APPENDIX TO REPORT

By:

Blue Ribbon Task Force

FEBRUARY 1, 2016

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1. Finance

1-1. Finance Narrative

Finance Appendix

Strengths:

- **Economy** – As noted below, the City of Akron and the overall Northeast Ohio economy is both a strength and weakness. The City and its partners have invested heavily in remaking the regional economy over the past thirty plus years to grapple with the departure of the rubber companies and the overall decline of the local manufacturing base. The City has transitioned from a heavy manufacturing economy dominated by a few large employers and now benefits from a much more diverse economy and mix of employers. No single employer makes up more than 4% of either the City's income tax or property tax base. While the City suffered major declines in income tax collections as a result of the recent great recession, this revenue source appears to have recovered from this and has grown steadily since 2011.

- **Financial Management** – The City's financial team and accounting practices appear to be strong. The City Finance Director, Diane Miller-Dawson and Deputy Finance Director, Steve Fricker appear to have a strong grasp of the City's financial situation and are able to articulate it in a meaningful and understandable manner. They were able to provide insight into every question posed by the Finance Sub-Committee. The City has operated for several years with small reserve balances and very little margin for error and, for the most part, has been able to avoid depleting these reserves. The City has also been able to keep its bond rating in the AA range, though on the low end at AA-.

- **Strong Asset Base** – The City has invested heavily in a wide variety of assets that greatly benefit the community at large. Those investments include water reservoirs located throughout Northeast Ohio, a vast water and sewer system that extends beyond the borders of the City, industrial parks used to create good paying jobs, numerous parking facilities, an airport, numerous parks and recreation centers, community learning centers, streets and highways, municipal facilities and a vast fleet of public safety and public service vehicles and equipment. The City's audited government wide balance sheet for 2014 details assets totaling nearly $2 billion with liabilities of $1.2 billion. Nearly all of the City's net position (Net Worth in the private sector) is invested in capital assets.

Weaknesses:

- **Economy** – As previously mentioned, Akron's economy is both a strength and a weakness. While the local economy is much more diverse than it was thirty years ago, it still generally lags national economic growth. Overall, the City and Summit County suffer from a declining population base and have seen a significant reduction since 2012 in total assessed property valuation (see exhibit). Since 2008, the City's overall median household income has declined 5.3% while Summit County has seen a 54% increase in the number of households receiving food stamp assistance. These trends highlight a population base with increasing need for governmental services and less ability to support the City's current service delivery model.

- **State Support** - Like all local governments, libraries, school districts and universities in the State of Ohio, the City of Akron has seen a significant reduction in the amount of state support that it receives. For local governments, this is a trend that really began to

take shape back in 2001 when the state froze the amount of funding flowing from its local government revenue distribution fund. In 2006 the State began to further erode local revenue sharing by phasing out the tangible personal property tax. Despite promises to find replacement revenues for local communities, no replacement was ever made available. By 2011, the trend of the State withholding funds pledged for local government use, became much worse for local communities. On the heels of local communities suffering through the dramatic revenue losses created by the effects of the 2008/2009 great recession, the State of Ohio cut local government funding by nearly 50%, completely eliminated the remaining tangible personal property tax available to most communities and eliminated the estate tax. These cuts eliminated in excess of $10 million annually from the City general fund. These funds were used to support safety forces (police and fire) in the City and the reductions came at the same time the City saw its property values plummet by more than 10%. In addition, the State eliminated the Estate Tax, which provided Akron with an average of $4 million annually in revenue.

- **Insufficient Reserve Balances** – The City of Akron operates its General Fund on a paycheck to paycheck basis with very little money held in reserve. Dating back to 2009, the City General Fund has ended its fiscal years (on a cash basis) with unencumbered reserve balances ranging between $1.9 and $4 million dollar. For 2015, the General Fund ended with a balance of just over $3 million in comparison to actual spending of $153 million. This represents a reserve balance of 2% or 7.5 days cash on hand. It's important to know that nearly 70% of General Fund spending goes toward providing public safety services, primarily police and fire protection. It's important to understand, as well, that the General Fund is the fund that bears responsibility if a city operation falters, the City is forced to pay back State or Federal funds, the City is faced with an emergency or natural disaster, or the City is unable to meet its debt or other financial obligations in any manner. From that perspective, a $3 million reserve balance is low and leaves the City exposed to numerous risks, including the risk that the economy and City revenues do not grow or do not grow fast enough to keep pace with rising expenditures. Fortunately, none of these events have occurred in Akron and because of its well managed financial operation, the Rating Agencies continue to rate Akron highly. However, all of the above noted risks leave the City vulnerable to having to reduce personnel and services at a time when residents truly need these services. Akron did have to do this during the great recession, reducing its workforce in order to maintain the General Fund balance. The Government Finance Officers Association generally recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. If the City does pursue revenue enhancement options, one of the uses of additional revenue should be to build up the City's General Fund reserve balance.

  It's also important to note that the General Fund is not the only fund that carries insufficient reserve balances. The following is a list of reserve balances which are relatively low:

Fund	Reserve Balance	% of Expend	Days Cash on Hand
Cash Basis:			
General	3,150,025	2%	7.5
Capital Improvements	691,092	2%	6.8
JEDD	94,006	1%	2.0
Water	1,089,994	3%	9.7
Off St Parking Operating	165,879	4%	12.9
Accrual Basis:			
Medical Self Insurance	(2,931,770)	-8%	(30.6)

- **High Debt –** The City's overall debt structure is extremely complicated and may be one of the least understood areas of the City's financial structure. In total the City carries $1.2 billion of debt. While this number sounds big (and is) and is quite often used to alarm residents, the number itself is somewhat meaningless. Additionally there are also statutory debt limitations which only apply to the City's General Obligation debt and are based solely on the City's overall property valuation. While the City has to live within these debt limitations, they are also somewhat meaningless in assessing whether the City has too much debt. In order to truly understand the City's debt capacity you have to get to the level of examining the revenue sources that are used to repay the debt, the level at which those revenues are projected to grow, and also look at what operating expenses are being supported by those same revenues. For purposes of this analysis we've broken debt down into 4 large categories based on the revenue source actually being used to repay the debt, regardless of what revenue was pledged to repay the debt. These debt categories are: Income Tax Supported Debt (Primarily G.O. Debt, Income Tax Revenue Debt, Non-Tax Revenue Bonds, Certificates of Participation) which totals approximately $375 million, Community Learning Center Debt - $242 million, Sewer Debt - $495 million, and Water Debt - $56 million. Additionally there are several smaller types of debt including special assessment debt, TIFF debt, and JEDD debt.

  Income Tax Supported Debt – Income tax is the largest source of City revenue. In total, the City collects roughly $141 million a year in income tax on the 2.25% that it levies. This figure does not include Joint Economic Development District revenues. Of that total, roughly $5.5 million is spent on the collection process and approximately $15 million is distributed to the Community Learning Center fund. Of the remaining, roughly $121 million, by charter 73% is distributed to the General Fund for operations and 27% is distributed to the Capital Improvements fund to pay for capital needs and debt service on the Income Tax Supported Debt. In 2015 this totaled $32.1 million. Historically these

funds have been used to service debt, buy equipment and pay for capital repairs. These funds support everything from street and sidewalk repairs to paying for police cruisers, fire trucks, facility improvements, parking decks and economic development projects. In 2015, 100% of these funds were used to pay debt service on outstanding bond obligations. Additionally, the City Finance Department currently estimates that even if income tax grows at 2% annually through 2019 and the City were to raise rates on various revenues that also flow into the Capital Improvements Fund, the City will still need 102% of what it projects to collect in income tax to pay debt service on the Income Tax Supported Debt. These projections assume the City only issues $10 million a year in new debt for all of the general needs previously mentioned. This scenario, if played out as projected, could mean that the General Fund would need to start picking up the cost of uncovered debt service, in turn leading to reductions in staffing and services. This scenario could be made significantly worse if income tax is not able to grow at 2% per year. On the capital side of the budget, this likely means the City will continue to lose ground on keeping up with capital needs including street maintenance, economic development and properly equipping its police and fire forces. The City Finance Department currently estimates that it needs $50 million to update the facility, fleet and equipment needs of it police and fire departments.

It is important to note that this type of debt was largely used to help save the City when its economy transitioned to its current, diversified base. Many of the projects funded by debt were needed if Akron was to survive as a thriving city that provided good service to its residents. Projects like Canal Park Stadium, the John S. Knight Center, the Goodyear and Bridgestone projects, were important projects for Akron residents and businesses.

Community Learning Center Debt – As previously mention .25% of the 2.25% City income tax cannot be used for City projects or operations. It is used to pay for the local share of the rebuilding of the Akron Public Schools. This portion of the tax generates just over $15 million per year to support the $242 million in outstanding debt service. The City also anticipates that it will issue $25 million in new money obligations in 2016. Cash flow projections for the CLC debt indicate that the City will finish 2033 (the final year of the temporary tax) with $11 million in reserve. The primary risk associated with this portion of the debt portfolio is that income tax collections do not grow at the 2% projection. This risk is long term and does not pose any immediate danger over the next four years as the CLC reserve balance is adequately funded.

Sewer Debt – This debt is supported by sewer user fees and the City has a wide range of latitude to set rates that are able to support this debt. These rates have increased dramatically over the past few years as the City has been forced by both the U.S. EPA, the Ohio EPA, and the federal courts to fix its combined sewer overflow problems. The City presently has ample revenue to support its outstanding debt obligation. This revenue stream, though, has come with a significant impact on affordability that makes the greater Akron area less attractive to homeowners and hurts economic development, particularly in the area of manufacturing. Long term, the City continues to face financial pressure in this area as it presently estimates it has available debt capacity to issue another $226.6 million to solve its CSO problems. The City estimates, though, that it will ultimately

need to issue at least another $400 million worth of bonds for this project, meaning more rate increases are likely necessary. Some of this additional debt load may be lessened if the Federal Court and the U.S. and Ohio EPAs allow the use of the City's Integrated Plan proposal. That proposal is currently being reviewed by the U.S. EPA.

Water Debt - This debt is supported by water user fees and the City has a wide range of latitude to set rates that are able to support this debt. Over the past few years the City has not increased water rates as means to offset the high sewer rate increases that it was being forced to implement. The City is currently $9.7 million below its debt policy which sets a revenue coverage ratio of 1.25% on all outstanding water debt obligations. Additionally, the City ran a deficit in the water operating fund for 2015. The City will likely need to review the need for a water fee increase in the near term.
See Appendix 1-3 for further detail.

- **Contractual Obligations** – The City's collective bargaining agreements provide little financial flexibility and contain a great deal of specificity as to the type and level of benefits employees receive.

- **Employee Healthcare** – The City has a self-insured employee health care plan. Generally, the City Administration has viewed employee benefits and wages as a compensation package. Unfortunately, as a result of arbitration, individual elements rather than the total "package" have been somewhat distorted. At the end of 2014, the plan had a negative $2.9 million fund balance and was approximately $6.5 million underfunded on an accrual basis. This is an improvement, though, over 2010 when the City issued $14 million in bonds to fund the plan deficit, which at the time was magnified by significant employee layoffs and buy outs to help get the City through the recession. The plan itself is a base plus major medical program. This type of plan was widely offered by employers in the 1970s but largely phased out in the private sector. The plan is extremely complicated and can only truly be adjudicated by Medical Mutual of Ohio and a small number of independent TPA's. This makes the administrative cost component of the plan expensive and eliminates competition from the cost structure. The plan also requires a great deal of human interaction to adjudicate, greatly increasing the chance of costly errors and contains several high cost, non-standard provisions including high quantity limits for lifestyle drugs. Currently, employees pay very little out of pocket for the plan, contributing premiums of just $20 per month for a single employee and $40 per month for a family plan. Additionally, employees benefit from a $625 annual out of pocket maximum per person, after deductibles, and a low copay on prescription drugs totaling between $4 and $25 per retail script. Employees also receive employer provided dental and vision coverage. In total, the City spent $38.6 million in 2015 on employee and retiree healthcare, with employees contributing just $800 thousand of the total. All of the components of the plan were negotiated with the City's unions and many benefits were negotiated during times when revenue was flat and employee raises were minimal. Additionally, plan administration suffers from a lack of staffing, little employee education, incomplete eligibility files, and an inefficient open enrollment process.

- **Retiree Healthcare -** The City is one of the few employers (either public or private) left that continues to offer some level of healthcare coverage to retirees. Retirees pay nothing towards their City coverage. Once an employee retires, the State retirement systems picks up primary coverage. If employees are over 65, Medicare is the primary benefits provider, then the State Retirement systems, and then the City. The City remains either in a secondary or tertiary coverage positions. This plan creates significant challenges for adequately tracking and determining eligibility. In addition to healthcare coverage, retirees are provided dental, vision, life, and AD&D coverage. This coverage is particularly high cost for this population. Based on the City's audited financial statements for 2014, the City contributed $4.9 million for post-retirement benefits versus an actuarially required contribution of $10.3 million. This financial statement disclosure coupled with the risks associated with both the OPERS and the Police and Fire pension funds continuing to push retiree health care costs off of their plans, point to a significant financial risk in both the short and long term to the City. These benefits were negotiated over many years with employee union groups.

- **Legacy Costs –** The City spent approximately $9 million in 2014 on what are known as legacy costs. These are essentially personnel costs for former employees who either retired or terminated employment with the City. This type of expenditure is not uncommon in the public. Historically, governmental entities offered lower rates of pay than their private sector peers, but typically made up for some of it through better benefit packages, which included good healthcare plans, pension plans and generous leave and holiday plans. Public sector leave plans (sick and vacation) generally also feature some form of payout upon separation with the most generous payouts normally occurring upon retirement. The $9 million paid in legacy costs is comprised of the $4.9 million previously discussed under the retiree healthcare section another $4.1 million in sick, vacation, comp time and paid leave payouts to employees separating service. In general, the leave payout policies of the City are generous, with employees being paid at retirement for up to 1,000 hours of sick time plus vacation time. Employees who retire under the OPERS retirement plan are also paid a retirement differential of 1.5% of their total gross earnings over their entire career with the City. Additionally, roughly half of the employees of the City participate in paid leave program where they receive just one type of leave called paid leave, rather than the traditional sick and vacation leave. These employees have no cap on what they're paid at separation. In total, our review found that there are currently 50 employees with leave balances on the books worth more than $100,000 and approximately 500 employees with balances worth more than $40,000. Again, it must be stated these plans were all negotiated with the City's labor unions. The City sees these legacy costs as a way to incent highly skilled employees from leaving City employment for higher paying jobs. Since City employees are not given bonuses or any other incentive pay, the City is limited in what it can do to incentivize excellent employees to stay at City Hall.

- **Subsidized Operations –** Taxpayers and the representatives they elect make decisions all of the time to pay for or subsidize the cost of services with taxpayer dollars. Quite often governmental entities also elect to get in the business of running an operation or

providing a service that should be self-supporting or may start out self-supporting, only to later need subsidy. The following is a list of items the City subsidizes:

Operation	Subsidy	
Airport	290,000	
Downtown District Heating	900,000	
Emergency Medical Services	1,175,000	
Golf Course Operations	277,300	*
Off St Parking Operating	320,000	*
Summer Arts Experience	93,000	
Akron Municipal Court	4,200,000	

* Does not include income tax used for debt service

A few items of note: When the City initially began providing EMS services, they passed a property tax levy to pay for the service. The subsidy listed above is the amount of the cost of the service that the levy does not cover. Golf course operations include both the Goodpark and Mudrun golf courses and does not include the cost of servicing the outstanding debt on either facility, which also may be considered a subsidy. Off Street Parking also does not include the cost of servicing the outstanding debt on any of the parking facilities, which also may be considered a subsidy. In many cases the City sees these operations as needed for the quality of life for its citizens and businesses. For example, the Airport subsidy is an economic development tool that provides a benefit to local businesses that might locate in another community but for the proximity to land private planes. What is not included when calculating this subsidy is the income tax revenue that City receives from these businesses due to Airport operation. The Summer Arts experience is another example. It could easily just be included in the Recreation Division budget and no subsidy would appear because the City does not intend to make a profit from providing recreation services to residents. The downtown district heating system is another example of the City providing a service to local hospitals and downtown business that are integral to the health and welfare of the City. In all of these areas, however, the City should do all it can to streamline operations and make them more efficient.

Threats:

- **Lack of Revenue Growth/Economic Downturn** - As mentioned previously, the City has a high debt burden, low reserve balances, thus spending virtually all of its current revenues to provider services to its residents. Additionally, the City has little capacity to fund its capital needs over the next few years and will likely see increased operating and personnel costs. Many of the City's projections assume continued revenue growth, particularly in income tax. The economy not growing fast enough, or worse, a recession,

could have major consequences on the City's financial situation as it did in 2008-2010. Additionally, a large employer leaving, further state cuts, or further reductions in property valuation would also have a negative impact on the City.

- **City Wide Emergency** – The City's capacity to respond to a major emergency or natural disaster is limited without State and/or Federal assistance.

- **Lawsuits/Financial Findings** - The City has little financial capacity to satisfy a major lawsuit award or finding for recovery as a result of an audit finding.

- **Major Capital Needs** – The City has limited financial ability to do anything other than satisfy its outstanding debt obligations over the next few year. The need for capital dollars and the resulting backlog that will be created by not addressing them will further hinder the City's recovery efforts.

- **Healthcare Changes** - The City faces several risk factors as it looks to manage its healthcare spending in coming year. The City currently has no direct contracts for services with any of its local healthcare providers. The current trend in healthcare in the Akron market is seeing higher cost providers like the Cleveland Clinic and University Hospitals moving into the area. The lack of direct contracts, with set pricing, leaves the City vulnerable to the upward pressure on pricing being created by this market dynamic. The City is also at risk to begin absorbing more of the cost of retiree healthcare as both OPERS and the Police and Fire pension plan continue to push costs away from their plans. The retiree pool is the highest cost pool covered under the City's health plan. The City also faces possible financial penalties as it relates to the Cadillac tax provisions of the Affordable Care Act.

- **Declining City Employment** – Interestingly, this can be viewed as both a threat and an opportunity. From a purely financial perspective, the fastest and probably easiest way the City can control its costs is by shedding employment. Some 30 years ago, Akron had 3,400 employees. The City's workforce now stands at 1,812 full-time employees. This is a reduction of 139 employees from January of 2011. Most of the City departments are already stretched thin with their ability to meet the day to day operating needs. Further reductions would have a dramatic impact on services, particularly public safety and public service. Shedding employment also has a short term cost to the City. Leave payouts and unemployment costs force the City to shed more employees than it otherwise might need to, due to the lack of sufficient reserve balances to cover these costs.

Opportunities:

- **Subsidy Elimination** – The City needs to study ways in which it can eliminate or minimize the operating subsidies it provides to operations that should be self-sustaining. Options may include fee increases, service reductions and/or the sale or lease of the operations.

- **Mergers** – Dating back to 2009, the City has merged its Health Department, Building Department, Weights and Measures Department, and Office Services with Summit

County. These mergers have saved the City millions of dollars. The City also shares in the cost of operating a regional public safety radio system, joint dispatch center, firing range and many other collaborative cost saving measures.

- **Asset Lease/Sales** – The City owns many valuable capital assets which it may be able to leverage to produce a greater return for the citizens of Akron.

- **Enhanced Fee Revenue** – The City provides certain services such as Parking which are subsidized and are not charged at full value.

- **Healthcare Reform** – As previously discussed, the City operates a self-insured employee health care plan which has not been substantially modified to meet current marketplace conditions over the past thirty years. It is a high cost plan with nominal employee contributions and little competition in the administration of the plan. The plan carries with it, substantial risk for cost escalation as it is currently structured.

- **Legacy Cost Reduction** – As previously discussed, the City spent approximately $9 million in 2014 on what are known as legacy costs. These are essentially personnel costs for former employees who no longer work for the City. It is only realistically possible to deal with these costs prospectively.

City of Akron

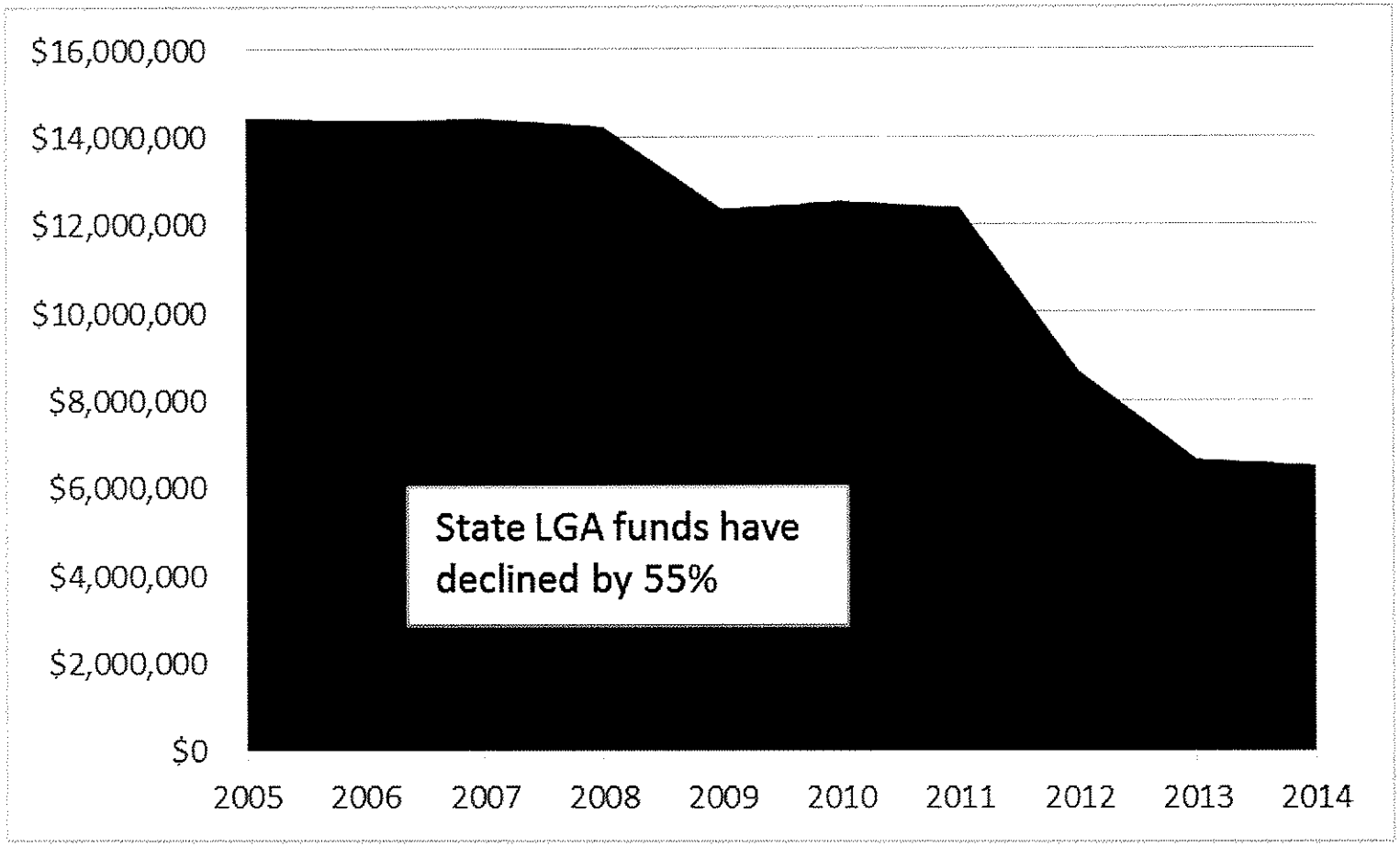
Selected Financial Statistics and Schedules

Gateway Economic Development

A Gateway Group Company

Knowledge and Experience You Can Build On

Local Government Assistance Funds



Source: City of Akron, "Open Books Online"

Gateway Economic Development

A Gateway Group Company

Knowledge and Experience You Can Build On

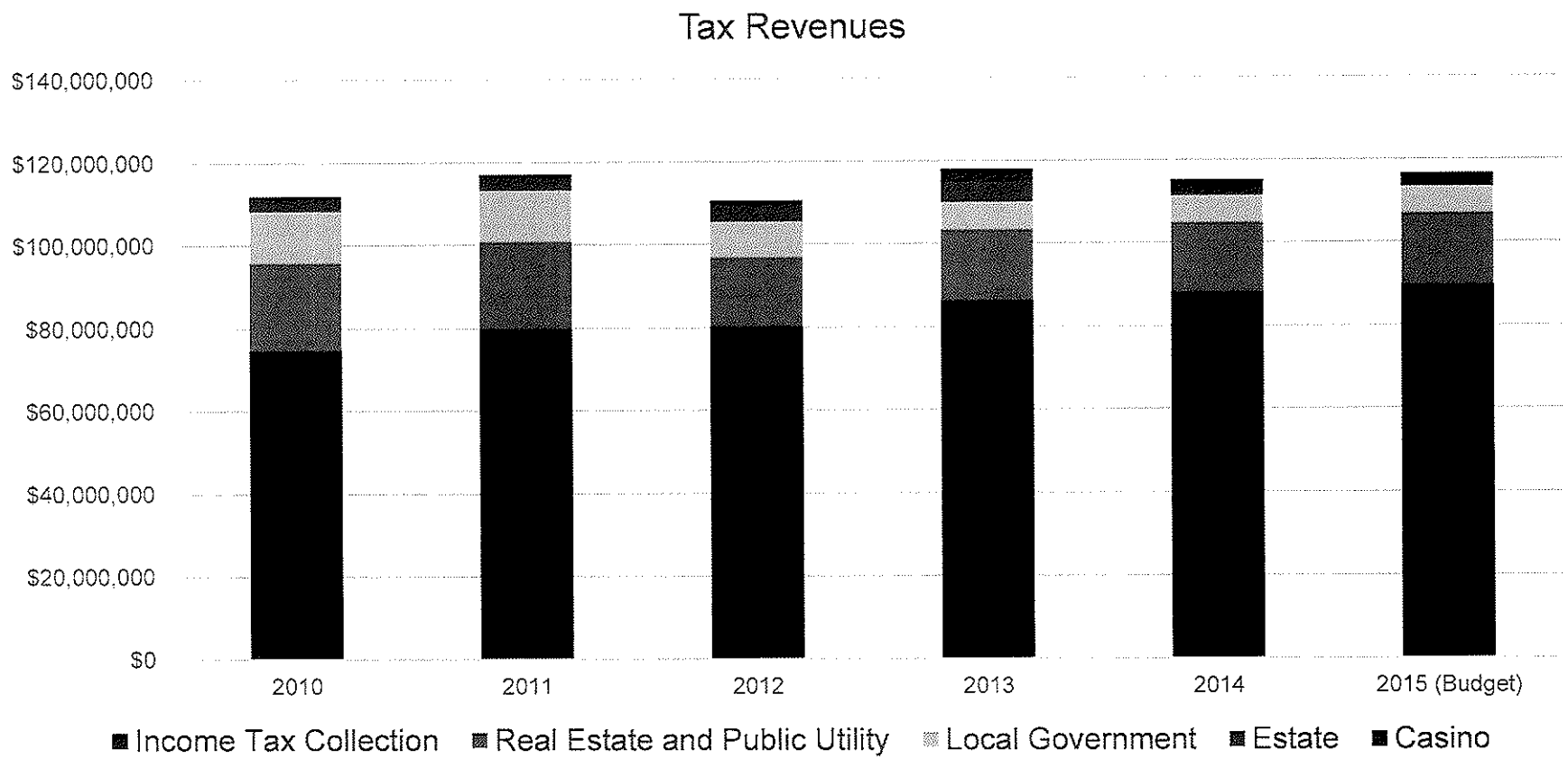
Joint Economic Development District (JEDD)

