints effectively. Customer satisfaction also should increase. No additional costs are anticipated. Promotional activities will be undertaken using current resources.
11. **Identify a Customer Service Coordinator with the requisite knowledge and authority to effectively communicate with and resolve complaints and concerns from community members.** Establishing a single point of contact for problem resolution will improve communication and allow for higher quality contact with customers. No additional cost is projected, as sufficient funding for this new position exists within the current budget of the division.

In the area of Health Promotions and Outreach, the Action Team developed the following three recommendations.

12. **Conduct planning activity each year to create a strategy for use of resources and determine a central receiving point/staff person for accepting requests and maintaining the schedule of events.** This will result in a strategic approach to outreach and health promotions that allows for more efficient resource allocation, and leads to better service to the public. No cost impact is expected; the current budget will cover implementation of this recommendation.
13. **Create departmental awareness of events being covered through unique strategies (e.g., computer pop-ups). Cross train outreach staff to develop a unified departmental message.** This will enhance understanding of the department’s outreach activities, improve morale, and maximize opportunities to educate the community. No cost impact is expected; the current budget will cover implementation of this recommendation.
14. **Advertise and market the central phone number to request CDPH services. Work with outside agencies to address how to coordinate efforts when similar services are requested or provided.** This will improve customer service by helping the public to better understand how to request CDPH services, and through better coordination with outside agencies, provide more services to the community. No cost impact is expected; the current budget will cover implementation of this recommendation.

A proposed timetable for implementation of the Public Health Action Team’s fourteen recommendations and their projected impacts appear in the following tables.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action(s)	Complete
1	Eliminate current phone order system	Departmental directive; reroute calls to VitalChek	December 2006
2	Re-vamp in-person ordering system	Departmental directive; implement changes	December 2006
3	Purchase point-of-sale system	Identify, purchase, and implement system	December 2006
4	File microfiche with client information	Identify resources to perform task	December 2006
5	Install call monitoring software	Obtain and enable functionality	March 2007
6	Supplement records with data from State	Work with State to obtain needed data CDs	December 2006-March 2007
7	Institute automated kiosk system	Determine cost; identify funding; obtain system	2007-2008
8	Adopt State system to update records	TBD when State system is complete	2009
9	Change protocol for nuisance inspections	Departmental directive; implement changes	December 2006-March 2007
10	Educate public about complaint processes	Departmental directive; implement program	December 2006-March 2007
11	Identify Customer Service Coordinator	Departmental directive; staff position	December 2006-March 2007
12	Plan promotion/outreach strategy yearly	Departmental directive; implement planning	December 2006-March 2007
13	Communicate planned activities; cross train outreach staff	Departmental directive; develop and implement strategies to complete	December 2006-March 2007
14	Market central telephone number; coordinate activities w/ external agencies	Departmental directive; develop and implement strategies to complete	December 2006-March 2007

TABLE OF PUBLIC HEALTH RECOMMENDATIONS

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
VITAL STATISTICS			
1	Eliminate the current phone order system (for birth and death certificates), and route callers through the VitalChek Network, the system that already processes web-based requests	Greater convenience to customers More timely response to customers	Remain on schedule and Improved processing times
2	Revamp the in-person ordering system in a way that reduces wait time for 75-80% of customers	Greatly reduce wait time More timely response to customers	Speeds up process
3	Purchase and implement a completely automated point-of-sale system to better be able to reconcile transactions	Convenience to customers by remaining open until 5pm instead of 4pm	Speed up process Eliminate staff time spent on reconciling daily transactions
4	File microfiche needed to locate critical client information to improve efficiency	Would decrease wait times due to better organized materials	Improved processing Reduces staff time spent on locating files
5	Install software on the Vital Statistics phone lines to monitor calls for quality assurance (if funding permits)	Improves quality of service through oversight and services standards	Reduces deficiencies Increased on-going continuous improvement
6	Obtain CD-Roms from the State with complete data for years for which we have poor data and the State has good quality data	Decreases customer delays	Reduced time required to search for records
7	Institute an automated kiosk system where individuals can purchase certificates, similar to the way airline tickets can be purchased and boarding passes issued	Increase number of customers served and provides easier access for customers	Decrease staff time spent on processing
8	Adopt the system currently being implemented by the State through which all records are being updated and put into electronic format	Decrease in wait times and faster service	Saves time Facilitates more up-to-date records Improves processing
NUISANCE INSPECTIONS			
9	Change the protocol for nuisance inspections by eliminating redundancy and streamlining the current process	More confidence in the ability of the city to handle problems through faster response and increase quantity of response	Eliminates redundancy
10	Through training, public education and promotional activities, improve communications at the customer "touch points" by working with City partners and other complaint sources and educating residents about how complaints are handled	Provides clarity on how to access city resources – right department for right job, until a centralized complaint system is developed	Would save staff time on responding to problems that are not within our authority
11	Identify a Customer Service Coordinator with the requisite knowledge and authority to effectively communicate with and resolve complaints and concerns from community members	Improvement in timely problem resolution	Improves Service Decrease staff time spent on processing complaints

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
<i>HEALTH PROMOTION/OUTREACH</i>			
12	Conduct planning activity each year to create a strategy for use of resources and determine a central receiving point/staff person for accepting requests and maintaining the schedule of events	Would make it much easier for community members to request our services and know sooner if we are available	Would coordinate the work of a variety of staff members, thereby minimizing time spent on responding to community requests
13	Create departmental awareness of events being covered through unique strategies (e.g., computer pop-ups). Cross train outreach staff to develop a unified departmental message	Would provide a broader range of departmental resources to the community, due to more widespread awareness of events within the department	Would allow program areas to make more informed choices about which event to cover, based on broader knowledge of the events that the department is supporting
14	Advertise and market the central phone number to request CDPH services. Work with outside agencies to address how to coordinate efforts when similar services are requested or provided	One stop shopping for community members who wish to request our services	Coordination with other community organizations will allow for wider coverage and minimize the possibility of duplicate services being provided at the same event

DEPARTMENT OF PUBLIC SERVICE ACTION TEAM

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Department Overview

The mission of the Department of Public Service is to provide safe, prompt, cost effective, high quality service delivery to City of Cleveland citizens, employees, businesses, and visitors in the areas of waste collection, street maintenance and repair, facility management, and fleet management.

For the purposes of this initiative, the Public Service Action Team focused on processes within two of its divisions – Waste Collection and Streets.

The Division of Waste Collection has an annual budget of approximately \$28 million, funded through the City's General Fund (\$25,588,000) and through self-generated revenue from commercial collections (\$2,846,000). Waste Collection employs 245 full time personnel and an average of 46 seasonal personnel.

With an annual budget of \$21 million, the Division of Streets is funded from State taxes (\$14,303,000), the City's General Fund (\$5,373,000), and self-generated income (\$1,958,000). The division employs 187 full time personnel, and supplements its workforce as needed by employing 109 seasonal personal in winter, and 12 in summer. This division is responsible for providing all services necessary to keep City roadways safe and clean.

Targeted Processes

The Public Service Action Team targeted three areas of study for potential improvement opportunities, as follows:

- *Waste Collection and Disposal* – The Division of Waste Collection services 190,000 households each week, and collects 300,000 tons of waste annually. In reviewing the current state of operations, the Action Team determined there is potential to realize cost savings, cost avoidance, and/or increased revenue, as well as improved customer and employee satisfaction through improvements in route efficiency, alternative collection methods, workforce development, recycling, and commercial waste collection.
- *Snow Removal* – The Division of Streets performs snow removal, i.e., plowing and salting services, on 3,300 lane miles of roadway, utilizing snow routes/zones established in the 1980s. The Public Service Action Team looked at route revision, process streamlining, and piloting new procedures as ways to increase efficiency and enhance productivity in this area.
- *Street Resurfacing and Maintenance* – Annual budgets of \$4.4 million and \$7 million are allocated for street resurfacing and street repair respectively. To perform this work, the division deploys two crews for resurfacing and four crews for hot asphalt patching in spring and summer, and four spray injection crews and four cold patch crews in winter. To address issues identified in this area, the Action Team focused on process streamlining, equipment upgrades and workforce development.

Public Service Action Team Recommendations

The Public Service Action Team proposes five recommendations to improve efficiency of Waste Collection operations:

1. **Leverage newly acquired software to evaluate the current route system and reduce the number of routes.** Based on experiences of comparable cities,

Waste Collection projects a potential 15 percent reduction in the number of routes, which would result in greater process efficiency and achievable savings of \$300,000 or more in fuel and equipment maintenance costs.

