

**2014 STATE OF THE CITY ADDRESS
GOALS FOR 2015**



PREPARED BY: JOSEPH BICA – Mayor & Director of Public Safety

April 16, 2015



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Dear Ravenna Residents,

2014 was the year of culmination from previous years of strategic planning and implementing specific goals from previous years. Looking back on 2014 each department made significant strides in completing the long term goals that have been set for several years. The following departmental reports outline most of the goals and the accomplishments from 2014 and into 2015.

As I move into 2015 my fifth and final year as Mayor I continue to push long term planning and strategy. For decades the City has operated in a reactionary mode as opposed to a long term methodical planning mode. Items will always come up unexpectedly but the more we focus and force our staff to think through the planning process we are able to mitigate the majority of the unplanned expenditures. We need to continue to plan, strategize, and position the City for 10, 25 and 50 years from now.

Attached are reports as prepared by the various department heads in the City. These summaries are accomplishments from 2014 and more importantly some of the goals for 2015. The current state of the city will require this administration and City Council to continue to make further changes to maximize the operational efficiencies of each department for the best of the overall City.

In conclusion, it has been an honor to serve the City of Ravenna for the past six years and I plan to seek the position of Council President in 2015. I am passionate about the City of Ravenna and will continue to push Ravenna forward on the implementation of the City's comprehensive plan, advancing economic development and supporting the new administration through teamwork and public engagement.

Respectfully submitted,

A handwritten signature in blue ink that reads 'Joseph Bica Jr.' The signature is written in a cursive style.

Joseph Bica Jr.
Mayor & Director of Public Safety

FINANCE & INCOME

GENERAL FUND REVIEW & OUTLOOK

2014 IN REVIEW – FOCUS ON THE GENERAL FUND:

For 2014 the City's General Fund finished the year with an annual operating loss of \$575,357 vs. a projected Budget loss of \$767,217. General Fund revenues finished \$43,348 under the final budgetary number, as Investment Income showed a marked decrease due to the maturity of high yield investments being replaced with instruments paying a significantly lower rate of interest.

Income Tax ended the year at \$31,002 over projection, while Local Government Funds exceeded the plan by \$40,169. When compared to the 2013 numbers, Tax came in \$12,430 under the prior year and LGF also ended less than 2013 by \$6,866.

Expenditure reductions made up the balance of the original budgetary deficit reduction. All General Fund departments came in under plan for the year, highlighted by the following departments that finished significantly below budget in 2014:

Police	\$210,243
Fire	\$94,066
General Admin	\$53,159

The General Fund opened the year with a cash reserve balance of just over \$1.36 million. By the end of 2014 the \$575,357 operating loss left the General Fund in the precarious position of having only \$785,146 in reserves.

SPECIAL REVENUE AND ENTERPRISE FUNDS

STREET FUND:

The Street's Department finished 2014 with an operating surplus of \$40,328 due mainly to unspent Healthcare and Building Maintenance funding. The 2014 budget projected an operating loss of \$161,863; however the \$40,328 operating surplus represented a \$202,191 swing in cash position that enabled the Street Fund to end the year with a \$1,150,906 cash balance. 2014 was the fifth consecutive year that the Street Department turned a surplus; it also maintained a cash reserve equal to 82% of its annual operating costs, enough to provide approximately 10 months of ongoing operations.

PARKS AND RECREATION:

The Parks & Recreation Department experienced an annual operating loss for the second consecutive year. Revenues finished over budget \$13,009; however the \$22,843 increase in Program Fees revenue was offset by a \$13,360 revenue decline in RAC Memberships.

Total expenses came in better than both budget and 2014 actual expenditures for the year, despite the 3% wage increase that impacted City-wide wages and related payroll costs. For 2014, Parks & Recreation finished with an operating loss of \$33,907 that reduced the fund's opening cash balance of \$168,265 to \$134,358 by year end.

WATER FUND:

For 2014 the Water Fund produced a \$93,851 annual operating surplus, while capitalizing over \$660,000 in addition to covering Debt Service and O&M costs for the year. On the Capital expenditure side, significant dollars were reinvested in the Lake Hodgson treatment facility, as Water Plant equipment replacement and a new SCADA system comprised over half of the Capital expenditures made for the year. At the end of 2014 the Water Fund showed an operating deficit of \$20,309; however the annual costs included encumbrances of over \$625,000. These encumbrances included \$230,000 for the Cotton Corners Water Line Project, \$68,842 for the Sycamore / Mill Project, and \$125,017 carried over from the 2013 SCADA System Project. Revenue for the year fell short of budget by \$71,607, but beat 2013 numbers by \$574,633 as one-time OPWC project revenue was booked and an advance from the North Diamond Street Project was returned. A comparison of true operating revenues shows that 2014 finished \$55,641 behind 2013, primarily attributable to a one-time spike in 2013 miscellaneous revenue.

The Water Fund balance began the year at \$3,307,356 and finished at \$3,287,048, even with the projects listed above fully encumbered. The operational side was able to keep annual expenditures well under budget. The Plant, Distribution, and Administration functions finished 2014 a combined \$335,543 under budget.

SEWER FUND:

As in the case of the Water Fund, Sewer Fund ended 2014 with a \$19,105 operating loss as a result of encumbrances for Capital Improvement Projects that negated the Fund's operating surplus for the year. Operating expenditures fell well within budget and the big ticket Capital items for 2014 included Rebuilding the Final Clarifiers, a new Wheel Loader, and a Data Recovery System for the Lift Stations.

SUMMARY:

The 2014 year end numbers illustrate the continuing effort of each Department to maintain spending levels through yet another slow-growth year. Street, Water, and Sewer have maintained, and in some cases restructured operations to accommodate the lack of revenue

growth. Parks & Recreation face a unique challenge in dealing with the loss of retail revenues. Day-to-day costs are currently at minimal operating standards and without a significant upswing in revenues for 2015; the department will need to change the business model that's been in place since 2003, when the Ravenna Athletic Center opened.

HEALTH & WELLNESS CHANGES & GOALS:

On May 1st of 2013, the City rolled out its newly designed Employee Healthcare plan that had been in the works for the better part of a year. Through the direction of an employee represented Healthcare Committee and after much negotiating with bargaining units, the City was able to revamp the healthcare plan that had existed for years and replace it with one that was more in line with industry standards.

Prior to the new 2013 plan, the City paid 100% of all costs after employee deductibles, maximum out-of-pocket amounts, and copays were met. The plan *required no employee contribution*. It also had no provision to disallow spouses of employees to join the City's plan when they had coverage available elsewhere. The deductibles, out-of-pocket costs, and prescription drug prices in the plan were at near industry lows as the City's healthcare plan has been operating with a benefit level, or Plan Design, that's remained unchanged since 2006.

The changes made in 2013 increased out-of-pocket costs for participants, added an employee contribution, allowed employees to "opt-out" of the City's plan, and most importantly did not cover employee spouses, if that spouse has coverage available elsewhere. As noted above, the new healthcare plan design was more in line with other public entities. Plus, 2013 was the first year of a three year step-up plan that incrementally increases employee costs in 2014 and 2015.

The original estimate of the financial impact of the bundled healthcare changes were conservatively estimated to be at approximately \$225,000 for the first year. This number was above and beyond the typical claims savings the City experiences as a function of being self-funded.