Revenues		2010	2011	2012	2013	2014
	Income Tax Revenues	$15,316,316	$16,261,086	$16,824,095	$17,196,786	$18,510,831
Expenditures						
	Administrative	$156,565	$153,163	$162,611	$168,241	$171,968
	Refunds	$660,358	$259,824	$286,728	$297,472	$428,162
	Distributions: Bath	$0	$0	$0	$0	$0
	Distributions: Fairlawn	$2,772,250	$2,575,723	$2,795,401	$3,042,551	$3,198,445
	Distributions: Townships	$549,555	$561,020	$584,621	$605,954	$661,831
	Distributions: Akron City Schools	$1,000,558	$952,680	$1,197,386	$1,221,353	$0
	Total Expenditures	$5,139,286	$4,502,410	$5,026,747	$5,335,571	$4,460,406
	Net JEDD Revenues	$10,177,030	$11,758,676	$11,797,348	$11,861,215	$14,050,425
Total Debt Service		$4,308,632	$4,308,954	$1,085,415	$1,149,263	$3,069,263
Balance of JEDD Revenues		$5,868,398	$7,449,722	$10,711,933	$10,711,952	$10,981,162

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

General Fund Tax Revenues



Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

General Fund Tax Revenues

	2010	2011	2012	2013	2014	2015 (Budget)
Income Tax Collection	$74,504,530	$79,803,195	$80,106,650	$86,161,900	$87,913,900	$89,672,180
Real Estate and Public Utility	$21,212,845	$20,983,845	$16,566,693	$17,147,362	$16,810,051	$17,146,250
Local Government	$12,515,342	$12,378,170	$8,668,934	$6,640,387	$6,500,339	$6,500,000
Estate	$3,718,987	$3,804,916	$4,454,446	$4,855,477	$655,451	
Casino			$705,873	$3,059,893	$3,252,129	$3,252,130
	$111,951,704	$116,970,126	$110,502,596	$117,865,019	$115,131,870	$116,570,560

Knowledge and Experience You Can Build On

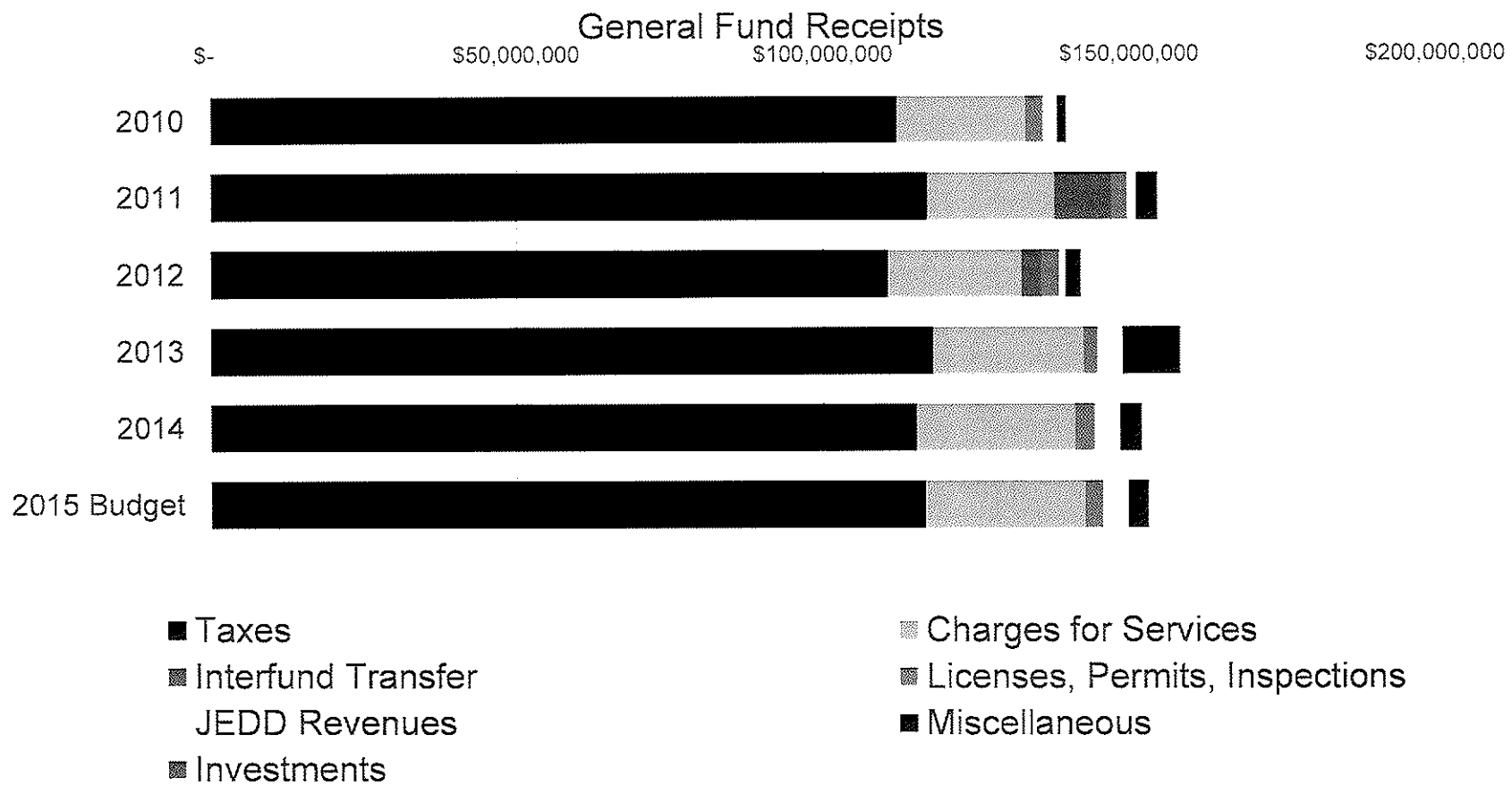
General Fund Receipts

	2010	2011	2012	2013	2014	2015 Budget
Taxes	$ 111,951,704	$ 116,970,126	$ 110,502,596	$ 117,865,019	$ 115,131,870	$ 116,570,560
Charges for Services	$ 21,037,105	$ 20,801,241	$ 21,990,875	$ 24,664,936	$ 26,012,503	$ 26,200,000
Interfund Transfer	$ 94,711	$ 9,305,370	$ 3,162,500	$ -	$ -	$ -
Licenses, Permits, Inspections	$ 2,901,899	$ 2,570,388	$ 2,896,429	$ 2,254,247	$ 3,227,394	$ 2,905,650
JEDD Revenues	$ 2,256,000	$ 1,472,000	$ 1,037,500	$ 4,107,500	$ 4,074,900	$ 4,156,400
Miscellaneous	$ 1,412,481	$ 3,443,103	$ 2,417,331	$ 9,333,726	$ 3,500,054	$ 3,151,120
Investments	$ 21,632	$ 55,904	$ 39,172	$ 31,001	$ 15,802	$ 14,230
Total Receipts	**$ 139,675,532**	**$ 154,618,132**	**$ 142,046,403**	**$ 158,256,429**	**$ 151,962,523**	**$ 152,997,960**

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

General Fund Receipts



Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

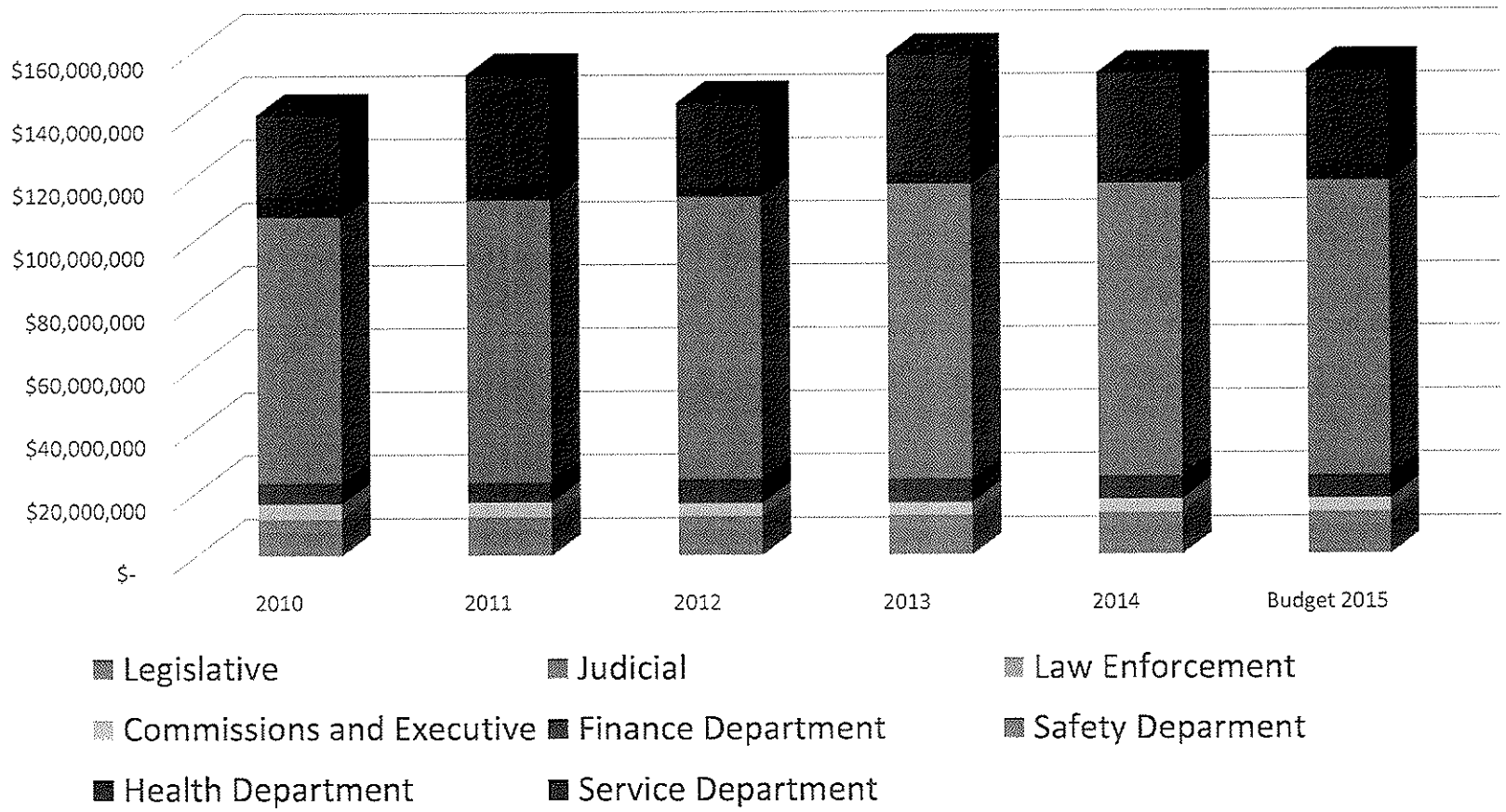
General Fund Expenditures

	2010	2011	2012	2013	2014	Budget 2015
Legislative	$1,051,600	$1,128,214	$1,212,433	$1,292,063	$1,240,503	$1,247,340
Judicial	$6,683,547	$7,257,009	$7,156,916	$7,384,356	$7,891,218	$7,934,720
Law Enforcement	$3,903,184	$3,800,266	$4,009,771	$3,838,120	$4,036,308	$4,058,560
Commissions and Executive	$4,799,576	$4,646,497	$4,007,297	$3,887,909	$4,215,703	$4,238,940
Finance Department	$6,638,253	$6,186,608	$7,548,548	$7,477,569	$7,226,288	$7,266,130
Safety Deparment	$84,125,026	$89,489,850	$89,392,892	$93,271,742	$92,542,837	$93,052,980
Health Department	$6,504,715	$4,686,978	$3,062,045	$3,869,447	$4,540,071	$4,565,100
Service Department	$25,913,701	$34,952,784	$26,745,029	$36,985,184	$30,390,187	$30,557,730
Total General Fund Expenditures	$139,619,602	$152,148,206	$143,134,931	$158,006,390	$152,083,115	$152,921,500

Source: City of Akron, "Open Books Online"

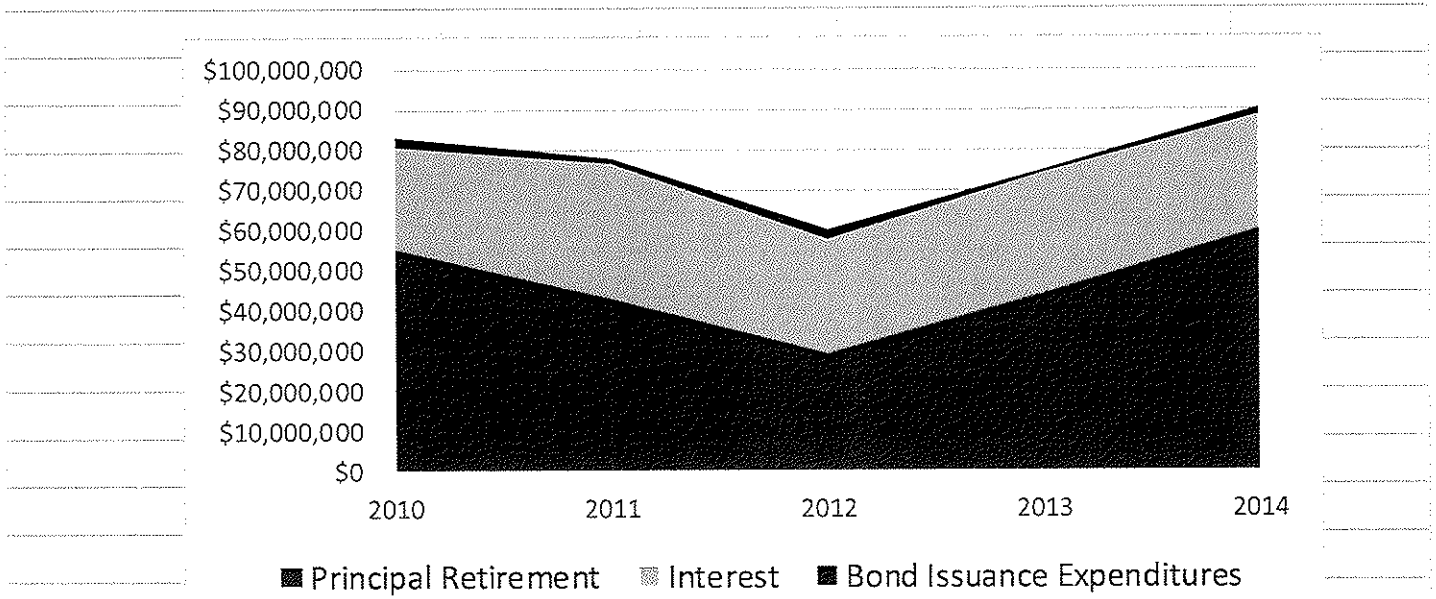
Knowledge and Experience You Can Build On

General Fund Expenditures



Source: City of Akron, "Open Books Online"

Debt Service 2010 - 2014

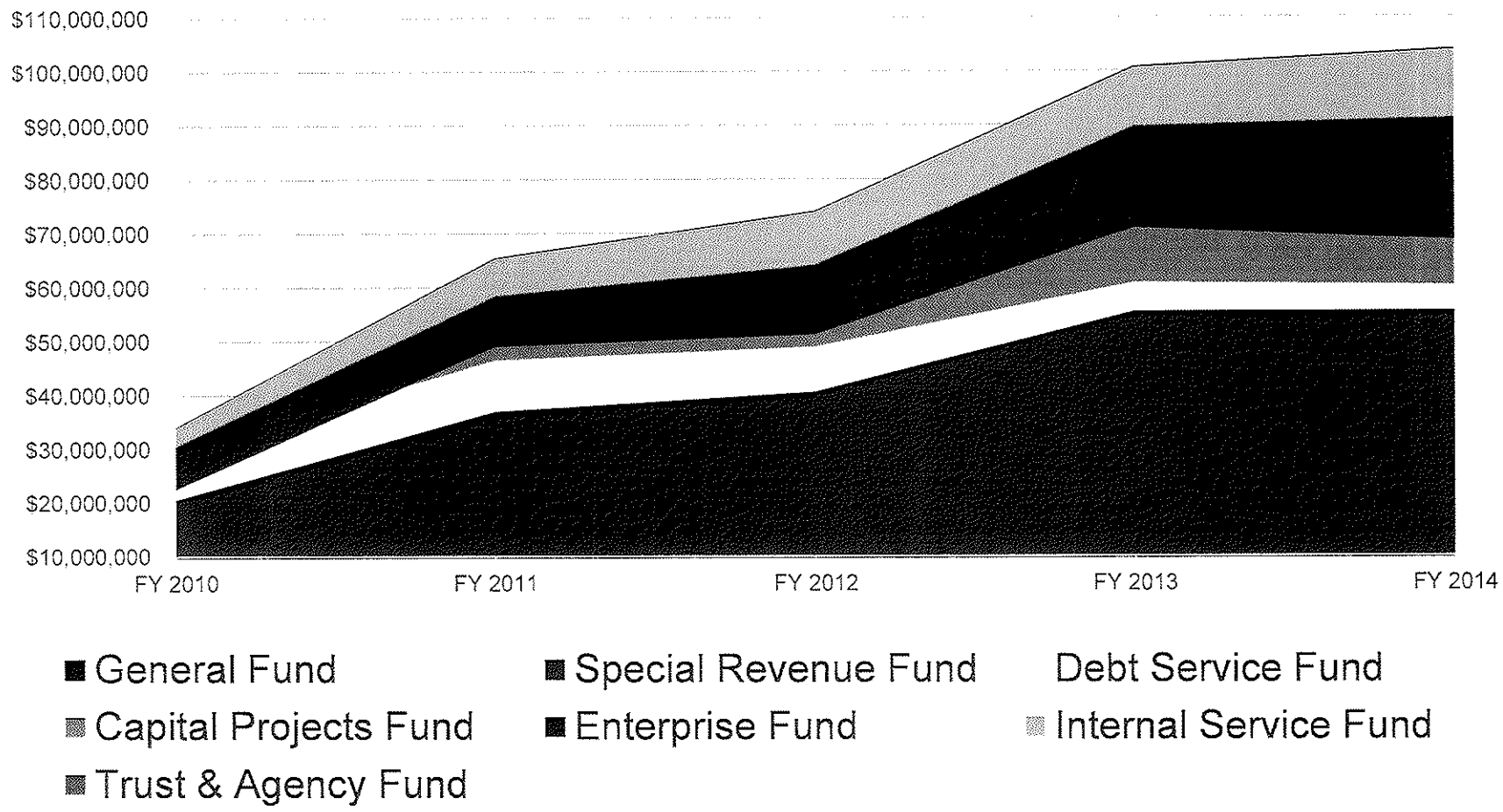


	2010	2011	2012	2013	2014
Principal Retirement	$55,294,176	$42,815,931	$29,088,580	$43,956,837	$59,819,902
Interest	$25,657,874	$33,620,136	$28,600,017	$30,353,162	$28,714,831
Bond Issuance Expenditures	$2,331,621	$1,458,659	$2,304,239	$679,072	$1,811,645
Total Debt Service	$83,283,671	$77,894,726	$59,992,836	$74,989,071	$90,346,378

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

Fund Balances (Close of Fiscal Year)



Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

Fund Balances (Close of Fiscal Year)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General Fund	$ 5,261,878	$ 5,210,190	$ 5,121,662	$ 5,374,699	$ 5,239,362
Special Revenue Fund	$ 15,342,645	$ 31,712,044	$ 35,367,063	$ 49,960,232	$ 50,148,016
Debt Service Fund	$ 8,724,184	$ 9,416,095	$ 8,273,271	$ 5,276,950	$ 4,610,216
Capital Projects Fund	$ (6,775,612)	$ 2,668,863	$ 2,346,280	$ 10,119,665	$ 8,415,700
Enterprise Fund	$ 7,922,673	$ 9,284,561	$ 12,844,230	$ 18,835,305	$ 22,599,807
Internal Service Fund	$ 3,591,018	$ 7,056,770	$ 9,964,012	$ 11,005,863	$ 12,739,698
Trust & Agency Fund	$ 21,168	$ 96,549	$ 98,280	$ 176,506	$ 154,211
Total	$ 34,087,954	$ 65,445,072	$ 74,014,798	$ 100,749,220	$ 103,907,010

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

City of Akron Outstanding Debt (In Thousands)

	Governmental Activities		Business-type Activities		Total	
	2013	2014	2013	2014	2013	2014
General Obligation Bonds	$ 215,140	$ 201,379	$ 631	$ 617	$ 215,771	$ 201,996
General Obligation Notes	33,730	6,500	-	-	33,730	6,500
OPWC Loan	9,242	9,084	1,542	1,341	10,784	10,425
Ohio Development Services Agency	5,483	5,379	-	-	5,483	5,379
Non-Tax Revenue Bonds	48,475	53,565	-	-	48,475	53,565
Income Tax Revenue Bonds	246,102	319,911	-	-	246,102	319,911
Special Revenue Bonds	27,165	25,245	-	-	27,165	25,245
Special Assessment Bonds and Notes	19,221	17,080	-	-	19,221	17,080
SIB Loan	1,742	313	-	-	1,742	313
Mortgage Revenue Bonds	-	-	33,835	30,360	33,835	30,360
Revenue Bonds	-	-	15,385	11,075	15,385	11,075
OWDA Loan	-	-	73,496	95,300	73,496	95,300
	$ 606,300	$ 638,456	$ 124,889	$ 138,693	$ 731,189	$ 777,149

The Ohio Revised Code provides that the outstanding general obligation bonds less self-supporting debt (e.g., income tax-backed projects) of the municipal corporation, whether or not approved by the electors, shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5% of total assessed value of property. The City of Akron's total debt limit (10.5%) is $271,203,065 and the total unvoted net debt limit (5.5%) is $142,058,748.

