

THE FORD PLAN 2002

“We must work together to create a Toledo that is safe, well managed, and vibrant.

A Toledo that offers the quality of service, the quality of opportunity, and the quality of life that make living and locating in Toledo a first choice—that make Toledo an elegant city that is a point of destination rather than a point of departure.

In order to accomplish this vision we all need to get better at partnership and collaboration. Government and citizens. Labor and business. Schools and the community. The Mayor and City Council. The Mayor and City Administrators. Toledo and its Regional Neighbors.”

FOREWORD

April 2002

What you have before you is the Ford Plan 2002. This plan is based on the recommendations and observations of the Ford Citizen Transition Team and the goals and visions I have established for my administration.

My sincere thanks to the Citizen Transition Team. I also want to acknowledge the work done by Co-Chair's Robert Savage and Sue Wuest and Executive Director Ted Mastroianni. I appreciate the effort and time that all the Transition Team members committed to this process. This truly was democracy in practice.

I know that all who read this plan will appreciate the effort and understand the vision and direction in which we will take the City over the next four years. Although this plan contains many goals and recommendations, it represents just the beginning of our effort to create an "elegant" Toledo that is a point of destination rather than a point of departure.

Sincerely
Jack Ford, Mayor
City of Toledo

PART 1

INTRODUCTION

The Ford Transition Team, was made up of the following committees:

- Economic and Community Development—Co-Chairs: Bob Sullivan and Vince Davis
- Education, Youth, Natural Resources, and Arts—Co-Chairs: Anita Lopez and Mike Anderson
- Environment, Public Utilities, Public Services and Planning—Co-Chairs: Steve Katich and Candace Baldwin
- Finance, Budget, Management, and Organizational Planning—Co-Chairs: Clint Longenecker and Holly Bristol
- Housing, Neighborhoods, Health, and Community Relations—Co-Chairs: Jim Hoffman and Jacqueline Martin
- Personnel and Staffing—Co-Chairs: Keith Wilkowski and Yolanda Jackson
- Public Safety, Law, and Criminal Justice—Co-Chairs: Richard Kerger and Julia Bates

The members of the Transition Committees conducted surveys and interviews of stakeholders from within city government and the community at large. Each Transition Committee prepared a report containing the information gathered in their surveys and interviews and their recommendations and goals for the Ford Administration. Their reports were presented to the Mayor on March 1, 2002. While not yet finalized into a formal plan of action, since March 1st, the Ford Administration has consulted the committee reports for guidance.

What follows is The Ford Plan 2002. This plan is based on the observations and recommendations of the Transition Team along with the ideas and vision articulated by Mayor Ford during the Mayoral Campaign of 2001.

The Ford Plan is organized into four sections:

Part 1—Introduction

Part 2—Goals and Vision

Goals and vision articulated by the Mayor during and since the 2001 Mayoral Campaign along with recommendations by the Transition Team

Part 3—Management Vision, Strategies, and Objectives

Contains recommendations for action by the Mayor's Administrative Team. Recommendations for specific departments are contained in the Appendix

Part 4—Appendix

1) List of Transition Team Members, 2) Committee Recommendations by Department

The Ford Plan 2002 will be used to guide the work of the Ford Administration. Specific recommendations will be passed along to all administrators for inclusion in their departments' and divisions' strategic plans.

PART 2

GOALS AND VISION

Education

Vision Statement: Toledo must offer all our children a bright future and provide them with a high quality basic education. Our schools must achieve timely improvement and must regain community confidence. The City of Toledo has a responsibility to do all it can for its schools and school children.

1. Appoint Mayor's Liaison to schools (would attend school board meetings)
2. Hold public schools accountable
3. Work with schools to identify areas where community support will be beneficial
4. Support youth mentorship and tutoring programs. Encourage participation by City Administrators, local businesses, churches/clergy, and city residents
5. Encourage parental involvement. Encourage local businesses to release employees to be more actively involved in their children's education and schools.
6. Support remedial and basic education programs for parents
7. Carefully consider all tax abatement requests and evaluate the real impact of the abatement on our schools

Economic Development

Vision Statement: Restore City of Toledo as the vibrant healthy core of our region with a strong diverse local economy that provides all Toledoans with access to family supporting jobs.

1. Work with banks and other investors to establish---Venture, Seed, and Early Stage Capital Funds (Minority and Women Funds too—Fund Isabella in Cincinnati is good model for Women's Fund—there are minority venture capital funds as well)
2. Expand funding for Façade Program
3. Add Economic Development Project Expediter to oversees ED projects through system (maybe even the high profile or big projects like the marina district, bridge, etc.)
4. Set up a Council of Economic Advisors with more than ½ representation by small business (This would include: small, medium, and large business; labor; community developers, and universities)
5. Develop ongoing business site location development strategy (business parks, brownfield development, JEDZ outside of the city, etc.) (Explore possibility of transforming NorthTowne Mall into a business park. Preserve Capital Commons as a Business Park)
6. Ensure Tax Abatement Accountability
7. Take steps to revitalize Southwyck Mall
8. Support Walk-Westgate Project
9. Develop and support strategies that promote High Tech Business Development
10. Support High Tech Infrastructure Development (initially targeted to warehouse district, uptown, and new business parks)

11. Support Traditional Manufacturing—develop strategies to help small and medium sized manufacturing firms stay competitive/productive in new world economy/markets and high tech environments
12. Identify strong and emerging industrial sectors and develop strategies to support and grow those sectors (including suppliers, support businesses, spin-offs, etc.—this may include taking advantage of Sister City relationships for business purposes and promoting business networks)
13. Workforce development—The City must become a more active participant in workforce development planning in our region
14. Ensure that local and regional economic development strategies recognize that workforce capacity in one of the key components of a strong local economy
15. Ensure that local and regional workforce development plans and strategies are informed by the workforce needs of our business community,
16. Develop partnerships with universities for product/technology commercialization and high tech business partnerships
17. Appoint a new top notch Economic Development Director
18. Attend and participate in regional meetings and activities dealing with regional economic development planning and policymaking

Neighborhoods and Housing

Vision Statement: Our neighborhoods must be strong, safe, and well-maintained. All around the country developers are trying to create new housing developments that replicate the qualities already offered by Toledo's neighborhoods. We are fortunate that we don't have to recreate those neighborhoods—but we must value and support them as important assets.