THE SELF FUNDED PLAN:

The City self-funds its employee healthcare program and must budget the actual maximum cost exposure for a given year. This maximum is actuarially calculated by the healthcare provider and represents the potential worst-case cost scenario the City could face. The City has had success maintaining consistent year-to-year claims costs in the self-funded environment and has experienced significant savings over purchasing a premium-based policy. The historical annual unspent healthcare appropriations in the General Fund have averaged \$200,000 to \$350,000 per year. Due to the fact it must be budgeted, it cannot be treated as an assumed savings and built into the projected deficit reduction model. Savings can only be recognized after they are realized. The City monitors the claims throughout the

year, and barring a catastrophic event, typically projects estimated annual savings in the fourth quarter of each year.

2014 HEALTHCARE SAVINGS:

At year end and with only 8 months of the new Healthcare plan in effect, the City realized \$355,892 in claims savings along with employee contributions of \$66,597 for a combined reduction in budgeted healthcare costs of \$422,489 for the year. The original estimate that potential savings would be in the \$475,000 to \$500,000 range was impacted by two specific medical claims that reached the individual stop-loss threshold of \$75,000 each.

Looking forward, the true performance of the new plan should be better illustrated in 2015. With a full year of implementation and without two non-typical stop-loss claims on the books, the City looks to return to its original projected savings of close to \$500,000 for the year.

PUBLIC SERVICE

ACCOMPLISHMENTS IN 2014:

UTILITIES/ INFRASTRUCTURE RELATED:

HYDRANT FLUSHING PROGRAM:

This program was developed in 2013 and implemented in 2014 as a coordinated effort by the Fire Department, Street/Water Distribution crew and the Engineering Department; we also worked with the Ravenna Township Fire Department to assist in implementing the program within the township. This program was needed to ensure that all of our 730 Fire Hydrants are flushed and maintained annually and that the data regarding each hydrant is sent and recorded at the Engineering Department. This was the first time the program was implemented and we successfully flushed/maintained 700 hydrants, the City Fire Department flushed 480 of the 700 and the City's Water Distribution crew and the Township Fire Department flushed 220 hydrants. All the data is now electronically stored at the Engineering Department and can be GIS mapped for future use in Engineering planning and design. The data we gathered from 2014 has already guided the Engineering Department in the decisions for the 2016 Water Line Project. This program is an important program to keep the departments working together, to assure we have adequate fire protection throughout the City, and to assure we have accurate and current data in the Engineering Department.

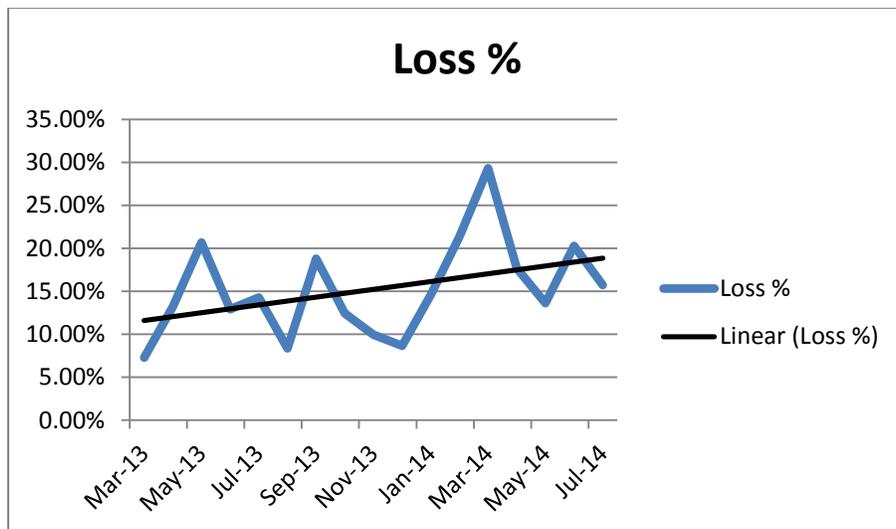
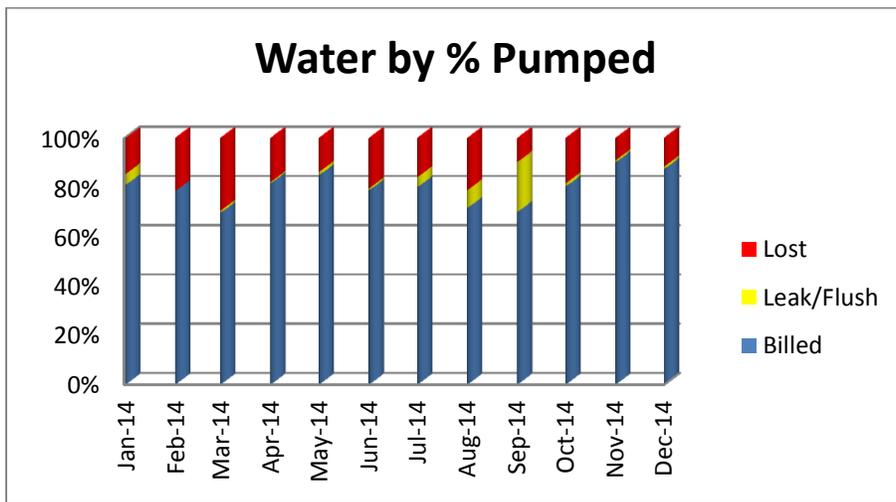
ROOTSTOWN WATER:

The City of Ravenna has been the primary water supplier to the Rootstown community for the last 20 years. In 2014 the City was able to settle a judgment against the city regarding the ability to adjust water rates. This was significant, as Rootstown customers purchase approximately 25% of the water we produce at the City's Water Treatment Plant. The new

contract now has provisions to review and increase rates every 5 years based on the cost to produce water, something the previous contract was lacking.

WATER LOSS:

The City monitors monthly the amount of water produced at the Water Plant and the amount of water billed for through Utility Billing. These two departments along with the Street and Engineering Department worked together to identify and evaluate areas within the City where we may be having water loss. At one point in August/September of 2014 we were experiencing close to a 30% water loss rate. There is always some loss from things like hydrant flushing and water line breaks, but the average loss should remain close to 12-15% monthly. Identifying these areas of loss and repairing the problems we saved the City 13,350 per month in water treated but not billed for monthly, demonstrated in the graphs below.



WATER QUALITY; EPA DISINFECTION BY- PRODUCT COMPLIANCE:

Each quarter the Water Plant is required to submit samples to the Ohio EPA for Disinfection by-product formation of Trihalomethane (TTHM) and Haloacetic Acid (HAA5) both of these chemicals are produced as a result of the treatment process for treating surface water. The EPA monitors them closely and has made the requirements more restrictive in 2014. Due to this the City, as the source water provider to both Portage County and Rootstown Water, will have to make investments in both operational and capital improvement changes at the Water Plant. We are working closely with the County, Rootstown Water, the EPA and engineers and consultants to help find the most appropriate and cost effective solutions to aid in compliance for not only the city but also the two wholesale customers we serve. The impact of these necessary changes may eventually result in increased water rates.

IMPROVED NEIGHBORHOODS:

HOUSING/PROPERTY MAINTENANCE:

A goal of this administration has been to improve the housing throughout the City by enforcing city ordinances, property, zoning and building codes. In 2014 the Service Director in conjunction with the Law Director and Building Official developed a procedure to refine the demolition of property process. In 2014 the City was utilized the process and various funding sources to demolish 3 residential homes and two commercial properties, the old Smith and Cowan property at 127 Pittsburg Street and the old A & P gas station at 1057 Main Street. The Service Director worked in conjunction with Neighborhood Development Services to develop a program to assist owner occupied residents who are eligible and in violation of the City's property code to provide them assistance to resolving the code violation. In 2014 the partnership program assisted 5 residents and got their property within compliance of the exterior property code. The Service Director would like to strengthen the Housing/Property Maintenance program in 2015.