Knowledge and Experience You Can Build On

Legal Debt Margin

UNVOTED	2010	2011	2012	2013	2014
Debt Limit	$ 165,899,335	$ 146,966,147	$ 146,436,165	$ 144,094,717	$ 142,058,748
Total net debt applicable to limit	$ 122,132,898	$ 156,428,662	$ 125,904,916	$ 115,903,682	$ 137,009,121
Legal debt margin	$ 43,766,437	$ (9,462,515)	$ 20,531,249	$ 28,191,035	$ 5,049,627
Total net debt applicable as % of limit	73.62%	106.44%	85.98%	80.44%	96.45%

TOTAL	2010	2011	2012	2013	2014
Debt Limit	$ 316,716,912	$ 280,571,736	$ 279,559,951	$ 275,089,915	$ 271,203,065
Total net debt applicable to limit	$ 122,132,898	$ 156,428,662	$ 125,904,916	$ 115,903,682	$ 137,009,121
Legal debt margin	$ 194,584,014	$ 124,143,074	$ 153,655,035	$ 159,186,233	$ 134,193,944
Total net debt applicable as % of limit	38.56%	55.75%	45.04%	42.13%	50.52%
Total net debt as % of total assessed value of all property	4.05%	5.85%	4.73%	4.42%	5.30%

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

Net Position – Proprietary Funds

Assets	Water	Sewer	Off-Street Parking	Other Enterprise Funds	Total	Internal Service Funds
Current Assets	$ 19,351,327	$ 35,820,831	$ 255,669	$ 458,176	$ 55,886,003	$ 14,714,947
Property, Plant and Equipment Net of Depreciation	$ 160,161,844	$ 291,428,913	$78,001,099	$ 9,864,881	$ 539,456,737	$ 2,034,972
Deferred Outflows of Resources	$ 226,157	$ 202,954	$ -	$ -	$ 429,111	$ -
Total Assets and Deferred Outflows	**$ 179,739,328**	**$ 327,452,698**	**$78,256,768**	**$10,323,057**	**$ 595,771,851**	**$ 16,749,919**
Liabilities						
Current Liabilities	$ 9,883,917	$ 31,386,857	$ 913,209	$ 225,022	$ 42,409,005	$ 7,446,064
Non-Current Liabilities	$ 50,263,438	$ 73,262,307	$ 544,229	$ 254,490	$ 124,324,464	$ 14,791,284
Deferred Inflows of Resources	$ 1,150,540	$ 288,124	$ -	$ -	$ 1,438,664	$ -
Total Liabilities and Deferred Inflows	**$ 61,297,895**	**$ 104,937,288**	**$ 1,457,438**	**$ 479,512**	**$ 168,172,133**	**$ 22,237,348**
Net Position	**$ 118,441,433**	**$ 222,515,410**	**$76,799,330**	**$ 9,843,545**	**$ 427,599,718**	**$ (5,487,429)**
Total Liabilities, Deferred Inflows and Net Position	**$ 179,739,328**	**$ 327,452,698**	**$78,256,768**	**$10,323,057**	**$ 595,771,851**	**$ 16,749,919**

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

Sewer System

	2010	2011	2012	2013(c)	2014
Total Operating Revenues	$41,792,872	$44,622,570	$53,150,619	$58,193,892	$71,618,403
Total Operating Expenses	22,206,203	23,585,273	25,701,431	26,41,521	28,852,695
Net Revenues	19,586,669	21,037,297	27,449,188	$31,771,371	$42,765,708
Debt Service on Outstanding Bonds	$ 5,083,265	5,083,905	5,262,303	$5,080,238	$5,078,594
Debt Service Coverage on Outstanding Bonds (a)	3.85	4.14	5.22	6.35	8.42
Net Revenues Available for Other Utility Obligations	$14,503,404	15,953392	22,186,885	$26,692,134	$37,871,114
Repayment of OWDA/OPWC Loans (b)	5,862,492	5,587,208	4,065,251	7,870,568	15,923,030
General Obligation Bond Payments	0	0	0	0	0
Balance Available	**$ 8,640,912**	**$ 10,366,184**	**$ 18,121,634**	**$18,821,566**	**$21,948,084**

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

Water System

	2010	2011	2011	2013	2014
Operating Revenues(a)	$32,082,808	$34,741,226	$39,879,776	$37,190,630	$37,722,226
Operating and Maintenance Expenditures (a)	22,239,021	24,168,940	24,527,650	24,539,664	26,303,125
Net Operating Revenues	$9,843,787	$10,572,286	15,352,126	$12,650,966	11,419,101
Maximum Annual Debt Service	$ 5,461,206	$ 5,476,595	$4,947,495	$4,948,370	4,946,007
Debt Service Coverage(b)	1.80	1.93	3.10	2.56	2.31
Actual M/R Debt Service(c)	$ 7,558,991	$5,542,016	$ 5,155,945	$5,023595	5,011,457
Balance Available for Capital Additions, Reserves and Other Purposes	$ 2,284,796	$ 5,030,270	$10,196,181	$7,627,371	6,407,644
Other Debt Service:(d)					
OWDA/OPWC Loans	1,643,726	1,736,162	1,494,904	1,440,663	1,437,054
General Obligation Bonds	0	0	0	0	0
Balance Available	$ 641,070	$ 3,294,108	$8,701,277	$6,186,708	$4,970,590

Source: City of Akron, "Open Books Online"

Knowledge and Experience You Can Build On

1-2. Financial Comparison Matrix

Human Resources -

	2015 Cleveland	2015 Columbus	2015 Cincinnati	2015 Toledo	Dayton	Cuy. Cnty	Franklin Cnty	Hamilton Cnty	Summit Cnty	Montgom. Cnty	Lucas Cnty
Financial Comparison:											
Bond Ratings	A1, Aa1	AAA	Aa2	A2	Aa2	A1, Aa1	Aa3	Aa2	Aa1	Aa3	Aa2
General Fund Reserve Balance	Policy is 2%-5% of General Fund budgeted expenditures; 2014=$49M, 2015=$1.8M	Prior year fund balance $28.369M; Rainy Day fund $7.6M	Statutory 5% to 8% total operating fund revenues		General Fund Cash Reserve $22.2M	Ending balance 2015 projected: $164.2M=26.5% of expend. Policy level=25%	2015 year end cash balance $141.6M	2015 budget: $29.2M 14.5%		Projected ending unencumbered balance $26.6M	Statutory 12%; $15.8M
General Fund Budget	$555,863,465	$813,100,000	$363,531,760	$245,880,006	$166,269,772	$618,600,000	$398,279,176	$201,758,211	$106,857,530	$139,121,309	$133,962,287
General Fund Employee Count		5,270	3,446	1,687				2,146	959	1,322	
Total Employee Count	8,260		5,840	2,889	1,934	7,971	6,472		1,930	4,343	3,122
City Income Tax Rates for Ohio's 6 large Cities	2% with 50% credit	2.5%	2.1% with up to 2.1% credit	2.25%, with up to 2.25% credit	2.25%						

	Median Household Income				Unemployment Rate				Property Valuation				Poverty Rate (2009-2013)	
	2012	2013	2014	2015	2012	2013	2014	2015	2012	2013	2014	2015	Number	2015
Akron	$51,279	$50,802	$50,538	$52,118	6.80%	7.0%	5.0%	4.90%	$60,800	$63,100	$61,000	$60,987	53,304	27.5%
Cincinnati	$54,071	$54,252	$55,729	$55,686	7.40%	7.5%	4.7%	4.60%	$100,000	$104,000	$106,000	$111,000	86,686	30.4%
Cleveland	$48,405	$50,166	$49,889	$51,304	9.20%	9.7%	7.3%	4.90%	$54,500	$53,300	$53,000	$50,743	135,926	35.4%
Columbus	$55,370	$54,964	$56,371	$55,837	7.40%	7.5%	4.7%	4.60%	$95,300	$100,000	$103,000	$108,000	102,723	12.0%
Dayton	$46,941	$47,833	$46,697	$49,071	8.40%	8.8%	5.4%	5.60%	$48,400	$50,100	$47,300	$48,090	44,929	23.0%
Toledo	$44,683	$43,492	$45,603	$44,257	8.40%	8.3%	5.3%	5.30%	$55,500	$55,900	$56,400	$56,670	75,657	27.2%

1-3. Overview of City of Akron Debt

Overview of City of Akron Debt

Blue Ribbon Task Force – January 6, 2016

City of Akron – Debt Overview

- Why does the City issue debt?
  - Capital needs exceed the City's ability to pay for projects on a "pay as you go" basis usually over 20 years
  - Allow City to pay for projects over a longer period of time
  - Similar to the way an individual would utilize a mortgage or car loan

City of Akron – Debt Overview

- What different kinds of debt do we have?

- Bonds – most common type
  - Sold to investors by a bond underwriter
  - Typically repaid over 10 or 20 years most common
  - Principal is paid annually (December)
  - Interest is paid semi-annually (June-December)
  - Interest rate is dependent on bond rating, repayment source, term of repayment
  - Municipal bonds are typically tax-exempt, which lowers the interest rate
  - City has only fixed rate bonds, no variable rate or derivatives, no swaps

City of Akron – Debt Overview

- Types of debt (continued)

- Notes
  - Essentially the same as bonds, except the repayment term is shorter
  - Akron has been issuing 1 year notes over the past few years
  - When the note matures, we have the option of rolling the note over into another 1 year note or issuing longer term bonds

City of Akron – Debt Overview

- Types of debt (continued)

- Certificates of Participation (COPS) *more secure, lower rate
  - Investor receives a share of revenues generated by a government lease agreement
  - City must appropriate funds annually to for the lease payments
  - Akron has used these for Canal Park Stadium, Off-Street Parking Facilities and Steam System Utility

-used because of debt capacity limits

City of Akron – Debt Overview

- Types of debt (continued)

*CSO providing very low interest eg. 2.13%

- Loans
  - Awarded through various State agencies to finance capital projects
    - Ohio Water Development Authority (OWDA)
    - Ohio Public Works Commission (OPWC)
    - Ohio Department of Development (ODOD)
    - State Infrastructure Bank (SIB)
  - Interest rates are typically better than issuing bonds
  - Unlike bonds, loans typically cannot be refinanced

subsidized through State

City of Akron – Debt Overview

- What are the different type of bonds?
  - General Obligation Bonds
    - Backed by the full faith and credit of the City
    - Typically are the highest rated and lowest interest rate bonds
    - Various Purpose GO Bonds – fund non Water-Sewer capital projects (Streets, Recreation and Parks, City Facilities, Vehicles and Equipment, Parking Facilities)
    - Akron currently only has Limited Tax (non-voted) GO debt

drop in property value only mildly affected cap

City of Akron – Debt Overview

- Type of bonds (continued)

  *used more and more now

  – Income Tax Revenue bonds
    - Only income tax is pledged as a repayment source
    - Used by Akron for the Community Learning Center bonds and the Pension Bonds
    - CLC Bonds are using only the 0.25% portion income tax collections
    - Because of GO Debt capacity limits, have been issuing Various Purpose Income Tax Revenue bonds over the past few years

2% → operating
27% → capital → debt

school bonds →

↑ only using it to pay off bonds

City of Akron – Debt Overview

- Types of bonds (continued)
  - Non-Tax Revenue Bonds
    - Non-tax related revenue sources in the General Fund such as Fees, Licenses and Fines are pledged as repayment source
    - Used for Economic Development (private purpose) projects where tax revenues cannot be used as a repayment source
    - Even though non-tax revenues are pledged as the repayment source, City is actually using other sources for the repayment of the bonds

City of Akron – Debt Overview

- Types of Bonds (continued)
  - Water and Sewer Revenue Bonds
    - Water and Sewer fees pledged as the repayment source for the bonds
    - Water bonds are also mortgage revenue bonds where the assets of the water system are also pledged as collateral for the bonds

City of Akron – Debt Overview

- Types of bonds (continued)
  - Special Assessment Bonds

* Not doing as many of these projects

not really true anymore →

- Most are general obligation with Special Assessments used as the repayment source for the bonds
- Annual Special Assessment Street Cleaning/Lighting Note – issued to fund the annual Street Cleaning and Lighting programs until the assessments are collected the following year

Count against GO capacity
outstanding balance - $2.5 million

street repaving should be 50-50 cost
~~by more for residential~~

City of Akron – Debt Overview

- How much debt can we issue?

  - General Obligation Debt
    - Direct Limit (Statutory)
      - Unvoted Debt is limited to 5.5 % of assessed valuation
      - Voted and Unvoted debt is limited to 10.5% of valuation
      - Some debt with specific revenue pledges or for certain designated purposes is exempt from this limit
      - Current Direct Limits
        - » Unvoted Debt - $10.4 million - capacity
        - » Voted/Unvoted Debt - $139.5 million
    - Indirect Limit (Charter)
      - All General Obligation debt (voted and unvoted) is limited to the amount of annual debt service Akron's 10.5 mill property tax limit can support
      - Current Indirect Limit – $20.5 million

*All these were put in ~~income tax b~~ Constitution before income tax was instituted

City of Akron – Debt Overview

- How much debt can we issue ?(continued)
  - Revenue Bonds
    - Bond indentures have an additional bonds clause where pledged revenues must exceed a certain coverage amount relative to annual debt service
      - Income Tax Revenue Bonds = 300% ($88 million capacity)
      - Non-Tax Revenue Bonds = 300%
      - Water Revenue Bonds = 125% (Net Revenues)
      - Sewer Revenue Bonds = 125% (Net Revenues)
      - JEDD Bonds = 125% (Net Revenues)

City of Akron – Debt Overview

- Akron's Bond Ratings

  underlying GO rating

  – Moody's = Aa3

  – Standard & Poors (S&P) = AA-

  – Fitch = AA-

City of Akron – Debt Overview

- What do the ratings mean (Moody's) ?

Rating	Description
Aaa	Judged to be of the highest quality, with minimal credit risk.
Aa	Judged to be of high quality and are subject to very low credit risk.
A	Considered upper-medium grade and are subject to low credit risk.
Baa	Subject to moderate credit risk. They are considered medium grade and as such may possess certain speculative characteristics.
Ba	Judged to have speculative elements and are subject to substantial credit risk.
B	Considered speculative and are subject to high credit risk.
Caa	Judged to be of poor standing and are subject to very high credit risk.
Ca	Highly speculative and are likely in, or very near, default, with some prospect of recovery of principal and interest.
C	Lowest rated class and are typically in default, with little prospect for recovery of principal or interest.

City of Akron – Debt Overview

- How much Debt do we have?

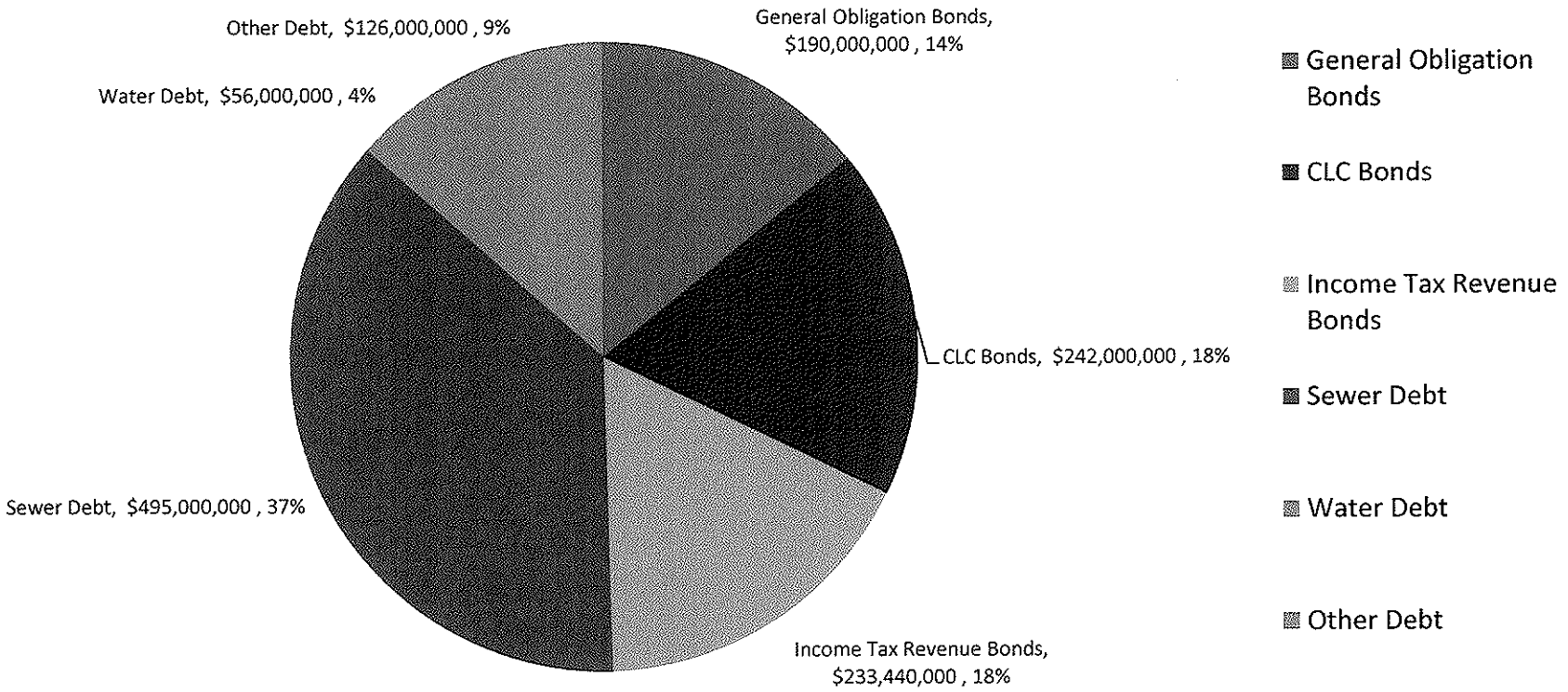
  – Total Debt = $ 1,220,750,000

    - General Obligation Debt = $ 190 million
    - CLC Debt = $ 242 million - school, 1/5 is for tunnel
    - Income Tax Revenue Debt = $ 112 million = 9.1%
    - Sewer Debt = $ 495 million
    - Water Debt = $ 56 million
    - Other Debt = $126 million

*have different repayment sources

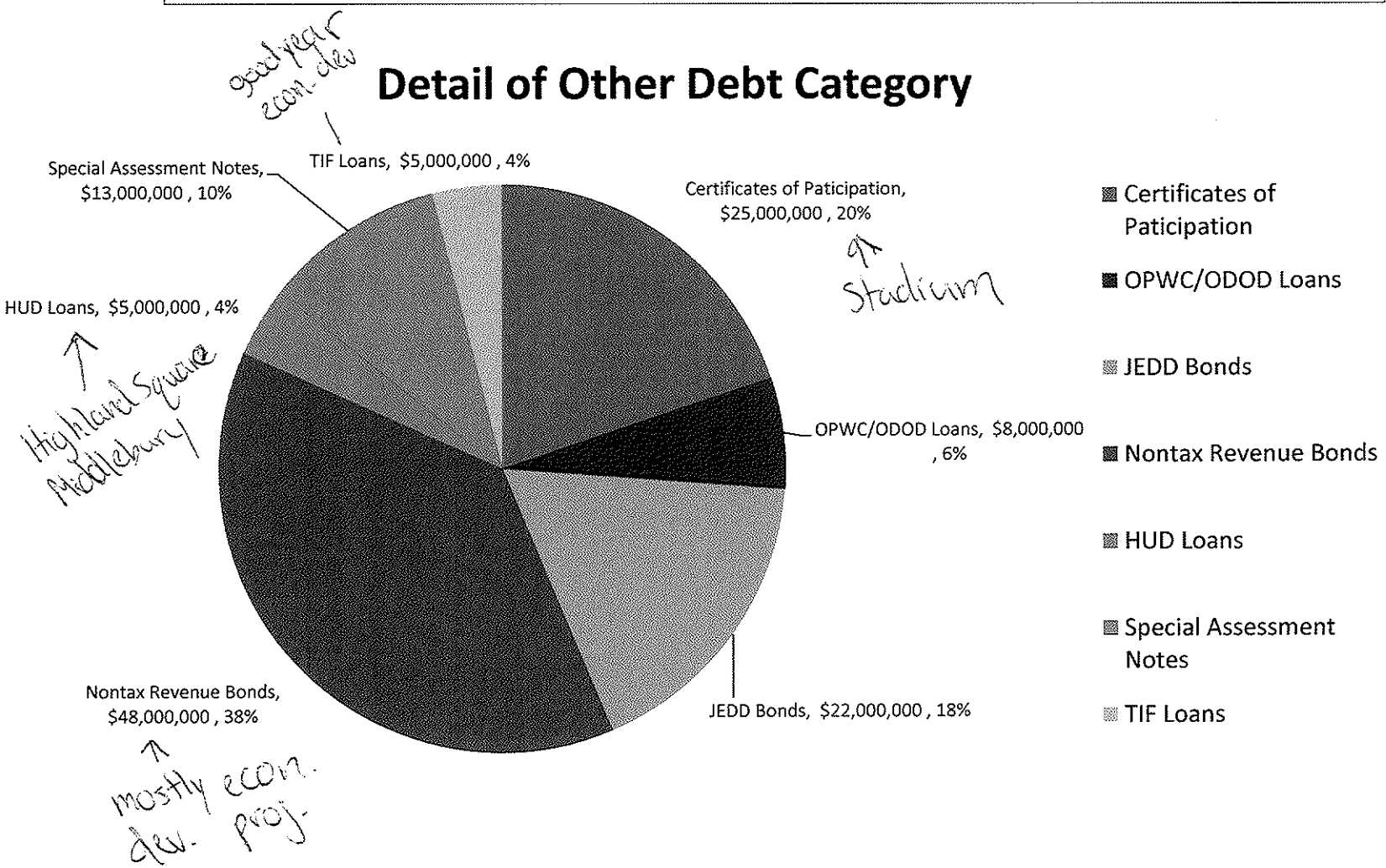
City of Akron – Debt Overview

Outstanding Debt By Category

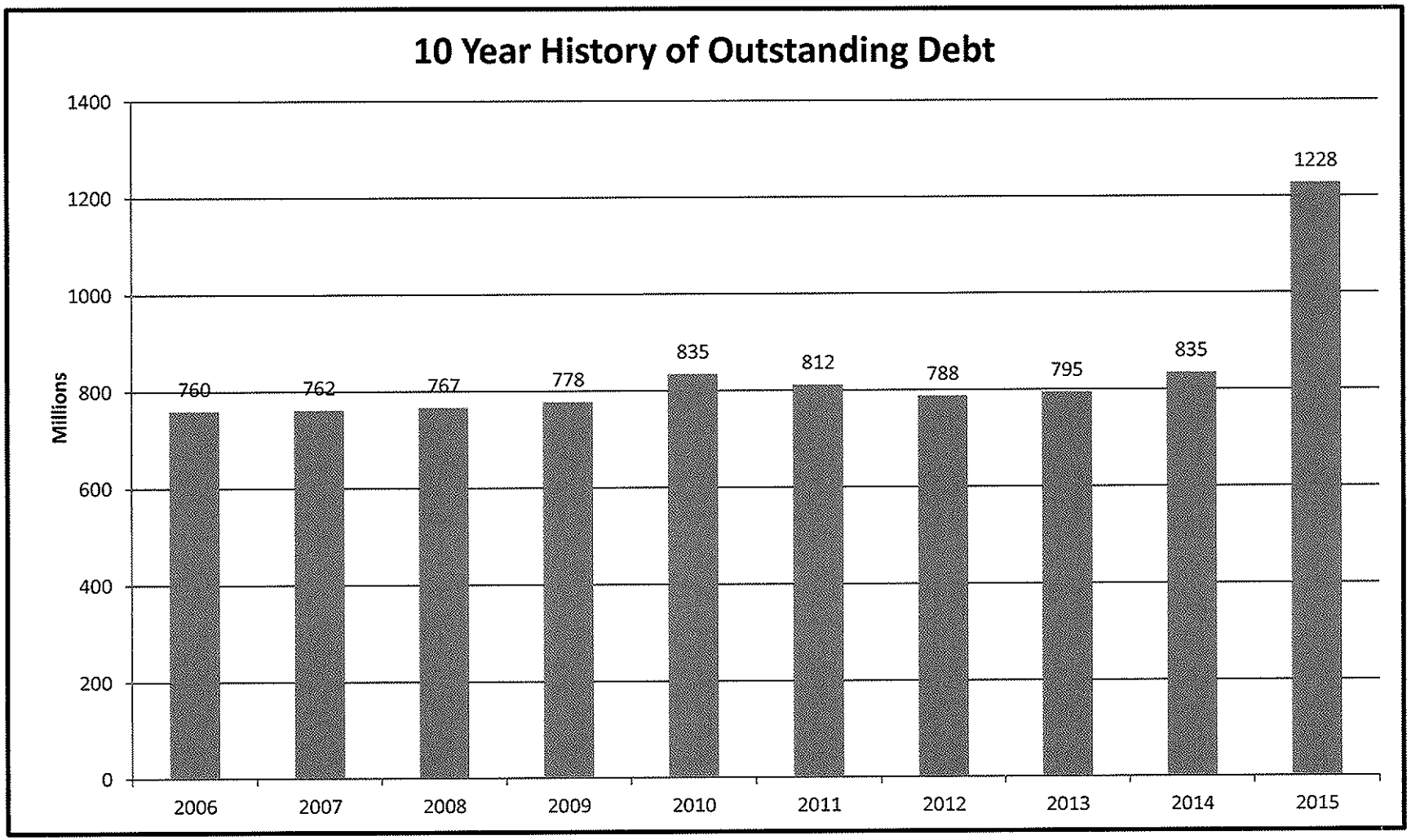


City of Akron – Debt Overview

Detail of Other Debt Category



City of Akron – Debt Overview



- Refinancing Debt
  - City will typically issue bonds with a call feature
    - For 20 year bonds, will be callable after 10 years
  - As call date approaches, refunding opportunities increase if interest rates remain low
  - Current refunding – bonds refunded on or after call date
  - Advance refunding – bonds are refunded prior to call date
  - Due to interest rate environment over the past 7 years, City has refinanced all bonds issued between 1998 and 2008
    - No good refunding opportunities remain

2. Interim Reports

2-1. Interim Report #1

Timothy J. Ochsenhirt
724 Hampton Ridge Drive
Akron, OH 44313
330- 608-4011

December 1, 2015

Honorable Daniel Horrigan
Mayor-Elect
Akron, Ohio

Hand Delivered 12/2/15

Re: Interim Report #1

Dear Mayor-Elect Horrigan:

You have charged the City of Akron Blue Ribbon Task Force to "look under the hood" of City government and provide you with an assessment of the status of City government and provide recommendations for the initial days of your administration. While our work has just begun and our Report is not due until February, there is a matter that we thought should be brought to your attention at this time.

As you may know, the City of Akron is not party to an aggregation agreement relative to the purchase of natural gas. The City has been, however, party to a successful electricity program for some years. We believe that this is an appropriate time to submit to the Voters the opportunity to join a natural gas collaborative. While natural gas prices are at a near historic low, there is still opportunity for Akron residents to save on their gas bills and to protect against rising prices, which inevitably will come downstream. To take advantage of aggregation under Ohio law, an issue must be submitted to Voters for approval. Once Voters approve the concept, the City will negotiate an arrangement with a qualified aggregator. Even then, there is still an opportunity for the resident to "opt out" if the resident does not wish to participate.

As we were discussing this issue, a presentation was made to the Akron City Council on this topic, making it very current. We would suggest that you work with the present Administration and City Council to determine whether an aggregation opportunity should be proposed to the Voters in the March 2016 Primary Election. Unfortunately, there are only approximately two weeks for Council's consideration, because of the deadline for achieving ballot status. We believe that the potential for aggregation far outweighs any negatives, and it is worth the expedited review of the matter. Thus, we suggest that you assist in pursuing this issue at this time.

Please feel free to contact me if you would like to discuss this recommendation from your Task Force in greater detail.

