

Affirmative Action/Contract Compliance (AA/CC)

- Implemented twenty training sessions for the benefit of employees and City Administrators regarding the City's Affirmative Action policies.
- Completed fifty-six cases of alleged discrimination, hostile work environment, failure to promote, workplace harassment and unfair treatment; worked with Departments and Divisions to resolve these issues when warranted.
- Identified equal employment opportunity representatives to assist the AA/CC office in correcting problems; provided training to these individuals in seven sessions.
- Provided training sessions to four Departments designed to create greater awareness with the Administrative personnel to employment barriers and attitudinal stereotypes which hinder effective employment opportunity.
- Developed the City's Affirmative Action plan; developing hiring and promotional goals for inclusion in the plan.
- AA/CC served as Chair of the City's United Way drive and substantially increased giving across City Departments.
- Assisted eight employees with disabilities.
- Worked aggressively to achieve MBE/WBE goals established for 2012:
 - City funded construction 15% - achieved 15%
 - Goals & Services 10% - achieved 14%
 - HUD construction 21% - achieved 27%
- Increased certification of minority and WBE contractors by 20%

AA/CC (Continued)

- Convened four informational sessions for the benefit of contractors to acquaint them with the City's contracting process, certification process and bidding

Board of Community Relations (BCR)

- 1st time in its existence is diverse racially, ethnically, sexually, and amongst age and gender - representative of labor unions, faith based & educational institutions, neighborhood/community orgs, and 2 seats reserved for high school students.
- Encouraged smaller agencies (possibly without a 501c3) to meet larger, long standing agencies (with a 501c3's) to assist "smaller" agencies with obtaining their 501c3 and tax exempt status; as well as mentorship & funding opportunities.
- Mediations, & attending Block Watch meetings, 3 to 4 times a month, throughout City, to address residents concerns, direct or assist them on where to go for City issues, & inform them of role and responsibility of BCR. Within the past 20 months, BCR has addressed 214+ complaints; & held 41 mediations.
- The development of the Mayor's Coalition for Hope (MCH) to reduce youth violence birthed as an initiative of the Mayor, facilitated by the Board of Community Relations Executive Director.

Development

- Assisted 14 small businesses in obtaining gap financing.

Development (continued)

- 36 companies, mostly manufacturers, assisted in locating or expanding operations & employment base through real property tax abatement, job creation tax credits and job creation grants.
- Helped provide incentive pkg. to assist Chrysler's North Assembly Plant expansion.
- Saved 14 days annual of worker productivity by converting "Measured Improvement Grant" reporting requirement to a monthly basis from an annual basis.
- Unprecedented and sustained dialogue & cooperation with local and regional economic development partners:
 - ⇒ Regional Growth Partnership (RGP)
 - ⇒ Lucas County Economic Development Corporation (LCEDC)
 - ⇒ Toledo - Lucas County Port Authority
 - ⇒ JobsOhio
 - ⇒ Wood County Economic Development Commission
 - ⇒ Northwest Ohio Regional Economic Development Association (NORED)

Finance

- Balanced the budget
- Delinquent Tax Collection Garnishment Program, since implementation in 2010, excess of \$12.2 million in delinquent income taxes collected & during 2012, filed excess of 2,700 cases valued at \$7.2 million.

Finance (continued)

- Significant Debt Obligation Savings by Issuing Special Assessment Notes: Total savings for 2013 are estimated to be \$694,600 with total savings of \$3,668,000 over the life of the refunded issues.
- Implementation of new ERP financial system – SAP
- Community involvement and PR such as "how to work with the city" and "diversifying the city's vendor base" through presentations and MBE/EDGE Committee meetings
- Reduced contract in-out cycle from 3 to 6 months to less than 30 days
- Established city wide contracts instead of duplicate from various departments