SHADE TREE COMMISSION:

The Shade Tree Commission, made up of 5 city volunteer residents, worked to maintain TREE CITY USA status, provide educational venues at Arbor Day event held downtown and a booth at the Balloon-A-Fair. The biggest accomplishment was the written Tree Care Management Plan that will be presented to City Council for adoption in April 2015. The Commission works to assist the City Administration with standards and practices to maintaining a healthy and diverse urban forest throughout the City. Maintaining healthy trees improves our neighborhoods and improves our quality of life.

CITY WIDE MOWING:

The city owns many lots throughout the city that must be mowed and maintained routinely. There are also numerous lots owned by private property owners who do not routinely mow their grass. Un-kept grass causes a public health nuisance, attracting vermits and trash, keeping them mowed is a significant investment by the City. In 2014 we mowed 60 properties

and spent \$37,000 on mowing services. 2015 goal is to provide this service more efficiently and effectively to keep our neighborhoods clean and safe.

CITY STREETS:

A quality of life and economic incentive is good quality streets. Ravenna's streets have not been adequately maintained over the last 10 years, primarily as a result of decrease funding and decrease staff to manage the maintenance. In 2014 the City tried for the first Income Tax Levy for Street Repairs. The levy failed by a very small margin. Attempts for generating increased revenue dedicated solely for the street maintenance and paving is targeted for May 2015. (see Engineering Report for more data)

FACILITY PREVENTATIVE MAINTENANCE:

The Service Director identified the gap in preventive and general maintenance of the city owned facilities. The City owns 11 separate buildings that house 11 different departments, excluding the structures and buildings for the Utility Plants. If you include the Utility structures there are a total of 38 with the majority at the WWTP. There is not one department that oversees and manages the on-going repair, maintenance and general upkeep of all city facilities. This creates situations when systems and buildings are not routinely maintained, increasing costs to repair buildings or equipment only when they are broken. As the initial step in addressing this problem, one contractor was hired to do routine preventive maintenance for all city HVAC systems in all city buildings. In 2015 a Facilities Committee is being convened to address the immediate management needs, capital improvement needs and the long range plans for city facilities.

ENGINEERING

ACCOMPLISHMENTS in 2014:

The Engineering Department had another busy year designing and managing over \$2.1 million of construction projects. We completed the following annual projects: storm improvement project, small paving project, pavement marking and striping and preventative maintenance program on the streets.

Sycamore and Mill Rd. waterline project was completed. A successful application submittal for the 2015 OPWC Grant funding of the South Diamond St. waterline project was approved.

During 2014, several projects came to fruition which was partially funded from grants which had been in the pipeline over two to three years. In all, nearly 40% of the \$2.1 million dollars came from grants from multiple sources. Sources include OPWC, CDBG, SWIF, TEP, Resurfacing Program (AMATS), Jobs Ohio, Brownfield Action Plan.

In total cost, the grants, CI, Water, Storm and sanitary funded 38%, 17%, 11%, 11 ½% and 18.5% respectively. The attached excel sheet summarizes the projects as constructed.

The storm capital improvement project was spread out over six different areas, with a positive impact affecting 100 dwellings or more. Funding for this annual project was from the storm utility, totaling \$134,000.

GOALS FOR 2015:

During 2015, the engineering department will handle more in construction dollars than ever before. We are looking at nearly \$3 million, of which nearly 45% will be funded from grants. One of the largest projects to enhance the City this year is the Cleveland Road Widening Project. Many aspects of this project will transform this corridor into a viable area for re-development. The project entails widening the pavement, continuing sidewalks, new catch basins and curbs and new driveway aprons. Many utility poles will be relocated and curb returns widened. Multiple grants have made this project possible. Critical Infrastructure grant of \$300,000, RLF amounts to \$51,000, AMATS Resurfacing funds equaling \$230,000. The remainder will be handled through city funds with a project total nearly \$800,000.

Enterprise Parkway Connector Road will be completed, but not soon enough for the proposed private construction planned. Nearly 10 million dollars will be spent along this road during 2015. Sheetz will rebuild an entire store constructing the new store 150% larger, Paris Company will add 17,000 sq. ft. and a proposed 6,400 sq. ft. medical building will be constructed and occupied by October. We will seek federal safety grant funds with ODOTs assistance to construct a turn lane onto Enterprise Parkway from SR44. The proposed construction would take place during 2016 if approved.

We will again seek to pass the paving levy as it narrowly failed last year. If passed, this levy will provide about \$925,000 of needed revenue annually specifically to be utilized for roadway improvement and maintenance. The City of Ravenna has nearly 58 miles of roads or 116 lane miles. A lane mile is defined as 'one lane, one mile long'. This past year we paid nearly \$100,000 per lane mile to resurface. There is more to this than just resurfacing as the utilities often need upgraded hence the additional cost over a simple resurfacing. If the city were to pave each lane mile, it would take nearly 11.6 million dollars to pave all the roads in city limits. If the paving levy passes, the City would be on a schedule to resurface each road nearly every 12 yrs. which is the average life expectancy of Ravenna roads. Just as an example, East Main St. was last resurfaced in 2004 and west Main St. was last resurfaced in 2008. The last four years of a pavement surface deteriorate quickly.

Flow monitors were installed into our sanitary system to collect data and evaluate inflow and infiltration. It was determined to target the Chestnut St. lift station as this seems to be an issue and a long term problem needing resolved. To date, we have collected valuable data and have since added and relocated flow monitors tracking possible trouble spots.

Three new traffic signals will be installed during 2015 as part of the CMAQ Grant. The intersections to be upgraded are Main and Scranton, Main and Oakwood St. and Main and Diamond St. The grant will pay 80% of the construction cost leaving the city to bare the remaining cost.

During the fall of 2015, AMATS will open another round of grant funding which is done every two years. We will again apply for grants as we have the past two rounds, seeking funds to help the City where needed. Funds are typically used for resurfacing, enhancement projects (project with alternate transportation such as sidewalk, buses, bike lanes etc.) and surface transportation program (more in depth project than a simple overlay, possible road widening). All project applications must be along a federally classified roadway.

BUILDING

ACCOMPLISHMENTS in 2014:

The Building Departments primary focus was adhering to the Ohio Building Code, processing permits, plan reviews, inspections, zoning reviews, Planning and Zoning Commission and BZA.

This year saw a total project valuation of nearly \$4.7 million of private construction. There was a combined 459 inspections conducted by our Building Department staff and 408 permits issued. The deviation between permit fees collected and inspectors paid, netted positive nearly \$24,728; thus representing the operations of the department efficient and effective. Contractor registration totaled 282.

Again, this year we demolished four dilapidated structures utilizing the Moving Ohio Forward Grant to demolish three residential homes and RLF fund to demolish the AP Gas Station on West Main St. We continue to identify vacant, blighted structures and seek the courts authorization to demolish these until we can develop a better solution.

PMHA continues to perform our rental inspections and re-inspections of rental properties. Seven hundred one inspections were performed by PMHA with 71 scheduled to be inspected.