Very truly yours,

Timothy Ochsenhirt
Chairman, Blue Ribbon Task Force

cc: Thomas Chema
All Task Force Members (by email)

2-2. Interim Report #2

Honorable Daniel Horrigan
Mayor-Elect
Akron, Ohio

Re: Interim Report #2

Dear Mayor-Elect Horrigan:

Your City of Akron Blue Ribbon Task Force has been engaged in a very broad review of the operations of City government. We have discovered a number of areas which we will bring to your attention in our Final Report and Recommendations. There is a matter, however, which we would like to set forth at this time because there is only a small window of opportunity to deal with this in the near term.

We have discovered that there is an administrative matter determined in the City's Charter which creates confusion, and inefficiency in the City's practices regarding human resources. Specifically the Charter (Section 104) requires that the City Personnel Director is to be appointed by the Civil Service Commission. We believe that that position should be appointed directly by the mayor. We further have concluded that the City would be well served by a reconstituted Human Relations Department consolidating functions under a mayoral-appointed Human Resources Director. We are not suggesting that the Civil Service Commission be abolished; it performs vital functions. Rather the key human relations executive should be appointed directly by the mayor.

We bring this matter to your attention at this time because implementation of this recommendation would require a Charter change which must be approved by the electorate. There is an opportunity to accomplish this early in your administration, if a ballot issue were voted on at the March 15, 2016 Primary Election. In order to accomplish such a vote, City Council would have to act prior to January 15, 2016, which is the deadline for placing Charter changes on the ballot. Of course, if this time frame appears too compressed for appropriate deliberation, the matter could be taken up at a subsequent election. We do believe that there are advantages to acting now on this issue, namely, so that improved performance of the City's personnel function can occur as soon as possible.

The reasons for our proposal to change the Charter regarding the personnel function are summarized as follows:

* Currently, the Mayor "indirectly" appoints the Personnel Director through control (via appointment) of the Civil Service Commission members. This control would be more transparent if the Human Relations Director were directly appointed.

* The current system creates inefficiencies when an administrator reports to a board of multiple members. Technically, there is an issue as to whom the administrator reports - the Commission, a majority of the Commission, or the Chairman. Our proposal eliminates such confusion.

* Changing the appointing authority and reporting chain of authority would simplify and clarify to all of the City's employees (and the public) how the personnel function of the City will operate.

* This change will enable the Mayor to reorganize the personnel functions into a department which will consolidate the human relations functions of the City. This will be advantageous to all of the City's departments, divisions and other sub-components which need the support and assistance of human relations professionals.

* Finally, this will streamline the operations of the Civil Service Commission itself which then will be able to concentrate on its core functions, rather than be distracted by other supervisory duties and distractions.

On behalf of you Task Force, I would be pleased to discuss this matter in further detail should you choose. Thank you for this opportunity to be of service.

Very truly yours,

Timothy Ochsenhirt
Chairman, City of Akron Blue Ribbon Task Force

cc: Blue Ribbon Task Force Members
Thomas V. Chema

2-3. Interim Report #3

Interim Report #3

Dear Mayor Elect Horrigan:

In our review of the operations of the City Government, it quickly became apparent to us that there are a number of risks which you, as the incoming Mayor, might face very early in your tenure. Some of these risks, issues or events have derailed new administrations in other cities in earlier times. Thus, we wanted to bring to your attention these potential risks, so that you and your new team can be prepared to deal with them so that they will not divert you from your intended priorities and efforts to advance the City of Akron.

Attached to this letter are two exhibits: the first is a listing of potential external events with which you may have to deal. The second exhibit is a list of internal issues or events which you will have to manage. While we have separated these into external and internal issues, as you will quickly see, some of the events could fall in either category. By providing these lists, we are not suggesting that there are immediate issues which the City is not prepared to address. Rather, these are the types of events or issues which could create a "crisis" early in any new administration. We want you, as Mayor, to have an understanding of the potential risks which the City could face. We want you and your key staff to be alert to dangers, to know where in City government to turn for solutions or assistance, and to be in a position to communicate to the citizens of Akron the nature of any contingency which should arise, what is being done to solve the problems, how it impacts them and what they can do to be of assistance.

We suggest that you and your staff communicate with Mayor Fusco and his staff to be certain that there is shared knowledge and a seamless transition of the steps to take, should such an event, incident or issue occur.

We hope that the development of these lists will be of assistance to you. With regard to the External Issues (Exhibit 1), we believe that there are five key questions for your consideration:

1) Who in City Government is on point to deal with the issue?
2) What has been done to prepare for such an event?
3) What are the downside risks?
4) What are the costs to the City from the event and from the City's response?
5) What is the most reliable source of information for the Mayor to use in communicating with the public?

With Regard to the Internal Issues (Exhibit 2), the key questions are:

1) What are the Mayor's responsibilities?
2) What is the time table for action?
3) Who are the key players in the Administration and in the City's professional staff?
4) What is the plan of action and does it need to be adjusted?

We certainly hope that none of the events, issues or actions will materialize in any adverse way. However, there may be a major snow storm in January or there could be a terrorist incident that involves our community, among many other eventualities. We want to help you be prepared to successfully lead Akron should any such unfortunate event occur. Being prepared and being vigilant will minimize surprise and provide the maximum opportunity for good decision-making.

In our Report and Recommendations which we will deliver in February, we will be providing you with a more robust SWOT analysis and will concentrate on upside opportunities and potential. Our purpose here is to assist you in recognizing and preparing for the very short term Threats in that SWOT analysis. We think that it is very important for you to understand the business continuity plans (contingency plans) and other crisis management tools which the City has in place to deal with these potential risks. Of course, you may want to refresh or supplement those resources. Thinking about these contingencies in advance can only help.

We, of course, would be pleased to discuss these Risks with you should you find that appropriate.

Very truly yours,

Tim Ochsenhirt

EXHIBIT 1

External Events

1) Litigation Risk (other than the sewer) in what litigation is the City a party?
    a. What is downside risk
    b. Schedule
2) Weather Related – Are we ready for snow?
3) Racial Tensions/Issues related to Refugee and/or Illegal Immigrants and relationship with the Muslim Community
4) Transportation Safety; e.g., hazardous material spill
5) Drug House/Heroin Epidemic Impacts
6) Terrorist Incident involving the City or City residents
7) Major Corporate Relocation
8) Threat to the viability of the Downtown Entertainment District
9) Stability of the Steam Plant and its infrastructure
10) Impact of issues at the University of Akron

EXHIBIT 2

Internal Risks

1) Financial /Contractual Obligation/Pension Plans

   a) Cash Management

2) Condition of City's Infrastructure, including impact of winter weather on the infrastructure (streets particularly)

3) Police Community Relations

4) Collective Bargaining Agreements: status of negotiations

5) General Risk management

   a) Appropriate disaster recovery plans

   b) Continuity of the business of City government

6) K – 12 Education Issues, specifically including infrastructure issues

7) Resistance to new leadership/culture.

3. Citizen Suggestion Matrix

3-1. Economic Development

Community Suggestions
Related to the Economic & Neighborhood Development and Education

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
11/7/2015	Ederer, Todd	Economic Development	Housing	Building thoughtful scale residential and mixed use properties for sale/lease would rebuilding optimism and opportunity in Akron. Possibility to finace this project through residential tax abatement.		
12/5/2015	Shannon, Alex	Economic Development	Housing	Would love to see more affordable downtown housing for young professionals by Canal and Historic Arts District		
12/5/2015	Shannon, Alex	Economic Development	Downtown Arena	Bring in a downtown arena and another sports team to see a better sports presence for Akron.		
12/6/2015	Albrecht, Mark	Economic Development	Local Businesses	Return to core ED principles and resume business call program. City Hall needs to hear the business community's needs and hear directly back from them. The key is having direct communication, facilitation, and coordination. Should assist businesses with facilitating expansions, major investments, issues from business loans, rezoning, acquiring adjascent land parcels, equipment investments, etc.		
12/6/2015	Albrecht, Mark	Economic Development	Neighborhoods	Recognize City is shrinking and adjust accordingly with focused investments in neighborhoods, downtown, and industrial parks. Suggest downsizing neighborhoods through land banking and donations. Careful infrastructure investment is also critical.		

12/6/2015	Albrecht, Mark	Economic Development	Capital Budget	Recognize limitations in the capital budget due to City's high debt level. Maximize return on investment and each public dollar should leverage 4 to 5 private dollars on individual private investment.		
12/6/2015	Albrecht, Mark	Economic Development	Partnerships	Priority investments should reflect the COA projects with both private sector, other public entities, and non-profits who can bring investment dollars to a project.		
12/6/2015	Albrecht, Mark	Economic Development	Brownfields	Seek specializerd outside funding assistance for Brownfields from the State and Federal Governments.		
12/6/2015	Albrecht, Mark	Economic Development	Entertainment District	Downtown must complete its entertainment district focused on Lock 4. Reliance on Winterfest is not sustainable. COA needs to be creative in creating a special fund for this project in cooperation with local foundations and leading corporations similar to previous Akron Priority Corporation. Lock 4 should be focal point for attracting millenials to the city.		
12/6/2015	Belfance, Robert	Economic Development	Downtown Arena	Hesitant about the viability of a new downtown arena. An 8,000 seat arena would not attract major productions to Akron when Cleveland already has a 20,000 seat arena. Suggested researching in tandem with the Beacon and John S. Knight Foundation the track record of small arenas across the U.S.		

12/6/2015	Boasten, Michelle	Economic Development	Aging Citizens	Would like to have a sit down to discuss her ideas. Suggested instituting come initiatives learned from the Louisville Innovation Summit about Louisville Forward. Akron has the right population as well as aging and disability organizations to make this project work.		
12/7/2015	Starr, Karen	Economic Development	Local Businesses	Strong need for Akron's Economic Development Dept. and Greater Akron Chamber to focus on small business start-ups as opposed to attracting larger businesses from outside region.		
12/10/2015	Tucker, Joe	Economic Development	Neighborhoods	Akron needs better neighborhood branding, indentifiers, marketing as a way to foster development in key geographic areas and incentivize new residents.		
12/10/2015	Tucker, Joe	Economic Development	Land Development	There needs to be a plan for development of vacant properties and parcels. Even if there is no plan currently, the public needs to have this communicated to them. Overall vision and mission is unclear to residents.		
12/10/2015	Tucker, Joe	Economic Development	Transporation	Is there a possibility of a larger scale tranportation system (trail or rail based) to shorten resident's long commute on present RTA.		
12/10/2015	Tucker, Joe	Economic Development	Neighborhoods	there needs to some form of move-in incentive for new residents. This has been done for businesses (Summit Save-A-Lot) but not for residents.		

12/20/2015	Ghinder, Tom	Education	Educational Attainment	Suggestion to implement "Akron Promise" program. The Program envisioned is a comprehensive, integrated program whereby community resources are focused on building a post-secondary education and career-going culture.		
12/21/2015	Albanese, Terry	Education	Educational Attainment	The people, ideas, and oppprtunities are here in Akron, so we need a well-crafted, cooperative plan to follow through on "Akron Promise" program.		
12/28/2015	Hinkle, Lee Ann	Economic Development	Zoning	Utilize more of Akron's greenspace instead of developing. There is a lot of runoff from all the pavement that so when it rains it floods the valley, sewer, and properties. All this runoff is polluting Akron's waterways.		
12/31/2015	Rockich, Rick	Economic Development	Business Development	Invest in great technologies, surround them with right resources, and grow them in Akron. Do this as a way to create jobs in Akron.		

3-2. Operations and Personnel

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/5/2015	Gaskins, Thomas	Operations	Police	Would like to see police more visible. City should consider obtaining vacant homes that Police could work out of, or place Command Centers on vacant lots in high crime areas.	Not an immediate Task Force priority.	Forward to Police Chief
12/6/2015	Vitale, Nick	Operations	Sanitation	Rotate trash pickup because of Holidays. If Monday pickup is a Holiday, your pickup is Tuesday and everyone rotates a day. This would save Saturday OT.	Recommend that Sanitation Services look at potential benefits of doing this, or develop communication explaining to citizens why current approach is best.	Include in subcommittee recommendations and forward to Public Works Director.
12/6/2015	Kelly, Steve	Operations	Golf Course	Course Conditions at Good Park need addressed. Doing so could increase revenue. Issues cited - tree conditions killing grass, drainage problems.	Recommend starting a conversation with Metro Parks on taking over course operation and use their braoder expertise to improve conditions	Include in subcommittee recommendations and forward to Public Service Director.
12/6/2015	Kelly, Steve	Operations	Golf Course	Clubhouse employee attitudes and customer service at Good Park needs addressed. Attitudes and behaviors toward customers is unprofessional and lack good customer service. Detailed examples included.	Recommend that Golf course manager look at qualities needed when hiring staff. Provide training on customer service.	Include in subcommittee recommendations and forward to Public Service Director.
12/6/2015	Green, William	Personnel	Personnel	Akron should look at it's policy on hiring ex-offenders. Even after completing programs at Oriana House, can not find employment with the City.	As part of Recommendation to create HR Dept., should look at policy and determine if it can be addressed.	Include in subcommittee recommendations and forward to Personnel Director.
12/6/2015	Green, William	Operations	Police	Look at updating role of City Police Auditor related to Ohio task force on policing.	Not an immediate Task Force priority.	Forward to Police Chief
12/6/2015	Green, William	Operations	Police	Akron should have a policy that police shootings are sent to an outside investigator and not one in that County.	Currently investigated by Independent Police Auditor who reports to Mayor. Mayor would need to consider the value of changing.	Forward to Mayor

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/6/2015	Mace, Melinda	Operations		Change leaf pickup program to save money, manpower, and equipment. Supply large leaf bags like Cuyahoga Falls and set dates to place filled bags on the curb.	Recommend that Sanitation Services look at potential benefits of doing this, or develop communication explaining to citizens why current approach is best.	Include in subcommittee recommendations and forward to Public Works Director.
12/7/2015	Andrew, John	Personnel	Police	As a retired police officer, like to a return to a long standing tradition of appointing the next police chief from within the department.	Not an immediate Task Force priority.	Forward to Police Chief
12/7/2015	Pangas, Frank	Operations	Traffic	The timing of traffic lights around downtown is horrible. Simple sensors and proper timing would improve traffic and make the whole downtown experience more enjoyable.	Not an immediate Task Force priority.	Forward to Traffic Engineer
12/7/2015	Vale, Mike	Operations	Plans & Permits	Concern for future of Akron is the increased amount of panhandlers. Is giving the city a black eye in my opinion.	Not an immediate Task Force priority.	Forward to Plans & Permits
12/7/2015	Johnson, Per	Operations		Initiate a city-wide comprehensive plan. If Akron is one of only 2 of Ohio's 10 largest cities without such a plan, we should try to get a better understanding of such a plan and why Akron has not done one.	Summit county has done a plan, so Brian Nelson may be a good resource. Include in Subcommitte Recommendations to mayor.	Include in subcommittee recommendations and forward to Planning Director.

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/7/2015	Johnson, Per	Personnel	Council	Provide additional support for city council. Assumption that 13 council members can adequately serve their constituents on a part time basis while researching policy, understanding the city budget, and effectively legislating without a policy, law, or budget staff of their own is flawed, in my opinion. Recommend consider hiring additional support staff for the council. Could include a policy advisor, budget analyst, and law director for the council which could be further augmented through internships and a formal partnership with the University of Akron.	Not an immediate Task Force priority.	Forward to Council President
12/7/2015	Johnson, Per	Operations	Sanitation	Establish a curbside yard waste or clean green collection service to encourage residents to dispose of their own leaves and yard waste. This will limit the impact on the landfill, reduce the threat of leaves entering the city's drainage infrastructure, and make our streets safer.	Not an immediate Task Force priority.	Forward to Sanitation Services
12/7/2015	Johnson, Per	Operations	Engineering	All city engineering occurs under the Bureau of Engineering. Pare down the Department of Public Services into a more manageable and focused department. **Separate out and Establish a New Department (or at least Division) of Streets & Highways**	Not an immediate Task Force priority.	Forward to Traffic Engineer

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/7/2015	Johnson, Per	Operations	Public Works - Parks.	All city engineering occurs under the Bureau of Engineering. Pare down the Department of Public Services into a more manageable and focused department. **Eliminate Park Maintenance from the Department of Public Service through partnership with Summit County Metro Parks.**	Recommend starting a conversation with Metro Parks on consolidating park maintenance under them.	Include in subcommittee recommendations and forward to Public Service Director.
12/8/2015	Vitatoe, Gary	Operations	Streets	Terrible street/road conditions in Akron. Do not understand why allow traffic street like Dadge Ave. gets resurfaced while other more highly traveled are left in bad condition.	Maybe an opportunity to better communicate plans and process?	Include recommendation on improving communications regarding how reapirs are prioritized and paid for. Why smaller roads may get attention before percieved busier ones do.
12/8/2015	Vitatoe, Gary	Operations	Service Dept.	City is removing large dying Ash trees and replacing them with small trees. Any chance city will come in and replace with more fitting species?	Not an immediate Task Force priority.	Forward to Service Dept.
12/9/2015	Grant, Marva	Operations	Streets	Streets are in horrible shape.	Maybe an opportunity to better communicate plans and process?	Include recommendation on improving communications regarding how reapirs are prioritized and paid for. Why smaller roads may get attention before percieved busier ones do.
12/9/2015	Grant, Marva	Operations		Parking downtown needs to be looked at.	Parking being looked at by Finance subcommittee. Not an issue for our subcommittee to address	
12/11/2015	Bedell, Max	Operations	Traffic Engineering	Increase and encourage pedestrian areas - Better Stripping (paint is cheap). Zig zag lane lines to warn of approaching pedestrian zones	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Traffic Engineer

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/11/2015	Bedell, Max	Operations	Traffic Engineering	Increase and encourage pedestrian areas - Smaller width lanes, 9' or 10' instead of 11' or 12'.	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Traffic Engineer
12/11/2015	Bedell, Max	Operations	Traffic Engineering	Increase and encourage pedestrian areas - Bike lanes using parallel parking, line striping, or another barrier for protection.	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Traffic Engineer
12/11/2015	Bedell, Max	Operations	Traffic Engineering	Increase and encourage pedestrian areas - More roundabouts instead of 4-way stops on back streets.	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Traffic Engineer
12/11/2015	Bedell, Max	Operations	Traffic Engineering	Improve bus route waiting areas. (1) - Add shelters or bench, maybe sponsored. (2) - Have Metro work with street design but having cut in devil strip so bus stops limit the impact on surrounding traffic.	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Traffic Engineer
12/11/2015	Bedell, Max	Operations	Highway maint.	Build on neighborhood identity. Have signage showing where a neighborhood starts- signs, gateways, etc. List who are the local police that patrol and the firefighter department that services the area to build relationships. Signage showing distance to local commerce areas in walking minutes	Not an immediate Task Force priority for the Operations Subcommittee. Might be an isue for further consideration by the Economic Development / Neighborhoods Subcommittee.	Forward to Public Works Director

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
1/6/2016	McGlinchy, Mike	Operations	Stormwater Utility	Establish a Stormwater Utility at a level to cover O&M, capital and NPDES Permit related costs to eliminate the current practice of covering these costs by the Sewer and General Funds.	Recommend this be looked into further by Sewer Bureau. However, concern would be further cost increases to citizens on top rapidly escalating sewer costs.	Include in subcommittee recommendations and forward to Sewer Bureau.
1/6/2016	McGlinchy, Mike	Operations	Service Dept.	Have all operating divisions utilize a maintenance management system for all fixed and mobile asset maintenance (such as the Infor and Cityworks applications used by the Water Supply and Water Reclamation Bureaus) to ensure timely maintenance and improved useful life of assets.	Recommend this be looked into further by the Service Dept. to determine costs/benefits.	Include in subcommittee recommendations and forward to Service Dept.
1/6/2016	McGlinchy, Mike	Operations	Service Dept.	Install AVL (Automated Vehicle Location) devices on balance of field vehicles/trucks to ensure workforce accountability and productivity with potential reduction of fuel and repair costs.	Recommend this be looked into further by the Service Dept. to determine costs/benefits.	Include in subcommittee recommendations and forward to Service Dept.
1/6/2016	McGlinchy, Mike	Operations	Service Dept.	Implement mobile applications for all field employees.	Not an immediate Task Force priority.	Forward to Service Dept.
1/6/2016	McGlinchy, Mike	Personnel		Prepare succession plan for critical/key positions in City organization (also under Personnel section). Consider hiring/promoting successors before incumbent leaves so that a good transfer of institutional knowledge can occur during the overlap period.	Recommend that Personnel / new HR Manager look very hard at making these changes related to succession planning as it could be a marale boost.	Forward to Personnel Director

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
1/6/2016	McGlinchy, Mike	Personnel		Revise Hiring Practices to increase the quality of City employees. Update job classification requirements appropriate to the classification, including skills associated with a high school diploma at a minimum for unskilled and lower level positions. Evaluation of candidates and probationary employees – test physical and comprehension abilities as part of the selection and probation evaluation process.	Recommend that Personnel / new HR Manager look very hard at making these changes for hiring and practice.	Include in subcommittee recommendations and forward to Personnel.
1/6/2016	McGlinchy, Mike	Personnel		Revise Hiring Practices to decrease time to hire City employees Begin to hire new workers in anticipation of ongoing retirements. Have continuous certified lists for frequently needed and entry level positions (temporary/seasonal).	Not an immediate Task Force priority.	Forward to Personnel Director

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
1/6/2016	McGlinchy, Mike	Personnel		Consider changing Charter Section 106(6) to allow a Rule of 10 consistent with State of Ohio practice (ORC 124.27), at least for non-safety force employees. Rule of 3, especially when only considering only a Civil Service test for the final score, unduly restricts the manager's hiring and promotion options and decreases the probability of being able to select the best candidate on the list (also under Charter Changes section.) Also need the option of not hiring from the list if there are no satisfactory candidates to avoid having to hire the "least worst" candidate (this suggestion may conflict with a past lawsuit settlement between the City and CSPA).	Recommend that Personnel / new HR Manager look very hard at making these changes for hiring and promotion.	Include in subcommittee recommendations and forward to Personnel.
1/6/2016	McGlinchy, Mike	Personnel		Revamp paid leave program to include a maximum of total hours for each employee that can be accumulated year to year to reduce the increasing financial liability of high paid leave balances which are paid in full upon separation or retirement.	Recommend that Personnel / new HR Manager look very hard at making these changes for hiring and promotion.	Include in subcommittee recommendations and forward to Personnel.
1/6/2016	McGlinchy, Mike			Consider decreasing the timeframe for reviewing and updating the Charter from once every 10 years to a lesser interval (maybe every 5 years) to better respond to financial, economic, technology and regulatory challenges/environments.	Recommend that the Mayor consider the value of changing the charter.	Include in subcommittee recommendations and forward to Mayor.

Community Suggestions
Related to the Operations Improvement / Personnel & HR Management Subcommittee

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
1/5/2016	Helmkamp, William	Operations	Public Works - Parks	Create "Founders Park" in honor of out 4 rubber companies - Firestone, Goodyear, General, Goodrich. Include founders statues in the park. This park would attract families, residents, outdoor festivals, be a source of civic pride. Park could be created on land freed up from innerbelt closure.	Not an immediate Task Force priority.	Forward to Public Works for consideration.

3-3. Miscellaneous

Community Suggestions
Miscellaneous

Date Received	Submitted By	Subcommittee Area	Area of City Impacted By	Summary of Suggestion	Subcommittee Team Comments / Recommendations	Actions
12/4/2015	Sokolowski, Christian	Miscellaneous	Carrying Concealed Weapons	Believe 137.02 runs contrary to the ORC in terms of knife carrying laws. Finds it odd that one can carry a pistol for protection in a conceal manner but must be able to show proof of need for a life saving device such as a rescue knife.		
12/4/2015	Sokolowski, Christian	Miscellaneous	Vacant Parcel	Want to own vacant parcel next to his property. Was not put up for public sale is now owned by Urban Development Corporation. Strongly oppose building of low income housing on this property.		
12/7/2015	Cherok, Jessica	Miscellaneous	Neighborhood	Strengthing neighborhoods, initially through branding. Would love to see love to see consistent but individualized branding for each neighborhood, and better wayfinding signs.		
12/7/2015	Cherok, Jessica	Miscellaneous	Community Engagement	Want to see citizens empowered to make change instead of looking for Mayor's blessing on every initiative.		
12/7/2015	Cherok, Jessica	Miscellaneous	Downtown Housing	Believe Downtown housing is essential to revitalizing our core. Encourage development of vibrant downtown with affordable mixed use facilities to act as economic drivers.		
12/7/2015	Coffey, Seneethia	Miscellaneous	Postal Service	Why is the Grant Street Postal office still open if all mail is rerouted to Clevelane? Upset that voter ballot's were not counted because of this rerout.		

12/7/2015	Quade, Tom	Miscellaneous	Community Engagement	Improvement of quality of life. Suggested an ongoing process where cabinet level leader regularly convene small groups of typically under-represented population to gain insight on underlying causes of city's issues and then generate issue briefs for the community.		
12/14/2015	Gansel, Diane	Miscellaneous	Gun Control	Concerned about the allowance of people walking around Akron with rifles strapped to their back. Asking for gun reform in order to improve quality of life and safety in Akron.		