1. Conduct a thorough assessment of the Department of Neighborhoods organizational structure and programs. This would include an assessment of CDBG allocation practices, policies, and sub-recipient performance and outcomes
2. Support and strengthen CDC efforts to strengthen and revitalize our neighborhoods
3. Increase neighborhood-planning function at Toledo Plan Commission—develop individual neighborhood land use plans and develop overall city housing assessment and plan
4. Pursue the creation of a Toledo Design Center
5. Support Neighborhood Main Street program and efforts to strengthen and revitalize neighborhood commercial nodes and corridors
6. Improve enforcement of housing code violations
7. Support and lift up CDCs especially in their efforts to do more housing and especially to do more Economic Development
8. Encourage/support the development of more high quality market rate homes in the city (middle and upper income too)
9. Work in liaison with the County and local health care system to ensure access to affordable health care for uninsured population.
10. Maintain streets, alleys, sidewalks, trees, and curbs
11. Improve response rate to complaints and problems that threaten neighborhood stability and safety
12. Work to create a range of housing opportunities and choices in order to retain and attract upper and middle-income residents and ensure access to affordable housing for our lower-income residents

13. Protect and take advantage of our existing community assets we should focus on getting the most out of what we've already built.
14. Foster safe, diverse, walkable, close-knit neighborhoods with sidewalks and convenient access to stores, schools, parks, recreation, and jobs.
15. Rehabilitate, reuse, and celebrate the historic buildings that make our city special.
16. Create safe, diverse, mixed-use environments/neighborhoods for children and adults.
17. Revitalize BlockWatch

Arts and Culture

Vision Statement: Arts and cultural opportunities must flourish and enrich all of our lives. From the symphony and the ballet to church choirs and high school marching bands. From ethnic and cultural festivals to live theatre and the opera. From public art in our neighborhoods to International art shows in our museums. To meet this end the City of Toledo will establish a new office of Arts and Cultural Affairs. The goals of the Arts and Cultural Affairs department will be to:

- Promote increased public awareness of the important role of the arts in our community
- Support artistic excellence
- Expand community participation and support of arts and cultural activities
- Expand participation of the arts and cultural community in projects and planning by City Departments such as: Economic Development, Neighborhoods, Parks and Recreation, and the Youth Commission, etc.
- Collaborate with community organizations (not just limited to Arts and Cultural Organizations) to implement an Arts strategy
- Enhance and expand opportunities for arts and culture related tourism—approach it as an economic development strategy

Recommendations:

1. Appoint high level Director or Commissioner of Arts & Culture
2. Sponsor a Town Hall Meeting on the Arts or an Arts Summit to bring together all elements of the Arts and Cultural community and the greater community to create an Arts Agenda for the City
3. Secure resources to support City Arts programming (should be based on the above Arts Agenda for the City--and may include: programs to support and promote art in the community, neighborhood arts and heritage programs, support for existing arts and cultural programs, provision of technical assistance and support for professional development, and youth arts and cultural programs
4. Develop partnerships with local arts and cultural programs including educational institutions
5. Work with partners to create an Arts Website that informs visitors of all that is happening in Toledo
(see Baltimore ArtsNet: <http://www.ci.baltimore.md.us/arts/index.html> and Orange County ArtsNet: <http://www.ocartsnet.org/>)

Parks and Recreation

Vision Statement: We will provide a high quality and diverse parks and recreation system that enriches the lives of all our citizens (from youth to senior citizens) and celebrates the beauty and heritage of our city.

1. Initiate public/private partnerships to promote and improve parks and recreation programs
2. Develop a premier collaborative effort with our Metropark system
3. Evaluate organization, structure, and effectiveness of existing park boards.
4. Develop a marquis program—a long-term high profile, high energy, city-wide project in collaboration with community partners and community service providers. (i.e. A city-wide fitness program/challenge)

Public Safety

Vision Statement: We must build a Toledo that is safe that protects its citizens with the best policy and fire service possible.

1. Revitalize Block Watch Program.
2. Keep up authorized strength--hire full police/fire classes each year.
3. Reduce police response time and broaden the types of calls to which they can respond.
4. Support and increase Community Policing Program.
5. Implement ToledoStat program.

Public Service

Vision Statement: We will provide high quality, efficient city services (street maintenance, snow and leaf removal, tree maintenance, refuse collection, safe water, etc.) to the residents of all our neighborhoods.

1. Create a Public Works Department (combine Public Service and Public Utilities to gain efficiencies and provide better services to the public)
2. Improve the delivery of public services to our residents
3. Spend assessment for what they were intended (trees, sidewalks, alleys, etc.)
4. Get Back to Basics—tree trimming, snow removal, road paving, sidewalk maintenance, infrastructure maintenance, etc.)
5. Develop a Water Sales Policy that is fair to Toledo

Youth

Vision Statement: Our youth—our future. We must make every effort to ensure healthy, safe, productive futures for all of our city's children. To do less is not acceptable.

1. Mayor will spend one third of his time on youth needs.
2. Revitalization of the Youth Commission and eliminate overlapping programs and inefficiencies in order to improve and expand youth programming.
3. Establish youth micro-loan/business start-up program which includes business counseling and business planning.
4. Appoint more youth to commissions and boards
5. Hire more young people in positions of authority within city
6. Develop strategies to keep our youth in Toledo—reverse the brain drain issue
7. Establish the “Next Toledo Committee” to identify and address issues related to youth and creating a Toledo for future generations. Mayor will commit to raising \$300,000 to seed this effort.
8. Hold an annual Regional Youth Summit to identify issues facing youth and program and resource gaps. Participants would include, schools, churches, public and private institutions and service providers, and youth.

PART 3

MANAGEMENT STRATEGIES AND OBJECTIVES

Staffing, Personnel Development, and Affirmative Action

Vision Statement: Develop and support a high quality workforce that is focused on the City's mission rather than simply "getting the job done."

Staffing

1. Review and update hiring process (should include a review and update of civil service requirements and procedures) System is slow, cumbersome, and limited in its ability to meet and respond to staffing needs. Consider giving commissioners and managers more active role in hiring their employees
2. Review administrative salaries to ensure competitiveness and address situations where administrators are paid less than the employees they manage
3. Develop a personnel succession plan in anticipation of retirements, which would include an advance replace strategy to allow incumbents to train their replacements and/or a "retire/rehire as consultant" strategy for short-term training of replacements
4. Develop a Staff Retention/Development/Training Program with advancement incentives (Informed by staff development plan and personnel succession plan.)
5. Review practice of using consultants to ensure that consultants are qualified and meet outcomes
6. Conduct staffing study needs and identify areas where work is suffering because of lack of staff
7. Increase diversity of all departments at all levels
8. Develop and implement a real time Financial/Human Resources Data System

Training

1. Develop staff development plan (must be prepared with input from Directors, Commissioners, Managers, Unions, etc.) Anticipate changes and upgrades in technologies and best practices. Consider training in: Information Technology and information systems, cross-training, team building, management training, high tech systems

Affirmative Action

1. Enforce and encourage Affirmative Action in all hiring and promotion decisions
2. Move purchasing and contract compliance functions to the Affirmative Action Office

Systems and Technology (software, hardware, internet)

Vision Statement: The objective is to expand use and support of information technology to make city government more efficient and more responsive to quickly changing community and organizational needs and expectations

1. Implement and require a coordinated citywide approach to information technology and information systems, which would include expanding, and improving the “network” (eliminate inefficient “freelancing”)
2. Review and update the Information Services Strategic Plan
3. Develop and implement a real time Financial/Human Resources Data System
4. Evaluate staffing needs for IT Department including the need for a Chief Information Officer
5. Replace radio communication system
6. Identify departments/division/individuals with needs for immediate desktop computer upgrades
7. Develop and implement computerized system for fleet and facilities asset management and resource tracking
8. Explore the development and implementation of an Economic Development Information System that would include advanced GIS technology and applications (this should be done with partners: The University of Toledo, RGP, The Chamber of Commerce, CDCs, Toledo Port Authority, Lucas County, etc.)

Improve Communication, Collaboration, and Coordination Among Departments and Divisions

Vision Statement: We must improve communication and coordination from the top down, so that everyone is on the same page and everyone understands the need to work together to make Toledo the best it can be.