2. **Explore the feasibility of implementing a semi-automated waste collection method.** Research by the division indicates that implementing automated and/or semi-automated waste collection in selected sections of the City would result in reduction in overall operational cost over time due to reduced crew size and reduced worker injuries, among other benefits. Reduced crew size would allow the reallocation of workers to other critical operational tasks. The division proposes a pilot deployment in 2007 with minimal cost to the City.
3. **Implement a Workforce Development Plan in coordination with other City departments/divisions.** The above-average age and number of years on the job of a Cleveland waste collector contributes to the cost of Worker's Compensation and to high absenteeism. The division proposes creating a work force development plan which would permit waste collectors to move from the Division into vacant labor positions in other departments after five years. Projected benefits include reduced absenteeism, injuries and Worker's Compensation claims, and a mechanism to provide employees with growth opportunities.
4. **Increase participation in recycling by expanding drop-off centers, implementing a curbside program, and exploring building an automated central recycling center.** This is in response to increased interest across the City, as well as potential external funding, which creates a favorable climate to expand current recycling programs and implement new approaches.
5. **Expand the Commercial Collection operation.** The City's facility is underutilized, and the capacity exists to expand this operation to generate additional revenue for the division and the City.

To improve efficiency in Snow Removal, a critical operation of the Division of Streets, the Action Team developed six recommendations.

6. **Review current snow removal routes using GIS technology and a windshield survey to adjust routing and increase response time.** By adjusting routing to decrease distance and drive time back to the stations for reloading salt, and making adjustments in the transitioning to residential streets, the division expects to provide faster and better service. Cost savings for salt and overtime are projected at 20 percent for each snow event, with potential annual savings in a normal winter of \$20,000 to \$300,000.
7. **Develop a pilot program for use of anti-icing methods.** The use of salt brine as a pre-storm treatment has been shown to result in a reduction in salt use for each snow event, and to prevent ice from bonding to the pavement, thus making ice removal easier. The division proposes a pilot implementation by November 2007 at an anticipated cost of less than \$50,000.
8. **Install pavement temperature sensors on snow removal vehicles for reduction in salt use and a faster transition to residential streets.** Sensors provide important information on road temperature to truck drivers as they service routes, enabling them to determine if salt needs to be applied. The

expectation is this will reduce the amount of salt used, achieving cost savings and also reducing the amount of pollutants introduced into the environment and storm sewer system. The projected cost to purchase and install sensors is approximately \$30,000.

9. **Install highly visible lock pins on salt gates to control the distribution rate of salt.** The opening of salt gates on vehicles controls the rate at which salt is released. Standard operating procedure requires gates to be set at two inches. Visible lock pins will assist supervisors in ensuring that gates are set according to SOP and that salt is being applied at the appropriate rate, thus allowing better monitoring and control of salt usage. The projected cost to install the lock pins on the entire fleet is approximately \$5,000.
10. **Equip all six stations with the ability to change plow blades to reduce down time for plow blade changes.** This will result in significant reduction of down time, as vehicles will no longer have to travel to a single location for this service. Productivity will increase and response time during snow events will decrease. Thus, there is the potential for cost savings in reduced overtime, which could offset the projected cost of \$7,000 to equip the other five facilities.
11. **Develop a formal training program for all snow removal personnel.** The expectation is for all full time and seasonal truck drivers to attend annual training on snow removal, for purposes of reducing vehicle accidents, reducing personal injuries, and increasing productivity. Training to be provided by ODOT at no cost to the City.

The following five improvement recommendations address Street Resurfacing and Street Repair operations in the Division of Streets.

12. **Develop an all-inclusive Pavement Management System that includes a five-year resurfacing schedule.** This will allow the division to implement a standard and systematic method of inspecting and rating City streets for resurfacing. Strategic planning will result in better decision-making, more time to deploy crews for resurfacing, and completion of more jobs each season. An initial cost of \$700,000 is projected to survey and rate all City streets.
13. **Implement a formal divisional training program for all street resurfacing and repair employees, to include cross-training. Also, enter into discussion with Local 1099 to develop a classification tier system for all craft employees.** Implementation of this formal workforce development initiative will create opportunities for staff to cross train and become proficient in more skills, thus improving the capacity of the division to provide quality service. No additional cost is projected to implement this recommendation.
14. **Negotiate with unions a uniform time frame allowed for employees to call off sick.** This will enable the division to dispatch crews more quickly to the first job location, resulting in an expected increase in daily crew production. Implementation will not require any additional cost.
15. **Purchase six new spray injection patching machines to replace the current four units.** The division is looking to expand the number of spray injection machines, which are used to create a semi-permanent patch on chuckholes, to make one crew available in each of the six service districts. The equipment

requires a smaller crew (two as opposed to four or five for other types of patching equipment), thus reducing the number of staff required for this purpose and enabling the division to redeploy resources to other needed services. The estimated cost to implement is \$300,000.

- 16. Purchase an additional concrete truck to pick up all concrete from vendor's plant to achieve cost saving of approximately \$25 per cubic yard.** The division projects annual cost savings on concrete of \$30,000. Potential net savings over the useful life of the truck (\$30,000 x 15 years - \$250,000 initial cost) are projected to be \$200,000.

A proposed timetable for implementation of the Public Service Action Team's sixteen recommendations and their projected impacts appear in the following tables.

Proposed Implementation Timetable			
#	Recommendation	Required Action(s)	Complete
1	Use acquired software to update routes	Departmental directive; develop strategies to complete	July 2007
2	Explore semi-automated collection methods	Engage consultant; develop/deploy pilot	2007
3	Implement workforce development plan for Waste Collection staff	Departmental directive; may require Bargaining Unit discussions prior to implementation	2007
4	Reinstate curbside recycling	Engage consultant; develop plan; develop strategies to deploy pilot(s)	TBD
5	Expand commercial collection operation	Departmental directive; develop strategies to complete	Gradual, in phases
6	Revise snow removal routes using GIS	Departmental directive; develop strategies to complete	Winter 2007-2008
7	Develop pilot anti-icing program	Departmental directive; develop strategies to complete	November 2007
8	Install sensors on snow removal vehicles	Departmental directive; develop strategies to complete	November 2007
9	Install visible lock pins on salt grates	Departmental directive; develop strategies to complete	November 2006
10	Equip all six stations to change plow blades	Departmental directive; develop strategies to complete	November 2006
11	Develop formal training program for snow removal personnel	Departmental directive	2007
12	Develop Pavement Management system	Departmental directive; develop strategies to complete	Winter 2006-2007
13	Implement formal training for street repair personnel	Departmental directive; Labor Relations intervention to obtain Local 1099 agreement on proposed classification tier system	April 2007
14	Negotiate with unions a change in time allowed for employees to call off sick	Mayoral directive; Labor union negotiations	TBD
15	Purchase six spray injection patching machines	Departmental directive; include as budget line item	TBD
16	Purchase additional concrete truck	Departmental directive; include as budget line item	TBD

TABLE OF PUBLIC SERVICE RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
WASTE COLLECTION			
1	Computerize and Update Current Collection Routes	Improvement in service	Reduction in fuel usage and equipment maintenance
2	Explore Semi-Automated Alternative Collection Methods	Would make it easier for customers transporting waste to curb Less litter around waste storage areas Carts are animal proof	Speeds up process Reduction in crew size Reduce number of injuries Reduce cost of waste disposal
3	Implement a Workforce Development Plan in coordination with other City departments/divisions	Improve quality of service provided to customers	Opportunity for employee growth Reduce absenteeism Reduce injury rate
4	Increase participation in recycling by expanding drop-off centers, implementing a curbside program, and explore building a automated central recycling center	Improve quality of service offered to customers	Improved processing Increase in volume
5	Expand the Commercial Collection Operation	Increase services offered becoming more competitive	Improved processing
SNOW REMOVAL			
6	Study and Review the Current Snow Removal Routes using GIS Technology and a Windshield Survey to adjust routing and increase response time	Fewer phone calls for service Faster response on residential streets	Improved service Decrease in staff time spent on complaints
7	Develop a pilot program for use of anti-icing methods (salt brine)	Decrease in ice build up on roadways Decrease in motor vehicle accidents Increase in quality of service	Improved service Decrease staff time spent on complaints
8	Install pavement temperature sensors on all snow removal vehicles for reduction in salt use and a faster transition to the residential streets	Faster transition to residential streets Increase in quality of service	Improved processing
9	Install highly visible lock pins on salt gates to control the distribution rate of the salt	Increase in quality of service	Increase in time required to service streets
10	Equip all 6 stations with the ability to change plow blades to reduce the down time for plow blade changes	Improved response time	Decrease in down time
11	Develop a formal training program for all snow removal personnel	Enhance ability of employees to perform at a level that will increase customer satisfaction	Increased knowledge of employees will improve productivity and efficiency in operations