Re-Zoning was accomplished in two areas of the City. The first area to receive a new zoning classification was the former high school property. This site was zoned from residential to C-1, Lite Commercial Business. The intent of re-zoning was to bring this tract into conformance with the proposed college campus activity. Such activities could include small retail and food shops, day care, office space and scholastic space just to name a few. The second tract is known as the former Smith and Cowen property, along Main St. bordered by Vine St., Highland Ave. and Sycamore St. This track was zoned I-1, Industrial, which is not conducive to a use appreciated near a downtown district. This was re-zoned to C-1, Lite Commercial Business, again conducive to the type of activity near a residential and historic district.

Utilizing CDBG Grant funding, the City was able to demolish the structures of the former Smith and Cowen property. Progress will continue in 2015 when the remainder of the concrete slabs and retaining walls will be removed and grass will be planted. Unfortunately the City could not come to an amenable agreement with Norfolk and Southern Railroad after multiple tries, so there will still be work left undone as the City can't complete this parcel as desired.

HEALTH DEPARTMENT

HEALTH DEPARTMENT MERGER:

2014 the City of Ravenna merged its health department with the Portage County Combined General Health District. Public health services are now provided by the County and the city residents will begin to pay a minimal additional property tax to support the public health services. Community needs assessments are underway to identify health needs within Portage County and the City of Ravenna. Services will be tailored throughout the county to better meet the health needs of residents based on these current assessments. Improved public health services throughout the county and the City will improve our quality of life in the future. The following were the top 5 health needs identified by the study;

1. Poor nutrition
2. Prevention of complications for treatable chronic diseases
3. Unhealthy weight among children
4. Lack of sources of primary care
5. Coordination among mental health providers and clinical care providers, especially for early referrals

PARKS AND RECREATION

ACCOMPLISHMENTS in 2014:

2014 proved to be a challenging year for the Parks and Recreation department. Front office staff turnover played a part throughout the year as well as revenues only slightly increasing and expenditures continuing to outweigh the revenue. The department staff made a concerted effort to restrict purchases to necessities throughout the year as best as possible.

The implementation of the online registration software completed its second full year in 2014. Staff continues to become comfortable with its functions and abilities of the new software using it to the department's advantage. Text messaging was used more regularly as a way of reaching out to our participants enrolled in the software through programs or The RAC along with more emails and the creation of the department's Facebook page (to date 690 followers). These new forms of reaching out were supplemented to the standard ways of promoting programs and The RAC through flyers to the local school district, local pre-schools, local

private schools and other county school districts (when permitted), inserts and messages listed on the city water bills, news releases and ads in the Record Courier as well as individual telephone calls, messages on the annex digital sign in front lawn and department page (announcements and calendar) on the city's website. During 2014 more users were taking advantage of the convenience to them of online registration. Credit/debit card is becoming increasingly the standard form of payment. What was once seen as only a "young" person's form of payment, the trend is changing to add those across the age continuum to that list of credit/debit card users.

During 2014 the Parks and Recreation Board struggled with the introduction and handling of Tabata Bootcamp under a department full time employee as an independent contractor. Although several times reviewed by the city law director over the years as permitted by the city charter for a full time employee to be an independent contractor with the city a few Board members continued to question the legality of it and brought it to the attention of city council. This topic was not resolved as of the end of 2014 so those independent contractors involved had their agreements extended to the end of April 2015 for city council to investigate and come to a decision. Along with this a new discovery was made at the end of 2014 regarding the function and duties of the Parks and Recreation Board by the city law director through review of the city charter (city council requested the law director to investigate this topic on all city boards and commissions). These changes will impact the function and daily routine of the department and will need to be addressed by staff to compliment the new findings which show the Board is no longer an advisory board but a decision-making board. It was also discovered through the city charter that the Parks and Recreation Board was to be comprised of five appointed citizens and two appointed school board members for a total of seven. At the end of 2014, all citizen members' terms ended thus requiring the mayor to appoint a new Board for 2015. Towards the end of 2014, the Board began working towards a formulation of a community survey with the assistance of Kent State University in which the goal is to discover what the community wants from its parks and recreation department. This is a work in progress and will need to be addressed in 2015.

Parks:

- Employment Agency – this was the second full year of utilizing an employment agency for part time positions within department.
- In September one of the full time staff was involved in an accident which took him out of employment until mid-March.
- Parks staff continues to assist with programming through creative means such as the construction of a covered wagon for Summer Playground Camp theme week. It was also entered in the Ravenna Balloon A-Fair parade receiving a third place plaque for organization entry and the Ravenna Chamber of Commerce trophy for best float.

John Tontimonia City Park

- Crack repair and sealing of the large parking (striping to be completed in 2015 due to late project completion).
- Tree trimming throughout the park to keep in line with progress made in 2013.
- Ongoing maintenance and repairs to playground equipment and facilities.
- Ball Fields – Several tons of ball field dirt mix was applied to the fields to level them for the playing seasons.
- New and replacement signage was put up along the driveway.

Havre's Woods Park

- Small steps started in the repair and maintenance of the trail (2015 CI project).
- Ball Fields – Several tons of ball field dirt mix was applied to the fields to level them for the playing seasons.

Chestnut Hills Park

- Construction of a new larger eco-friendly parking lot with the assistance of the Engineering/Building Department. This area sports an innovative rain garden, swill management and porous pavers built into the parking lot. Funding for the project came from an Ohio EPA grant (written by the Engineering/Building Department) and the department's capital improvement fund.
- Installation of a gate at the entrance of the new parking lot.
- Two raised beds for physically challenged gardeners were constructed by parks' crew with materials and supplies donated by Home Depot in Streetsboro.
- Purchase of two new parking lot entrance signs with park hours, speed limit and no alcohol usage (placement in 2015).

Gilcrest Stadium

- Second year under the department.
- Bids solicited for repair of large building roof. Project not started.
- Routine grounds maintenance.
- Used by youth travel soccer teams for practices and games.

Maplewood Christian Church/Ravenna Soccer Complex

- No work performed

Portage Hike and Bike Trail

- Ditch erosion by Cleveland Road was addressed in house by the Street Department staff.
- Continuous vandalism by graffiti on the asphalt and damage to the fence (rails) requiring asphalt cover-up or rail replacement.

Jerome T. Osborne Neighborhood Park

- The former Smith and Cowan property was obtained by the city with clean up starting in late 2014 and continuing in 2015.

- Once cleanup is completed, grass will be planted and mowing maintained by the department. At this point the property will remain open green space.

Concerns:

- Significant cracking of skate park concrete.
- Continuous battle with vandalism and trash left by park users (alcohol bottles, drug paraphernalia, prophylactics)

Van Harkcom Annex Building and Armory Garage:

- Annex spouting on the north side of the building rerouted so storm water will go from under the building to the storm drain to across the parking lot (north) and down to the storm drain on Freedom Street.
- Armory garage had a storm drain installed in front of the building so water will not go in the building.
- Sent out quotes for elevator service for the next contracted year (September 2014 – September 2015). Considerable savings to the city going with a new company.
- Heating and air conditioning issues in first floor south hallway. A thermostat in the former health department was moved to correct this issue.
- Energy saving lights installed and motion detectors in strategic rooms in the building.
- City employed one contractor for the maintenance of all city heating and air conditioning units to streamline cost and efficiency.

Concerns:

- Age of building continues to show with office ceiling/roof leaks, front door frame erosion, brick tuck points and more. Proper insulation, prevention, and energy savings required to keep costs in line.