1. Improve communication and coordination between department/divisions (Particularly: Public Safety with other departments/divisions, Department of Neighborhoods and Department of Development, and all Departments and Divisions that deal with development services.)
2. Fully implement the Development One Stop Shop.
3. Coordinate project implementation across applicable departments/divisions.
4. Continue to upgrade internet/e-mail access and communications technology.
5. Continuously explore community partnership opportunities to initiate and expand programs and program impact.

Finance, Organizational Structure, Management Practices/Style, and Strategic Planning

Vision Statement: We must operate our city with sound financial and budget planning information and processes and we must manage our city in such a way that administrators and employees have clearly defined areas of responsibility and accountability.

Finance and Law

1. Develop and implement a real time Financial/Human Resources Data System.
2. Establish very clear performance measures for contractors. Impose financial penalties if they're in default. Explore benefits of implementing cost accounting to know how much each job is worth in order to determine the cost effectiveness of hiring a consultant in the first place.
3. Publish a summary of the results of the City's Independent Audit Report in the newspaper and on the City's website
4. Convert to a biennial budget
5. Develop five-year budget projections to support better overall budget planning system
6. Improve contract compliance and monitoring
7. Expand risk management strategies
8. Implement a city-wide ethics code and ethics commission

Structure

1. Expand role of Safety Director
2. Develop a Department of Arts and Culture
3. Combine Public Utilities and Public Services into new Department of Public Works; include Forestry and Parks Maintenance.
4. Centralize Engineering Services
5. Develop and Implement Toledo Design Center
6. Explore the benefits of a centralized Department of Inspections (building inspectors and nuisance abatement inspectors)
7. Expand Youth Commission to include specialty divisions including: youth crime, substance abuse, recreation, and mentoring.
8. Develop capacity (office or division) in Policy Research, Program Development, Fundraising, Grant writing, Community outreach and communications.
9. Add Organizational Strategic Planning Facilitation and Maintenance capacity. This office/individual would develop and facilitate the implementation of ongoing strategic planning.
10. Explore benefits of combining all vehicle maintenance functions into one overall vehicle maintenance department.
11. Review City's organizational structure to identify other opportunities for reorganization and consolidation to eliminate overlap and to improve efficiency and save money.
12. Review and update organizational structure of Parks, Recreation, and Forestry. Consider moving Forestry into new Public Works Department, moving Youth Commission into Parks and Recreation, and moving Neighborhood Graffiti Crew from Parks and Recreation to Nuisance Abatement.

Management

1. Take steps to create a work environment that is positive, professional, well organized, and proactive

2. Adopt management philosophy that includes: Clearly defined areas of responsibility and accountability. This would require clear expectations, duties, goals, and priorities and balanced feedback on performance.

Strategic Planning

1. Implement an ongoing 2-3 year evergreen strategic planning process with links to financial planning (for all budgets).

PART 4

APPENDIX

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Appendix 1--Transition Team Members

Appendix 2--Transition Team Committees' Specific Recommended Goals By City Department/Function

1. Education
2. Public Utilities
3. Human Resources
4. Plan Commission
5. Public Service
6. Economic Development
7. Board of Community Relations
8. Finance, Budget, Management, and Strategic Planning
9. Department of Neighborhoods
10. Parks, Recreation, and Forestry
11. Youth Commission
12. Law and Public Safety (Police and Fire)
13. Proposed Public Works Department
14. Proposed Arts and Cultural Affairs Office
15. Affirmative Action

Appendix 1--Transition Team Co-chairs, Committees, Committee Co-Chairs, and Members

Transition Team Co-Chairs

- Robert Savage
- Sue Wuest

Transition Team Committees and Committee Co-Chairs

1. Economic and Community Development
Co-Chairs: Bob Sullivan and Vince Davis
2. Education, Youth, Natural Resources, and Arts
Co-Chairs: Anita Lopez and Mike Anderson
3. Environment, Public Utilities, Public Services and Planning
Co-Chairs: Steve Katich and Candace Baldwin
4. Finance, Budget, Management, and Organizational Planning
Co-Chairs: Clint Longenecker and Holly Bristol
5. Housing, Neighborhoods, Health, and Community Relations
Co-Chairs: Jim Hoffman and Jacqueline Martin
6. Personnel and Staffing
Co-Chairs: Keith Wilkowski and Yolanda Jackson
7. Public Safety, Law, and Criminal Justice
Co-Chairs: Richard Kerger and Julia Bates

Transition Team Members

- | | | |
|---|---|---|
| <ul style="list-style-type: none">• Mike Anderson• Karen Ashford• Lynn Bachelor• Candace Baldwin• Deb Barnett• Julia Bates• Michael Beazley• Reynold A. Boezi• Betsy Brady• Holly Bristol• Fritz Byers• James Caldwell• Lisa Canales-Flores• Joyce Chapple• Helen Cooks• Kathy Crabtree• Howard Cross• Larry Davenport• Vince Davis• Mike Dearth• Gretchen DeBaker• Margarita DeLeon• Andy Devine• Ken Dobson• Father Martin Donnelly• Lee Dunn• Kelly Frye | <ul style="list-style-type: none">• Sylvester Gould• Peter Gozza• Hugh Grefe• Joseph Hampton• Tim Harrington• James Haudan• Dennis Hellmann• Stephen Herwat• Sue Hochberg• Jim Hoffman• Olivia Holden• Marge Holt• Dave Huey• Yolanda Jackson• Collette Jacobs• Traci Jados• Dennis Johnson• Miranda Johnson• Charles Jones• Steve Katich• Richard Kerger• Paul Kozlowski• Jim Larsen• Francine Lawrence• Joel Lipman• Clint Longenecker• Anita Lopez | <ul style="list-style-type: none">• Jacqueline Martin• Theodore Mastroianni• Doni Miller• Don Monroe• Sylvia Muniz-Mutchler• Amy Natyshak• Chuck Oswald• Tom Palmer• Shelley Papenfus• Brian Randolph• Barbara Rudnecki• Bill Rudolph• Bob Savage• Robert Savage• Tony Scott• Rory Shanley-Brown• Ron Stormer• Bob Sullivan• Ben Tallerico• Ron Thompson• Megan Vahey• Bob Vasquez• Charles Welch• Keith Wilkowski• John Williams• Sue Wuest |
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Appendix 2--Specific Recommendations by Department

1. Recommended Goals for City's Involvement in Education

		Term
1	Recruit tutors, mentors, and encourage parental involvement.	
2	Economic development is critical to improving schools – tax abatements need to receive strict attention.	
3	Explore potential roles for involvement by Department of Neighborhoods.	
4	Support use of school facilities for community and family support programs.	
5	Support mental health seminars.	
6	Support expansion and improvement in "Early Learning" programs.	