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
<i>STREET RESURFACING AND STREET REPAIR</i>			
12	Develop an all inclusive Pavement Management System which include a 5-year resurfacing schedule	Yearly improvement in the average rating of all streets Improvement in the aesthetics of the neighborhoods	Improved service Reduce deficiencies
13	Implement a formal divisional training program for all street resurfacing and repair employees to include cross training	Improved roadways	Increase proficiency of staff
14	Negotiate with unions a change in time allowed for employees to call in sick	Improved quality of service	Increase in production
15	Purchase six new spray injection patching machines replacing the 4 current units	Improved roadways Improved quality of service	Improved service Increase in staffing for other services required
16	Purchase an additional concrete truck to pick up all concrete from the vendors plant saving us approximately \$25.00 per cubic yard	Smoother roadways for better travel Increase in locations serviced	Increase in productivity Flexibility in employees schedule

INITIATIVE TWO

**GENERAL SUPPORT SERVICES ACTION TEAM
SUMMARY REPORTS**

CUSTOMER-FOCUSED SERVICE

**HUMAN RESOURCES AND PERSONNEL SYSTEMS
INFORMATION TECHNOLOGY SERVICE DELIVERY
PROCUREMENT AND PURCHASING SERVICES**

CUSTOMER-FOCUSED SERVICE ACTION TEAM

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Current State

Quality customer service delivery is a linchpin goal of the Operations Efficiency Task Force initiative that is considered essential to establishing Cleveland as a “City of Choice.” To meet this goal, the Customer-Focused Service Action Team was charged with the twofold task of:

- Establishing an effective operating environment with standardized and efficient processes
- Creating an employee culture focused on providing the highest possible level of service to the City’s internal and external customers.

Customer service delivery is not an activity that is limited to any specific department, but rather one that transcends boundaries. Thus, in their current state assessment, the Action Team viewed customer service delivery as a citywide process. Their findings revealed:

- The City does not have a standard “customer service philosophy”
- There is no standardized training or reference manual for customer service across the City enterprise
- Services across the City do not consistently meet customer needs (e.g., language/translation, ADA, hours of operation, online access to services)
- Documentation and follow-up on service requests and work orders is inconsistent from department to department
- Across the City, processes to evaluate performance and link performance to departmental goals are not consistent

Targeted Processes

The Customer-Focused Service Action Team targeted for further study the processes previously identified by the OETF, as follows:

- *Customer Service Training* – Results of a survey distributed by the Action Team to a cross-section of City employees indicated there is wide disparity in the availability, content, and quality of training related to customer service, and very little in the way of consistent supportive documentation. The team focused on developing improvement recommendations in these areas.
- *Performance Measurements* – Currently, the City does not leverage Performance Management as an institutional tool to enhance the level and quality of service provided to customers. The Action Team examined opportunities to establish performance standards for customer service, to incorporate relevant service metrics in the overall performance evaluation process, and to link performance measurements directly to department and employee goals.
- *Central Call Center (311)* – The Action Team was specifically tasked with examining the establishment of a central “311” call center as a mechanism to enable “seamless” one-stop problem reporting/resolution and requests for service. Process re-engineering requirements associated with implementing a central call center, along with management/control issues and potential risks also were considered and are reflected in the team’s recommendations.

Customer-Focused Service Action Team Recommendations

The Action Team developed seven recommendations in the areas of customer service standards, training, and performance measurements to elevate service quality.

1. **Develop a public-private guidance task force inclusive of governmental and corporate entities to develop a citywide “Signature of Service” customer service program.** This recommendation is seen by the Action Team as the driver that will bring about the “cultural shift” necessary to achieve excellence in customer service across the City. There is no projected budget impact, as the task force will be composed of volunteers. The goal for implementation is second quarter 2007.
2. **Create an internally driven customer service philosophy across the City that encompasses the concept of enhanced standards of service for the customer.** This recommendation speaks to the need for the City to internalize customer-focused service as a value. Implementation goal for this recommendation is second quarter 2007.
3. **Establish an external marketing campaign (“FIRST in SERVICE”) to communicate that customer service is a priority for the City of Cleveland.** This would be the logical “next step” as internal process improvements are implemented to enhance the City’s customer service. Implementation is projected to be complete by second quarter 2007.

The Action Team proposes “packaging” the implementation of Recommendations 1-3 in a logical sequence, in consideration of the inherent dependencies.

4. **Create a pilot program using one of the four departments targeted by OETF (Building & Housing, Parks, Recreation & Properties, Public Health, or Public Service) to determine the effectiveness of customer service standards.** With this recommendation, the Action Team acknowledges the prudence of establishing a proving ground to test newly developed service standards prior to a citywide deployment. A 90-day piloting period is proposed. Impacts to staffing and budget are dependent on the department targeted.
5. **Develop a comprehensive training program geared for City employees.** Ongoing training throughout the City enterprise, including appropriate supporting documentation, will provide employees with the knowledge of what is required to increase the quality of service delivery. Budget impact has not been determined at this time. The projected timetable to complete is third quarter 2007.
6. **Create department-based performance evaluation measurements for Directors/Commissioners that correlate with the established customer service standards for the City.** Standardizing customer service and tying those standards to performance evaluation will enable all departments to deliver a consistent level of service. The Action Team projects there will be no impact to staff or budget, and the implementation goal is fourth quarter 2007.
7. **Collaborate and develop with Human Resources a department/division program to create incentives and recognize employees that meet and exceed established service standards.** Incentives/rewards go hand-in-hand with performance evaluation, and provide additional motivation to employees. Depending on the nature of the program, the Action Team projects there will be a minimum budgetary impact. The projected timetable to implement is first quarter 2008.

The following six recommendations relate to call center centralization and establishment of a 311 call system.

8. **Implement a 311 call center for non-emergency services, utilizing a department phased-in approach, beginning with the four departments targeted for OETF.** Implementation of a 311 system will centralize service delivery to citizens, using a “first call resolution” approach to increase customer satisfaction and confidence in the services provided by the City of Cleveland. Budget impact is yet to be determined; however, cost estimations based on examples from comparable municipalities ranged from \$300 thousand to \$17 million for implementation. Annual operating costs range from \$275 thousand to \$9.8 million, with an average of \$2 million for cities similar in size to Cleveland. The Action Team proposes using a three-year phased implementation, with the initial phase to include the four OETF Phase 1 departments.
9. **Implement a Work Order System to manage inquiries from the 311 Call Center to the appropriate department for timely completion.** It is expected such a system will streamline and better organize the request resolution process, resulting in improved service and accountability to citizens and more efficient management of the process. Budget impact has not been determined at this time.
10. **In existing call centers, extend hours of operation to gather data to support implementation of the 311 Call Center to effectively serve citizens.** The primary benefit of this recommendation is improved customer service. It is anticipated there will be a staffing impact, due to the need to create new shifts to ensure staggered start/end times. In the event the existing staff complement is inadequate to accommodate the new shifts, there may be a need to hire additional staff. The Action Team proposes implementing extended hours beginning in January 2007.
11. **Create a “virtual 311 system” on the City of Cleveland website in order to accept online requests for all services traditionally obtained in existing call centers or via the 311 Call Center.** This will provide citizens with 24/7 web access to City information and services. Budget impact has not been determined at this time. Implementation is proposed for third quarter 2007, contingent upon the establishment of a 311 Call Center.
12. **Develop a Call Center training program that leverages the system technology of the 311 programs, as well as complementing the City’s customer service training program.** Adequate staff training will be essential to the successful deployment of a 311 Call Center. Anticipated outcome is improved customer service with consistent and effective communication and well informed employees. In addition, training with appropriate support materials promotes accountability and facilitates establishment of performance measurements to monitor quality. Budget impact has not been determined. The Action Team proposes that development of training should mesh with the timeline for implementation of the 311 Call Center.
13. **Develop a citywide database and mandate regular updates by each department to provide current information such as frequently asked questions with appropriate responses in order to keep information within the**

City current and accurate. This is expected to strengthen internal work processes, improve communication, and increase staff knowledge and capability, thus enhancing service to citizens. There is no anticipated impact to budget and minimal impact to staffing. The Action Team proposes immediate implementation of this recommendation, beginning with the OETF Phase 1 departments.