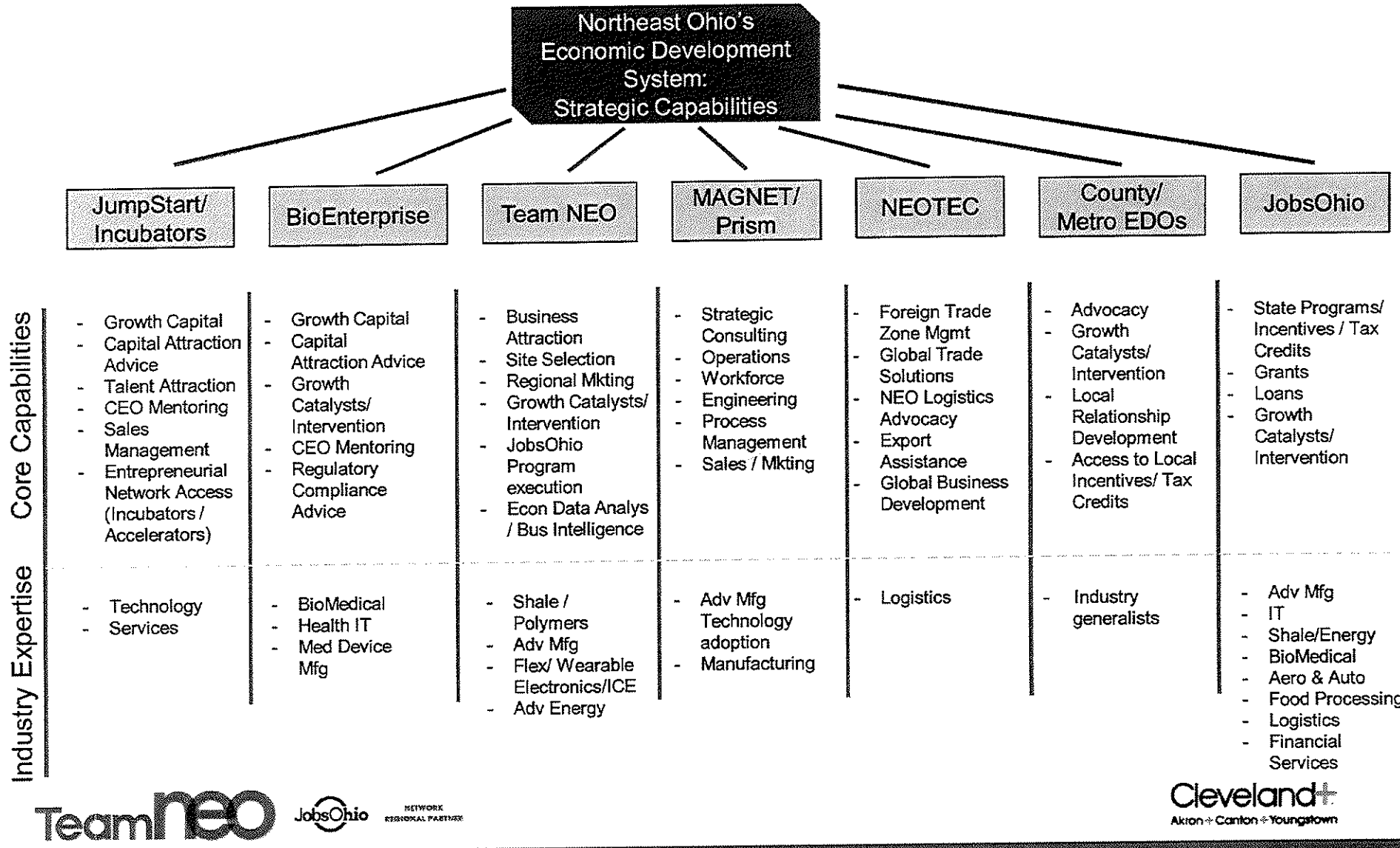
4. Economic Development

4-1. Visual of Regional Economic Development Intermediaries

. . . and Significant Resources are Available to Engage in Deeper Dialogue

High-Performance Network

RECS estimated $55M investment in non-governmental economic development organizations



Team NEO JobsOhio NETWORK REGIONAL PARTNER

Cleveland+ Akron+Canton+Youngstown

4-2. Google Fiber Overview

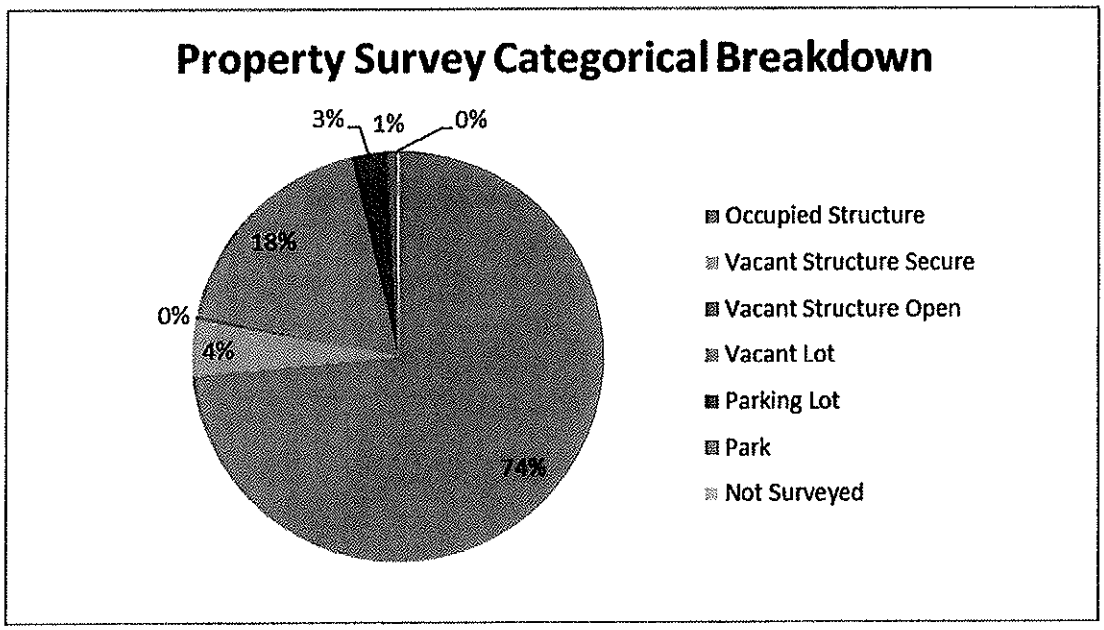
http://www.orinfrastructure.org/Infrastructure-Programs/Telecommunications/OBAC/2014/0214/GoogleFiber.pdf

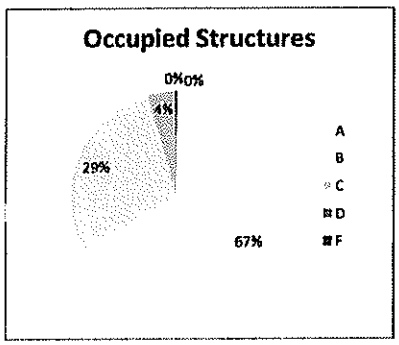
https://fiber.storage.googleapis.com/legal/googlefibercitychecklist2-24-14.pdf

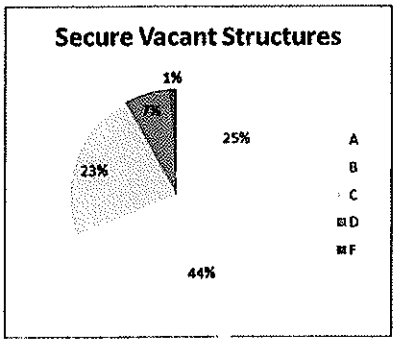
4-3. Akron Vacant Property Inventory

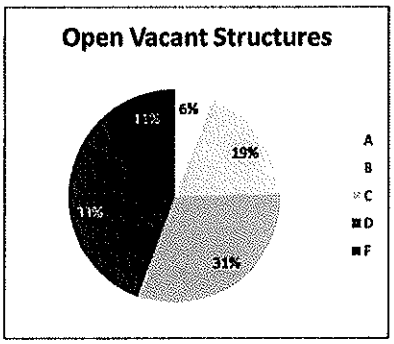
Akron Vacant Property Inventory Results

Survey Category	A	B	C	D	F	Not Graded	Total
Occupied Structure	47443	20717	3002	247	23	113	71545
Vacant Structure Secure	1056	1850	981	295	46	8	4236
Vacant Structure Open	22	69	114	122	41		368
Vacant Lot						17450	17450
Parking Lot						2794	2794
Park						725	725
Not Surveyed						146	146
Total	**48521**	**22636**	**4097**	**664**	**110**	**21236**	**97264**



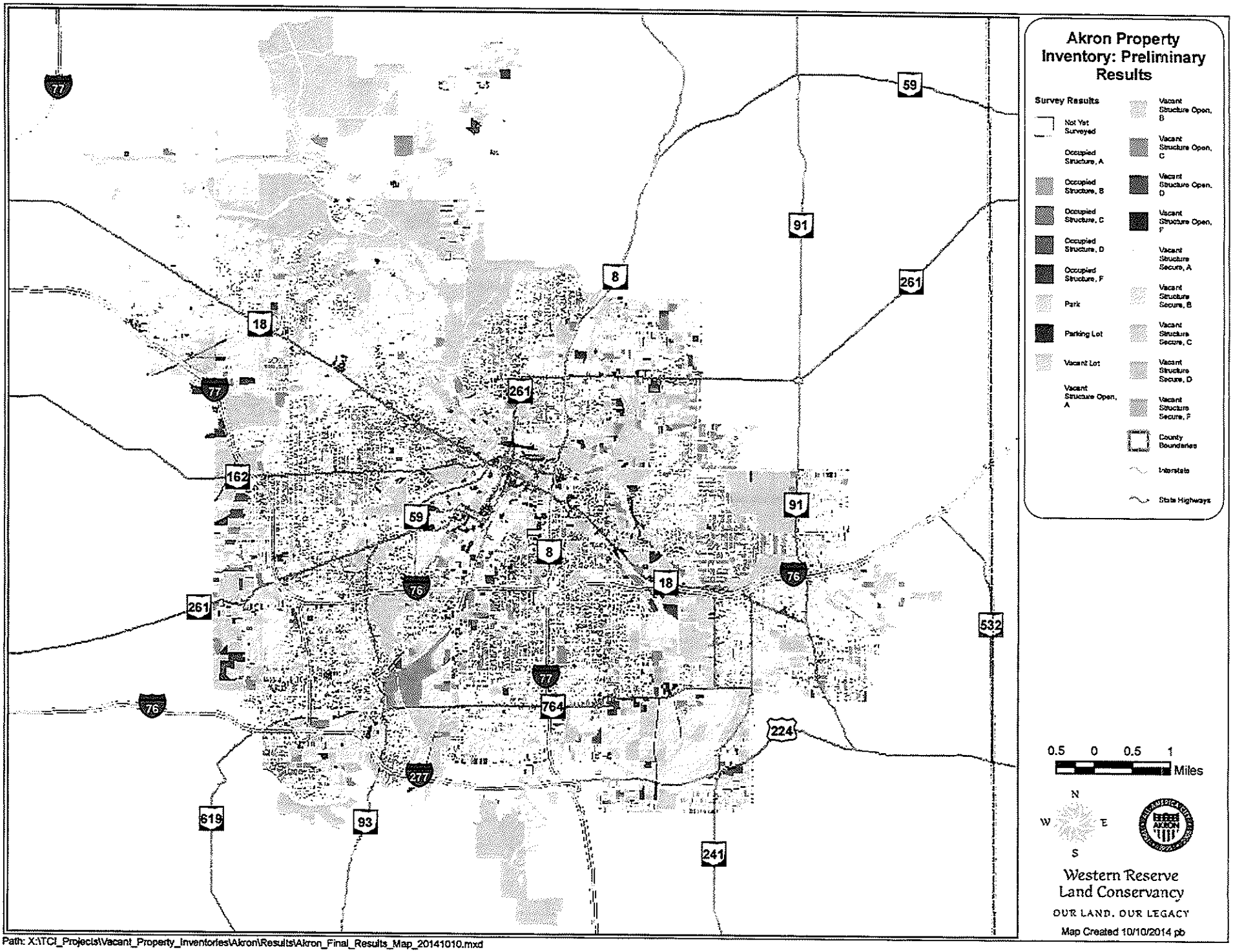






4-4. Akron Property Inventory Preliminary Results – WRLC

http://www.wrlandconservancy.org/wp-content/uploads/2015/06/WRLC_TCI_Akron_Property_Inventory_FOR_DISTRIBUTION_20150406.pdf



Path: X:\TCI_Projects\Vacant_Property_Inventories\Akron\Results\Akron_Final_Results_Map_20141010.mxd

5. Neighborhood Development

5-1. Inventory of Arts/Culture Assets

Organization	POC	Address	Zip	Neighborhood	Notes
Ohio and Erie Canalway Coalition	Dan Rice	47 W Exchange St	44308	City-wide	Throughout the county. Great partner.
Master Singers Inc. Choral of NE Ohio	J.D. Goddard	844 Sutton Pl.	44313	City-wide	
Akron African American Cultural Association	Debra Calhoun	Akronafricanfest@aol.com		City-wide	http://www.akronafricanculture.com/
Akron-Summit County Library		http://www.akronlibrary.org/branches.html		City-wide	Ppl comfortable accessing
Alliance for the Visual Arts Inc				City-wide	Group that reps over 500 local artists
Summit County Metro Parks	Lisa King / Nate Eppink	Throughout Summit County		City-wide	County-Wide
Actors' Summit Theater	MaryJo Alexander	Greystone Hall 6th floor	44308	Downtown	
Akron Art Museum		1 S. High St.	44308	Downtown	InsideOut - Throughout Akron
Akron Film + Pixel	Kurtiss Hare	30 N High Street	44308	Downtown	
Artists of Rubber City	Nancy Richards-Davis	140 E. Market St., 3rd Flr.	44308	Downtown	
City of Akron Rec Bureau/Lock 3	Tish Jernigan	166 S. High St.	44308	Downtown	
Downtown Akron Partnership	Suzie Graham	103 S. High St., 4th Flr.	44308	Downtown	Key liaison for any downtown efforts
Expressive Therapy Center at Akron Children's Hospital	Sarah Friebert, MD	1 Perkins Sqr.	44308	Downtown	
Akron Civic Theatre	Howard Parr	PO Box 1502	44309	Downtown	
EJ Thomas Performance Hall		198 Hill St.	44325	Downtown	
Musica	Liz Tyran			Downtown	
Blu Jazz +		47 E Market St	44308	Downtown	
Summit ArtSpace	Joanne Green	140 E. Market St	44308	Downtown	
Arlington Church of God		539 S Arlington St #1	44306	East Akron	
Bluff's Blue Door Gallery		152 Bluff St	44304	Elizabeth Park	
Akron Glass Works		106 N Main St	44308	Elizabeth Park	
Akron Symphony Orchestra	Paul Jarrett	90 N. Main St.	44308	Elizabeth Park	
Jilly's Music Room		111 N Main St	44308	Elizabeth Park	
Zeber-Martell		43 Furnace Street		Elizabeth Park	
Club Energy		289 Darrow Rd	44305	Ellet	Sits between Goodyear Heights and Ellet. Great position, but uncertain of ownership/engagement.
Artisans Coffee		662 Canton Rd.	44312	Ellet	
Hatton Community Learning Center		1933 Baker Ave	44312	Ellet	

Fairlawn Lutheran Church and School		3415 West Market Street	44333	Fairlawn Heights	
All American Soapbox Derby		P.O. box 7225	44306	Firestone Park	
Clay East	Clay East	711 East Crosier Street	44306	Firestone Park	
Get Painted	Neil Roth	981 Allendale Ave	44306	Firestone Park	
New Horizons Christian Church		290 Darrow Rd	44305	Goodyear Heights	
Goodyear Heights Metro Parks				Goodyear Heights	
SageRock	Sage Lewis	15 Broad Street	44305	Goodyear Heights	
R.I.G.H.T. committee	Fred Strelbicki			Goodyear Heights	New neighborhood group looking to connect and engage.
New World Performance Laboratory/Balch Street Theatre	Jim Slowiak	220 S Balch St	44302	Highland Square	
Highland Square Neighborhood Association (Porch Rokr)		764 W Market St # 5	44303	Highland Square	
Countryside Conservancy, Farmer's Market HSQ (Summer Only)				Highland Square	Highland Square and North Hill
Mustard Seed HSQ	Jon Fiume			Highland Square	
Youth Excellence Performing Arts Workshop (YEPAW)	Leslie Parker Barnes	220 S. Balch Street	44302	Highland Square	
People's House of Prayer for All People		69 S Balch St	44302	Highland Square	
Blue Sky Ceramic Arts		943 Doppler Street in Akron	44303	Highland Square	
smART Studio	Jennifer Davis	678 Payne Ave	44302	Highland Square	
Kenmore Komics & Games		1020 Kenmore Blvd	44314	Kenmore	
Kenmore Historical Society				Kenmore	
First Glance Student Center	Noelle Beck, noelle@firstglance.org	943 Kenmore Blvd	44314	Kenmore	
Panyard Steel Drum		1216 California Avenue	44314	Kenmore	
Akron Zoo		500 Edgewood Ave	44307	Lane-Wooster	
Howard Street Blues Band	Howard Robertson	1017 Laurel Avenue	44307	Lane-Wooster	Not so much a venue as a resource/group/talent
Miller South School for the Visual & Performing Arts	Dawn Wilson	1055 East Ave.	44307	Lane-Wooster	
Mount Calvary Baptist Church		442 Bell St.	44307	Lane-Wooster	
ETC School of Musical Arts	Bob Heid	1932 Akron-Peninsula Rd.	44313	Merriman Valley	
Weathervane Playhouse Theatre	John Hedges	1301 Weathervane Ln.	44313	Merriman Valley	
None Too Fragile Theatre				Merriman Valley	
Gallery 15		15 Broad St	44305	Middlebury	
Womb Expression Lounge		915 E. Market	44305	Middlebury	
Asian Services In Action, inc.	Mao Vue	730 Carroll Street	44304	North Hill	

Urban Vision	Rodney Matthews	749 Blaine Ave	44310	North Hill	
Firestone High School Visual & Performing Arts	Dr. Sally Childs	65 Steiner Ave., Rm. 113	44301	NW Akron	
Stan Hywet Hall & Gardens	Linda Conrad	714 N. Portage Path	44303	NW Akron	
VE Poetry Cafe	Anthony Evans	2539 Romig Road	44320	Rolling Acres	
Don Drumm Studios & Gallery		437 Crouse St	44311	South Akron	
Front Porch Cafe		798 Grant St	44311	South Akron	
Confucius Institute at The University of Akron	Nancy Easterling	Quaker Square, Suite 307	44325	University Park	
Hower House at The University of Akron	Linda Smith	60 Fir Hill	44325	University Park	
Akron Woman's City Club	Marylin Lown	732 W. Exchange St.	44302	West Akron	
Coach House Theatre	Mona Reuscher	732 W. Exchange St.	44302	West Akron	
Keepers of the Art, Inc.	Ismail Al-Amin	639 Crestview Avenue	44320	West Akron	
Summit County Historical Society	Leianne Neff Heppner	550 Copley Rd.	44320	West Akron	
Crestland Park Apiary	Wesley Ian	1045 Jefferson Avenue	44302	West Akron	
Historic Glendale Cemetery		150 Glendale Ave	44302	West Hill	
Akron Center for Art, Music & Performance (ACAMP)		118 W. Market St.	44303	West Hill	
Hazel Tree Interiors	Karen Starr	143 W Market St	44303	West Hill	
Land of Plenty		339 W Market St	44303	West Hill	

5-2. Sample Placemaking Strategies

PLACEMAKING STRATEGIES

Resource	Title	Description	Notes
http://www.cityoforlando.net/arts/staff-and-public-art-advisory-board/	Advisory Board for Public Art in Orlando	Ensures public art exists and includes community representation on committee	
http://www.nh.gov/nharts/grants/partners/artistresidencies.htm	Artist in residencies focused on schools/colleges	Artist Residencies in Schools (AIR) grants fund artist residencies that bring juried teaching artists into classrooms and public schools to support creative learning and skills development in the arts.	
http://www.seattle.gov/arts/lighting-artist-residency	Artist Residency	Seattle has a dept of arts and culture. This evidences the City's value for the contribution arts and culture makes to the overall quality of the community.	
http://www.msac.org/programs/arts-entertainment-districts	Arts & Entertainment Districts	Maryland's Arts & Entertainment (A&E) Districts help develop and promote community involvement, tourism, and revitalization through tax-related incentives that attract artists, arts organizations, and other creative enterprises.	
http://www.newinc.org/	Co-working space for artists, creatives, tech community, etc.	Coworking space is not new- and certainly not to Akron. Intentionally focusing on bridging sectors could result in significant change.	http://www.symmetry50.com/blog/2015/5/13/the-top-100-coworking-spaces-in-the-us
http://www.arts.ok.gov/Our_Programs/Cultural_District/Cultural_District_Development.html	Creating/Funding Cultural Districts	An Oklahoma Arts Council certified cultural district is a mixed-use area of a community in which a high concentration of arts and cultural facilities or activities serves as the anchor of attraction.	
https://mainearts.maine.gov/Pages/Traditional/CreativeAging#	Creative Aging	"The Maine Arts Commission's Creative Aging program is grounded in the belief that the arts play a powerful role in enhancing the quality of life of older adults. Designed to generate opportunities for lifelong learning, social engagement and mastery of skills, the program provides new creative possibilities for adults over 55."	Utilizing this in the community centers downtown could provide great opportunities for the city. Also oftentimes there are different/additional funding streams attached to older populations that could be used to support this type of activity.
http://www.intermediaarts.org/Creative-Asset-Mapping	Creative Asset Mapping	"Artists E.G. Bailey and Shá Cage will work with Minneapolis city staff and consult with Minneapolis communities to identify important strengths and positive qualities in communities around the city, particularly in areas with the highest concentrations of poverty and people of color. These are important but intangible assets that communities value but that may not show up on a standard city map. For example, a community gathering place might be seen as an asset, or a person or informal network of people might be important to a community's cohesion. The artists will seek to map and creatively represent those strengths in ways that the City can use to develop plans and policies- and the community can use to leverage opportunities and connection. "	

PLACEMAKING STRATEGIES

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http://www.seattle.gov/arts/lighting-artist-residency	Artist Residency	Seattle has a dept of arts and culture. This evidences the City's value for the contribution arts and culture makes to the overall quality of the community.	
http://www.msac.org/programs/arts-entertainment-districts	Arts & Entertainment Districts	Maryland's Arts & Entertainment (A&E) Districts help develop and promote community involvement, tourism, and revitalization through tax-related incentives that attract artists, arts organizations, and other creative enterprises.	
http://www.newinc.org/	Co-working space for artists, creatives, tech community, etc.	Coworking space is not new- and certainly not to Akron. Intentionally focusing on bridging sectors could result in significant change.	http://www.symmetry50.com/blog/2015/5/13/the-top-100-coworking-spaces-in-the-us
http://www.arts.ok.gov/Our_Programs/Cultural_District/Cultural_District_Development.html	Creating/Funding Cultural Districts	An Oklahoma Arts Council certified cultural district is a mixed-use area of a community in which a high concentration of arts and cultural facilities or activities serves as the anchor of attraction.	
https://mainearts.maine.gov/Pages/Traditional/CreativeAging#	Creative Aging	"The Maine Arts Commission's Creative Aging program is grounded in the belief that the arts play a powerful role in enhancing the quality of life of older adults. Designed to generate opportunities for lifelong learning, social engagement and mastery of skills, the program provides new creative possibilities for adults over 55."	Utilizing this in the community centers downtown could provide great opportunities for the city. Also oftentimes there are different/additional funding streams attached to older populations that could be used to support this type of activity.
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http://www.intermediaarts.org/leadership-institute1	Creative Community Leadership Institute	Matches people who have a passion for change with the tools and experiences to advance their effectiveness and take their work to the next level by leveraging the power of arts and culture.	This has potential as an interesting Community Leadership Institute for Leadership Akron to take on (perhaps at the request of the Mayor?) as it specifically relates to arts/culture and their impact on the economy.
https://nonprofitquarterly.org/2015/09/08/embedding-artists-in-city-planning-departments-an-intriguing-approach-to-civic-engagement/?utm_source=hs_email&utm_medium=email&utm_content=21868997&_hsenc=p2ANqtz-_vh5LCbllGVUPmPGHG8s1EDuTpFuPPskq80ee-c8rib_JPfCTmvlze3l5a1c6KsUILewDvgatbPPZCwcDV-H6U-02MGE8qJQVZkcsPjJN1_BDcGB4&_hsmi=21868997	Embed artists in City Planning Departments	"Nine experienced community artists with local ties recently were assigned to five departments that have city-planning responsibilities. The goal of this new phase of work, as described on the Creative CityMaking page of the website for Intermedia Arts, is "to deepen the understanding of how arts-based engagement approaches can strengthen connections between City government and the communities the City serves.""	
http://www.seattle.gov/arts/center-city-art-plan	Including artists in the redesign of downtown	"Seattle Department of Transportation (SDOT) will commission one artist, or artist team of no more than two, to work with SDOT and ARTS staff to research, develop, and create a Public Art Plan for downtown Seattle based on current capital projects in Seattle's downtown core."	
http://nonprofitquarterly.org/2015/08/14/better-than-an-infographic-actors-turn-map-of-citys-cultural-assets-into-performance-art/	Maps into Performance Art	"the project has resulted in a literal map of cultural assets, the play uses storytelling and theater techniques to animate the map and ensure that authentic voices from the community are heard."	
http://artsandvenuesdenver.com/events-programs/mayors-awards/mayors-awards-2014/	Mayor's Awards in Arts and Culture	Very simple, but meaningful. Drawing attention to arts and culture as impactful. Includes "People's Choice" award. (Would suggest that if this idea is of interest, City involvement should be tied to the already-existing Akron Art Prize program, largely funded by the Margaret Clark Morgan Foundation.)	
http://art.mt.gov/folklife/folklife_business.asp	Montana Art Council's Artists to Market	Focuses on the artist as a business, provides resources for urban artists.	
http://www.seattle.gov/arts/public-art-boot-camp	Public Art Boot Camp	2-day workshop for future public artists to learn realities involved with public art.	