2. Recommended Goals for Public Utility Department

Overall Departmental Goals		Term
7	Improve delivery of services to the citizens of Toledo	
8	Create a central planning division with UT link for grant writing, strategic planning, and special projects out of this department. This division could provide a service to all City departments and divisions. This division should be placed at the upper administration level separate from this department	2 years
9	Budgeting – allow commissioners and managers more say in process	Immediate
10	Increase the role of manager in the day-to-day management and increase the role of commissioner in long range planning, broad based development planning.	6 months
11	Need to shift a portion of funds out of General Fund into a replacement and reserve fund. Hire a certified financial advisor at the Admin level to advise investments of these funds to yield a higher return.	2 year
12	Identify and implement cost savings strategies	Immediate & ongoing
Organizational Goals		
13	Increase the efficiency of the dept through organizational strategic planning/budgeting	6 months
14	Fill vacancies – fix hiring process – allow manager and commissioners more active role in hiring	6 months
15	Develop a career ladder/staff development to decrease the loss of institutional knowledge and staff expertise	Immediate
16	Fix hiring process. This department requires very specialized workforce and the current hiring process is too antiquated to address this need effectively.	2 year

17		Create a strategy to identify issues with the union over course of contract to allow issues to be dealt with when contract is up for renewal.	Immediate
18		Cross train engineers to perform project management	2 year
19		Upgrade Computer System both for accounting/budgeting and for project tracking/forecasting. Place this on the City's network so that various departments can access, will provide better coordination between dept and div	1 year
20		Centralize Engineering Services: Put all engineers that specialize in design and construction in one division and allow them to act as a service to the rest of the City departments with exception of water treatment, solid waste, water reclamation and street engineers since these are very specialized areas.	2 year
Project/Program Related Goals			
21		Long term project planning must begin to forecast projects and get them on the financial radar screen	Immediate
22		Improve coordination with other city departments especially the Department of Development and Neighborhoods for large development projects	Immediate
23		Set higher standard for infrastructure repair/replacement to provide a better quality of life. Set realistic goal not on a per mile basis but on quantifiable improvements.	Immediate
24		<ul style="list-style-type: none"> ▪ Increase resources by securing federal/state grant funds for infrastructure upgrades. Success measured by amount of outside funds brought into the City 	2 year
25		Develop a two-phased capital improvement funding cycle. Focus on long term planning and get funding in place at least one year ahead of project start date. Allow bids for design in first phase and then allow second phase funding to be for construction. Would require a large one time cost to catch up but will allow better forecasting of improvement projects.	2 year

3. Recommended Goals for Human Resources

Departmental Goals		TERM
26	Inadequate staffing to accomplish the mandated functions of the departments. Due to this problem, department directors are compelled to do "day-to-day" tasks that then inhibit them from developing and implementing strategic direction.	
27	Improve the hiring process (<i>note: The process of hiring is "cumbersome", "archaic", "slow to respond" and "hindered" by a Civil Service system that does not meet the needs of the City.</i>)	
28	Develop a personnel succession plan/strategy (there is a perceived lack of bench strength and many anticipated retirements.)	
29	Develop "advance replace" strategy to allow incumbents to train their	

		replacements (especially with regards to retirements)	
30		Explore “retire/rehire” strategy for short term training purposes	
31		Make necessary changes to improve retention <i>(Note: People are lost internally to other departments and externally, in particular for some specialized positions where the compensation package is not commensurate with the private sector where they compete for the same “technically trained” personnel.)</i>	
Specific Staffing Goals			
32		Review administrative salaries—must be competitive to retain and keep good people <i>(note: Some Commissioners and managers are paid less, on an hourly basis than the employees they manage. This makes it difficult to attract and retain capable employees in management ranks. Keeping salaries in the Law Department competitive is a particular concern in that the professional personnel in that department have the highest educational requirements of any city agency, but are in some instances compensated far less than unionized employees.)</i>	
33		Add HR representative to project team charged with drafting an update of the payroll and personnel policies for 2002	
34		Review organization structure for opportunities to combine and collapse departments to gain efficiency, reduce redundancy, and save money. <i>(Note: One area in particular is maintenance of motor equipment. There seem to be maintenance staffs in various departments in, at least, Public Services and Public Safety. A transportation Department, combining the functions of purchasing and maintaining of all motorized equipment in the City may be a more efficient approach.)</i>	
35		Develop and implement staff development and retention program perhaps to include advancement incentives	

4. Recommended Goals for City Plan Commission

		GOAL	TERM
36		Plan Commission should be at the table (from the beginning) for all economic/community development project discussions. The Plan Commission brings knowledge of the 2020 plan, land use/zoning requirements and issues, knowledge of community issues, ability to improve coordination and smooth possible "bumps" in the road, etc.)	
37		Hire Deputy Director to focus primarily on long range planning	
38		Fill staff vacancies	
39		Expand neighborhood planning--develop and update neighborhood plans and incorporated them into 2020 Plan	
40		Continue to pursue and support the Toledo Design Center to assist in developing and implementing design standards (may be division of Plan Commission)	
41		Develop smart growth strategies for regional development	

42	Explore creation of Business Improvement Districts (even for areas not covered by CDC's)
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5. Recommended Goals for Public Service Department

Goals	TERM	
43	Get ready to take advantage of potential for state/federal mandates (and possibly resources) that would require facility and fleet improvements (<i>note: we are currently not prepared</i>)	
44	Stay on top of infrastructure repairs	
45	Upgrade computers and information systems at Fleet/Facility for asset management and resource tracking—and to inform Vehicle Replacement Program.	100 day
46	Implement Vehicle Replacement Program (<i>note: current fleet and facility conditions have potential to limit service delivery and heighten liability</i>) <ul style="list-style-type: none"> ▪ Measure success of program by reduced operating costs and improved productivity. Productivity gains likely to be easily gained by virtue of the fact there is less down time in new and well-maintained equipment. 	6 months
47	Implement Pavement Management Program <ul style="list-style-type: none"> ▪ Set realistic goals not on a per mile basis but on quantifiable improvements in prioritized projects in planning, progress, implementation or completion 	1 year
48	Develop strategic workforce training plan (<i>Note: should be training workforce on newer more sophisticated signaling systems</i>)	
49	Rebuild and resurface based on objective criteria and prioritization (not on council district expenditure targets)	
50	Give managers more input on personnel decisions. <ul style="list-style-type: none"> ▪ Manager's prioritization skills and accountability for budget projections are measurable 	1 year
51	<ul style="list-style-type: none"> ▪ Work with Union to develop and implement new initiatives in: cross training of staff, more streamlined hiring, pooled workforces, etc. ▪ Use productive measures, man-hour measurements, and perhaps reduced overtime costs to measure success 	1 year
52	Coordinate project implementation across divisions (<i>Note: Parkside Blvd. and recent ice storm as models for cooperation</i>)	
53	Restore staff and capacity in Engineering. Consider centralizing Engineering Services <ul style="list-style-type: none"> ▪ Explore "team approach" to engineering and implementation 	1 year

	<p>to avoid “engineering in a vacuum”</p> <ul style="list-style-type: none"> Measured by a broadly experienced, well organized, and responsive engineering division with real-world, practical approach to problem solving and project design 	
54	Fill vacancies	
55	<p>Capitalize on revenue potential for Methane Gas Recovery Strategy at landfill (capture, sale, and or use)</p> <ul style="list-style-type: none"> Cost savings or increased revenue 	100 days
56	<p>Develop and implement staff development and retention program perhaps to include advancement incentives</p> <ul style="list-style-type: none"> Retention rates; increased interest of qualified applicants for positions in the City 	1 year
57	<p>Pursue grants aggressively. Explore Centralized Grant Writing function for aggressive follow up and measurable results.</p> <ul style="list-style-type: none"> Easy to measure when by nearly all accounts we start at very little experience or success in this area 	6 months
58	Explore more high tech or automated refuse collection system to improve efficiency and reduce workforce injuries	
59	<ul style="list-style-type: none"> Pursue excellence and best practices that lead to Regional and National Recognition Advance and better positioning for Grants, other funding, and best practice recognition. 	Immediate Need