A proposed timetable for implementation of the Customer-Focused Service Action Team's thirteen recommendations and their projected impacts appear in the following tables.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action(s)	Complete
1	Create public-private task force to develop City customer service program	Mayoral directive to implement	2 nd qtr 2007
2	Create an internally driven customer service philosophy across the City	Mayoral directive to implement	2 nd qtr 2007
3	Establish external marketing campaign to communicate customer service priority	Mayoral directive to implement	2 nd qtr 2007
4	Create a pilot program to determine effectiveness of customer service standards	Mayoral directive to implement	TBD
5	Develop a comprehensive customer service standards training program	Mayoral directive to implement	3 rd qtr 2007
6	Create department-based performance evaluation measurements	Mayoral and department directives to implement	4 th qtr 2007
7	Collaborate with HR to create incentive/ recognition program	Mayoral directive to implement	1 st qtr 2008
8	Implement a 311 Call Center for non-emergency services	Mayoral directive to implement	By 2010
9	Implement a work order system to manage 311 requests	Mayoral directive to implement	To begin immediately
10	Extend hours of existing call centers	Mayoral and department directives to implement	To begin January 2007
11	Create a virtual 311 system on City's website	Mayoral directive to implement	3 rd qtr 2007
12	Develop a Call Center training program	Mayoral directive to implement	TBD
13	Develop a citywide database of departmental FAQs and service information	Mayoral and department directives to implement	To begin immediately

TABLE OF CUSTOMER FOCUSED SERVICE RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
1	Develop a public-private guidance task force inclusive of governmental and corporate entities to develop a citywide "Signature of Service" customer service program	We will gain the trust of our external customers by being more consistent, informative and accurate	Empower employees with the right tools to perform at a higher level of competency
2	Create an internally driven customer service philosophy across the City that encompasses the concept of enhanced standards of service for the customer	Re-establish trust from internal employee; promote a culture for success	Empower employees with the tools to perform at a higher competency level
3	Establish an external marketing campaign ("FIRST in SERVICE") to communicate that customer service is a priority for the City of Cleveland	Promote to external customers that we are committed to service	Our internal and external customer will begin to look for and expect a greater level of service
4	Create a pilot program using one of the four departments targeted by OETF (Building & Housing, Parks, Recreation & Properties, Public Health, or Public Service) to determine the effectiveness of customer service standards	N/A	N/A
5	Develop a comprehensive training program geared for City employees	Service to our customer will be enhanced with a more knowledgeable and capable trained staff	Empower employees with the right tools to perform at a higher level of competency
6	Create department-based performance evaluation measurements for Directors/Commissioners that correlate with the established customer service standards for the city.	Standardizing customer service and tying it to evaluations will enable all departments to deliver consistent service	Employees will become more responsible for their own job performance based on fair and objective goals
7	Collaborate and develop with Human Resources a department/division program to create incentives and recognize employees that meet and exceed established service standards	Tying performance to job incentives and holding employees accountable will produce a more productive employee	Employees will know what it takes to achieve a certain level and have a goal to reach for
8	Implement a 311 call center for non-emergency services, utilizing a department phased-in approach, beginning with the four departments targeted for OETF	Centralize city services preventing duplication of efforts and unnecessary transfer	This initiative will promote efficiency; increase customer focused service and further enhances the image of the City of Cleveland
9	Implement a Work Order System to manage inquiries from the 311 Call Center to the appropriate department for timely completion	Will improve accountability to our citizens and overall city management	The system will produce work order and track work through end process. Giving the customer and department a more efficient process

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
10	In existing call centers, extend hours of operation to gather data to support implementation of the 311 Call Center to effectively serve citizens	Based on multiple Customer surveys, new proposed business hours should accommodate our citizens' needs	By offering alternative work schedules, we can accommodate employees needs and quality of life issues, and have potential reduction in absenteeism
11	Create a "virtual 311 system" on the City of Cleveland website in order to accept online requests for all services traditionally obtained in existing call centers or via the 311 Call Center	Offer all citizens access to city services and to provide global access via computer to Cleveland's services and information	Research from contracted cities that utilize this service has found it to be a great tool in assisting their citizens
12	Develop a Call Center training program that leverages the system technology of the 311 programs, as well as complementing the City's customer service training program	Improved customer service with consistent effective communication and informed employees	To be used as a Quality assurance tool, promoting accountability and performance measurement to aid in management and constant improvement
13	Develop a citywide database and mandate regular updates by each department to provide current information such as frequently asked questions with appropriate responses in order to keep information within the City current and accurate	Improve customer service with consistent, up to date, accurate information Build citizens confidence in city services and government	Strengthening internal work processes and communication Increase job knowledge and confidence of staff Providing an accurate resource for information to be provided to citizens

HUMAN RESOURCES & PERSONNEL SYSTEMS

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Current State

The Human Resources and Personnel Systems Action Team's charge was to assess the efficacy with which human resources and personnel-related services were being delivered to the various City of Cleveland departments, and to look for opportunities to improve service delivery, process efficiency and cost position within this area.

Employee productivity is a central component of the drive for operational efficiency. With this in mind, the Action Team's analysis of the current state focused on identifying where productivity could be enhanced through specific reforms of key systems.

The result of the Action Team's study revealed a generations-old personnel system that is silent on fundamental requirements of the City Charter, ignores common sense means of cost control, and fails to recognize that the most productive employees receive clear guidance concerning job expectations and regular feedback on the quality of their efforts.

Lack of strategic planning as it relates to HR and personnel functions, both within the Personnel Department and in other departments, limits organizational cooperation and effectiveness, and directly impacts the City's long-term capabilities. In addition, while not the root cause of process inefficiencies, the City's current HR information system is not optimized so that employees can take effective advantage of the functional capabilities.

Targeted Processes

The Action Team formed three sub-teams, each assigned to examine one of three processes previously identified by the Operations Efficiency Task Force as areas of focus for improvement opportunities.

- *Hiring Process* – The Department of Personnel and Human Resources processed a total of 10,442 Personnel Information Document (PID) actions in 2005. Redundancy, bottlenecks and errors in the process too often result in poor selections that are at best ill-considered and at worst subject to legal challenge and sanctions. The lengthy processing time for hires (average of 123 days) is well above the national average time-to-hire of comparable cities, and contributes substantially to the loss of productive, motivated applicants.
- *Safety/Risk Management* – The City's Workers' Compensation premium and claim costs to this point in 2006 total more than \$15 million. The rate of premium increase is unsustainable. To gain control of this burgeoning cost, the City must reduce the number of work-related accidents and bring injured employees back to work more quickly. Absence due to work-related injury also directly impacts the efficiency of work crews and overtime costs.
- *Performance Management* – Employee performance must be managed in order to maximize productivity. The City lacks a comprehensive system of performance management, and instead relies on reactive and uncertain means to channel and reward employee efforts.

Human Resources & Personnel Systems Action Team Recommendations

The Action Team developed thirteen recommendations focused on hiring and related process improvements. NOTE: The first two proposals support the Action Team's premise that process re-engineering alone is insufficient to remedy the fundamental issues resulting

in hiring process inefficiency. Instead, the Action Team cites the need for a “profound overhaul” of the Department of Personnel/HR and the Civil Service Commission, creating fundamentally different operational structures and promoting a shift in the manner in which the two organizations are viewed within the City.

1. **Prepare the City, its leaders, and workforce for the changes likely to take place.** The intent of this recommendation is to recognize and act on the need to communicate to all key stakeholders that change is on the horizon that will result in significantly different processes and practices within the Human Resources area.
2. **Mayor and Chiefs must carry out their roles of repositioning the Department of Personnel and the Civil Service Commission in the eyes of the other City departments.** This recommendation speaks to the need for the highest levels of executive support for proposed structural changes, and repositioning of Personnel/HR and Civil Service as strategic “partners” of other City departments.
3. **Institute new PID review rules to reduce Executive Office involvement and delegate authority-specified approval to departments.** This is a process streamlining measure designed to reduce the flow of non-critical paperwork into the Executive Office for signature.
4. **Reallocate resources to reduce operational bottlenecks and annual peak workloads.** The Action Team projects that implementing this recommendation could decrease time-in process transactions 2-4 days during peak workload periods.
5. **Make system investment to address process bottlenecks related to seasonal and part-time hires.** This proposal leverages existing technology in order to streamline the process of transitioning an employee from part-time to full-time status.
6. **Implement revisions to Civil Service processes – Testing and Job Classification, and Training – and re-brand the organization as a “partner” department.** Within this recommendation, specific actions are offered to address issues in testing (e.g., revise rules to limit the number of temporary appointment hires and the ability to transfer to a classified position without immediate testing); job classifications (e.g., rewrite job classifications with departments as a means to reinvent City workforce); and training (e.g., leverage the Civil Service Manual to ensure functional understanding in departments).
7. **Assign the Department of Personnel/HR sole authority to distribute offer letters to job candidates, and standardize language to ensure legality.** This will eliminate issues with departments extending offers to and hiring untested individuals and other circumvention of Civil Service regulations, as well as alleviate the City’s legal exposure in this regard.
8. **Pilot and institutionalize a workforce planning program with other City departments that precedes the City budget process.** A formal planning process has the potential to reduce the time and cost-in-process of hiring by 20 days or

more, and will serve as a strong vehicle for positioning Personnel and Civil Service as workforce partners.