5-3. Listing of Emerging and Established Neighborhood-level Organizations

NEIGHBORHOOD LEVEL ORGANIZATIONS - *Non-exhaustive working list*				
ORGANIZATION NAME	**PRIMARY CONTACT**	**OVERVIEW/FOCUS**	**NEIGHBORHOOD**	**WEBSITE**
East Akron Neighborhood Development Corp	Grady Appleton	Established CDC, deep housing expertise, brownfield redevelopment experience, guided by comprehensive plan for E Akron	East Akron (but throughout City)	www.eandc.org
South Street Ministries	Joseph Tucker	Faith-based community-serving organization; youth programming, workforce development, safety, food access	South Akron, Summit Lake	www.southstreetministries.org
Highland Square Neighborhood Association	Anita Marron	Community organization celebrating the art, history, and unique vibe of Highland Square	Highland Square	[FB page]
International Institute of Akron	Elaine Woloshyn	Refugee social services, interpreter services, workforce development, economic development / entrepreneurship support for North Hill	North Hill	www.iiakron.org
Asian Services in Action (ASIA)	Michael Byun	Services, information, resources for Asian-Americans and Pacific Islanders	North Hill	www.asiaohio.org
Urban Vision	Rodney Mathews	Faith-based education / youth development programming, neighborhood leadership, entrepreneurship	North Hill	www.urbanvisionministry.org
Big Love Festival / City Repair Project	David Swirsky, Beth Vild	Participatory arts festival focused on arts, placemaking, community stewardship, sustainable living, peace.	Various	www.bigloveakron.wordpress.com

ORGANIZATION NAME	PRIMARY CONTACT	OVERVIEW/FOCUS	NEIGHBORHOOD	WEBSITE
Neighborhood Association of University Park	Zach Kohl	Neighborhood group for University Park, focused on improving urban gardening efforts, safety, neighborhood engagement	University Park	
Downtown Akron Partnership	Suzie Graham	Comprehensive services to downtown Special Improvement District, including safety, vibrancy, animation work; entrepreneurship and business services; planning; stakeholder engagement	Downtown	www.downtownakron.com
Akron Metropolitan Housing Authority	Tony O'Leary	Akron's public housing authority, with additional programming around early childhood learning/health, workforce development, healthy lifestyles	Various in City	www.akronhousing.org
REACH Opportunity Center	Chris Yuhasz	An initiative of the Akron Metropolitan Housing Authority, based out of REACH Opportunity center; offering holistic services to residents, community	Summit Lake	www.reachsummitlake.org
Open-M	Dottie Achmoody	Faith-based health clinic, food pantry, youth development organization	South Akron, Summit Lake	www.openm-ministry.com
First Glance	Noelle Beck	Faith-based youth development, community engagement organization	Kenmore	www.firstglance.org
North Hill Community House	Gary Wyatt	Faith-based food pantry, social services, community engagement organization	North Hill	[FB page]

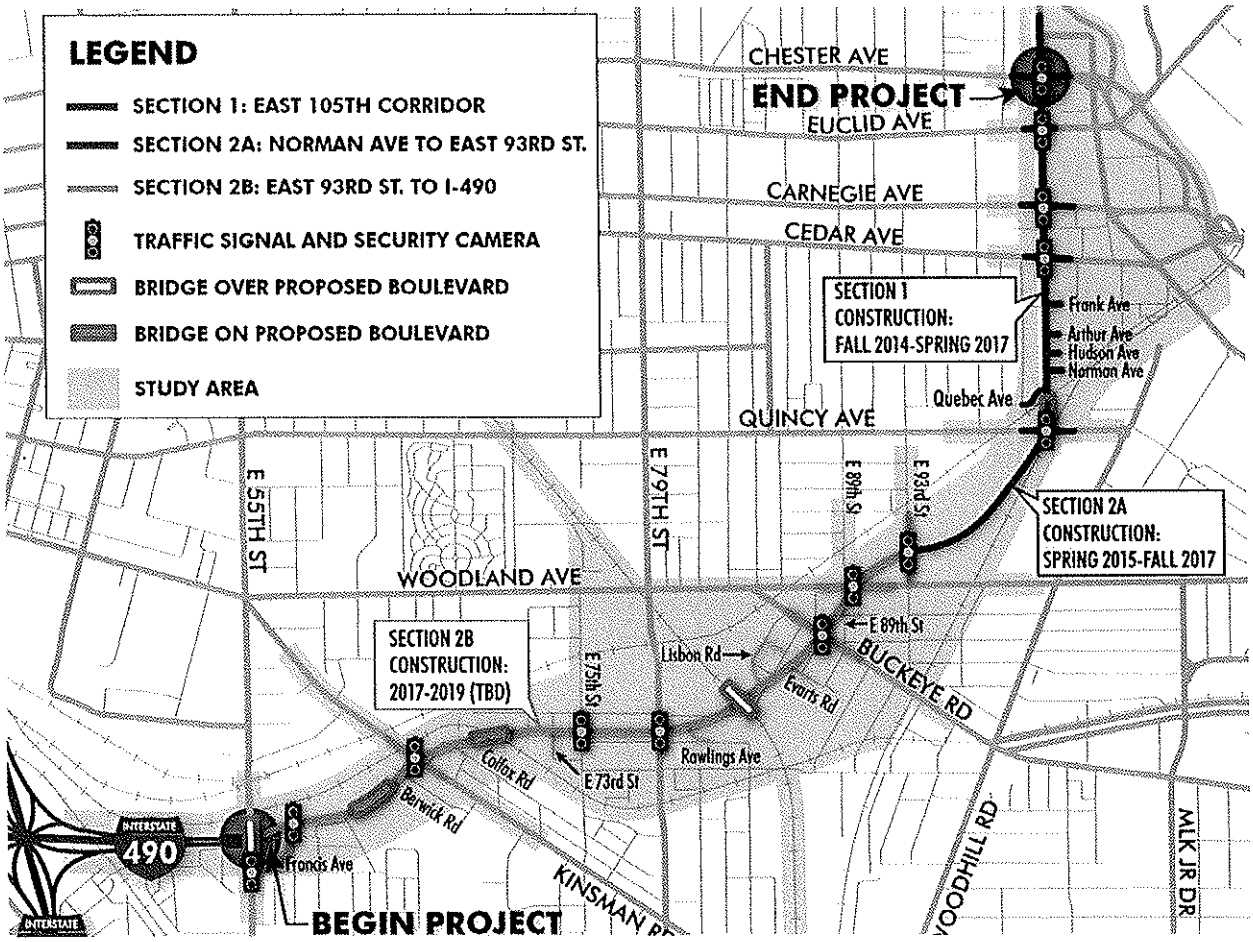
ORGANIZATION NAME	PRIMARY CONTACT	OVERVIEW/FOCUS	NEIGHBORHOOD	WEBSITE
Better Block initiative	Kyle Kutuchief (funder contact)	Pop-up initiatives to temporarily animate, explore possibilities for various neighborhoods	North Hill, Cuyahoga Falls	www.teambetterblock.com
Akron2Akron walking tours	Dina Younis	Grassroots effort to build community, familiarize citizens with Akron neighborhoods through walking tours	Various	www.akron2akron.com
Nazareth Housing	Nanci Self	Faith-based community housing developer, constructing single family homes for low-income people	Various	www.nazarethhousing.org
Mustard Seed Development Corporation	Toree Stokes	Homebuyer education, foreclosure prevention, financial literacy for homeowners / homebuyers	Various	www.mustardseedcdc.com
Let's Grow Akron	Lisa Nunn	Community gardens and beautification sites in underserved areas; technical assistance around urban farming; youth education programs; entrepreneurship / farmers market	Various	www.letsgrowakron.org
Crafty Mart	Britt Charek	Providing a venue for local artisans, crafters to showcase and sell their goods; celebrating arts; promoting local commerce; offering technical assistance to arts entrepreneurs	Downtown	www.craftymart.org

ORGANIZATION NAME	PRIMARY CONTACT	OVERVIEW/FOCUS	NEIGHBORHOOD	WEBSITE
Young Black Professionals	Eric Fletcher	Youth mentoring, community engagement, professional/leadership development for young black professionals	Various in City	www.ypbc.info
West Hill Neighborhood Organization		Improve quality and vitality of West Hill and Highland Square neighborhoods	West Hill, Highland Square	www.whno.org

5-4. Opportunity Corridor Project – Cleveland

FUND FOR OUR ECONOMIC FUTURE

Realizing the Potential of Cleveland's Opportunity Corridor



Overview

Construction has recently begun on a $331 million, 3.5-mile roadway to connect the end of Interstate 490 to University Circle in Cleveland, one of the fastest growing job hubs in the region. But the reverberations of what is known as "Opportunity Corridor" have the potential to be felt long after road construction ends. **Opportunity Corridor (the Corridor) is the kind of urban redevelopment project that comes along once in a generation. It has the potential not only to be a game changer for Northeast Ohio, but a national model for manufacturing and related-industry redevelopment.**

Opportunity Corridor offers a rare chance to address concentrated poverty in Northeast Ohio. Nearly half (40 percent) of those living in areas of economic distress in Cleveland are within two miles of the planned roadway, which will cut through a swath of largely vacant or underutilized land. Many community partners, The George Gund Foundation (Gund) included, have been working for years on their visions of how this development might be "more than a roadway." But it will take extensive resources and well-planned, coordinated action to build on the area's existing assets, catalyze reinvestment and bring jobs to residents who sorely need them.

Despite Northeast Ohio's improved economic trajectory, many people across the region have been left out of the current recovery. In 2012, one in 20 people in Northeast Ohio lived in economically distressed areas, i.e., where less than 65 percent of working-age adults were employed or looking for work and where median household income was in the bottom quartile (below $31,750). Evidence suggests that job growth in our region's metro areas continues to happen farther away from the central cities,[1] bucking some recent headlines[2]. This trend diminishes job prospects for those residents left behind, not to mention their chances at moving up the income ladder. The ongoing abandonment of Northeast Ohio's central cities has sobering ramifications for the entire region.[3] Indeed, a 2014 study forecasts lagging population and job growth, significant financial troubles and threatened natural resources if Northeast Ohio stays on its current development path.[4]

The situation around Opportunity Corridor is particularly severe:

- The new road will travel through more than 300 acres of vacant and underutilized land, including abandoned sites of former factories that used to employ tens of thousands of residents. Including the neighborhoods through which the road travels, the Corridor includes approximately 1,000 acres of vacant undeveloped land. The redevelopment of this area could have a positive impact on the more than 120,000 residents living in these neighborhoods.
- Within two miles of the project, 37,297 people live in areas identified by the Fund for Our Economic Future (the Fund) as economically distressed; 17,192 of those individuals are of working age.

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[1] http://www.brookings.edu/research/reports/2013/04/18-job-sprawl-kneebone; http://www.brookings.edu/research/reports2/2015/03/24-people-jobs-distance-metropolitan-areas-kneebone-holmes?utm_campaign=Metropolitan+Policy+Program&utm_source=hs_email&utm_medium=email&utm_content=16695544&_hsenc=p2ANqtz-8MBZ5kHmu9G8Z6Um9wC4vivmNP7IyhngFcbloClXKqSEFlOJcbZblrD0hVtFlwJH8Md1HyV1Ul-vWTmYZLBCylH30G-vYZdL3cBLOBweln2XOj8EA&_hsmi=16695544

[2] http://cityobservatory.org/wp-content/uploads/2015/02/Surging-City-Center-Jobs.pdf

[3] https://www.livingcities.org/blog/720-the-geography-of-growth

[4] http://vibrantneo.org/wp-content/uploads/2014/04/Vibrant-NEO-Final-Report_3-31-14_lowres_ALL.pdf

- This represents 40 percent of Cleveland's economically distressed population and 20 percent of the region's.
- The average labor force participation rate in economically distressed areas within two miles of the Corridor is 56 percent; the average median income is $18,522, or about $9 an hour for a full-time worker.

Yet the area has attractive assets on which to build:

- The neighborhoods through which the Corridor passes are proximate to Cleveland's three major employment hubs: Downtown, Midtown and Uptown (Greater University Circle).
- These neighborhoods are well served by public transit, including:
    - major bus routes adjacent to and inclusive of the neighborhoods, and
    - Red Line, Blue Line and Green Line rapid transit access throughout.
- The area is served by two rail lines providing ready access to markets throughout the United States.
- Of the primary development sites located adjacent to the Corridor, a significant percentage of the land is in the hands of the city or county land banks with another large percentage held by entities allied with the Opportunity Corridor efforts, presenting the opportunity for large-scale redevelopment.
- According to commercial real estate brokers, Northeast Ohio is experiencing a shortage of competitive "ready-to-go" commercial and industrial space of 20,000 square feet and more.
- A strong coalition is in place to take advantage of this opportunity, including the State of Ohio, Cuyahoga County, the City of Cleveland, neighborhood development groups, the organized business community, philanthropy and others.

The Fund for Our Economic Future's Value-Added Role

The breadth of work currently underway—and to be undertaken—through the Opportunity Corridor Partnership Office (Partnership Office),[5] which is housed at the Greater Cleveland Partnership, and the community at large is substantial, covering everything from road design to residential development to land assembly.

The Fund for Our Economic Future believes it is well positioned to foster connection of the neighborhood development—occurring as a result of relative proximity to the Corridor—to the regional economy. One of the ways the Fund is helping to make these connections is through its support of a comprehensive Economic Growth Strategy.

[5] http://www.gcpartnership.com/See-What-We-Do/Infrastructure-and-Physical-Development/Opportunity-Corridor

Economic Growth Strategy

As ground breaks on the project, time is ticking to put a comprehensive redevelopment plan in place. The goal of an Economic Growth Strategy is to create accessible jobs in growing sectors of our economy that make good use of available land. The Fund firmly believes that the development of an Economic Growth Strategy is critical to achieve the long-term goals of the Corridor and, given the work already underway, is also extremely urgent.

Through the Economic Growth Strategy, our long-term goal is to create multiple job centers in and around the Corridor that will spur job creation and thus employment opportunities for our most disenfranchised residents. **The Economic Growth Strategy will target the creation of jobs that present a career pathway in the traded sector and connect those living in areas of economic distress to the regional, national**

and global economy. The strategy will also present an important opportunity to diversify the core city economy. We anticipate this strategy will go beyond and compliment the traditional "eds and meds" (i.e., education and health care) and hospitality job growth strategies that have already been deployed in Cleveland and elsewhere around the country.
The strategy must address accessibility to employment opportunities for current and future residents and must maximize smart, comprehensive development of the available land. Collectively, we seek to achieve or surpass best-in-class status in order to position this area for significant future growth with equitable and preferred participation for the residents of this area in that growth.

This strategy will address:

1. The connection of the strategy with current residents.
2. The attraction of new companies.
3. The retention and expansion of existing companies.
4. Competitive advantage(s) of the target area.
5. Impediments to success.

Land Assembly
The execution of such an Economic Growth Strategy hinges on the ability of partners to acquire the remaining parcels of land adjacent to the Corridor. As noted, much of the land surrounding the Corridor is already under the control of land banks and community partners. It is vital that the remaining parcels be acquired quickly to optimize the area's attractiveness to master developers. Speed is essential; media attention to the project is drumming up interest from speculators.

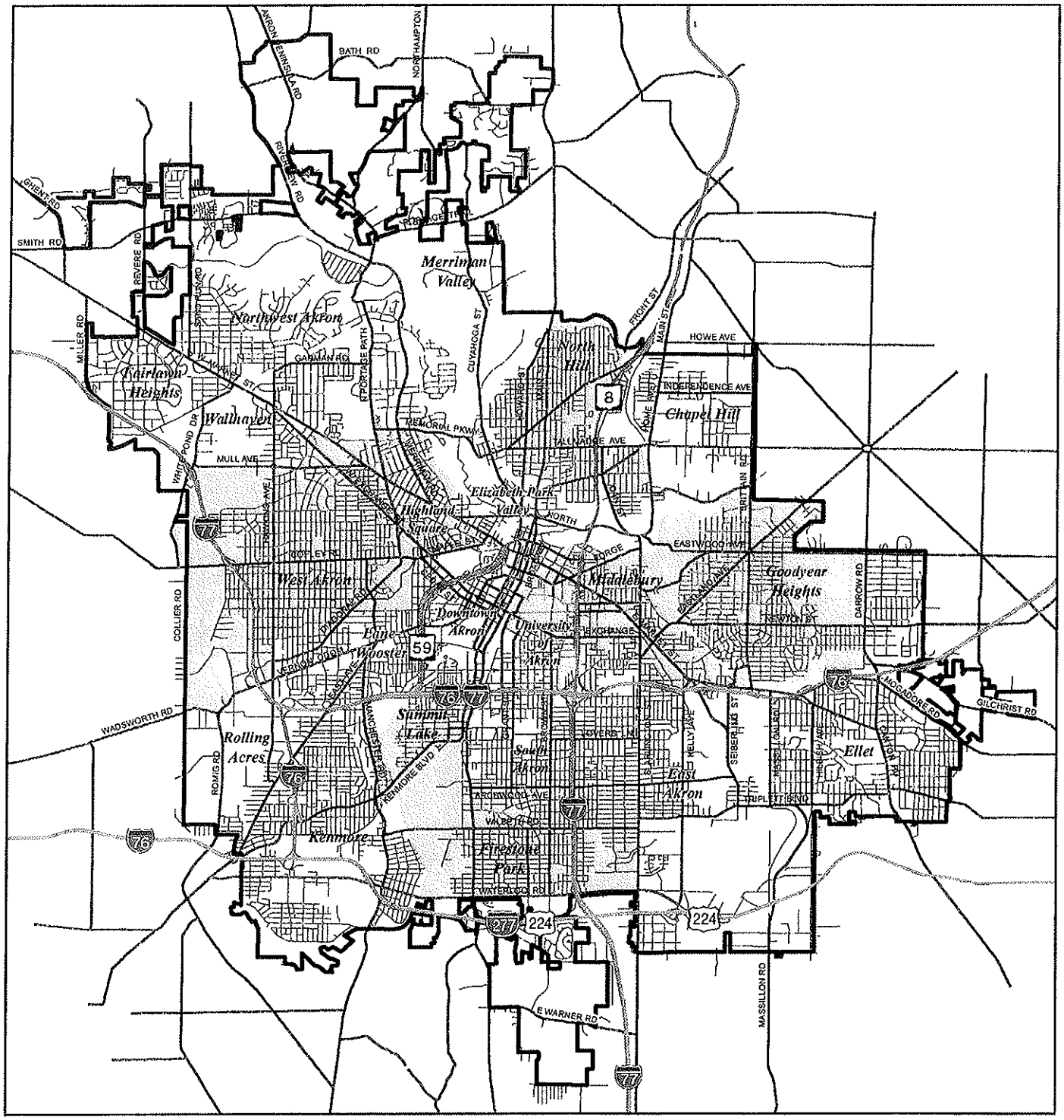
The Fund increasingly senses that this Cuyahoga-based work advances its Northeast Ohio-wide aspirations regarding Growth & Opportunity. Opportunity Corridor holds great potential both to alter the decades-long pattern of manufacturing disinvestment from this part of Cleveland and to greatly increase workforce participation rates among residents of the neighborhoods surrounding Opportunity Corridor.

For more on the Growth & Opportunity framework: http://www.thefundneo.org/growth-opportunity

For more on Opportunity Corridor's potential: http://www.thefundneo.org/our-views/opportunity-corridor-numbers

5-5. Akron Neighborhood Map

Akron Neighborhoods



6. Education

6-1. Summit Education Messaging Materials from Summit Education Initiative

2015 Educational Attainment Scorecard

	Kindergarten Readiness	3rd Grade Reading	8th Grade Math (2014)	Career & College Readiness	FAFSA Completion	College Enrollment	College Persistence
GOAL	80%	70%	60%	50%	60%	80%	90%
CURRENT	67%	65%	42%	41%	55%	69%	87%
TREND	=	●	=	=	↑	↑	=
DISTANCE to GOAL	433 students	250 students	934 students	355 students	300 students	557 students	153 students
EQUITY	*Gaps represent the differences in success rates between the highest and lowest performing groups in our current data. In future years, we will report trends.*						
GENDER	NO GAP	10%	NO GAP	NO GAP	NO DATA	9%	19%
RACE	26%	30%	38%	37%	NO DATA	17%	19%

Summit Education Initiative

www.seisummit.org

16 FOR SUCCESS

CHILDREN WHO ARE READY for SUCCESS HAVE THESE SKILLS

- ✓ Point out and name at least **10 DIFFERENT COLORS**
- ✓ Identify and name common **SHAPES**
- ✓ Recognize **UPPERCASE** and **lowercase LETTERS**
- ✓ **RETELL** stories or events **in order** (first...then...and then...)
- ✓ Use and follow **LOCATION** words (above, below, next to)
- ✓ Talk about **QUANTITIES** (many, some, full, less/more than)
- ✓ Talk about **QUALITIES** (hard/soft, rough, cold, dry, sweet)
- ✓ **GROUP objects** together based on colors, shapes or sizes
- ✓ Produce **RHYMING WORDS** for common pictures (hat & bat)
- ✓ Recognize when words **begin** with the **SAME SOUND**
- ✓ **Hold BOOKS** the proper way
- ✓ **Count to TWENTY** by ones (one...two...three...four)
- ✓ **READ** numbers **0 - 10** (whenever they are seen)
- ✓ **COUNT** up to 10 objects in a pile (like counting toys or candy)
- ✓ **COMPARE** quantities of objects (more than, less than)
- ✓ **THINK ABOUT** and **SOLVE** problems (how can we...?)

www.summitcountyfirstthingsfirst.com

www.seisummit.org

www.pncgrowupgreat.com

16 FOR SUCCESS

ALL CHILDREN READY FOR SUCCESS

The **PATH TO SUCCESS** begins before the first day of kindergarten. Help the children in your life get **ON TRACK FOR SUCCESS!** Teach these **16 SKILLS** and they will be **READY TO LEARN**

first things first
an early childhood development project

Funding provided through the generous support of

PNC

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Filling the TALENT PIPELINE

Are MORE high school graduates earning their bachelor's degree in 4 years?

YES!

Bachelor degree completion rates are

ON THE RISE

for Summit County high school graduates.

the DATA

CLASS OF	2010	2011
COMPLETED DEGREES	1,517	⇧1,587
PERCENTAGE	44.9	⇧48.9

A typical college graduate earns $1 MILLION more over his or her lifespan, compared to a high school graduate.

WHICH MEANS

the class of 2011
will earn $70 MILLION more
in lifetime earnings,
compared to the class of 2010.

Education Initiative

16 FOR SUCCESS

RECOMMENDED READING* FOR CHILDREN WHO ARE READY SUCCESS

The begins before the first day of kindergarten. Help the children in your life get
Listed below are book titles to help children learn so they can be .

Point out and name at least 10 DIFFERENT COLORS

Crews, Donald ..... Freight Train
Dodd, Emma..... Dog's Colorful Day
Ehlert, Lois..... Color Zoo
Fleming, Denise..... Shout! Shout It Out!
Litwin, Eric ..... Pete the Cat: I Love my White Shoes
Martin, Bill, Jr. ..... Brown Bear, Brown Bear What Do You See?
Sidman, Joyce. ..... Red Sings from Treetops: A Year in Colors

Point out and name common SHAPES

Dodds, Emma..... Shape of Things
Fleming, Denise..... Go Shapes Go
MacDonald, Suse ..... Shape by Shape
Thong, Roseanne ..... Round is a Moon Cake
Walsh, Ellen Stoll..... Mouse Shapes

Recognize UPPERCASE and lowercase LETTERS

Baker, Keith ..... LMNO Peas
Ernst, Lisa Campbell ..... The Letters are Lost
Hoban, Tana..... 26 Letters and 99 cents
Johnson, Stephen..... Alphabet City
Martin, Bill, Jr. ..... Chicka Chicka Boom Boom
Sobel, June..... Shiver Me Letters

RETELL stories or events in order (first...then...and then...)

Burningham, John ..... Mr. Gumpy's Outing
Emberley, Rebecca and Ed..... Chicken Little
Galdone, Paul..... The Little Red Hen
Maccarone, Grace..... The Three Bears ABC: An Alphabet Book
Numeroff, Laura ..... If You Give Mouse a Cookie
Pinkney, Jerry..... The Lion and the Mouse
Waber, Bernard ..... Lyle, Lyle Crocodile
Wilson, Karma ..... Bear Snores On

Use and follow LOCATION words (above, below, next to)

Ayres, Katherine..... Up, Down and All Around
Eastman, P.D. ..... Go, Dog, Go
Hutchins, Pat ..... Rosie's Walk
Murphy, Stuart..... Best Bug Parade
Rosen, Michael..... We're Going on a Bear Hunt

Talk about QUANTITIES (many, some, full, less/more than)

Capote, Lori..... Monster knows More Than, Less Than
Hutchins, Pat ..... The Doorbell Rang
Litwin, Eric..... Pete the Cat and His Four Groovy Buttons
McKissack, Patricia ..... A Million Fish...More or Less

Talk about QUALITIES (hard/soft, rough, loud, dry, sweet)

Campbell, Rod ..... Dear Zoo
Galdone, Paul ..... The Three Bears

GROUP OBJECTS together based on colors, shapes or sizes

Blackstone, Stella ..... Bear in a Square
Goldstone, Bruce ..... Great Estimations
Perez, Monica ..... Curious George: The Dog Show
Tang, Greg ..... Math Fables

Produce RHYMING WORDS for common pictures (hat & bat)

Beaumont, Karen ..... I Ain't Gonna Paint No More!
Crews, Nina ..... The Neighborhood Mother Goose
Root, Phyllis ..... One Duck Stuck
Seuss, Dr. ..... One Fish, Two Fish
Thomas, Jan ..... Rhyming Dust Bunnies
Wilson, Karma ..... Frog In the Bog

Recognize when words begin with the SAME SOUND

Grossman, Bill ..... My Little Sister Ate One Hare
Seuss, Dr. ..... Cat in the Hat
Seuss, Dr. ..... Hop on Pop

HOLD BOOKS the proper way

Allen, Jonathan ..... I'm Not Reading
Christelow, Eileen ..... Five Little Monkeys Reading in Bed
Cuyler, Margery ..... Hooray for Reading Day
Hill, Tad ..... How Rocket Learned to Read
Rylant, Cynthia ..... Mr. Putter and Tabby Turn the Page
Schubert, Leda ..... Reading to Peanut

www.summitcountyfirstthingsfirst.com
www.selsummit.org

** Titles selected by Akron-Summit County Public Library*

COUNT TO TWENTY by ones (one...two...three...four)

Beaton, Clare ..... One Moose, 20 Mice
Holub, Joan ..... Apple Countdown
Pallotta, Jerry ..... Icky Bug Counting Book

READ NUMBERS 0-10 (whenever they are seen)

Anno, Mitsumasa ..... Anno's Counting Book
Carle, Eric ..... 1, 2, 3, at the Zoo
Katz, Karen ..... Counting Kisses
McMullan, Kate & Jim ..... I'm Dirty
Murray, Alison ..... One, Two, That's My Shoe
Seuss, Dr. ..... Ten Apples on Top
Walsh, Ellen Stoll ..... Mouse Count
Yolen, Jane ..... How Do Dinosaurs Count to 10?