6. Recommended Goals for Economic Development Department

Overall Departmental Goals		Term
60	Hire a top quality Director	
61	This Department needs both an organizational plan and a program—or Overall Economic Development Plan (OEDP) (see <i>sections below for details related to these plans</i>)	
62	Review and update organizational structure.	
63	Hire/Retain directors and managers who are qualified and committed to achieving organizational and community goals.	
64	Secure/allocate resources to implement the plan(s).	
65	Increase staffing so that department can do its work (This is an area of the city where the staffing has been depleted and many of the functions within the department are not being fulfilled.)	
66	Be an active participant, even a leader where appropriate, in regional economic development dialogue and planning	
67	Understand and effectively take advantage of the resources of the	

	Toledo-Lucas County Port Authority, Regional Growth Partnership (RGP), financial institutions, business community, universities, etc. wherever possible	
68	Deliver services in a professional, user-friendly, customer-oriented way	
69	Deliver high quality services and assistance with consistency, continuity, predictability and dependability	
70	Identify all the players within the City that deal with community and economic development, and consolidate where possible to improve efficiency and cost	
71	Recognize that the Mayor is the chief Economic Development officer for the City. City Council and every employee is part of the City's economic development team	
72	Convey a strong sense of responsibility and "buy in" to all city employees of the importance of their role in economic development to the City of Toledo	
Programmatic Goals		
73	Develop a solid understanding of all aspects of our local economy. Conduct an Industry Cluster Analysis, which would identify strong and emerging industry clusters and develop strategies to support and grow those clusters, including in both the high tech and industrial arenas.	
74	Develop a "targeted industries/clusters" economic development plan with emphasis on access to high technology applications across all sectors/clusters.	
75	Update and revise the Overall Economic Development Plan (OEDP) for the City of Toledo to reflect shifts in the local economic base and local priorities identified through Industry Cluster Analysis.	
76	Adequately fund business and economic development services. These programs should be a priority during an economic recession.	
77	Modify or create incentive and business support programs to meet the competitive needs of the industry clusters identified in the Cluster Analysis. The analysis may show that new service needs are very different from historical needs	
78	Develop, expand and attract more high-technology businesses (related to identified strong and emerging clusters). Work in partnership with the Regional Technology Alliance	
79	Assist existing businesses to increase their competitiveness by upgrading their access to, and application, of technology	
80	Establish "early-warning" system to identify potential problems facing businesses before they develop into crises. This should be a public/private partnership.	
81	Refine and upgrade business and expansion program to focus appreciation and attention on current employers.	
82	Develop and implement an aggressive, organized and sustained "business assistance" outreach program which would include: monthly/quarterly (a) "cold-calls", (b) visitations, and (c) industry sector/cluster problem-solving strategy sessions	
83	Correct the technological "glitches" in the "One-Stop Shop" Building	

	Inspection Computer System, particularly within the context of the city's overall computer technology system in order to increase the productivity, efficiency and effectiveness of building inspection services	
84	Develop and implement a comprehensive economic development "marketing and promotional" toolkit for use in strategic business retention, expansion, and attraction efforts	
85	Substantially upgrade the quality and effectiveness of the City of Toledo Economic Development website/page to an effective proactive marketing and promotional tool	
86	Inventory and review policies and guidelines of city incentive programs. Evaluate program performance, identify service gaps and inefficiencies, and evaluate and refine program eligibility requirements and criteria.	
87	Consider allocating a portion of proceeds from the sale of city land and assets to support the city's economic development programs	
88	Increase the level of federal, state and private sources of funding to economic development projects in the City of Toledo	
89	Work closely with all economic development partners including the University of Toledo (Economic Development Department and The Urban Affairs Center)	
90	<p>Provide the leadership to change the nature and culture of local and regional economic development efforts. This would include developing formal and informal working relationships between organizations and jurisdictions in Northwest Ohio; and, the formal and informal linkages and formal and informal working relationships between public, private and quasi-public development organizations and agencies that operate through Northwest Ohio.</p> <p>These agencies include but are not limited to the Regional Growth Partnership, Toledo-Lucas County Port Authority, Chamber of Commerce, Lucas County, Toledo Metropolitan Area Council of Government, State of Ohio Economic Development Department and Federal Government agencies.</p>	
91	<p>Aggressively pursue an "Economic Development Computerized Information System" for the City of Toledo in conjunction with the Regional Growth Partnership and the Lucas County Geographic Information System (GIS).</p> <p>The system should include an inventory database of City of Toledo sites, (including land-banking sites and other real estate holdings) and (b) environmentally-contaminated "Brownfield" sites targeted for development</p>	
Operational and Staffing Goals		
92	Develop an organizational/management plan to achieve the mission and vision. <i>(Note; Plan would include goals, strategies, and measurable objectives. Plans need to have clear program/community goals that are developed in conjunction with community partners, other city departments, community plans, etc.)</i>	

93	Provide high quality, efficient, and timely customer service. <i>(Note: This will require changing attitudes and behavior.)</i>	
94	Require/support education and training in the core competencies of economic development (including the basic tools, techniques and strategies associated with business retention, business expansion, attraction (especially high-tech)	
95	Require/support education and training in the basic fundamentals of real estate redevelopment...particularly, Brownfields redevelopment and adaptive re-use development projects	
96	Require working knowledge of the basic development financing and tax incentive tools	
97	Cross-training should be provided throughout the department to insure that a properly trained economic development professional is available at all times to provide the full range of quality economic development services	
98	Build interdepartmental economic development capacity by increasing communications, formal linkages, and relationships between the economic development department and other relevant departments of the city, especially the Department of Neighborhoods	
99	Take the appropriate steps to insure that the building inspections and economic development services are able to efficiently and effectively service the increasing demand of the upcoming major development/construction projects	
100	Review CDBG budget process as it relates to Economic Development funding. CDBG funding decisions related to Economic Development department and economic Development programs need to be made within the context of the City's overall economic development vision and priorities and, of course, HUD guidelines.	
101	Consolidate and remove redundancy between Neighborhoods and Economic Development. For example, the Department of Development has building inspectors and the Department of Neighborhoods has nuisance abatement inspectors whose work requirements and demands might be similar enough to combine the functions into one inspection unit.	
102	Review the fee structure for building inspection and related services as a funding source for departmental programs and activities (this must be reviewed in the context of the whole system)	
103	Improve contract compliance monitoring and enforcement. This would include the Purchasing, Affirmative Action and the Departments of Development and Neighborhood's compliance and enforcement responsibilities for its loan programs, tax incentive programs, construction projects as also do the Neighborhoods, Purchasing and Affirmative Action Departments	
104	Work with closely with all economic development partners including the University of Toledo (Economic Development Department and The Urban Affairs Center)	
105	Provide the leadership to change the nature and culture of local and regional economic development efforts. This would include developing formal and informal working relationships between	