9. **After changing the processes, consider implementing a centralized hiring reporting structure.** This recommendation calls for the centralization of all personnel-related functions under the direct reporting authority of the Personnel Director, thus bringing standardization to the execution of all personnel processes.
10. **Begin a formal training program that leverages internal and institutional knowledge workers.** The intent of this recommendation is for the City to formalize processes to capture and transfer institutional knowledge as one means of educating and training its workforce.
11. **Investigate upgrades to IT systems and business process re-engineering to better leverage existing technology.** The Action Team believes that staff requirements in various departments could be reduced if IT systems were improved.
12. **Create a set of Key Performance Indicators (KPIs) that provide managers with relevant metrics.** This will provide an objective mechanism for departments to monitor performance improvements in personnel functions over time.
13. **Investigate the feasibility of implementing online applications and other hiring-related functions.** This is a best practice within municipal government that is a key factor in enhancing productivity and efficiency.

In the area of safety and risk management, the Action Team developed six improvement recommendations.

14. **Implement a system for management accountability and support for the Occupational Health and Safety Program.** This recommendation addresses the need to ensure that all levels of management are held accountable for the successful workplace safety initiatives and management of workplace injuries. The Action Team projects this will result in reduced costs associated with Workers' Compensation rates and claims.
15. **Ensure those responsible for Occupational Safety and Health (OSH) programs have the proper expertise.** In order to ensure the effectiveness of OSH programs, this proposal addresses the need to engage experienced safety professionals to oversee the development and implementation of such programs. The Action Team estimates a potential budget impact of from \$50,000 to \$80,000 for a Department Safety Manager, and \$30,000 to \$50,000 per Division Safety Technician.
16. **Develop a comprehensive Occupational Safety and Health Program.** Implementing this recommendation will establish standards and requirements across the City for OSH programs, including training, hazard recognition, recordkeeping, and industrial hygiene. Projected results include significant reduction in work injury-related costs.
17. **Implement a comprehensive Drug Free Workplace Program.** This proposal is expected to complement the OSH program and contribute to a reduction in workplace injuries.

18. **Develop a Workers' Compensation Claims and Injury Management System.** This will introduce a standardized formal process at the divisional level to manage Workers' Compensation and Transitional Work systems, in order to facilitate return-to-work. The Action Team projects potential cost savings resulting from reduction in work-related injury expenditures.
19. **Obtain agreements with external consultants to provide expertise and technical assistance to internal staff.** This will alleviate the current lack of access to external subject matter experts that may be needed to advise the City on complex safety/risk issues that arise.

To address issues identified relating to performance management, the Action Team developed seven recommendations.

20. **Expand the current performance evaluation system as a part of a comprehensive performance management system.** The implementation of this proposal will contribute to improvements in operational efficiency based on clearly defined and understood performance expectations and objective evaluation criteria. The Action Team recommends identification of a Human Resources professional to manage the implementation of this initiative; thus, there is the potential for budget impact if an internal resource is not available.
21. **Plan and direct Change Management initiative that includes the establishment and communication of core City of Cleveland values and beliefs.** This recommendation is offered as a complement to the expanded performance evaluation implementation, which will be necessary to achieve the cultural shift that will be required to successfully deploy the expanded system.
22. **Develop new and/or update existing job descriptions using methodology that encourages consistency and quality.** Accurate job descriptions support performance evaluation by providing clear standards and criteria for performance. The Action Team projects performance and overall productivity will increase over time as a result.
23. **Develop a centralized Performance Management Group responsible for implementing and managing the performance management system.** The Action Team proposes reallocating existing staff that will be 100 percent dedicated to implementing and managing an expanded performance management system, will be direct reports of the Director of Personnel/HR, and will have "end-to-end" responsibility for this process citywide.
24. **Provide performance management training and coaching on how to effectively impact performance prior to implementation.** This will ensure there is adequate staff preparation to accommodate this rollout, and increase the effectiveness of the overall system.
25. **Explore the feasibility of using existing software to meet performance management tracking and reporting needs.** The aim of this recommendation is to leverage existing technology to support the reporting requirements of this initiative.
26. **Develop a Strategic Human Resources Plan.** This recommendation addresses the need for Personnel/HR to develop a strategic Human Resources Plan that support and sustains the performance management system and other HR-related

functions. The Action Team projects this will lead to HR having a better understanding of citywide HR needs and enhancing its ability to ensure efficient and effective allocation and use of human talent.

A proposed timetable for implementation of the Human Resources and Personnel Systems Action Team's twenty-six recommendations and their projected impacts appear in the following tables.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action(s)	Complete
1	Prepare City for proposed HR changes	Mayoral directive and leadership to implement	1 st Qtr 2007
2	Mayor, Chiefs carry out roles to reposition Personnel and Civil Service	Mayoral directive and leadership to implement	1 st Qtr 2007
3	Institute new PID review rules	Mayoral and department directives to implement	1 st Qtr 2007
4	Reallocate resources to handle peak workloads	Department directive to implement	1 st Qtr 2007
5	Make system investment to address process bottlenecks for seasonal/part-time hires	Department directive to implement	1 st Qtr 2007
6	Civil Service recommendations	Mayoral directive; possible Charter revision	2008
7	Centralize offer letters under HR Dept.	Mayoral directive to implement	2008
8	Institutionalize workforce planning	Mayoral directive to implement	2 nd Qtr 2007
9	After changing the processes, consider a centralized hiring reporting structure	Mayoral directive to implement; HR to develop plan	2 nd Qtr 2007
10	Begin formal program to leverage institutional knowledge	Department directive to develop and implement	1 st Qtr 2007
11	Investigate IT system upgrades and process re-engineering	Department directive to implement	1 st Qtr 2007
12	Create a set of KPIs as metrics	Department directive to develop and implement	2 nd Qtr 2007
13	Examine online applications	Department directive to implement	
14	Implement system for management accountability and support of OSH program	Department directive to implement w/Mayoral support	4 th Qtr 2007
15	Ensure OSH staff have needed expertise	Department directive to implement	2008
16	Develop citywide OSH program	Mayoral directive to implement	2008
17	Implement Drug Free Workplace program	Department directive w/ Mayoral support	2008
18	Develop claims/injury management system	Department directive to implement	2008
19	Access to external expertise	Department directive to implement	3 rd Qtr 2007
20	Expand performance evaluation system	Department directive to implement	1 st Qtr 2008
21	Implement change management initiative	Department directive to implement	June 2007
22	Develop/update job descriptions	Department directive w/ Mayoral support	2008
23	Develop centralized performance management group	Mayoral directive to implement; HR to develop staff reallocation plan	June 2007
24	Performance management training	Department directive to implement	2008
25	Maximize existing software for performance management tracking	Department directive to implement.	June 2007
26	Develop HR Strategic Plan	Department directive to implement	2008

HUMAN RESOURCES AND PERSONNEL RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
1	Prepare the City, its leaders, and workforce for the changes likely to take place	Thorough understanding of changes	Eliminate silos, create trust in management
2	Mayor and Chief must carry out their roles of repositioning the Department of Personnel and the Civil Service Commission in the eyes of the other City departments	Staff has a clear understanding of roles of Civil Service and Department of Personnel	Build in Accountability
3	Institute new PID review rules to reduce Executive Office involvement and relegate authority-specified approval to departments	Streamline process and finalize PID's faster	Reducing the flow of non-critical paperwork allows time for critical items to move quickly.
4	Reallocate resources to reduce operational bottlenecks and annual peak workloads	Allows for better planning and reduce hiring time.	Decrease peak workloads, and allow the flow of resources to be managed correctly
5	Make system investment to address process bottlenecks related to seasonal and part-time hires	Critical Hiring in a timely manner will give us the ability to service our customer better.	Having proper staffing will increase productivity and raise the quality of service given.
6	Implement revisions to Civil Service processes – Testing and Job Classification, and Training – and re-brand the organization as a “partner” department	Clear understanding of the rules and making the playing field level for all.	Update job description to fit the current market. Fill jobs with qualified applicants.
7	Assign the Department of Personnel/HR sole authority to distribute offer letters to job candidates, and standardize language to ensure legality	Creates a sense of fairness and accountability within the city departments	Screening will be based on qualification and job fit.
8	Pilot and institutionalize a workforce planning program with other City departments that precedes the City budget process	Reduce Hiring process by 20 days, hire qualified applicants in timely manner	Quality applicants
9	After changing the processes, consider implementing a centralized hiring reporting structure	Creates fairness within departments and builds in accountability	Reduce errors and potential litigation
10	Begin a formal training program that leverages internal and institutional knowledge workers	Support developing career paths, and educating employees	Growing employees produce more effective processes
11	Investigate upgrades to IT systems and business process re-engineering to better leverage existing technology	The easier to access information the more effective the employee	Reduce paper/errors
12	Create a set of Key Performance Indicators (KPIs) that provide managers with relevant metrics	Builds accountability for performance	Accountable metrics and reporting system
13	Investigate the feasibility of implementing online applications and other hiring-related functions	Reduce Hiring Time, and qualified applicants can be retained	Reduce Hiring time, and paperwork