Fire & Rescue

- Built new Fire Station 6 with a \$2,990,603 grant
- Expanded the BLS Transport Service. Generating large increases in revenue: 2 Million in 2009 - 2.2 Million in 2010 - 2.7 Million in 2011 - over 3 million dollars in 2012
- Started ISO Reevaluation process. First time in over 30-years.
- TFRD Backing Accidents were reduced by 62%: 21 backing accidents in 2010 and 8 in 2011.
- Reduced Overtime costs through creative measures & reduced sick time use: 3.1 Million in 2010 - 4.7 Million in 2011 - 2.3 Million in 2012

Fire & Rescue (continued)

- Initiated 7 measures to positively affect cost containment impact: est. nearly 1 million saved since Sep 2011.
- Put in service on first response rigs, 25 Lifepak 15 cardiac monitors capable of defibrillation, performing 12 leads and cardiac monitoring.
- Replaced 19 outdated AED models.
- Secured funding for 40 Panasonic Toughbooks to allow TFRD migration to electronic reporting for fire and medical runs & allow data sharing with other Lucas County Fire Departments.
- Grant Awards – 1.2 million in 2010, 700k+ in 2011

Human Resources

- Hired multiple police and fire classes.
- Implemented online application process.
- Streamlined employee benefits contracting.
- Improving inter-departmental communication and accountability.
- Improved training and development for field operations
- Developed plan to improve employee health and wellness.

Information & Communication Tech (ICT)

- Replaced NAS/SAN (centralized storage system), network fiber channels switches, and internet firewalls switches.
- Reducing the number of physical servers (~ 30) by installing a VMware software System.
- Eliminated 300 personal printers & added ~50 Multi-Functional printers.

ICT (continued)

- Implementation of VOIP (Voice over Internet Protocol) phone system to provide annual cost saving of \$300,000.

Inspection

- Dept. of Inspection created Dec. 2010 full support of Administration & unanimous approval of City Council to offer better service to public construction projects.
- 22 chapters of the Toledo Municipal Code rewritten to make City Building Code compliant with State's Building Code & clearly define City's Property Maintenance Code & standards for trade licensing.
- Annually process approx. 18,600 permit apps, perform 11,500 certified inspections, renew 4,300 trade licenses, perform nearly 1000 commercial and residential plan reviews, issue 840 certificates of zoning compliance and 155 Occupancy Certificates.
- Fast-tracked the plan review, permit process and inspections for such major projects as the Hollywood Casino, Chrysler Jeep expansion, GM's Powertrain expansion, Standart Lofts and Brooklyn Park subdivision.
- Digitizing the department in 2013 by acquiring Accela Automation to enable electronic plan review, real-time inspections & citizen access to defined departmental operations.
- Created the public service piece "When Permits Are Required" and "Selecting A Contractor" distributed at retailers - Lowe's, Home Depot, Andersons and Modern Builders Supply.

Inspection (continued)

- In cooperation with Lucas County Land Bank for accelerated demo program.
- Initiated Spring Sweeps, a proactive, public-private sector collaboration of property maintenance focusing on home improvement.
- Initiated the public notification to expedite Mayor Bell's tall weeds & grass project.
- Organized and hosted a Developers Forum for Economic Development.

Neighborhoods

- Implemented open, fair and more accountable bidding & contractor selection process.
- Established a procedure for a more expeditious payment process.
- Implemented an Intake Form and process to track all projects coming into the DON.
- Implemented a Project Flow Chart detailing & clarifying project, designated staff & function performed.
- Implemented a Monthly Training Schedule to educate and clarify HUD regulations, procedures and requirements.

Plan Commission

- Completed Future Land Use Maps for all 23 City of Toledo neighborhoods
- Completed Downtown Toledo Plan and three zoning overlay districts.
- Merged Vistula Historic District and Toledo City Historic District to save on staff and community resources.
- Online staff reports, plans, codes, hearing schedules and applications.

Plan Commission (continued)

- Electronic zoning maps for entire City to make zoning process user-friendly.
- Case count increased 10% from 2011 to 2012 while processing time remained constant even and 20% fewer staff positions.