	<p>organizations and jurisdictions in Northwest Ohio; and, the formal and informal linkages and formal and informal working relationships between public, private and quasi-public development organizations and agencies that operate through Northwest Ohio.</p> <p>These agencies include but are not limited to the Regional Growth Partnership, Toledo-Lucas County Port Authority, Chamber of Commerce, Lucas County, Toledo Metropolitan Area Council of Government, State of Ohio Economic Development Department and Federal Government agencies.</p>	
106	<p>Aggressively pursue a computerized/online “Economic Development Information System” for the City of Toledo in conjunction with the Regional Growth Partnership and the AREIS Geographic Information System (GIS).</p> <p>The system should include an inventory database of City of Toledo sites including (a) land-banking sites and other real estate holdings and (b) environmentally-contaminated “Brownfield’s sites targeted for development</p>	

7. Recommended Goals for Board of Community Relations

Overall Departmental Goals		TERM
107	Update BCR mission and vision (Note: should clarify and narrow their scope of work)	
108	Develop a plan with goals and objectives so that results and impact can be measured.	
109	Broaden the minority groups and issues covered and addressed by BCR—be more diverse.	
110	Explore expanding the geographic area served. (Note: Maybe BCR should operate at the county level to impact the overall community in a larger way, and to possibly share funding with Lucas County.)	

8. Vision for Finance Budget, Management, and Strategic Planning

Overall Departmental Goals		Term
111	The City's finances and Economic Development strategies are related. The new CFO needs to be involved with economic development!	
112	Implement a Financial/Human Resource data system. (include: better data recording and collection, tracking, and reporting of key information; controlled access to financial indicators; and regular variance reports for Commissioners and Directors	
113	Evaluate the benefits of adopting a biennial budget process	
Recommended Goals for Finance		
114	Develop and implement a real-time financial system.	
115	Formalize the strategic planning process and link it to operational and on going tactical planning. Implement over a 2-3 year timeframe	
116	Connect strategic planning and city financial / budget planning	
117	Develop a long-range information technology plan, which would include plans for system upgrades	
118	Develop a personnel succession plan/strategy (there is a perceived lack of bench strength and many anticipated retirements.)	
119	Review practice of using consultants and ensure that consultants operate with clearly defined outcomes.	
120	Need improved system-wide communication around financial issues so everyone has real-time access to accurate information.	
121	Evaluate current timing of budget approvals and ability to change cycle (ordinance being passed to bridge gaps at the start of each year)	
Recommended Goals for Accounts		
122	Upgrade payroll systems, policies, and procedures	
123	Train appropriate city employees on policies and procedures	
124	Improve internal departmental communications and communications with Administration's senior leadership team.	
Recommended Goals for Information Technology		
125	Evaluate need for additional staff in Information Technology and Information Systems.	
126	Explore the creation of a position of Chief Information Officer to direct the expansion and strategic activities needed to link information technology with finance systems	
127	Replace and upgrade PCs, (<i>Note: The Replacement PC program needs to continue. Currently 1200 PCs need to be replaced.</i>)	
128	Explore need for a city-wide wide imaging and document storage system. This should be seriously studied before any RFP should be entertained.	
129	Review and update Information Services Strategic Plan	

	(Developed in June of 2000 by Perot Systems).	
130	Implement and require a coordinated city-wide approach to information technology and information systems. <i>(Note: Eliminate “freelancing” as takes place with police, fire, utilities, etc. Currently there is some duplication of services and/or lost opportunities to share technological advancements that might benefit the city as a whole.)</i>	
131	Review and revise the Computer Advisory Group	
132	Expand use of information technology to make government more efficient and able to respond more quickly to a rapidly changing environment.	
Recommended Goals for Accounts		
133	Evaluate and improve purchasing system <i>(Note: may need to be more or less centralized—look for best practices elsewhere)</i>	
134	Review bid process loopholes. <i>(Note: According to city statues public bidding is required for contracts in excess of \$10,000. A loophole exists—an ordinance can be passed that allows divisions to do an “informal bid” that is not run through the purchasing department. Closing this loophole could help the city receive better prices because of the competitive pressures that would be brought to bear. However, closing this loophole might require additional staff to enact these contracts, monitor activities, and add time and delays that would interfere with the ability to get something done quickly and efficiently. This issue should be examined).</i>	
135	Explore implementation and utilization of a purchasing card system to streamline the purchasing process for the city and alleviate wasting clerical time in handling individual transactions.	
136	Strengthen the relationship between purchasing and the EEO department (contract compliance). <i>(Note: These two units must work in unison to improve the process of inclusion for minority contractors while at the same time ensuring that effective contract compliance monitoring is in place. Since 80% of the city’s purchases (contracts) are less than \$10,000 a year and require no bidding, EEO should be working more closely on minority participation in this portion of the purchasing equation?)</i>	
137	Need to explore and expand ability to negotiate with vendors for better prices and services.	
Goals for Treasury Division		
138	Develop system to file city taxes on Web	
Goals for Organizational Planning and Management		
139	It is important to create a work environment that is positive, professional, well organized and proactive within city government structure.	
140	Give managers and workers opportunities to offer input and ideas to improve the city’s operation.	
141	Clarify expectations, duties, goals, and priorities for each member of the City of Toledo leadership team. People are looking for clearly defined areas of responsibility and accountability (so that	

	they can take greater ownership of outcomes). Give balanced feedback on their performance.	
142	Improve communications at the top so that everyone is on the same page and everyone understands that they need to work together and they understand the needs and circumstances of others in the organization. People have been operating in “silos” for a period of time that must be broken down.	
143	Implement a 2-3 year evergreen Strategic Planning process with corresponding Financial Plan and annual operating budgets.	

9. Recommended Goals for Department of Neighborhoods

Overall Goals for the Department of Neighborhoods		Term
144	With input from CDCs, other community organizations, and other community stakeholders, the Mayor should define a mission and vision for this department.	
145	Reorganize department to better mission.	
146	Hire/Retain directors and managers who are qualified and committed to achieving the mission and vision	
147	Develop a plan to achieve the mission and vision. <i>(Note; Plan would include goals, strategies, and measurable objectives. Plans need to have clear program/community goals that are developed in conjunction with community partners, other city departments, community plans, etc.)</i>	
148	After completing the first four steps, allocate resources to implement the plan(s).	
149	Increase staffing so that department can do its work (This is an area of the city where the staffing has been depleted and many of the functions within the department are not being fulfilled.)	
Nuisance Abatement Recommendations		
150	Add inspectors <i>(Note: Other transition team committees have recommended that all inspectors be consolidated into one department—building inspection and nuisance abatement—specifically)</i>	
151	Allow division to focus on nuisance abatement (move cab inspection, streetlights, bench painting, and other non-related functions to other more relevant departments).	
Housing Recommendations		
152	Hire a new director with expertise in housing and neighborhood development, an ability to be a partner and team player with other city departments and community partners, and an ability to develop relationships with federal and state departments, officials, and legislators	
153	Fill vacant staff positions. Department especially needs more housing specialists with housing finance skills and development	

	underwriting. <i>(Note: Because of a lack of good underwriting skills in the past, the city now has three housing projects for which it has to pay for general obligation bonds that could have been underwritten differently at the beginning. A proactive solution would be to hire and develop the staff skills necessary to put together good deals and avoid the mistakes of the past.)</i>	
154	Attract and secure additional funding and resources from Federal, State, and others for creative urban programs related to housing and community development. This will require upgrading grant writing skills within the department and developing relationships with state and Federal staff and legislators who can be of assistance to the city.	
155	Proactively define the criteria/standards for "good" properly underwritten developments so developers and other partners know up front what is expected of them.	