Recreation:

- Recreation revenue increased by approximately \$22,850.00.
- Employment Agency – the second full year of utilizing an employment agency for part time positions within department.
- An intern from the University of Akron majoring in exercise science did some required volunteer work and shadowing of employees beginning in the fall of 2014 (still going in 2015).
- United Healthcare Community Plan - the sixth consecutive year sponsored the Easter Eggstravaganza at \$1,000.00.
- ActiveNet – Second full year of using ActiveNet for registration and viewing of programs/activities.
- ActiveNet – Staff continues to self-teach for the use of the marketing components of emails and text messaging. Upgrading knowledge and expanding on abilities.
- City Website and Calendar: Parks and Recreation Page – Staff continues to maintain the department page with announcements and monthly calendars.

- Girls Basketball – Divisions 4th, 5th and 6th grades went with the Kent Parks and Recreation league that includes surrounding communities as last year. It was a challenge scheduling practices and games with the removal of one school gym (West Main) from availability compared to last year. Veteran and new coaches made the season run smoothly.
- Boys Basketball – The first year of no travel boys' basketball due to a lack of interest and coaches. The recreational boys' basketball league was held with several challenges throughout the season due to overlapping with the girls basketball season, weather and school closings, limited gym space, adults willing to be volunteer coaches and a new on-site coordinator to replace the former on-site coordinator who had to take off due to medical reasons.
- Baton student placed first in the Basic Skills Pageant for the 15+ age division at the Twirling Unlimited Ohio/Pennsylvania Regional Competition held in Hubbard, Ohio on March 8, 2014.
- All Star Cheer Academy was a new three month program introduced ending with public performance at the annual dance and baton recital in April.
- Marlene Watt Memorial Event was handled entirely through the parks and recreation department instead through the Ravenna Fun Fitness Series.
- Enrollment increases from 2013 in the following programs:
 - Dance and Baton Lessons
 - Spring Break Day Camp
 - Fall Soccer
 - T-Ball
 - Summer Playground Camp
 - Tumbling Classes
 - Shooting Stars Soccer

Concerns:

- Continued decline in school enrollment is an indication of the city's youth population. Programming will need to be monitored over the next several years and adjustments made in programming population.
- Closing or restricting use of school building by the department if the school levy fails in 2015.
- Finding volunteers who can pass the required background check to coach/work with youth. This challenge has required seeking former coaches who have no children in the program to come back and help.
- Staff duties and time stretched to the limit that inhibits creativity, innovation, thoroughness and satisfaction in the programs organizing/overseeing.
- The consideration of filling the position of sports supervisor.
- Department morale.
- Continued financial struggle to make department ends meet.

- More aggressive way for collections of fees from participants and sponsors (current way not resulting in many overdue payments). When to go after overdue payments (what amount to write off or pursue)?
- Inability to give part time employees some type of wage increase.
- Advertising/Marketing expertise needs to be sought out beyond staff abilities that will require payment for services (outside agency).

The RAC:

- A couple of presentations made during the year about The RAC to local business groups and/or company employees. A booth was set up at the Ravenna Chamber of Commerce business expo as well as at two county school districts' health fairs.
- Front Desk Staff – Recruited three new staff members
- Supplies – Continued to work with suppliers to purchase supplies in quantity to reduce costs.
- Equipment – Several new pieces were purchased in the cardio and weight equipment areas. Purchased two additional treadmills satisfying the department's long term replacement goals to increase life expectancy and decrease maintenance costs of these highly used pieces of equipment.
- Carpet cleaned required installers to come back and re-glue several carpet tiles.
- Tabata Bootcamp brought in many new members during the year. Started in January 2014, this eight-week program was offered six times by an independent contractor who steadily brought in new members, brought back former members as well as engaging current members to remain at The RAC. No advertising was done by the city for this program it was all done by the independent contractor. The contractor paid for the use of The RAC and provided her own insurance coverage which included the city on the certificate of liability. Participants in this program had to pay a drop-in fee or purchase a membership. As time went on this requirement was changed to participants purchasing a 60-day membership which would cover the entire session of enrollment. 100% of the membership fees went to the city while 10% of the total revenue of the Tabata Bootcamp session was paid to the city (money was collected by the contractor and paid to the city). A list of participants was provided for each session. Adjustments were made throughout the year for improved checks and balances resulting in one major change of all memberships to be processed by one person through the office and not at The RAC front desk.
- Instructors:
 - One veteran instructor took a full time position with a company here in town, so her availability has changed drastically.
 - One instructor went on maternity in December 2014 and returned March 2015.
 - All current instructors, full time and part time, filled in and subbed classes on a regular basis.

Concerns:

- Revenue decrease of approximately \$13,350.00.
- Competition with opening of new facility in Rootstown medical college.
- More availability of SilverSneakers facilities whether at a permanent site or instructor who is mobile and teaches classes in churches, senior centers, etc. The RAC was first site to offer SilverSneakers in the area. Restrictions on how close another facility may offer and what requirements of facility to be able to offer SilverSneakers classes have been lifted by the parent company, Healthways causing competition for clients as well as qualified competent instructors.
- Turnover of morning instructors due to wage offer and instructor availability. New instructors do not last long (either college students or people looking for better wage and more classes to teach). Class size decreasing now and again due to coverage, instructor experience and members' outside commitments (family, health, cost, etc.).
- Pay increases for current instructors and increasing pay rates for incoming instructors needs to seriously be considered. Competition with other facilities coming to the area with higher pay scales is causing The RAC to lose good instructors and not able to attain good quality instructors at the current starting rate.
- Advertising/Marketing expertise needs to be sought out beyond staff abilities that will require payment for services (outside agency).
- Consideration and approval of a full time staff member to oversee The RAC.

Good News:

- Employee dedication to the department continues on several levels.
- Continual commitment by the city to upgrade parklands and facilities through capital improvement projects.
- Continued support by the city's administration and departments towards parks and recreation.
- Sponsorship from local businesses increased from 2013.
- Two years of knowledge regarding ActiveNet.
- Continuous discovery of the potential of ActiveNet.

STREET DEPARTMENT

ACCOMPLISHMENTS IN 2014:

Salt and deicing:

The city crews used a total of 2,362.5 tons of salt and 6,000 gallons of salt brine for this winter season.

Crews also had a total of 865 hours of overtime for the winter season.

Brush pickup:

Crews picked up and chipped 1,026 cubic yards of brush and stored it at the City's compost transfer site to be ground and re-distributed as mulch to city residents.

Lawn bags:

Crews picked up 2,753 cubic yards of lawn and leaf bags and brought them to the city's transfer site to be ground in to compost. The city crews will distribute 1,000 lawn bags to city residents at a cost of \$ 17,000.00 for the lawn bags alone.

Leaf pickup:

Starting in late October the city crews picked up the loose leaf piles at the residents curb. This year with a crew 13 city employees and assistance from workers from Sunshine Services and three leaf vacuum machines the crews picked up 2,290 cubic yards of leaves. These leaves were also brought to the city transfer site and ground in to mulch and given back to city residents on a mulch giveaway day in May.

Asphalt and cold patching:

City crews applied 305 tons of hot asphalt patching material and 204 tons of cold patching material to repair city streets.

Sanitary sewer cleaning:

City crews cleaned 8,772 lineal feet of sanitary sewers. With the use of the sewer surveillance camera system the crews viewed 5,650 lineal feet of the city's sanitary sewer system.

Storm sewer system repairs:

The city's storm sewer crew repaired or replaced 52 storm sewer basins either with a new pre-cast basin or with rebuilding an existing structure.

Water distribution department:

The water distribution crew repaired 37 water main breaks and 24 water services to residential and commercial water customers.