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
14	Implement a system for management accountability and support for the Occupational Health and Safety Program	Increased safety for employees	Employees' awareness will reduce accidents and provide safe work environment.
15	Ensure those responsible for Occupational Safety and Health programs have the proper expertise	No impact.	The more knowledge an employee has the better product he will give and become a more proactive employee.
16	Develop a comprehensive Occupational Safety and Health Program	Greater protection and injury prevention for employees	It will decrease the margins for error and provide a safer workplace.
17	Implement a comprehensive Drug Free Workplace Program	Help employees with additions and substance abuse problems	Reduce # of employees away from work
18	Develop a Workers' Compensation Claims and Injury Management System	Employees will receive proper medical assistance and return to work as soon as possible	Less overtime or need for additional staff
19	Obtain agreements with external consultants to provide expertise and technical assistance to internal staff	No Impact	Expertise on subject matter can keep our staff updated
20	Expand the current performance evaluation system as a part of a comprehensive performance management system	Develop trust between employees and management on job performance. Provides clear understanding of goals	Develop operational objectives to review employees
21	Plan and direct Change Management initiative that includes the establishment and communication of core City of Cleveland values and beliefs	Employees will understand their roles, to potentially become agents of the City	Improve communication
22	Develop new and/or update existing job descriptions using methodology that encourages consistency and quality	Employees will have clear understanding of their job and improve performance	Job performance tied to job description will increase productivity
23	Develop a centralized Performance Management Group responsible for implementing and managing the performance management system	Increase morale, creates a level of expectation and build credibility.	Clear goals and objectives – improve operation
24	Provide performance management training and coaching on how to effectively impact performance prior to implementation	Management that know how to develop workforce will produce effective employees	Minimize unfair elevation based on personality and effective evaluation based on division overall goals.
25	Explore the feasibility of using existing software to meet performance management tracking and reporting needs	Better data for managers to identify in-house candidates	Full utilization of technology, leverage knowledge across city departments, makes available resources that could be hidden.
26	Develop a Strategic Human Resources Plan	Improve service to both employee and customer	Communication Improved by looking ahead.

INFORMATION TECHNOLOGY SERVICE DELIVERY

ACTION TEAM

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Gwen Bryant, *Project Manager*

Current State

The infrastructure that the City's IT units provide should allow for all City departments and divisions to be more effective and efficient in their daily functions. Whether it is by providing upgraded hardware or software programs to simplify daily tasks, by providing network services, or by developing customized applications to streamline processes, IT is the backbone of operations.

A detailed analysis was performed by the IT Service Delivery Action Team to determine strengths and specific areas of weakness in the City's IT "backbone." Examination of the current state of IT service delivery, deployment, and spending across the City showed significant gaps between best practices and current City practices in several areas:

- The City does not have a citywide IT strategic planning process or structure that reflects a citywide strategic operating and budgeting plan.
- There are insufficient citywide technology standards to ensure consistent IT software acquisition, usage, service delivery, performance reporting, training, and evaluation across City departments.
- The City lacks adequate IT resources to effectively and consistently provide project management and program management for IT projects.
- There is no standardized process to oversee IT vendor contracts in order to realize cost savings from economies of scale and to consistently monitor and evaluate vendor performance.
- A cross-functional IT governance council is not fully utilized.
- The City lacks IT service level performance measures to ensure consistency in the level of IT service delivery throughout departments.
- Hiring, retention, and training policies and practices are inadequate to ensure that highly skilled IT professional and IT skilled workers are employed and retained by the City.

Targeted Processes

The IT Service Delivery Action Team selected six areas of IT management to conduct an external best practices analysis. These areas were reviewed to determine what best practice approaches can lead to demonstrable improvements in IT citywide, given the current state analysis. The selected areas were:

- *IT Strategy and Governance* – Executive leadership in IT is critical to realizing the strategic value of information technology, and managing its costs. The Action Team looked at the establishment of appropriate mechanisms to enable the integration of IT strategy with the City's business strategy.
- *Enterprise IT Infrastructure* – Uniformity in operating systems and programming languages, in concert with the use of data standards, is an IT organization best practice. Driving out systems complexity reduces cost while enabling more effective IT training and skills enhancement, and increasing the ability of IT units to deliver higher quality services and support. In this area, the Action Team focused on increasing efficiency through establishment of citywide IT standards.
- *Enterprise Application Portfolio Management* – Within this area, the Action Team looked at opportunities to combine similar efforts into common IT solutions, rationalizing systems, and eliminating others as ways to achieve organization wide

consistency in IT use, IT alignment with organizational business priorities, and IT cost control.

- *Project Management Services* – Here, the Action Team focused on institutionalizing effective project management methodology to help ensure that IT projects are consistently delivered on time and within budget.
- *IT Finance/Funding* – In this area, the Action Team examined the ability to isolate IT expenditures for purposes of tracking and monitoring in order to control costs, and also to understand any inequities in IT funding and IT spending across the City that may result in less effective IT service delivery, acquisition, training, and usage.
- *IT Procurement* – The focus of study in this area encompassed opportunities to consolidate IT purchases and leverage buying arrangements such as State Term contracts and Cooperative Buying Agreements to reduce purchasing costs and make IT procurement more efficient and less time-consuming.

IT Service Delivery Action Team Recommendations

In the area of IT finance and funding, the Action Team developed two recommendations.

1. **Modify the City budgets to allow for the identification of all IT-related expenses and funding sources.** Implementing this recommendation will result in operating and capital budgets with a level of detail that fully illustrates IT-related expenses, immediately improving the City's ability to track and control IT costs. This information also can be used as a basis for IT strategic planning, and will provide the City with benchmarks to compare City of Cleveland IT spending with that of comparable municipalities.
2. **Determine opportunities to make IT funding more consistent across the City.** IT units across the City vary significantly in their acquisition of needed hardware and software, their ability to maintain systems, and the quality of service provided to users, in large part due to differences in levels of funding. This proposal seeks to address the disparate deployment and use of technology across the City that result from these inequities in IT funding, and that inhibit opportunities to introduce state-of-the-art enterprise-wide IT solutions that would help the City transform its operations and achieve better outcomes.

The Action Team developed one recommendation relating to IT strategy and governance.

3. **Create the position of Chief Information Officer to lead citywide strategic planning efforts.** The authority to provide central strategic leadership, planning oversight and guidance for all information technology-related activities across the City will reside in this position. This will enable the City to link information technology more effectively to its operational mission, goals and objectives, resulting in more effective technology deployment and use, and higher quality IT service delivery across the enterprise.

The following two recommendations address establishment of citywide IT standards for acquisition, security, project management/implementation, training, and service delivery, as well as enterprise infrastructure and application portfolio management issues.

4. **Establish a citywide IT Governance Council, composed of City IT personnel and external IT professionals, that has the necessary resources to develop**

citywide standards and policies for IT. Implementing this recommendation will be the first step in providing the City with a critical framework to achieve consistent IT acquisition, usage, service delivery, performance reporting, and evaluation across all departments. The governance group would develop strategic IT policies, develop guidelines to standardize technology implementation across the City, and develop policies related to storing, sharing and searching City information repositories. Overall, the governance group's charge would be to identify and maximize opportunities for IT resource sharing and process improvement across the City.

- 5. Develop citywide technology service delivery and training standards.** This will result in consistency in the level of IT service delivery and training across the City, and ensure that existing technical staff receives the skill development and training necessary to deploy new technology and maintain existing technology with a high level of proficiency.

The Action Team developed one recommendation relating to IT procurement and vendor management.

- 6. Review, renegotiate and standardize vendor contracts.** This proposal involves leveraging opportunities to achieve cost savings by consolidating IT vendor contracts across the City in order to boost the City's buying power, taking advantage of more State Term contracts for IT purchases, and engaging in Cooperative Buying agreements. This recommendation also addresses development of consistent criteria to evaluate vendor performance in order to improve vendor management and ensure consistency in vendor relationships with all City departments.