10. Recommended Goals for Parks, Recreation, & Forestry

Overall Departmental Goals		TERM
156	Secure corporate sponsorships and private and additional public grants to support the department's facilities and activities. (Add staff resources/capacity to do this) Consider using CEG for this in some manner.	1 year
157	<p>Review and update organizational structure of the entire department and all divisions: Consider the following structural options. <i>(Note: Options are presented without a bias for action but rather from a sense that the discussion and evaluation would be beneficial even if nothing is changed.)</i></p> <p>A - Consider if there are positions that could be consolidated or eliminated between the various departments.</p> <p>B – Determine if the Youth Commission should or should not be consolidated with the Recreation Division.</p> <p>C – Determine if Parks Forestry and Recreation should be combined or not or if Parks should be put with Recreation.</p> <p>D – Determine if the position of Director of Parks, Recreation and Forestry should be eliminated or not.</p> <p>E – Consider if the Department of Forestry should be consolidated with the Streets Division - If this is seriously considered make sure that the vision of how we want to manage trees and green spaces in the city is seriously evaluated.</p>	1 year
158	Conduct a city led review of the purported continued growth of	1 year or

	administrative charges relative to the total budget.	longer
159	Consider moving the Youth Commission back into this department.	
160	Consider the possibility of relocating the Neighborhood Graffiti Crew to a more appropriate department/division (Nuisance Abatement?)	
161	Consider reducing the total number of supervisors.	
162	Consider converting the Marina supervisor to a seasonal position.	

Recreation Division Recommendations		
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163	Review all swimming pools facilities and programs. Evaluate current approach (schedule, programming, etc.) and identify alternatives if necessary. <i>(Note: Include community water recreation providers such as the YMCA and the County in the assessment process.)</i>	6 months
164	Evaluate all programs and partnerships to determine if any should be dropped or modified (Note: Take a clean blackboard approach to every program: Look for cost effectiveness, overlap, additional potential funding sources, and outcomes)	3 to 6 months
165	Develop a marquis program--a long-term high profile, long-term, high energy, city-wide project-- in collaboration with other partners and service providers. Something on obesity is a possibility.	3 months
166	Develop plan to increase participation in all programs. <i>(Note: Plan should have specific objectives, measure and report back on a timely basis.)</i>	
167	Continue Mayor's Task Force focused on creating opportunities for youth and families in the Central City for meaningful athletic, recreational, and social experiences in the context of teaching good life values and skills. <i>(Note: The previous mayor initiated this task force which included: city representation, YMCA representation and United Way representation. The emphasis of the committee was on collaboration with those best able to provide those services. It may need to be reinvigorated or reorganized.)</i>	
168	Consider the elimination of the Recreation Coordinator position.	

Parks Division Recommendations		
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169	Evaluate organization, structure, and effectiveness of existing park boards. <i>(Note: A quality evaluation will depend on a quality evaluation process and careful consideration of who participates)</i>	1 year
170	Evaluate current park coverage/distribution and numbers and make recommendations. (Note: Is 144 the right number of parks for the city? Are there gaps in focus, location, etc.)	?
171	Evaluate and update park usage fee policies including fee waiver and fee distribution policies (i.e. should portion not waived be returned to the department's budget?) This should be done with Toledo City Council.	Over the next year
172	Develop a premier collaborative effort with our metro-park system to result in even higher quality at possibly reduced operating/program costs	Several years
173	Review and evaluate issues related to: cost of seasonal workers, hiring seasonal workers, and retaining seasonal workers. <i>(Note: If</i>	

	<i>the cost of hiring seasonal is deemed to be too high develop an alternative—may be able to turn a minus into a plus by reducing the need for seasonal workers.)</i>	
174	Reduce worker turnover	
175	Develop and support a high quality workforce that is focused on the department's mission rather than <i>“simply getting the job done.”</i>	
Forestry Division Recommendations		
176	Evaluate current work rules and potential work rule constraints that may impact effectiveness and efficiency. <i>(Note: We don't really know how big an issue this is or is not but it probably warrants some study.)</i>	Several years
177	Improve productivity. Work with management and labor to improve work processes and systems to result in more productive, efficient, and effective work processes. Develop acceptable productivity improvement measures and reward success. <i>(Note: workers invariably have the best ideas to improve work processes and systems.)</i>	Several Years
178	Eliminate or substantially reduce the five-year backlog of tree and stump removal within three years. a. Consider a targeted geographic approach that focuses on cleaning up one area at a time to reduce unproductive travel time b. Consider the use of outsourcing to catch up (limit it to an agreed upon time frame to meet specific objectives. Since the backlog is not growing we avoid making a permanent investment in new positions c. Make tree and stump removal a high priority	3 to 6 months
179	Develop a multi-year Urban Beautification Plan. (Identify outside resources and partners to help fund and implement the plan)	3 months
180	Develop a vehicle and equipment replacement master plan. (Note: May want to consider this within the context of the city fleets and eliminate waste and overlap)	Over the next year

11. Recommended Goals Youth Commission

Youth Commission Recommendations		
181	Expand department and add specialty divisions. (i.e. Youth crime, activity, substance abuse, recreation and mentoring)	Short Term
182	The Youth Commission should deal with anything youth-oriented in the City	Short Term
183	Fully staff the Youth Commission	Short Term
184	Add Development/Fundraising capacity. Increase grant support and corporate and other sponsorships and donations	Short Term
185	Develop a strategic plan that looks at programming, organizational	Short

	structure and funding and resource development issues. This should include priority setting, goals, and measurable objectives and priority setting (<i>Note: Include review of current programs for effectiveness adding programs as necessary--look at best practices in other cities</i>)	Term
186	Consider using comprehensive strategies and Asset Development model to focus on projects	Short Term
187	Create a good community PR plan	Short Term
188	Become a voice in youth policy (local, state and national)	Short Term
189	Review current procedures related to the Commission	
190	Review all services and identify service overlaps	
191	Benchmark progress and outcomes with other local youth programs	
192	Hold monthly commission meetings or issue monthly updates to commission	
193	Engage in more partnerships and collaborative activities	
194	The Board could oversee the programs and make sure the goals are met	
195	Develop strong working relationship with area schools	Long Term
196	Develop/Identify more accessible locations for youth to hang out	Long Term
197	Become the Local Umbrella for Youth Services	Long Term
198	Work more closely with City Council	Short Term
199	To ensure that culture and art flourish in Toledo, enriching the lives of all people.	