Police

- Developed a proactive plan to deter crime and apprehend criminal violators, using Data Driven Policing model targeted approach to crime fighting. Since inception in Nov 2011, targeted Crimes reduced by 18%, Robberies - 9%, Burglaries -20%, Car Theft -11%, Theft from Motor Vehicles -23%, & continual rise in shooting occurrences has been broken.
- Address Decreased Manpower Levels. Three Toledo Police Academy Classes, including graduation of 60th class in 2013, total of 115 new officers added since 2010. Current sworn manpower is 573 with additional 40 trainees in the academy.
- Advanced Recruiting Strategies. Established on-line recruiting application & development of ambitious recruiting unit to broaden pool of qualified candidates for next police test in Dec 2012, led to about 2,800 individuals signed-up for the test.
- Toledo Police Museum Opened On June 2, 2011, completely run by volunteers, most of whom are retired police officers and their spouses. More than 4,000 visitors have toured the museum since its opening.

Public Service

- Privatized refuse collection in 2010, services improved, & saved millions of taxpayer dollars.
- Able to purchase new facility for Fleet and Facility Ops in 2010, needed for over 20 years.
- Demolished a record setting 412 nuisance houses in 2011, in conjunction with Lucas County LandBank. 900 houses will be torn down between in the next year.
- Reduced monthly traffic control energy usage by 48.3% by replacing traffic signal bulbs with LED's.
- Established cremation process, saving \$700 per decedent, reducing future impact to general fund.

Public Utilities

- Water Treatment - Produced over 26 BILLION gallons of great tasting drinking water
- Water Reclamation - Gold Peak Performance Award - Nat'l Assc. Clean Water Agencies for zero EPA violations.
- Water Distribution - replaced 21,770 meters with an AMR (Automatic Meter Reading) program
- Sewer & Drainage Services - reduce their operating cost by \$100K utilizing new technology
- Sustainability Planning process - expected to have a community-wide sustainability plan in place in 2013.

Public Utilities (continued)

- Toledo Public Power - Providing electricity through Toledo Public Power (a municipal power company) to Omnisource Corporation. Toledo Public Power is creating a new revenue stream for the City's General Fund.
- Engineering Services - Implemented sidewalk "leveling" at 1/3 cost of replacement, and increased repair or replace by almost 1000 more sidewalks per year by 2012.
- Administration - Implemented voluntary monthly billing program to assist customers in budgeting their income.

Public Utilities & Public Service

- Better Buildings Program - estimated \$563,000 annual energy savings per year, average building achieving 25% energy reduction, or more - funded by NW Ohio Advanced Energy Improvement Corporation an Energy Special Improvement District (ESID) & paid for by placing special assessments on buildings - under budget & ahead of projected payback time. Gained national recognition for program & now part of Presidents and Department of Energy's Better Buildings Challenge.
- CityWorks. DPU implemented Cityworks at several of its operations. DPS is planning to incorporate Cityworks in 2013 and 2014.

Special Projects - Mayor's Office

- **Produced 2012 MLK Unity Celebration at UT with 3000 attendees, broadcast live on FOX Toledo, & rebroadcast on WGTE Public TV.**
- **Tape & air 4 weekly “Minute with the Mayor” topical segments on WMIX radio targeting important issues impacting Toledo’s African American community.**
- **Tape monthly 30 minute interview with Larry Whatley for “Urban Beat” program.**
- **Produced a 4 min. online TPD recruitment video, & an online TPD pre-test training video.**

Youth Services

- **The Summer Youth Engagement Program - an innovative, learning based experience that guides youth through six weeks of programming that focuses on eight components of youth development and youth engagement.**
- **Teen Job Fair 2012 - Sponsored by City of Toledo Youth Services, Delta Sigma Theta Sorority, Inc., Toledo Lucas County Public Library and the Maumee Bay Association of Negro Business and Professional Women’s Club.**
- **Next Generation Youth Council - provided activity to area high school youth in civic education and involvement.**
- **Next Generation Youth Council City Council Shadow Day - recognized with proclamations at City Council session. March, 2012.**