A proposed timetable for implementation of the IT Service Delivery Action Team's six recommendations and their projected impacts appear in the following tables.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action(s)	Complete
1	Modify the City budgets to allow for the identification of all IT-related expenses and funding sources	Mayoral and Finance Department directives to implement (in consultation with City Council)	July 2007
2	Create the position of Chief Information Office to lead citywide strategic planning efforts.	Mayoral directive to implement	June 2007
3	Establish citywide IT Governance Council that has the necessary resources to develop citywide standards and policies for IT	Mayoral directive to implement	March 2007
4	Determine opportunities to make IT funding more consistent across the City	Mayoral directive to implement	July 2007
5	Develop citywide technology service delivery and training standards	Citywide IT service delivery group to implement	September 2007
6	Review, renegotiate and standardize vendor contracts	Finance, Law Department directives to implement	Begin by 1 st qtr 2007

TABLE OF I.T. SERVICE DELIVERY RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
1	Modify the City budgets to allow for the identification of all IT-related expenses and funding sources	No impact	Contributes to the ability to strategically plan for the most effective allocation of budget dollars to IT systems/services that will most benefit the City
2	Determine opportunities to make IT funding more consistent across the City	More consistent funding for IT services and systems increases the quality of service/systems provided, resulting in greater customer satisfaction	City will achieve a consistently greater ability to delivery high quality services throughout the City enterprise
3	Create the position of Chief Information Officer to lead citywide strategic planning efforts	Effective IT service delivery contributes to the City's ability to provide services at a level that will increase customer satisfaction both externally and internally	Establish strategic planning process that will allow the City to use technology more effectively to provide high quality services to the public and to employees
4	Establish a citywide IT Governance Council, composed of City IT personnel and external IT professionals, that has the necessary resources to develop citywide standards and policies for IT	No impact	Provides the framework for IT acquisition, usage, service delivery, performance reporting, training, and evaluation across the City
5	Develop citywide technology service delivery and training standards	Improves the capability of all City IT service delivery personnel to provide higher quality services that will increase customer satisfaction	This will ensure that training and service delivery are consistent and that IT staff maintain a level of IT literacy that is commensurate with the City's IT strategic priorities
6	Review, renegotiate and standardize vendor contracts	No impact	Wider use of State Term contracts and Buying Cooperatives for major procurements decreases the time required to complete purchases

PROCUREMENT AND PURCHASING ACTION TEAM

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Gwen Bryant, *Project Manager*

Current State

Within the scope of authority established by City Charter, the Division of Purchases and Supplies processed purchases of goods and services in excess of \$107 million, managed 3042 bids totaling more than \$310 million, and generated nearly \$204 million in requirements and public improvements contracts on behalf of the City enterprise over the course of the year 2005.

As these figures suggest, procurement is a critical citywide support function, and the procedures currently in place to execute procurements are areas with great potential for cost savings and the introduction of new efficiencies.

Results of the Action Team's detailed study of current state procurement practices showed that:

- Current City procurement processes are outdated, overly complicated, and "customer-unfriendly" by comparison with other public and private sector entities.
- Overly restrictive Charter and Ordinance requirements create unnecessary redundancies, inefficiencies, and delays at all levels of City government, and are costly in terms of resources that must be devoted to excessive review and approval requirements, and manual processing.
- The City fails to take effective advantage of available technology. Paper-based, signature-driven procurement processes are neither efficient nor effective in delivering essential goods and services on time and at the lowest cost.
- The current procurement bidding and approval processes are so cumbersome and lengthy that staff and vendors cannot easily or effectively be trained in their use.

Targeted Processes

After generating an initial list of all potential areas for improvement, the Action Team narrowed its focus to three areas where the team could make the most impact, taking into account the Mayor's goals, available time, and resources:

- *Applicable Law Mandating City Procurement Requirements* – City of Cleveland procurement procedures are designed, in large part, to comply with specific legal requirements. Some procurement procedures, however, have evolved to become more cumbersome than the law actually dictates. The City's Charter and Codified Ordinances should accommodate efficient and effective procurement procedures, including technology that can be deployed to facilitate purchasing.
- *Major Procurement Processes* – The City's major procurement processes should be less cumbersome for prospective vendors and more efficient and cost-effective for the City. Process inefficiency results in a less competitive market for the City and also consumes valuable resources both in City departments and in vendor organizations.
- *Enabling Procurement Technology* – Technology has forever altered the way that government and constituents must transact business. The City cannot escape the need to integrate significant use of technology into its operations. As a strategic choice, the City must adopt eCommerce and build toward today's web-based business models.

Procurement and Purchasing Action Team Recommendations

To address challenges in the areas of existing law governing City procurement processes and enabling technology, the Procurement and Purchasing Action Team developed five recommendations.

1. **Raise the major procurement threshold from \$10,000 to \$50,000, and mandate adjustment every five years.** Best practices in the public sector support the higher threshold, as well as putting a procedure in place for regular review to account for changes in the value of money over time. Additionally, it will result in work load reduction for major procurements within City Council, Office of Equal Opportunity, and at the department/division level. No staffing or cost impacts are projected to implement the recommendation.
2. **Pass a standing “omnibus” purchasing ordinance for all routine requirements contract procurements that are already authorized through the budget process. Enable multi-year contracts with renewals to facilitate Just-in-Time, e-catalog, and industry standard purchasing.** This will eliminate unnecessary redundancy in the process. No staffing or cost impacts are projected to implement the recommendation.
3. **Pass a standing ordinance to enable direct-award software upgrades, licenses and routine maintenance fees for software systems without additional legislative approval, when the original software has already been approved by ordinance.** This will eliminate unnecessary redundancy in the process. No staffing or cost impacts are projected to implement the recommendation.
4. **Pass an ordinance for citywide use enabling the option to use G.S.A. and State contracts, and buying cooperative contracts without additional legislative approval.** Broad participation in such programs is a public sector best practice, and can significantly shorten processing time. No staffing or cost impacts are projected to implement the recommendation.
5. **Enable e-procurement with legislative authority and support² to accept electronic signatures and electronic bids; allow electronic payments, Impact cards, web auctions and reverse auctions; and facilitate processing with electronic internal approvals.** Public sector best practices in procurement support significant use of existing technology to expedite procurement processing.

To address the complicated, fragmented, rule-bound, and paper-based nature of the current manual procurement system, the Action Team proposes three recommendations.

6. **Re-engineer and standardize bid packages to minimize the number and complexity of required forms.** This would include eliminating outdated forms, consolidating signature requirements, standardizing all boilerplates, and waiving minor submission imperfections. An internal cross-functional work group can be formed to complete this recommendation, with no additional cost to the City.

² Requested legislative authority will support the e-Commerce initiative currently under way within the Division of Purchases and Supplies

7. **Simplify internal transaction processes by reducing the number of required approval signatures, enabling electronic signatures, enabling document entry into the procurement system at the department/division level, and delegating purchasing signature approval authority by dollar amount.** This will shorten internal processing time significantly. Internal work groups can be designated to complete this work, under directive of the Mayor.
8. **Create a streamlined, functional Emergency Procurement Policy that includes clear definitions for “Urgency” and “Emergency” classifications.** This will expedite required purchases in the event of a true emergency. An internal work group can be designated to complete this work, under directive of the Mayor.

The recommendations below address two critical “touch points” that impact the efficiency and timeliness of procurement processes significantly:

9. **Implement a simpler incentive-driven approach for vendors to meet MBE/FBE participation goals established by the City.** This will speed up OEO evaluations for MBE/FBE participation, which are an integral part of the bid process, as well as increase opportunities for MBE/FBE firms and other local vendors to participate in City bids. A simplified process also will encourage greater competition for City business, resulting in better prices and cost savings for goods and services.
10. **Standardize all contracts, including Professional Services contracts under \$50,000 with a standard form to eliminate the need for the Law Department to draft individual contracts.** For under \$50,000 procurements, Law Department intervention should be required only to resolve exceptions or if a vendor will not sign the standard contract. An internal work group can be designated to work with the Law Department to develop the standard form contract.

A proposed timetable for implementation of the Procurement and Purchasing Services Action Team’s ten recommendations and a summary of their projected impacts appear in the tables below.