12. Recommended Goals for Law, and Public Safety

GOAL		TERM
Fire		
200	Complete Accreditation	Short term
201	First response agreement	Long Term
202	Expand role of Safety Director.	Long Term
203	Pass legislation requiring mandatory sprinkler systems in new residential construction.	Long Term
204	Continue efforts to enhance prevention.	Long Term
205	Establish maintenance position within the fire department to oversee maintenance of fire facilities. (Cost Savings)	Long Term
Police		
206	Continue civilianization Increasing the numbers of civilians may reduce the number sworn police officers but, if properly managed, will not reduce the number	Short Term

	of officers available for street patrol	
207	Replace radio communication system	Short Term
208	Establish new fourth deputy chief position	Short Term
209	Increased diversity of the police force at all levels	Long Term
210	Improve communications with other City departments	Long Term
211	Allow the police chief to control his or her own budget	Short term
212	Evaluate the need for a second helicopter	Short Term
213	Cost Savings – Evaluate the cost saving potential of increased staff to avoid overtime, civilianization, and a police department towing operation	Long Term
214	Improve Internet access to the City Police Department records; leasing of equipment would seem appropriate	Long Term
215	Establish and maintain a training facility at Owens	Long Term
216	Develop and expand the role of Safety Director	Long Term
Law		
217	Upgrade the department's computer technology including e-mail and internet technology.	Short Term
218	Establish night court. This saves costs for over time and is more convenient for the public.	Short Term
219	Increase the number of attorneys and their salaries.	
220	Establish a Labor and Employment Department.	Short Term
221	Hire paralegals (Cost Savings)	Short Term
222	Make the Domestic Violence program a priority and enhance the support services, especially the investigative portion of the program. Currently, there is only one officer assigned to investigate all the cases handled by the court. Victims need to be referred to community social services for assistance in self-esteem issues, financial independence and to meet other needs. Give the Domestic Violence program the investigative and other support services it needs to be effective.	Short Term
223	The Toledo Municipal Code needs to be reviewed and portions need to be rewritten.	Long Term
224	Mentor attorneys from within the system and allow them to take on additional responsibilities.	Long Term
225	Keep the lines of communication open among city departments. The mayor's weekly meetings were helpful in keeping the Law Department apprised of potential problems in the different departments	Long Term

13. Recommended Goals for New Public Works Department

Goals	TERM	
226	<p>Establish a Public Works Coordinating Committee to strategically address the functional issues related to the new department and establish policies/procedures before the departments are combined. This group must be able to provide oversight for at least a year following the formation of the “new” Public Works Department to deal with systemic issues and problems that arise. The coordinating committee should also oversee the development an initial organizational and programmatic plan for the new department and establish quantitative goals and objectives to measure and track performance from the beginning. <i>(Note: The committee should include: administrators from the combined departments as well as from other relevant city departments, City Council, and community resource people and stakeholders.)</i></p>	Immediate
227	<p>One director should oversee the Public Works Department along with three deputy directors. We suggest that a central administrative division be developed for the support staff and that one deputy director be charged with the task of oversight. In addition, this deputy director can also take on the role of staff development and labor relations. This person must be proficient in human relations and labor negotiations.</p>	
228	<p>All forestry and park maintenance functions should be placed in the Department of Public Works. This will facilitate the coordination of forestry functions with infrastructure improvements. The committee did express some concern as to how the Department of Parks and Recreation would be affected with this move. There was some concern raised that the Dept of Parks and Recreation would be so small as to not be able to demand much in the way of funding. The committee, while understanding this was not our task, suggests that the Youth Commission and Arts be added to the Department of Parks and Recreation as a “trade-off” for moving Forestry.</p>	
229	<p>The success of a Department of Public Works will be dependant on an upgrade of computer and accounting processes and systems (including networking so that all divisions within Public Works, as well as all City departments can share information).</p>	
230	<p>This new department should be able to depend on a central planning division to provide support in long-range planning and securing grant funds.</p>	

14. Recommended Goals for Arts and Culture Department

Overall Departmental Goals		TERM
232	Identify a start up budget that includes support for a Director, support staff, and operational, planning, and some programming funds. Subsequent budgets should be based on results of strategic plan (see below)	
233	Hire a Director. <i>(Note: This position should have high visibility and whoever occupies the position should be able to have access across all departmental lines. To achieve this, the Director should report directly to the Mayor. Any candidate considered should: 1) be seen as objective by Toledo's art and cultural community; 2) have good communication skills; 3) be accessible, diplomatic, and a consensus builder; 4) have a working knowledge of the greater arts and cultural community both at the state and national levels; and 5) be a dynamic self-starter.)</i>	
234	Develop a task force or advisory committee to work with Director to develop this function and provide ongoing advice and support.	
235	The first activity of the department should be to develop a strategic plan that deals with program and operational development, budget & resources, and should include short and long term goals with measurable objective.	

15. Recommended Goals for Affirmative Action

		Term
236	Become familiar with and determine status of all current investigations in progress.	100 days
237	Maintain a current Affirmative Action Plan and develop an effective monitoring process.	100 days-1 year
238	Utilize available resources effectively to meet the critical needs of the department. Research "best" system to make recommendation for computerized monitoring capabilities.	100 days-6 months
239	Develop interim effective working relationships with the Departments of Human Resources and Purchasing.	6 months
240	Establish a plan and process for on-going coordination between AA/CC and the Departments of Human Resources and Purchasing for diversity related matters.	1 year
250	Provide training for all Department Directors and Commissioners on responsibilities and accountability for affirmative action and purchasing efforts within their departments.	1 year
251	Review pending investigations and prioritize staffing resources to manage all current investigations by April, 2002.	
252	Review most recent Affirmative Action Plan and develop timeline	

	needed to complete plan for 2002 by April, 2002 and develop monitoring process by October, 2002.	
253	Develop list of prioritized resource needs, within current available budget of the department to include staff, computers/software, etc. by June, 2002.	
254	Review current working procedures and relationships with Departments of Human Resources and Purchasing. Make recommendations to Mayor Ford for more effective working relationship for both departments by September 2002.	
256	Develop a formal strategic partnership and procedure to focus on diversity issues within both Human Resources and Purchasing departments by October 2002.	
257	Develop and implement affirmative action training program for department heads by December 2002.	
258	Develop a report to the community, "State of Diversity in The City of Toledo". An annual publication to address all areas of responsibility under the aegis of the Affirmative Action/Contract Compliance Department. The report should include projected goals and accomplishments toward the goals, indicating hiring, contracts let to MBE's, community outreach and mediation efforts.	1-4 Years
259	If The Board of Community Relations and Affirmative Action/Contract Compliance are combined, the Board members should be comprised of community leaders/activists AND individuals with expertise and a skill set in specific economic/professional area. The board would then be able to assist in monitoring and evaluating the effectiveness of the progress made by the City in both diversity initiatives and in contract compliance.	Long Term
260	Investigate the pros and cons for potential expansion of the mission of the combined department to focus on a county-wide basis and make recommendation to Mayor Ford.	
261	People Management systems must be investigated to determine the best for Toledo for tracking and management purposes for all departments. There should be an investigation of other comparably sized municipalities that have automated systems for monitoring contract compliance and certifying and maintaining MBE lists. Cincinnati, Ohio is one city that has automated the purchasing process. However, the committee does not have information regarding how their system works. In addition, some cities have a certification process for any enterprise doing business with the city. Research should be done to determine the process, equipment and staffing resources utilized by these cities to determine transferability to Toledo.	