The crew with the assistance of the Ravenna fire department and the Ravenna Township fire department flushed all of the fire hydrants in the city's water distribution system.

Downtown business district:

This year the street department hired a seasonal employee to clean out and mulch the flower beds. We painted the street trash containers and the utility and street sign posts.

Assistance to other departments and projects:

Street department personnel assisted in the:

1. Renovation of City Hall.
2. The installation of the concrete pads for the new PARTA bus stop shelters.

3. Raised the water vault and poured new concrete on the new Round-A- Bout on Summit and Powdermill Roads.
4. The re-stabilization of the Hike & Bike Trail between Cleveland Road and Chestnut street behind Bob Sumeral Tire Company.
5. The street department personnel were instrumental in the first annual Ravenna Cruise in on the East end of Main Street.
6. City personnel assisted in the re-vitalization of the flag pole project.

Department concerns:

Our biggest concerns are the aging and failing city streets and our infrastructure. Our snow fighting equipment is aging and needs upgraded and replaced.

Department goals:

One is to get the income tax levy passed so we can rebuild our infrastructure and pave our city streets.

Another goal is to replace some of our snow plows over the next few years with newer equipment.

Department staffing:

This year we were able to hire two additional employees and replace two existing employees with new personnel.

UTILITY BILLING

ACCOMPLISHMENTS IN 2014:

Revenue collected:		
	Water:	\$2,328,508.00
	Sewer:	\$2,630,633.35
	Storm:	\$408,680.62
	Recycle:	\$237,195.90
	Total Revenue:	\$5,605,017.87
	Total Gallons Billed:	618.98 Million gallons
	Total Gallons Produced:	783.41 Million gallons
	Total Bills Sent Out:	65,391
	Average # of Customers:	5,449
Customer Service:	# of Calls:	8,935
	# of Walk-up Customers:	11,903
	# of Service Orders:	2504
Delinquency:	Delinquent Notices Sent:	6565
	# of Shut Offs:	347
	Collection from Shut Offs:	\$73,760.83
Rootstown Water:	Gallons Used:	165.59 Million gallons
	Revenue	\$272,122.47
Portage Co:	Water Revenue:	\$71,783.54
	Gallons of Water Used:	33.80 Million gallons
	Sewer Revenue:	\$345,163.52
	Gallons of Sewage Treated:	250.88 Million gallons
Recycle:	Recyclables Collected	549.25 Tons
Top Users:		
Top 5 Water Users:	Rootstown	165.59 Million Gallons
	Paris	52.641 Million Gallons
	Portage County	33.800 Million Gallons
	Robinson Memorial	11.183 Million Gallons
	UMH Properties	10.353 Million Gallons
Top 5 Sewer Users:	Paris	52.641 Million Gallons
	Robinson Memorial	11.183 Million Gallons
	Performance El.	7.911 Million Gallons
	Parker Hannifin	7.190 Million Gallons
	Simco	5.401 Million Gallons

2015 Goals:

1. Add E billing functionality. Customers would have the option to have their bills emailed to them. This would save roughly 40 cents per bill per customer.
2. Potentially offer some type of incentive when a customer chooses E-billing and our ACH auto payment system we would still realize a savings.
3. Discontinue tenants from signing up for utility accounts. This would prevent us from being stuck in the middle of landlord/tenant arguments. This would also save time by not having so many new account creations/finalizations.
4. Clean up old uncollectable/ nonrefundable balances from accounts. This would include checking on the status of old bankruptcies.
5. Collect old debt when possible by sending out letters or placing liens on properties.

WATER PLANT**ACCOMPLISHMENTS IN 2014:****OPERATIONS:**

During the 2014 calendar year the Plant had various upgrades such as valves, pump check valves, filter actuators, chemical feed pumps and chemical feed scales. The potassium permanganate feed line was also extended from its original feed location at the raw water pump building to the intake out in the Lake. This work was performed by a diving company for the purpose of adding more contact time with the water to further enhance water treatment. Two major projects were the replacement of the Plants emergency generator and the start of the new installation of a system control and data acquisition (SCADA) system to better control and monitor all the plant processes. The installation continues into 2015 and is expected to be completed late spring of 2015.

An area of concern at the water treatment plant is the ability to sufficiently remove the precursors in the water that form disinfection by-products (DBP's) when they come into contact with the disinfectant. The County had elevated DBP's which resulted in a violation; they have since stopped taking water from the City to prevent further violations. Rootstown Water also had elevated DBP's which required them to submit an Operational Evaluation Limit Report (OEL) to the OEPA to explain why the samples were over the limit and how they are going to prevent it from happening again. The OEPA requires these reports to help systems identify problem areas before they become violations. The City also had unusually high DBP levels in October and we were also required to submit an OEL report. Some operational changes at the water plant such as switching to a ferric polymer blend and the switch to a high quality carbon are expected to help lower DBP's. But some capital improvements to the water plant will ultimately need to be done to continually meet regulations within the City and the communities it sells water to.

Breakdown of plant maintenance / improvements for 2014 below:

Administration / Chemical Building

- Replacement of sodium hypochlorite transfer pumps.
- Replacement of ferric transfer pump.
- Potassium permanganate booster pump.

Raw Water Building

- Extended potassium permanganate feed line to intake.
- Raw water pumps 1, 2 and 3 were rebuilt.

Rapid Mixers

- Both mixers were cleaned and maintenance preformed.

North and South Clarifiers

- Both clarifiers were cleaned in the spring and fall along with maintenance.

Filtration

- The influent and drain valve actuators were replaced on filter #4.

High Service Pumps

- The pump was rebuilt on HS #1 and a new VFD was installed. HS #4 pump was also rebuilt.
- Pump check valves replaced on HS 1, 2 and 4.

Feeder Canal

- Rented a large excavator for a month and the plant maintenance staff cleaned out fallen trees and beaver dams on nearly the entire length of the feeder canal.

GE and City Park Water Tower

- GE Standpipe was drained for inspection and to have a mixer designed to improve water quality in the tank.

2014 Monthly Report Tally

Flow Measurements		
	Total Treated Gallons:	793.09 MG
	Total High Service Gallons:	770.75 MG
	Max Day:	3.0 MG
	Average Day:	2.17 MG
	Total Flow to County:	38.8 MG
	Max Day:	.19 MG
	Average Day:	.12 MG
	Total Flow to Rootstown:	166.51 MG
	Max Day:	.67 MG
	Average Day:	.411 MG
Plant / System Processes		
	Maximum NTU:	.17
	Average NTU:	.08
	Taste & Odor Complaints:	1
	Discolored Water Complaints:	1

	GE Standpipe Turnover:	24%
	CP Water Tower Turnover:	63%
Monthly Costs		
	Operating Costs (Total):	\$1,369,470.86
	Labor Costs:	\$516,931.16
	OT Costs:	\$34,285.61
	Chemical Cost per MG:	\$275.98
	Capital Costs:	\$329,907.50

WASTE WATER PLANT

ACCOMPLISHMENTS IN 2014:

The overall change of operation at the Wastewater Treatment Plant was fully implemented in 2014. The use of modern technology, communication and understanding between the plant operators and me has made this transition a success to date. The goals of the changes in operation was to improve manpower during day shift, improve safety standards, improve employee morale, complete more tasks in house, produce more knowledgeable operators, reduce staff (through attrition), and overtime.

Several tasks around the plant were accomplished **in house** in 2014 due to the increased manpower on day shift.