COUNT up to 10 objects in a pile (like counting toys or candy)

Baker, Keith ..... Big Fat Hen
Dubois, Paul ..... Count on the Subway
Falwell, Cathryn ..... Feast for 10
Feelings, Tom ..... Moja Means One
Tullet, Herve ..... 10 x 10

COMPARE QUANTITIES of objects (more than, less than)

Barton, Byron ..... The Three Bears
Branley, Franklyn M. ..... Snow Is Falling
Clement, Rod ..... Counting on Frank
Florian, Douglas ..... Pig Is Big

THINK ABOUT and **SOLVE** problems (how can we...?)

Crews, Donald ..... Ten Black Dots
Hutchins, Pat ..... The Doorbell Rang
Lionni, Leo ..... Inch by Inch
Pinczes, Elinor ..... One Hundred Hungry Ants
Pinczes, Elinor ..... Remainder of One
Sierra, Judy ..... Counting Crocodiles
Taback, Sims ..... Joseph Had a Little Overcoat

16 FOR SUCCESS

6-2. Wall to Wall Career Academy Approach

Wall to Wall Career Academy

White Paper

August 2014 – v1.1

Abstract

Akron Public Schools has one focus — to prepare students for success. For generations, the traditional education model has been centered on the student in a classroom mastering academic and testing skills. These fundamentals were sound for students who found jobs in the rubber factory right out of high school.

These jobs are gone, the world has changed and education must keep pace. Research shows that the traditional methods of instruction are no longer adequate to prepare students for the 21st century work force and for success as global citizens in a network economy. This white paper explores an alternative to teaching and learning in the classroom. Imagine the benefits of expanding the classroom into the world of work for all students—a community concept that promotes teaching and learning in the real world and gives businesses opportunities to build tomorrow's work force ready for the jobs of the future.

> "The current and future health of America's 21st Century Economy depends directly on how broadly and deeply Americans reach a new level of literacy —'21st Century Literacy'— that includes strong academic skills, thinking, reasoning, teamwork skills, and proficiency in using technology."
> — **21st Century Workforce Commission National Alliance of Business**

Challenging Traditional Education

Shaping education to meet the challenges of a changing world requires addressing some fundamental questions:

1. How do we ensure student academic success for a broader range of students?
2. How can we expand the role of local businesses in developing, hiring and retaining the future work force to meet their strategic needs?
3. How can more students be readied for post-secondary education?
4. What learning curricula, activities and experiences foster 21st century learning?
5. What assessments for learning foster student learning, engagement and self-direction?
6. What physical learning environments (classroom, school and real world) foster 21st century student learning in a collaborative learning environment supported by a learning community?

Wall to Wall (W2W) Career Academies

The answers to these questions may lie in an educational concept of Wall to Wall Career Academies in our high schools.

Background: We currently have 36 top rated Career Education programs embedded within our seven comprehensive high schools. The goal of the Career Education program is to provide all students with the knowledge, skills and attitudes essential to meet a lifetime of career challenges in a competitive global society by recognizing and drawing upon the strengths and interests of each student.

The 36 programs are clustered in six career pathways:

Arts and Communications	Business and Management	Environmental & Agricultural Systems
Health Services	Human Resources/Services	Industrial & Engineering systems

Our current Career Education programs are offered as small learning academies within the larger high school. Each program has a business advisory group that guides the training and placement of students into apprenticeship programs.

Current Student Outcomes: Our 36 Career Education programs routinely produce outstanding results with students receiving state, regional and national awards on an annual basis:

- 95-98% of Career Education students pass the OGT and earn a high school diploma (earned A's in both Career Ed 4 year and 5 year graduation rate on the Ohio Department of Education's Career Tech report card)
- 88.3% of Career Education students are employed and/or going to college or the military (earned an A in post-program placement rate)
- Nearly 700 Career Education students graduate each year with skills desired by employers
- Akron students have access to 1,044 different apprenticeships.
- Over 1,000 dual enrollment credits were awarded to Career Education students from Stark State College, Lorain Community College, or University of Akron.

Our Goal: We are proud of the strong student outcomes reported from our current 36 career education programs. Our excellent programs, though, only benefit the 700 Career Education graduates each year. We want to expand these benefits to all students within a 21st Century learning environment. ***Our goal is to create a Wall to Wall Career Academy in every high school by 2020 characterized by college preparatory curricula integrated with Career Education courses and engages students in applied learning in real world settings within our community.***

Research Foundation: In 2006, MDRC, a nonprofit, nonpartisan education and social policy research organization dedicated to learning what works to improve programs and policies that affect the poor, conducted a study to exam Career Academies in general, not isolated to wall to wall academies. In sum, the MDRC evaluation produced conclusive evidence that career academies improve students' performance in high school, especially for students at greatest risk. Through a combination of increased wages, hours worked, and employment stability, the young men in the Academy group earned over $10,000 (18 percent) more than those in the non-Academy control group over the four-year follow-up period. Eight years after high school, students who had been assigned to career academies had significantly higher earnings than the control group. Former academy students also had high levels of postsecondary educational attainment, though not significantly higher than the control group.

The Wall to Wall Career Academy Student: We already know optimal learning differs for every student. Some students excel in the traditional classroom while others need hands-on activities to keep them interested in learning. We have learned from our STEM platform schools (i.e., NIHF/STEM MS, NIHF/STEM HS, and Buchtel New Tech) that all students can deepen their problem solving skills in real-world situations regardless of their backgrounds. Problem-based Learning (PBL) and Digital Literacy applied to broad career pathways will serve as the learning pillars for the Career Academies.

Student eligibility for apprenticeships will be based on mastery of career skills and 21st Century employability skills (e.g., problem solving, oral and written communication skills, digital literacy and attendance). Business and university partners will be key to establishing levels of mastery required to be eligible for placement within the work environment.

Wall to Wall Career Academy Community Partnerships: Wall to Wall Career Academies cannot succeed without the complete participation and partnership of local organizations, businesses and at least one university. These entities would share responsibility, and possible funding, to assure that students receive the education and experience they need to enter the work force.

Wall to Wall Career Academy 21st Century Instruction: The Wall to Wall Career Academy begins with middle school students having exposure to various career fields and a 9th Grade Academy at each high school to further hone career interests. For example, our current Healthcare in Progress (HIP) Initiative, a partnership among APS, Akron General Medical Center, Akron Children's Hospital, Summa Health System, University of Akron, Kent State University, and NEOMED exposes students to careers in healthcare through site visits and shadowing professionals and focuses on the development of 21st Century employability skills.

Beginning in 10th grade, all academics within the academy is integrated within the career pathway. 21st Century instructional strategies (i.e., PBL, digital literacy, mastery learning) prepare students for apprenticeships and on-site experiences throughout their 11th and 12th grade years at local hospitals, government agencies, businesses, law firms, hotels, restaurants, etc. Students would be taught by traveling teachers and engage in

learning activities at this site. This immersion of students into a career field maximizes the opportunity for students to understand the functions and skill set required by the partnering institution.

An illustration of a heath career academy follows.

ILLUSTRATION:
Health Career Academy

Recent media accounts report that a lack of state funding, trained instructors and space for clinical training prohibit some interested students from pursuing degrees that would lead to careers as nurses, hygienists, technicians and other health care professionals.

The American Association of Colleges of Nursing estimates that 30,000 qualified students last year were denied admissions into health care programs because professional schools across the country lacked capacity.

A shortage of registered nurses in the U.S. could reach as high as 500,000 by 2025 according to a report released in March 2008 by the Vanderbilt University School of Nursing, Dartmouth University and the Congressional Budget Office. The report found that the demand for RNs is expected to grow by 2% to 3% each year.

PricewaterhouseCoopers' Health Research Institute projects that over the next decade the shortage of physicians in the U.S. will be about 24,000 and the shortage of nurses will be nearly one million. The problem is not just a matter of "baby boomer" doctors and nurses retiring; it is also an issue of not enough graduates to fill the positions.

A health career wall to wall academy could resolve one of the most urgent employment needs for our area by giving young people the chance to experience the rewards of working in the health industry. Summa Health, Akron General and Akron Children's Hospital all lie within the Akron Biomedical Corridor and are located within a few miles of each other. North High School is located within the biomedical corridor and in close proximity to all three hospitals.

SCOPE:
Vikings College Health Career Academy (North HS)

Middle School Component: The health academy model begins long before a student's junior year of high school. Students in grades six through eight would have opportunities to explore a variety of career fields. Local professionals could visit classrooms, and students could travel to actual work settings throughout Akron. Counselors at middle schools would advise students and their parents about high school coursework that would be necessary to pursue career fields of interest. After-school programming would be aligned to district/state academic standards and designed to engage students in exciting activities in a career field. The career immersion programs at NIHF/STEM MS and HS, in collaboration with the University of Akron, are excellent examples of this type of program.

Early High School Component: Students in grades nine at Vikings College would operate as a small learning community to focus on career exploration and 21st Century foundational skills. Students would take the required academic courses to prepare for their first End-of-Year exams required for graduation. At the same time, students would explore course work related to a career area of their choice and practice human relations skills required for effective communication and behavior in a professional environment.

Late High School Component: In grades 10 – 11, all academics are integrated with health care-related topics. Progressive externships and apprenticeships are offered as part of course requirements. In 12th grade, groups of 50/100 students in each grade attend school at an area hospital. Academic studies are taught on the hospital campus by traveling teachers. APS and hospital staff collaboratively create field experiences tied to the academic curriculum, and these experiences are incorporated into the course grade. An extended school day may be required.

APS support: North HS is the home base, providing teachers, counselors and a principal. A lead teacher is assigned to each group of students.

Mentor support: Students, or cohorts of five students, are assigned a mentor who follows the student through high school graduation and hopefully continues the mentor-student relationship through college.

Early College: The University of Akron already partners with Akron Public Schools in early college programs. Students enrolled at Vikings College will begin to take courses that could earn them college credit starting in 10th grade as well as prepare for their ACT/SAT exams. Students would graduate with a minimum of 24 credits.

Internship and work option: During the summer prior to the senior year, select students are offered an opportunity for a paid internship at a hospital. The internship is evaluated by the mentor assigned to the student. A year-round school could be explored. Following high school graduation, students who plan to attend college and who pledge to major in the medical field will be eligible for a summer job. Students remain eligible for summer work as long as they continue studies in the medical field of study and meet grade point averages or other requirements determined by the hospital. In addition, the hospital could require that the student pledge to work at that hospital for a defined time period.

University: Students enter college, enrolling as sophomores after their work in the early college program. At this point, the university takes on the responsibility of expanding the student's exposure to a local business partner.

Outcomes

Our goal would be to move from the traditional education process to one that prepares and transitions students to the world of work. A wall to wall career academy model provides students with a first-hand experience of the rewards, demands and behavior required to work in their selected field. Akron students would develop social and communication skills, experience the importance of teamwork and learn to express their ideas.

The mentoring component gives students access to a working professional in their chosen field and someone who can motivate and guide them during the last two years of high school, through the internship experience and beyond. Students learning in an actual work environment will be better prepared for college and the work force.

The benefit to our community and local business would be the creation of a work force that has the skills for the jobs of the future. Training and retaining Akron students could resolve many of the worker shortages predicted for various career fields.

Career Academy Partners:

This white paper explores a health care model, but career academies will be explored in other career fields with other business partners, such as:

- Health Care (Summa Health Systems, Akron General, Children's Hospital, Select Specialty)
- STEM (Goodyear, Bridgestone, Akron Global Business Accelerator)
- Arts & Music (Akron Art Museum, Akron Symphony, Stan Hywet)
- Hospitality (local hotels and restaurants)
- Law and Public Service (city & county govt., courts, public safety, law firms)
- Industrial and Engineering Systems (building trades, automotive, technology, customer service, engineering)
- Education (pre-K through 12)
- Digital Media and Communications (web-based, print, broadcast, advertising agencies)
- Business/Finance/Professional (banking, insurance, accounting)
- Aerospace (avionics, aircraft maintenance, Akron/Canton Airport)

Conclusion

This white paper only begins to outline a wall to wall career academy concept where students could work and learn in the career fields of their choice. Next steps include soliciting partnerships with local business enterprises and identifying national models to support our design and training. The synergy generated by a business that supports students' educational needs and a school system that can continuously supply a well-trained work force could have a profound effect on the growth of our local economy. Akron Public Schools is ready to support and partner in this effort and invites you to help us expand this concept to fit your future needs.

6-3. Wraparound Schools Initiative in Cleveland

United Way **LIVE UNITED.** for Kids

United Way of Greater Cleveland

United Way of Greater Cleveland is wrapping our kids with social services to help them succeed

What is a wraparound initiative?

A wraparound initiative organizes and integrates social service resources around students to eliminate barriers to learning as well as engages families and community members in the success of our students.

United Way of Greater Cleveland and the Cleveland Metropolitan School District partnered to implement wraparound strategies in 25 of Cleveland's lowest performing schools, including several high schools. The goal is to turn around the students' performance by addressing obstacles to learning. Research identifies three major detractors that negatively influence school performance: attendance, behavior and lack of core competencies. In the wraparound schools, United Way places a coordinator whose sole purpose is to identify socio-economic detractors and to provide access to resources in the community to fix them.

Why implement this strategy now?

Because it is time to break the cycle of urban poverty. The needs are diverse from school to school and even among the students. It takes a dedicated person to wade through the barriers and figure out the solutions. Our coordinators are seeing kids whose behaviors clearly indicate something is wrong ... but to find out what it is, it takes some digging ... and to solve the problem, it may require a number of interventions.

"Delivering a quality education in every neighborhood requires the contribution, commitment and support of the entire community," said Eric Gordon, Cleveland Metropolitan School District CEO. "Our partnership with United Way and the support of lead agencies in these neighborhoods will play a critical role in our efforts to turn our wraparound schools into the vibrant 21st century learning centers they must be."

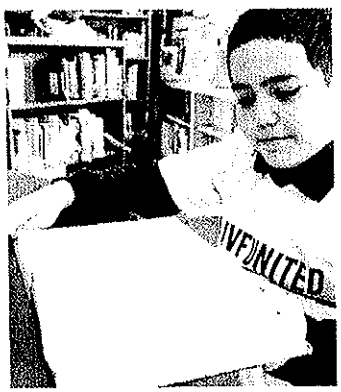
What are the components of a wraparound school?

Each school has a lead agency and a site coordinator based in the school. The initiative creates an environment where academics, social services and health intersect and are focused on the students' success. And a very important component of the strategy is the engagement of families and community members and the evolution of the school to a community center where everyone meets with one purpose: To graduate our kids.

Is it working?

Site coordinators are reporting many successes, such as more parents coming to parent meetings, fewer disciplinary actions, improved channels of communication between parents and teachers and better adjusted kids.

United Way will report additional outcome data at the end of the 2016 school year.



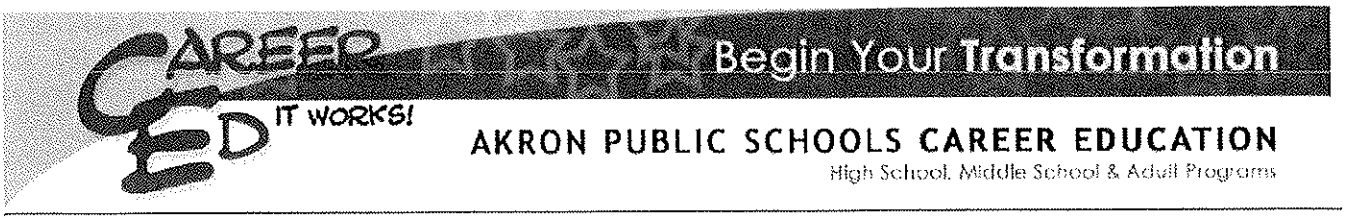
Institutional Funding Partners

Abington Foundation
Eva L. and Joseph M. Bruening Foundation
The Cleveland Foundation
Cleveland Browns Foundation
Cleveland Metropolitan School District
Deloitte
Jewish Federation of Cleveland
KeyBank Foundation
Mt. Sinai Health Care Foundation
ParkOhio
Saint Luke's Foundation
Third Federal Foundation
Thomas H. White Foundation
Treu-Mart Fund
United Way of Greater Cleveland
Other Corporate and Foundation Support

Wraparound School List and Lead Agencies

School	Lead Agency
Adlai E. Stevenson School (PreK-8)	Cleveland Play House
Alfred A. Benesch School	Boys & Girls Clubs of Cleveland
Almira PreK-8 Academy	Cleveland Play House
Anton Grdina School (PreK-8)	Burten, Bell, Carr Development, Inc.
Bolton School	Case Western Reserve University
Case School (K-8)	Rainey Institute
Collinwood High School	OhioGuidestone
East Tech High School	Friendly Inn Settlement, Inc.
Franklin D. Roosevelt Academy (PreK-8)	Boys & Girls Clubs of Cleveland
Fullerton School of Academics	University Settlement
George Washington Carver STEM School (K-8)	Burten, Bell, Carr Development, Inc.
Glenville High School	Neighborhood Leadership Institute
H. Barbara Booker School (PreK-8)	West Side Community House
Harvey Rice School (PreK-8)	The Centers for Families and Children
John Adams High School	College Now Greater Cleveland
Kenneth W. Clement Boys' Leadership Academy (PreK-8)	Case Western Reserve University
Lincoln-West High School	Esperanza, Inc.
Luis Muñoz Marin School (K-8)	Esperanza, Inc.
Marion-Sterling School (PreK-8)	Cuyahoga Community College
Michael R. White STEM School (K-8)	Case Western Reserve University
Mound STEM School (PreK-8)	University Settlement
Patrick Henry School (PreK-8)	Beech Brook
Robert H. Jamison School (PreK-8)	Cleveland Play House
Robinson G. Jones School (PreK-8)	Bellaire-Puritas Development Corporation
Walton School (K-8)	Cleveland State University

6-4. Akron Public Schools Career Education Programs



High School Programs Chart

For more information call the Office of Career Education at 330-761-3131	Buchtel High School	Central Hower Facility	East High School	Ellet High School	Firestone High School	Garfield High School	Kenmore High School	North High School
Two Year Programs: 11th - 12th								
Automotive & Transportation:								
Automotive YES (AYES)			✓					
Automotive Collision						✓		
Automotive Technology	✓			✓				
Business and Marketing:								
Business Finance					✓	✓		
Business Management	✓		✓	✓	✓	✓		✓
Marketing Education	✓		✓	✓	✓	✓	✓	✓
Communications:								
Commercial Art		✓						
Graphic Arts		✓				✓		
Construction Engineering:								
Construction Technology				✓			✓	
Electrical Trades							✓	
Heating, Ventilation & A/C								✓
Masonry		✓						
Plumbing Technology	✓							
Human Resources:								
Cosmetology						✓		
Early Childhood Education				✓				✓
Fire Safety/Emergency Medical Services	✓							
Teacher Academy	✓							
Medical Specialties:								
Animal Management Veterinarian Technology				✓				
Medical -Assisting (Diagnostic)						✓		
Medical - Dental Assisting		✓						
Medical - Pre-Nursing (Therapeutic)	✓							
Manufacturing:								
Computer Aided Drafting & Design (CADD)						✓		
Computer Aided Manufacturing						✓	✓	
Welding			✓					
Two-Year Programs Require Open Enrollment: 11th - 12th								
Hospitality			✓	✓				
Restaurant Management	✓					✓	✓	✓
Four-Year Programs: 9th - 12th								

Information Technology (grades 9 through 11) offer similar courses at all the schools listed and requires North students to Open Enroll. After completing the first three courses, the specialty course is offered at the specified school during the 12th grade and can be accessed by using Transportation Option.								
Information Technology:								
Interactive Media				✓	✓			OE
Information Support and Services	✓					✓		OE
Network Systems			✓					OE
Programming & Software Development							✓	OE
Requires Open Enrollment:								
High School of Business				✓				
Pre-Engineering - Aerospace					✓			
Pre-Engineering - Architecture						✓		
Pre-Engineering - Biomedical Sciences								✓
Pre Engineering - Electronics			✓					
Transportation Option can be used to study a specialty not offered at a student's home school.								
OE = Open Enrollment								

The Akron Board of Education does not unlawfully discriminate on the basis of sex, age, race, color, religion, disability, political affiliation or national origin in employment or in its educational programs and activities.

APPLICATION PROCEDURES
If a program is not offered in the home school, there are two ways to participate in a program of choice:

- Make an application for Open Enrollment and take all classes at the school offering your choice of job training or tech prep program.
- Make application for the Transportation Option.

TRANSPORTATION OPTION
It is possible for some students to take job training or Tech Prep programs at another school while taking all academic classes and participating in extra-curricular activities at their home schools.

If you need more information or an application for Transportation Option, please call Carol Healy, Office of Career Education 330-761-3135.

The Akron Board of Education does not unlawfully discriminate on the basis of sex, age, race, color, religion, disability, political affiliation or nationality. If you have questions regarding the non-discrimination policies and the civil rights grievance procedure, please contact Dr. Perry Clark, the Coordinator of both Title IX and 504 at 330.761.3151.