<i>Proposed Implementation Timetable</i>			
#	Recommendation	Required Action	Complete
1	Raise major procurement threshold to \$50K	Charter change (Revise C108, CO 181 & 185)	June 2008
2	Enable buying cooperative contracts	Charter change (Revise 108)	June 2008
3	Omnibus Ordinance	Ordinance passage by City Council	January 2007
4	Standing Software Ordinance	Ordinance passage by City Council	January 2007
5	Ordinance(s) to Enable eProcurement	Ordinance passage by City Council	January 2007
6	Re-engineer Bid Forms	Citywide directive from Mayor; internal work group to complete	June 2007
7	Simplify Internal Transaction Process	Citywide directive from Mayor; internal work group to complete	December 2007
8	Functional Emergency Procurement Policy	Citywide directive from Mayor; internal work group to complete	January 2007
9	Incentives for MBE/FBE Participation	Ordinance changes (CO 187) approved by City Council	January 2008
10	Standardize Under \$50K Contracts	Citywide directive from Mayor; cross-functional group to work with Law Department to complete	December 2007

TABLE OF PROCUREMENT AND PURCHASING RECOMMENDATIONS			
#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
1	Raise the major procurement threshold from \$10,000 to \$50,000 and mandate adjustment every five years	No anticipated impact	Decrease time required for procurements from \$10,00 - \$50,000 by eliminating need for legislation
2	Pass a standing "omnibus" purchasing ordinance for all routine requirements that are already authorized through the budget process. Enable multi-year contracts with renewals to facilitate Just-In-Time, e-catalog, and industry standard purchasing	No anticipated impact	Eliminate redundancy in approval process; Decrease staff time spent on processing for requirements purchases
3	Pass a standing ordinance to enable direct-award software upgrades, licenses and routine maintenance fees for software systems without additional legislative approval, when the original software has already been approved by ordinance	No anticipated impact	Decrease need for additional legislation, Board of Control and contract preparation
4	Pass an ordinance for citywide use enabling the option to use G.S.A. and State contracts, and buying cooperative contracts without additional legislative approval	No anticipated impact	Decrease # Of Requests for Legislation required for purchases Decrease staff time spent on processing for requirements purchases
5	Enable e-procurement with legislative authority and support to accept electronic signatures and electronic bids; allow electronic payments, Impact cards, web auctions and reverse auctions; and facilitate processing with electronic internal approvals	Generate broader participation by local and MBE/FBE companies	Facilitate faster transaction processing; Simplify small dollar transactions
6	Re-engineer and standardize bid packages to minimize the number and complexity of required forms	Generate greater vendor participation due to simplification of bids	Decrease staff time spent on developing bid packages; Decrease # of errors requiring re-work and/or re-bidding
7	Simplify internal transaction processes by reducing the number of required approval signatures, enabling electronic signatures, enabling document entry into the procurement system at the department/division level, and delegating purchasing signature approval authority by dollar amount	No anticipated impact	Reduction of up to 30% of internal staff time spent on major procurement processing; Reduction in time required to execute successful procurement
8	Create a streamlined, functional Emergency Procurement Policy that includes clear definitions for "Urgency" and "Emergency" classifications	Foster response to customers in emergency situation	Speed up process; Facilitate purchases for true emergencies
9	Implement a simpler incentive-driven approach for vendors to meet MBE/FBE participation goals established by the City	Generate broader MBE/FBE participation through simplification of process	Anticipated decrease in OEO staff time spent on vendor evaluations

#	RECOMMENDATION	RECOMMENDATION IMPACTS	
		CUSTOMER SERVICE	EFFECTIVENESS
10	Standardize all contracts, including Professional Services contracts under \$50,000 with a standard form to eliminate the need for the Law Department to draft individual contracts	No anticipated impact	Decrease need for Law Department review for contracts from \$10,000 to \$50,000

APPENDICES

Appendix A – Operations Efficiency Task Force Action Team Quick Wins Summary Table

Appendix B – Operations Efficiency Task Force Members in Alphabetical Order

Appendix A

OPERATIONS EFFICIENCY TASK FORCE QUICK WINS SUMMARY

Department	Actual Savings	Estimated Increase Revenue/Savings	Estimated Total \$ Cost	Estimated Total Budget Impact
Building & Housing		\$189,000 ■\$177,000 increase in Rental Registration revenue (from \$1,323,480 to \$1,500,000);	\$47,840 ■\$4,800 for Rental Registration software ■ \$2,960 for purchase of digital cameras ■ \$10,080 for inspectors parking in Willard Garage ■ \$30,000 front desk capital improvement	\$ 141,160
Parks/Recre/ Properties	\$150,000 ■Dumping fees reduced by 60% through an agreement that allows a contractor to pickup wood chips			\$ 150,000
Public Health				\$ -
Public Service	\$33,275 ■Reducing fuel consumption: reducing # of commuters by 10% (from 193 to 175); ■purchasing 10 Hybrid vehicles; and ■ reducing the total fleet by 30 vehicles.	\$30,000 ■Utilities Cuts revenue to increase by \$30,000 with addition of 11 inspectors and increase of inspections from 185 to 2220		\$ 63,275
Human Resources	\$1204 ■Save on postage, envelopes and staff time by handing out applicants letters instead of mailing.			\$ 1,204
Information Technology	\$470,000 ■\$250,000 by eliminating Centrex lines and voice mailboxes; ■\$220,000 by refreshing technology through partnership instead of purchase			\$ 470,000
Procurement/ Purchasing	\$17,000 ■\$12,000 by utilizing postal presort vendor and typing all envelopes; ■\$5,000 by utilizing scan and fax in desktop PCs and reducing cartons of paper used			\$ 17,000
TOTAL	\$ 671,479	\$ 219,000	\$ (47,840)	\$ 842,639

Appendix B
OPERATIONS EFFICIENCY TASK FORCE MEMBERS
IN ALPHABETICAL ORDER

Adams, Montrie Rucker

Adler, Tom

Aggarwal, Raj

Alford-Smith, Daisy

Allen, Antoinette

Ambroz, Lucille

Asbury, Richard

Berry, Chauncey

Bess, Willie

Bialostosky, Karil

Bonner, John

Brandt, Jonathan

Brown, Darnell

Bryant, Bryant

Carleton, Paul

Carroll, Matthew

Caruso, Carol

Chrysler, Erica

Chylla, Loren

Cochran, Richard

Coffin, Mark

Cooper, David

Cox, Michael

Coyle, David

Crump, Hollis

Davis, Sherldean

DeBarr, John

Denihan, William M.

Dieckhoner, Jack

Divish, Doug

Dixon, Katie

Downing, Diane

Durand, Keith

Easler, Lia

Flannery, Mary Ann

Franklin, Kevin

Friedman, Lee

Galindo, Marie

Gaskill, William M.

Glick, Joseph

Gomez Farrell, Paula

Haines, Darin

Hardy, James E.

Hardy, Michael

Haskins, Donald

Hill, Wayne

Hiller, Martin

Hofford, Patrick

House, Michael

Hunter, Corrine

Hutchinson, Trudy

Jackson, Edgar

Johnson, Kim

Johnson, Tyrone

Jones, Candace M.

Kasych, Donald

Knipe Smith, Helen

Knowles, Douglas

Koballa, Laura

Laird, John

Lelutiu, Ileana

Lemmerman, Jill

Lewis, Cathy

Long, Gail

Luli, Tim

Malec, Matthew

Mathews, Elaine

Mattioli, Jerome

Mayberry-Stewart,
Melodie

McPhee, Mary

Merriman, David

Meyers, Robert P.

Midgett, Deborah

Minniefield, Tyeshia

Appendix B
OPERATIONS EFFICIENCY TASK FORCE MEMBERS
IN ALPHABETICAL ORDER (cont.)

Nagel, Tom
Nance, Fred

Otero, Elving
Owens, Ronnie M.

Peppard, Sean T.
Peterson, Robert
Phelps, Charles
Prince, Deborah

Reyes, Gabriel
Rice, Louis
Richard, Derrick L.
Robinette, Kevin
Robson, Linda
Roche, Dennis
Roman, Shadi
Romero, Eduardo
Routen, Gina
Rudman, Sue
Rybka, Edward

Saffran, Eileen
Sarwar, Shahid
Scott, Randell T.
Sensenbrenner, Richard
Sharkey, Mary Ann
Shaw, Ollie
Sika, Joe
Silva, Richard
Smith, Angela
Smith, Nancy King
Smith, Ronald
Sobol Jordan, Sharon
Sonntag, William
Stevenson, Charlita
Sullivan, Cynthia
Sutton, Jacqueline

Taylor, Jeremy
Thomas, Alan
Thomas, Sonja
Thompson, Antoinette

Verhosek, Carmen
Vogelsang-Coombs, Vera

Walker, Natoya
Warren, Linda
Wasik, Jomarie
Westbrook, Jay
Whatley, Mone
Whitlow, Michele C.
Williams, Eric
Williams, James
Withers, Barry
Wolosz, Timothy
Woodford, Ron
Wood, Jason
Wood, Elaine
Woods, Lewis
Wright, Valencia

Zoller, Ann