- Installation of the Diamond Street Lift Station Grinder by city personnel.
- Numerous hours of painting by plant personnel to enhance the overall appearance of the plant. Plant personnel painted the Airlines on Aeration Tanks 1, 2 & 3, all doors at the lift stations and the plant, several electric panels at the plant, the effluent screw pumps, numerous pumps at the plant and the lift stations.
- Safety standards and procedures were improved.
- The sludge conveyor housing in the sludge press building was rebuilt and stained.
- The conveyor housing rebuild allowed us to change the process of removing the sludge from under the conveyor by utilizing equipment rather than hard labor. Improving efficiency, safety procedures and saving time.
- Thorough cleaning of all plant buildings and process control equipment.
- Improved landscaping and overall appearance of plant grounds.

Capital Improvements 2014:

- Diamond Street Lift Station Grinder was purchased to protect pumping equipment.
- All windows and doors at the Lift Stations have been upgraded for improved security in anticipation of technology upgrades at each lift station by the end of 2015.

- The first phase of the Lift Station Data Recovery Project was successfully completed. (Chestnut, Paris, and Freedom Street Lift Stations).
- A combustible gas sensor was purchased and is utilized for entering confined spaces.
- Final Clarifier 2 was rebuilt. This was a much needed upgrade due to the condition of the previous Final Clarifier (1972). Final Clarifier 1 is budgeted to be rebuilt in 2017.
- The maintenance yard was repaved and very much needed due to the deterioration of the previous pavement.

Sanitary Sewer Overflows in 2014:

- August 20th Intersection of Chestnut and Hazen (heavy rain event)
- August 20th Intersection of Diamond and Hazen (heavy rain event)
- September 16th Freedom Street Lift Station (Mechanical Failure)

The SSOs at Chestnut and Hazen, and Diamond and Hazen, are currently being studied by Stantec Consulting to better understand a permanent solution to the SSOs in this area of the collection system. The SSO at the Freedom Street Lift Station was eliminated on the same day.

NPDES violations in 2014:

- Oil & Grease – June 2014
- CBOD – March 2014

Both violations were corrected immediately.

In House 2015 Projects:

- Paint the airline for aeration tank 5
- Deconstruct and scrap the unused gravity belt thickener
- Deconstruct and scrap the unused grit collectors
- Reconstruct the draw shack
- Paint the maintenance shed
- Replace the sand in the sludge drying beds
- Power wash final Clarifier 3 and the post aeration cascade
- Gravel the entry road to the EQ basins
- Grease removal program at the WWTP and lift stations
- Creek cleanup program (Hommon Road Ditch)

Capital Projects for 2015:

- Phase II of the Lift Stations Data Recovery Project
- Installation of magnetic flow meters at Chestnut and Diamond Street Lift Stations
- Purchase of Ford F250 4x4 Pickup
- Upgrade the UV Station (if necessary)
- Install a WWTP surveillance system (integrated into the SCADA System)

INFORMATION TECHNOLOGY (IT)

ACCOMPLISHMENTS IN 2014:

In addition to the typical daily IT management tasks, The IT Department was busy in 2014 with a number of projects. Many of these involved enhancing our overall network infrastructure and replacing a badly outdated telephone system. With the replacement of the phone system in particular the City is poised to save thousands of dollars in the coming years in the area of telecommunications costs.

Major 2014 IT Projects ...

- Completed implementation of fiber-optic connectivity between major City of Ravenna facilities. This project greatly increased bandwidth and reliability in both data and phone communications between our facilities. It also enhanced security by eliminating stand-alone remote Internet connections and centralizing our Internet Access.
- Completed implementation of a new IP based phone system. This project replaced several disparate and aging phone systems among our facilities. Previously the city maintained five separate phone systems through two different vendors. As a result, little or no interoperability existed and management of the phone systems was very inefficient. The new IP based system leverages our newly enhanced fiber optic network to allow for inter-facility communications independent from any phone company network. This resulted in tremendous savings to the city as we were able to eliminate many traditional phone circuits and consolidate into two centralized digital circuits. The new system also allows for central management by IT staff and adds a number of modern features we didn't have before.
- Replacement of City Hall, Fire and Police PC's. This project was completed in 2014 and was part of the established computer replacement schedule.
- Water Treatment Plant SCADA system. An additional benefit of our newly enhanced fiber-optic network is enhanced capability in command and control systems at our water treatment facilities. Plant operators are able to centrally and/or remotely monitor and control critical water treatment plant processes through desktop systems and tablet PC's. The result is improved efficiency and better monitoring. Staffing models were able to be adjusted to increase efficiency and decrease costs through the use of this technology.
- In late 2014, early 2015 the Fire Department began migration to a new EMS reporting software system called Sansio. This software will ultimately allow EMT's to perform electronic charting in the field. This charting can be electronically transferred into various electronic medical records systems as well as to our EMS billing provider. This will result in a great improvement over the current paper based charting and will eliminate redundant data entry across a number of entities within the city and beyond.

Computer forensic support to Police Department:

The IT Director provided support to the Police Department in the area of digital forensics for a number of investigations throughout 2014. Most prevalent were mobile devices and as such, digital analysis in a child rape case resulted in thousands of images depicting child exploitation and the defendant was recently sentenced to 36 years in prison. The ability to perform digital forensics 'in-house' continues to be a valued asset as the frequency of digitally enabled or related crimes continues to increase exponentially.

Other miscellaneous stats:

- The IT Department responded to 642 help desk requests in 2014.
- The IT Department is currently managing over 5 Terabytes of information on five servers.
- The IT Department is currently managing 106 PC related devices including desktop PC's, tablet PC's, and mobile data terminals.

Planned projects for 2015 include

- Replacing the aging mobile data terminals in use in the police patrol vehicles.
- Enhancements to certain areas of our network structure which will allow for better segmentation between departments and enhanced security.
- Replacement of a data server currently shared by Police and Fire.
- Implementation of the newly acquired NIXLE service which allows for mass public notifications.
- Refresh of, and additions to, the City Web Site.
- Development of maintenance software which will initially be used to resolve the long standing hydrant maintenance tracking issues and will eventually be expanded to track other maintenance tasks performed by city crews.

POLICE DEPARTMENT

ACCOMPLISHMENTS IN 2014:

The Ravenna Police Department continues to function at below staffing levels from previous years due to budget constraints. The Patrol Division is short two full time officers while the Communications Division is short one full time dispatcher.

DETECTIVE BUREAU:

- DB had 70 cases assigned to them for follow up investigation.
 - Sex Offenses or Abuse – 25
 - Robbery – 7

The remaining cases were various theft, fraud and counterfeiting cases.

EVIDENCE:

- 830 individual items were placed into evidence this year of which 54 were submitted to BCI.

During 2014 asbestos was found in 2 of the 3 basement evidence (B1 and B2) rooms. Notifications were made and testing completed. At this time, evidence room B2 is unusable and is to be professionally cleaned. The items in B2 will be cleaned and transferred to new a new evidence locker (TBD)

DISPATCH:

Staffing – A full time dispatcher left RPD to seek employment in the Columbus, Ohio area. Dispatcher Rummel had been assigned the 11am – 7pm shift. The dispatcher has not been replaced leaving the dispatch center understaffed. The work load was absorbed by utilizing overtime and part time dispatchers. Due to unavailability of staff, the 11am – 7pm shift is going unfilled. The center now has only two dispatchers on duty at all times. A new part time dispatcher has been hired, trained and released to active duty as of December. The RPD dispatch training manual has been completed. Dispatcher Collins was the first Dispatcher trained using this manual.