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7. Operations Improvements

7-1. High Level Metric Comparison for Cities

High Level Metric Comparison for Cities

		Akron, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	General Govt.	257	258	257	
	Public Safety	890	929	952	
	Public Health	0	0	0	
	Public Service	503	543	545	
	Community Environment	75	72	70	
	City Total FTE's	**1,725**	**1,802**	**1,824**	
DEMOGRAPHICS	**City Population**	**199,955**	**199,038**	**198,492**	
	City Median Household Income	$34,359	$34,359	$34,359	
	City Median Age	35.5	35.5	35.5	
	County Population	541,781	541,781	541,781	
FACILITIES & METRICS	City Square Miles	62	62	62	
	Citizens Per Square Mile	3,225	3,210	3,201	
	Square Miles Per FTE	0.036	0.034	0.034	
	# of City Owned Buildings	-	-	-	
	# of Fire Stations	13	13	13	
	Citizens per Fire Station	15,381	15,311	15,269	
	Square Miles per Fire Station	4.77	4.77	4.77	
	# of City Owned Golf Courses	2	2	2	
	# of City Owned Airports	1	1	1	
	# of City Owned Parking Decks	10	10	10	
	Miles of Water Pipe	1,225	1,226	1,226	
	Citizens per miles of Water Pipe	163.23	162.35	161.90	
	Miles of Sanitary Sewers	681	685	672	
	Citizens per miles of Sanitary Sewer	293.62	290.57	295.38	
	Miles of Storm Sewers	382	382	374	
	Citizens per miles of Storm Sewer	523.44	521.04	530.73	
	# of Acres of City Park System	2,100	2,100	2,100	
	Citizens per Acre of Park	95.22	94.78	94.52	
	Total Operating Budget ($M)	$386.31	$422.15	$445.19	$443.46
	Operating $ per Citizen	$1,931.98	$2,120.95	$2,242.86	
	Operating $ per FTE	$223,947.83	$234,267.48	$244,073.46	
	Budgeted Salaries and Wages ($M)	$100.60	$102.50	$107.30	$102.14
	Salaries & Wages per FTE	$58,318.84	$56,881.24	$58,826.75	
	Budgeted Employee Benefits ($M)	$53.88	$54.00	$63.40	$59.15
	Employee Benefits per FTE	$31,234.78	$29,966.70	$34,758.77	
	Benefits as a % of Salaries & Wages	53.56%	52.68%	59.09%	
	General Fund Balance ($M)	$6.61	$11.23	$12.83	
	Total Capital Budget ($M)	$207.81	$222.08	$223.85	$244.14

Sources:

U.S. Census Bureau, American Fact Finder

City of Akron CAFR, 2012

City of Akron CAFR, 2013

City of Akron CAFR, 2014

Police Service Metric Comparison for Cities

		Akron, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Officers	412	412	450	
	Supervisors	87	-	-	
	Civilian Employees				
	Total Police Force FTE's	**454**	**453**	**493**	
	FTE's per Supervision	5	-	-	
DEMOGRAPHICS	City Population	**199,955**	**199,038**	**198,492**	
	# of Police Stations	1	1	1	
	# of Jails	0	0	0	
	# of Vehicles	-	-	140	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	62	62	62	
	Citizens Per Square Mile	3,225	3,210	3,201	
	Uniformed Officers per Square Mile	6.645	6.645	7.258	
	# of Calls for Police Service	143,885	142,743	143,684	
	# of Civil Division Cases Filed	12,052	10,229	10,145	
	# of Criminal/Traffic Division Cases Filed	32,298	33,417	34,823	
	# of Parking Division Cases Filed	29,126	24,199	24,140	
	Police Division Operating Budget ($M)[e]	$47.83	$49.25	$51.60	
	Police Div. Budgeted Salaries and Wages ($M)	$43.63	$44.64	$47.12	
	Police Div. Budgeted Employee Benefits ($M)				
	# of Police Calls per Uniformed Officer	349.24	346.46	319.30	
	# of Police Calls per Citizen	0.72	0.72	0.72	
	# of Civil Cases Filed per Uniformed Officer	29.25	24.83	22.54	
	# of Criminal/Traffic Cases Filed per Unif. Off.	78.39	81.11	77.38	
	# of Parking Cases Filed per Uniformed Officer	70.69	58.74	53.64	
	Police Operating $ per Citizen	$239.22	$247.43	$259.98	
	Police Operating $ per FTE	$105,357.69	$108,717.04	$104,673.64	

Sources:

U.S. Census Bureau, American Fact Finder

City of Akron CAFR, 2012

City of Akron CAFR, 2013

City of Akron CAFR, 2014

Akron Police Department Annual Report, 2012

Fire Service Metric Comparison for Cities

		Akron, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Fire Fighters	325	360	349	
	EMS Employees	150	150	150	
	Supervisors	-	-	-	
	Total Fire Force FTE's	**345**	**381**	**368**	
	FTE's per Supervision	-	-	-	
DEMOGRAPHICS	City Population	**199,955**	**199,038**	**198,492**	
	# of Fire Stations	13	13	13	
	# of Vehicles	58	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	62	62	62	
	Citizens Per Square Mile	3,225	3,210	3,201	
	Uniformed Fire Fighters per Square Mile	5.242	5.806	5.629	
	# of Calls for Fire Service	7,283	7,236	7,833	
	# of Calls for EMS Service	34,294	34,022	37,904	
	Fire Division Operating Budget ($M)	$28.74	$30.22	$28.93	
	Fire Div. Budgeted Salaries and Wages ($M)	$23.96	$24.08	$25.42	
	Fire Div. Budgeted Employee Benefits ($M)	-	-	-	

Sources:
U.S. Census Bureau, American Fact Finder
City of Akron CAFR, 2012
City of Akron CAFR, 2013
City of Akron CAFR, 2014
Akron Fire Department Annual Report, 2012
Akron Fire Department Annual Report, 2013
Akron Fire Department Annual Report, 2014

Water Dept. Metric Comparison for Cities

		Akron, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Water Dept. Employees	-	-	-	
	Supervisors	-	-	-	
	Total Water Dept FTE's	**148**	**154**	**167**	
	FTE's per Supervision	-	-	-	
DEMOGRAPHICS	City Population	199,955	199,038	198,492	0
	# of Water Treatment Plants	1	1	1	1
	# of Water Accounts	83,550	83,643	82,621	
	# of Vehicles				
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	62	62	62	
	Citizens Per Square Mile	3,225	3,210	3,201	
	Total Water Dept FTE's per Square Mile	2.387	2.484	2.694	
	# of Water Accounts per FTE	565	543	495	
	Miles of Water Pipe	1,225	1,226	1,226	
	Average Daily Consumption (MGD)	-	-	-	35
	Annual Pumpage (MG)	-	-	-	12,775
	Maximum Capacity (MGD)	-	-	-	67
	Communities Served	-	-	-	14
	Water Dept. Operating Budget ($M)	$35.48	$35.27	$35.37	
	Water Dept. Budgeted Salaries and Wages ($M)	$14.02	$11.64	$12.56	
	Water Dept. Budgeted Employee Benefits ($M)	-	-	-	

Notes

U.S. Census Bureau, American Fact Finder
City of Akron CAFR, 2012
City of Akron CAFR, 2013
City of Akron CAFR, 2014
City of Akron Water Supply Bureau Website: http://www.akronohio.gov/cms/water/water_bureau/index.html
City of Akron Water Plant Division Website: http://www.akronohio.gov/cms/Water/Plant/

High Level Metric Comparison for Cities

		Toledo, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	General Govt.	420	263	236	
	Public Safety	1,138	1,518	1,482	
	Public Health	-	-	-	
	Public Service	374	236	233	
	Community Environment	80	101	104	
	City Total FTE's	**2,012**	**2,118**	**2,055**	
DEMOGRAPHICS	**City Population**	**287,487**	**285,459**	**183,932**	
	City Median Household Income	$33,374	$33,317	$33,485	
	City Median Age	34.3	34.8	34.9	
	County Population	441,198	439,511	438,167	
FACILITIES & METRICS	City Square Miles	84	84	84	
	Citizens Per Square Mile	3,418	3,393	2,187	
	Square Miles Per FTE	0.042	0.040	0.041	
	# of City Owned Buildings	-	-	-	
	# of Fire Stations	18	18	18	
	Citizens per Fire Station	15,972	15,859	10,218	
	Square Miles per Fire Station	4.67	4.67	4.67	
	# of City Owned Golf Courses	16	16	16	
	# of City Owned Airports	0	0	0	
	# of City Owned Parking Decks	1	1	1	
	Miles of Water Pipe	1,188	1,165	1,168	
	Citizens per miles of Water Pipe	241.99	245.03	157.48	
	Miles of Sanitary Sewers	955	961	961	
	Citizens per miles of Sanitary Sewer	301.03	297.04	191.40	
	Miles of Storm Sewers	-	-	-	
	Citizens per miles of Storm Sewer	-	-	-	
	# of Acres of City Park System	2,687	2,177	2,185	
	Citizens per Acre of Park	106.99	131.12	84.18	
	Total Operating Budget ($M)	$5.01[b]	$8.00[b]	$9.80[b]	
	Operating $ per Citizen	$17.43	$28.03	$53.28	
	Operating $ per FTE	$2,490.06	$3,777.15	$4,768.86	
	Budgeted Salaries and Wages ($M)	$1.19[a]	$1.16[a]	$0.98[a]	
	Salaries & Wages per FTE	$591.45	$547.69	$476.89	
	Budgeted Employee Benefits ($M)	-	-	-	
	Employee Benefits per FTE	-	-	-	
	Benefits as a % of Salaries & Wages	-	-	-	
	General Fund Balance ($M)	$5.01[b]	$8.00[b]	$9.80[b]	
	Total Capital Budget ($M)	$553.54	$571.22	$565.04	

Notes [a]: wages and benefits of general government employees

[b]: General Fund and Chief Operating Fund are presented as the same value

Sources:

U.S. Census, American Fact Finder
City of Toledo CAFR, 2012
City of Toledo CAFR, 2013
City of Toledo CAFR, 2014

Police Service Metric Comparison for Cities

		Toledo, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Officers	569	532	615	
	Supervisors				
	Civilian Employees	105	110	59	
	Total Police Force FTE's	**674**	**642**	**674**	
	FTE's per Supervision				
DEMOGRAPHICS	**City Population**	**287,487**	**285,459**	**183,932**	
	# of Police Stations	5[a]	3[a]	4[a]	
	# of Jails	0	0	0	
	# of Vehicles	-	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	84	84	84	
	Citizens Per Square Mile	3,418	3,393	2,187	
	Uniformed Officers per Square Mile	6.919	6.324	7.311	
	# of Calls for Police Service	537,540	312,975	301,087	
	# of Civil Division Cases Filed	-	7,602	7,819	
	# of Criminal/Traffic Division Cases Filed	50,418[b]	59,345[b]	54,855[b]	
	# of Parking Division Cases Filed	-	-	-	
	Police Division Operating Budget ($M)[e]	$74.07	$73.82	$73.46	
	Police Div. Budgeted Salaries and Wages ($M)	$68.64	$67.87	$67.98	
	Police Div. Budgeted Employee Benefits ($M)	-	-	-	
	# of Police Calls per Uniformed Officer	923.61	482.99	491.97	
	# of Police Calls per Citizen	2	1	2	
	# of Civil Cases Filed per Uniformed Officer	-	14.29	12.71	
	# of Criminal/Traffic Cases Filed per Unif. Off.	86.63	91.58	89.63	
	# of Parking Cases Filed per Uniformed Officer	-	-	-	
	Police Operating $ per Citizen	$257.63	$258.61	$399.40	
	Police Operating $ per FTE	$125,747.03	$113,922.84	$120,035.95	

Notes [a]: Number of Stations and Substations

[b]: Traffic Cases Filed

Sources:

U.S. Census, American Fact Finder
City of Toledo CAFR, 2012
City of Toledo CAFR, 2013
City of Toledo CAFR, 2014
Toledo Municipal Court Annual Report
U.S. Federal Bureau of Investigation, Uniform Crime Report

Fire Service Metric Comparison for Cities

		Toledo, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Fire Fighters	-	-	-	
	EMS Employees	-	-	-	
	Supervisors	-	-	-	
	Total Fire Force FTE's	**502**	**541**	**517**	
	FTE's per Supervision				
DEMOGRAPHICS	City Population	**287,487**	**285,459**	**183,932**	**0**
	# of Fire Stations	18	18	18	
	# of Vehicles				
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	84	84	84	0
	Citizens Per Square Mile	3,418	3,393	2,187	
	Uniformed Fire Fighters per Square Mile	-	-	-	
	# of Calls for Fire Service	6,930	6,307	6,713	
	# of Calls for EMS Service	48,949	47,458	48,709	
	Fire Division Operating Budget ($M)	$60.55	$59.78	$64.45	
	Fire Div. Budgeted Salaries and Wages ($M)[a]	$56.37	$55.73	$59.69	
	Fire Div. Budgeted Employee Benefits ($M)	-	-	-	

Notes: [a]: Fire Div. Budgeted Salaries, Wages and Benefits ($M)

Sources:

U.S. Census, American Fact Finder
City of Toledo CAFR, 2012
City of Toledo CAFR, 2013
City of Toledo CAFR, 2014

Water Dept. Metric Comparison for Cities

		Toledo, OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Water Dept. Employees	-	-	-	
	Supervisors	-	-	-	
	Total Water Dept FTE's	-	140	151	
	FTE's per Supervision				
DEMOGRAPHICS	City Population	287,487	285,459	183,932	
	# of Water Treatment Plants	1	1	1	1
	# of Water Accounts	N/A	131,000	130,000	136,000
	# of Vehicles				
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	84	84	84	
	Citizens Per Square Mile	3,418	3,393	2,187	
	Total Water Dept FTE's per Square Mile	-	1.664	1.795	
	# of Water Accounts per FTE		936	861	
	Miles of Water Pipe	1,188	1,165	1,168	
	Average Daily Consumption (MGD)	120	78	78	
	Annual Pumpage (MG)	43,800	28,470	28,470	
	Maximum Capacity (MGD)	150	150	150	
	Communities Served	-	10	-	7
	Water Dept. Operating Budget ($M)	$45.83	$49.25	$56.25	
	Water Dept. Budgeted Salaries and Wages ($M)[a]	$13.54	$12.76	$14.01	
	Water Dept. Budgeted Employee Benefits ($M)	-	-	-	

Notes [a]: wages and benefits

Sources

U.S. Census, American Fact Finder
City of Toledo CAFR, 2012
City of Toledo CAFR, 2013
City of Toledo CAFR, 2014
City of Toledo Department of Utilities Annual Report, 2013
City of Toledo Department of Utilities Annual Report, 2014
City of Toledo Public Utilities Website: http://toledo.oh.gov/services/public-utilities,

High Level Metric Comparison for Cities

		Dayton,OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	General Govt.	-	-	-	
	Public Safety	866[a]	868[a]	864[a]	
	Public Health	-	-	-	
	Public Service	-	-	-	
	Community Environment	-	-	-	
	City Total FTE's	**1,922**	**1,934**	**1,934**	
DEMOGRAPHICS	**City Population**	**142,670**	**143,446**	**141,776**	
	City Median Household Income	$28,595	$28,456	$28,174	
	City Median Age	33.5	33.2	33.6	
	County Population	535,626	536,433	534,801	
FACILITIES & METRICS	City Square Miles	57	57	57	
	Citizens Per Square Mile	2,514	2,527	2,498	
	Square Miles Per FTE	0.030	0.029	0.029	
	# of City Owned Buildings	-	-	-	
	# of Fire Stations	12	12	12	
	Citizens per Fire Station	11,889	11,954	11,815	
	Square Miles per Fire Station	4.73	4.73	4.73	
	# of City Owned Golf Courses	3	3	3	
	# of City Owned Airports	1	1	1	
	# of City Owned Parking Decks	3	3	3	
	Miles of Water Pipe	807	807	807	
	Citizens per miles of Water Pipe	176.88	177.75	175.68	
	Miles of Sanitary Sewers	603	603	603	
	Citizens per miles of Sanitary Sewer	236.49	237.73	234.96	
	Miles of Storm Sewers	404	404	404	
	Citizens per miles of Storm Sewer	353.43	355.35	351.22	
	# of Acres of City Park System	1,374	1,374	1,374	
	Citizens per Acre of Park	103.84	104.40	103.18	
	Total Operating Budget ($M)	$149.01	$ 153.46	$155.68	
	Operating $ per Citizen	$1,044.44	$1,069.81	$1,098.10	
	Operating $ per FTE	$77,528.63	$79,348.35	$80,498.39	
	Budgeted Salaries and Wages ($M)	$6.19[b]	$6.50[b]	$6.75[b]	
	Salaries & Wages per FTE	$3,220.60	$3,360.91	$3,490.18	
	Budgeted Employee Benefits ($M)	-	-	-	
	Employee Benefits per FTE	-	-	-	
	Benefits as a % of Salaries & Wages	-	-	-	
	General Fund Balance ($M)	$61.34	$60.87	$61.59	
	Total Capital Budget ($M)	$389.02	$422.13	$427.62	

Notes [a]: public safety and justice

[b]: wages and benefits of general government employees

Sources:

U.S. Census, American Community Survey
City of Dayton CAFR, 2012
City of Dayton CAFR, 2013
City of Dayton CAFR, 2014

Police Service Metric Comparison for Cities

		Dayton,OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Officers	342	347	361	
	Supervisors	-	-	-	
	Civillian Employees	73	66	47	
	Total Police Force FTE's	**415**	**413**	**408**	
	FTE's per Supervision				
DEMOGRAPHICS	City Population	142,670	143,446	141,776	
	# of Police Stations	1	1	1	
	# of Jails	0	0	0	
	# of Vehicles	-	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	57	57	57	
	Citizens Per Square Mile	2,514	2,527	2,498	
	Uniformed Officers per Square Mile	6.025	6.113	6.360	
	# of Calls for Police Service	-	-	-	
	# of Civil Division Cases Filed	-	-	-	
	# of Criminal/Traffic Division Cases Filed	-	-	-	
	# of Parking Division Cases Filed	-	-	-	
	Police Division Operating Budget ($M)	$45.04	$47.01	$47.96	
	Police Div. Budgeted Salaries and Wages ($M)	-	-	-	
	Police Div. Budgeted Employee Benefits ($M)[a]	$4.78	$4.60	$4.93	
	# of Police Calls per Uniformed Officer	-	-	-	
	# of Police Calls per Citizen	-	-	-	
	# of Civil Cases Filed per Uniformed Officer	-	-	-	
	# of Criminal/Traffic Cases Filed per Unif. Off.	-	-	-	
	# of Parking Cases Filed per Uniformed Officer	-	-	-	
	Police Operating $ per Citizen	$315.71	$327.73	$338.25	
	Police Operating $ per FTE	$108,535.39	$113,827.96	$117,539.69	

Notes [a]: City's contribution to pension fund obligations

Sources

U.S. Census, American Community Survey
City of Dayton CAFR, 2012
City of Dayton CAFR, 2013
City of Dayton CAFR, 2014
U.S. Federal Burau of Investigation, Uniform Crime Report

Fire Service Metric Comparison for Cities

		Dayton,OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Fire Fighters	108	88	84	
	EMS Employees	-	-	-	
	Supervisors	-	-	-	
	Total Fire Force FTE's	**308**	**314**	**318**	
	FTE's per Supervision	-	-	-	
DEMOGRAPHICS	City Population	**142,670**	**143,446**	**141,776**	
	# of Fire Stations	12	12	12	
	# of Vehicles	-	-	-	21
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	57	57	57	
	Citizens Per Square Mile	2,514	2,527	2,498	
	Uniformed Fire Fighters per Square Mile	1.903	1.550	1.480	
	# of Calls for Fire Service	-	-	-	
	# of Calls for EMS Service	-	-	-	
	Fire Division Operating Budget ($M)	$34.66	$35.63	$35.09	
	Fire Div. Budgeted Salaries and Wages ($M)[a]	-	-	-	
	Fire Div. Budgeted Employee Benefits ($M)	$4.82	$4.52	$4.68	

Sources:

U.S. Census, American Community Survey
City of Dayton CAFR, 2012
City of Dayton CAFR, 2013
City of Dayton CAFR, 2014
Dayton Fire Department Station Info Website: http://www.ohiofirefighters.com/dayton.htm

Water Dept. Metric Comparison for Cities

		Dayton,OH			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Water Dept. Employees	-	-	-	140
	Supervisors				
	Total Water Dept FTE's	**218**	**232**	**164**	
	FTE's per Supervision	-	-	-	
DEMOGRAPHICS	City Population	**142,670**	**143,446**	**141,776**	**0**
	# of Water Treatment Plants	1	1	1	1
	# of Water Accounts	-	-	-	340,000
	# of Vehicles				
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	57	57	57	57
	Citizens Per Square Mile	2,514	2,527	2,498	
	Total Water Dept FTE's per Square Mile	3.841	4.087	2.889	0.000
	# of Water Accounts per FTE				
	Miles of Water Pipe	807	807	807	807
	Average Daily Consumption (MGD)	-	-	-	52
	Annual Pumpage (MG)	-	-	-	18,980
	Maximum Capacity (MGD)	44.3	41	42	72
	Communities Served				10
	Water Dept. Operating Budget ($M)	$44.60	$45.71	$45.50	
	Water Dept. Budgeted Salaries and Wages ($M)[b]	$14.60	$14.11	$14.44	
	Water Dept. Budgeted Employee Benefits ($M)	$6.11	$6.27	$5.09	

Notes

Sources

U.S. Census, American Community Survey
City of Dayton CAFR, 2012
City of Dayton CAFR, 2013
City of Dayton CAFR, 2014
City of Dayton Water website: http://www.daytonwater.org/

High Level Metric Comparison for Cities

		Fort Wayne, IN			
Section	Description	2012	2013	2014	2015
HEADCOUNT	General Govt.	116	112	112	
	Public Safety	1,004	992	984	
	Public Health	42[a]	43[a]	42[a]	
	Public Service	-	-	-	
	Community Environment	-	-	-	
	City Total FTE's	**1,861**	**1,857**	**1,889**	
DEMOGRAPHICS	**City Population**	**254,688**	**256,496**	**256,496**	
	City Median Household Income	$33,374	$33,317	$33,485	
	City Median Age	34.6	34.7	34.7	
	County Population	355,940	358,324	360,990	
FACILITIES & METRICS	City Square Miles	111	111	111	
	Citizens Per Square Mile	2,299	2,315	2,315	
	Square Miles Per FTE	0.060	0.060	0.059	
	# of City Owned Buildings	-	-	-	
	# of Fire Stations	18	18	18	
	Citizens per Fire Station	14,149	14,250	14,250	
	Square Miles per Fire Station	6.16	6.16	6.16	
	# of City Owned Golf Courses	4	4	4	
	# of City Owned Airports	1	1	1	
	# of City Owned Parking Decks	5	5	5	
	Miles of Water Pipe	1,164	1,176	1,370	
	Citizens per miles of Water Pipe	218.80	218.11	187.22	
	Miles of Sanitary Sewers	1,880[b]	1,893[b]	1,899[b]	
	Citizens per miles of Sanitary Sewer	135.47	135.50	135.07	
	Miles of Storm Sewers	-	-	-	
	Citizens per miles of Storm Sewer	-	-	-	
	# of Acres of City Park System	2,805	2,805	2,805	
	Citizens per Acre of Park	90.80	91.44	91.44	
	Total Operating Budget ($M)	$88.42	$82.59	$83.30	
	Operating $ per Citizen	$347.15	$322.00	$324.76	
	Operating $ per FTE	$47,509.40	$44,475.50	$44,097.75	
	Budgeted Salaries and Wages ($M)	$0.76	$4.86	$6.72	
	Salaries & Wages per FTE	$410.93	$2,617.12	$3,557.44	
	Budgeted Employee Benefits ($M)	$1.45	$1.34	$1.78	
	Employee Benefits per FTE	$781.00	$720.32	$944.26	
	Benefits as a % of Salaries & Wages	190.06%	27.52%	26.56%	
	General Fund Balance ($M)	$8.20	$3.20	$5.78	
	Total Capital Budget ($M)	$737.51	$741.08	$743.31	

Notes: [a]: health and welfare

[b]: sewer/stormwater mains

Sources:

U.S. Census, Community Fact Finder

City of Fort Wayne CAFR, 2012

City of Fort Wayne CAFR, 2013

City of Fort Wayne CAFR, 2014

Police Service Metric Comparison for Cities

		Fort Wayne, IN			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Officers	435	460	450	
	Supervisors	16	15	17	
	Civilian Employees	-	-	-	
	Total Police Force FTE's	**468**	**462**	**470**	
	FTE's per Supervision	-	-	-	
DEMOGRAPHICS	City Population	254,688	256,496	256,496	0
	# of Police Stations	-	-	-	
	# of Jails	-	-	-	
	# of Vehicles	-	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	111	111	111	
	Citizens Per Square Mile	2,299	2,315	2,315	
	Uniformed Officers per Square Mile	3.926	4.152	4.061	
	# of Calls for Police Service	194,648	184,351	167,745	
	# of Civil Division Cases Filed	-	-	-	
	# of Criminal/Traffic Division Cases Filed	34,307[a]	27,185[a]	21,147[a]	
	# of Parking Division Cases Filed	-	-	-	
	Police Division Operating Budget ($M)[e]	$54.91	$55.10	$51.94	
	Police Div. Budgeted Salaries and Wages ($M)	$45.76	$45.35	$42.69	
	Police Div. Budgeted Employee Benefits ($M)	-	-	-	
	# of Police Calls per Uniformed Officer	447.47	400.76	372.77	
	# of Police Calls per Citizen	0.76	0.72	0.65	
	# of Civil Cases Filed per Uniformed Officer	-	-	-	
	# of Criminal/Traffic Cases Filed per Unif. Off.	48.61	45.97	46.99	
	# of Parking Cases Filed per Uniformed Officer	-	-	-	
	Police Operating $ per Citizen	$215.58	$214.80	$202.48	
	Police Operating $ per FTE	$117,319.44	$119,254.59	$110,500.66	

Notes: [a]: Traffic cases filed

Sources: U.S. Census, Community Fact Finder
City of Fort Wayne CAFR, 2012
City of Fort Wayne CAFR, 2013
City of Fort Wayne CAFR, 2014
Fort Wayne, Indiana Annual Police Report, 2012
Fort Wayne, Indiana Annual Police Report, 2013
Fort Wayne, Indiana Annual Police Report, 2014

Fire Service Metric Comparison for Cities

		Fort Wayne, IN			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Uniformed Fire Fighters	-	-	-	
	EMS Employees	-	-	-	
	Supervisors	-	-	-	
	Total Fire Force FTE's	**342**	**339**	**353**	
	FTE's per Supervision				
DEMOGRAPHICS	City Population	**254,688**	**256,496**	**256,496**	
	# of Fire Stations	19	19	19	
	# of Vehicles	-	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	111	111	111	
	Citizens Per Square Mile	2,299	2,315	2,315	
	Uniformed Fire Fighters per Square Mile	N/A	N/A	N/A	
	# of Calls for Fire Service	13,281	10,922	11,833	
	# of Calls for EMS Service	7,029	6,751	7,277	
	Fire Division Operating Budget ($M)	$35.35	$39.55	$37.45	
	Fire Div. Budgeted Salaries and Wages ($M)[a]	$32.71	$33.18	$34.00	
	Fire Div. Budgeted Employee Benefits ($M)	-	-	-	

Notes: [a]: Fire Div. Budgeted Salaries, Wages and Benefits ($M)

Sources:

U.S. Census, Community Fact Finder
City of Fort Wayne CAFR, 2012
City of Fort Wayne CAFR, 2013
City of Fort Wayne CAFR, 2014

Water Dept. Metric Comparison for Cities

		Fort Wayne, IN			
Section	Description	2012	2013	2014	2015
HEADCOUNT	Water Dept. Employees	-	-	-	
	Supervisors	-	-	-	
	Total Water Dept FTE's	**118**	**115**	**121**	
	FTE's per Supervision				
DEMOGRAPHICS	City Population	**254,688**	**256,496**	**256,496**	**0**
	# of Water Treatment Plants	1	1	1	
	# of Water Accounts	250,000	250,000	250,000	
	# of Vehicles	-	-	-	
FACILITIES, METRICS & WORK COMPLETED	City Square Miles	111	111	111	
	Citizens Per Square Mile	2,299	2,315	2,315	
	Total Water Dept FTE's per Square Mile	1.065	1.038	1.092	
	# of Water Accounts per FTE	2,119	2,174	2,066	
	Miles of Water Pipe	1,164	1,176	1,370	
	Average Daily Consumption (MGD)	30	30	30	
	Annual Pumpage (MG)	8,712	8,100	7,793	
	Maximum Capacity (MGD)	70	70	70	
	Communities Served	2	2	2	
	Water Dept. Operating Budget ($M)	$28.84	$31.65	$33.58	
	Water Dept. Budgeted Salaries and Wages ($M)[a]	$8.98	$9.13	$9.70	
	Water Dept. Budgeted Employee Benefits ($M)	-	-	-	

Notes [a]: Water Dept. Budgeted Salaries, Wages and Benefits ($M)

Sources U.S. Census, Community Fact Finder
City of Fort Wayne CAFR, 2012
City of Fort Wayne CAFR, 2013
City of Fort Wayne CAFR, 2014
City of Fort Wayne Utilities Website: http://www.cityoffortwayne.org/utilities/drinking-water.html

8. Demographics

8-1. Presentation by R. Piparinen

https://prezi.com/6lycqb7ovre8/akron-talk/