RADIO EQUIPMENT:

The dispatch center is now MARCS capable for interoperability. All available channels for Portage County and the State of Ohio are programmed and active. An additional MARCS radio was installed to permit the reception of school emergency alerts (MARCS Radios in Schools Program). Although the MARCS School Radio is installed, the only participating school is Maplewood Career Center. The Ravenna School system declined to participate in the program or variations of it.

TELEPHONE EQUIPMENT:

The new phone system (AVAYA) is installed in the dispatch center. Initially the 911 calls were Answered on the new system, however, call quality problems due to compatibility issues, necessary the reinstallation of the old phones to answer 911 calls. Each dispatch position has two phone sets. The digital recorder was determined to have compatibility issues with the new phone system, steps are being taken to replace the system.

PARKING:

Our parking enforcement officer left in July and took a position with Baldwin-Wallace. To date she has not been replaced. I am currently looking at options to replace the position but it has been difficult at best. Hopefully within the next couple weeks we will try a “pilot” program to reinstate the parking program.

PATROL:

In-House:RPD Officers completed TASER, Building Search, three (3) sessions of firearms training, traffic stop training, emergency driving operations, e-Opota on-line training courses. training were in excess of 20 hours per officer. More than 700 hours total. On-Site Training: Approximately 800 hours department wide. Fleet, Field Officer Training Program, First Line Supervision, Patrol Rifle Operations, Mindset Boot Camp, Advanced Roadside Impaired Driving Enforcement (ARIDE), Patrol Rifle Armorer, Officer Survival and various SWAT trainings.

EQUIPMENT:

Purchased ten Taser batteries. On hand we have 21,000 rounds of .45 ACP and 28,000 rounds of .223, all of these rounds are training rounds. Our on hand duty ammo is 500 rounds of .45 ACP and 1,200 rounds of .223.

METRO SWAT:

Patrolmen Duane Kaley and Brad McDougal are assigned to the METRO SWAT Team. In 2014 Both Kaley and McDougal received fitness awards from METRO SWAT. RPD activated the SWAT team once in 2014. METRO SWAT as a unit responded to twenty calls for service throughout the year. Our annual "fair share" fee increased by \$85.02.

PCDTF:

The PCDTF has been busy in Ravenna and throughout Portage County. Seizures of drugs has increased. In 2013 PCDTF seized 58,258 grams of marijuana – in 2014 agents seized 313,825 grams of marijuana. In 2013 PCDTF agents seized 94 grams of heroin – in 2014 4,249 were seized. Overall 7.2 million dollars worth of narcotics were taken off Portage County Streets.

STATS:

RPD Communications Center handled 19,179 calls for service in 2014 which included 4,606 medical emergency calls. RPD officers made 1,121 arrests for 2014 while issuing 630 traffic citations.

FIRE DEPARTMENT

GOALS SET FOR ACCOMPLISHMENTS IN 2014:

In 2014 the Ravenna Fire Department experienced the retirement of two longtime members. These individuals represented over 60 years of experience and service to the City of Ravenna. These positions were critical to the expertise and professionalism of this department. The department now operates with 16 members through attrition.

Fire code enforcement activities have been understaffed on the Ravenna Fire Department; we remain hopeful that the department will improve fire code enforcement through the hiring of at least a part time inspector. This would help with safety concerns for the citizens of Ravenna and employees in city businesses.

We continue to do more with less; however, we remain cognizant that efforts to increase efficiency must constantly be made.

In 2014 the fire department achieved the following:

- Responded to over 2600 calls
- Received American Heart Association Mission: Lifeline award
- Tested and serviced all hydrants within the city
- Obtained approximately \$46,000 in grants from the State of Ohio
- Applied for \$500,000 from the federal government and \$6,000 from the state in grants

- Purchased and installed power cot and loading system
- Purchased new turnout gear, which meets current NFPA standards, for all members
- Provided fire prevention and public education materials for Ravenna school system students and elderly residents

SAFETY COMPLIANCE

ACCOMPLISHMENTS IN 2014:

Much work was done in regards to researching and updating employee safety training records, emergency action plans, and city wide safety inspections. One very big Safety Compliance accomplishment in 2014 was scheduling and completing CPR/AED training for our employees. Overall, four separate classes were held which enabled 40 employees to attain their certification. In addition, I was able to utilize online training courses for all employees through the Ohio Bureau of Workers Compensation. This type of training enables employees to complete this training anytime during the workday and this training was absolutely free to the City of Ravenna. Many on-site safety inspections were accomplished in 2014. They include: working with Emerald Environmental in the completion of the hazardous material cleanup at the Smith & Cowan site and working with Chemtron Corp. and our Wastewater Dept. on the disposal of unused, obsolete hazardous chemicals stored at the Wastewater Plant.

GOALS FOR 2015:

Goals and expectations for 2015 that will keep Safety Compliance a valuable asset to the city of Ravenna. Most importantly, I will continue to take advantage of free online employee training courses in an effort to stay more efficient and cost effective. Some other goals I would like to see achieved this year are:

- 1.) Communicate with all Dept. Supervisors and employees on a regular basis to recognize unsafe conditions at their locations and remedies to eradicate those conditions.
- 2.) Continue to work with our workers compensation committee in an effort to streamline our employee injury claim approval/denial process.
- 3.) Utilize the BWC video library services for free employee safety training videos and training materials.
- 4.) Perform city wide building, grounds safety inspections, and employee PPE inspections.
- 5.) Development/installation of a video surveillance system for the Wastewater Plant.
- 6.) Lower citywide injury rates.

HUMAN RESOURCE

ACCOMPLISHMENTS IN 2014:

Administration of Employee Assistance Program:

First implemented as a management referral system in 2013. In 2014, 33 employees utilized the services offered through this program

Delivered Workplace Training to Department Heads and City Council:

Provided all employees with Anti - Sexual Harassment, Workplace Violence and Diversity Training. Thereby significantly reducing the City's liability.

Negotiated Memorandums of Understanding with our Service Union, AFSCME:

Facilitated the discussion with the AFSCME union to agree to bring snow shifts back to operation for the snow removal season. This saved the City significantly in overtime expenses by having staff available 24 hours /5 days a week for snow removal.

Implemented CDL Drug Testing:

This is a 1991 Federal Law required that any employer who has employees with Commercial Driver's Licenses must randomly test for drugs and alcohol. Drug testing arrangements were facilitated by HR to begin the Drug and alcohol testing program in January 2015.

Delivered Reasonable Suspicion Training to Department Heads and Supervisor:

Part of the drug and alcohol testing program is the component of reasonable suspicion. Employers must train supervisory staff to recognize impairment. HR coordinated this training with Margie Roop, a certified drug and alcohol trainer and counselor, from LifeServices EAP to deliver this training.

Administrative Liaison to the Mayor for Labor Relations, Employee Relations and the Hiring process:

Ensures consistency, fairness and compliance throughout the City in the administration of corrective action, performance measures, employee grievances and the hiring process.

Serves as Chair for the Health Benefits Committee:

- Assists in the development of Health Care plan design to offer affordable cost effective option for both the employees and City. While remaining compliant with the new Affordable Care Act.
- Administers the Open Enrollment process throughout the City.

Manages Worker's Compensation and Family Medical Leave:

Confidentially, coordinates all Worker's Compensation Claims and Family Medical Leave requests, safeguarding employee privacy requirements.

Goals 2015:

- Completion of Position Description revisions.
- Negotiations of all 5 collective bargaining agreements.
- Classification/HR Plan development.