



**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

## **2014 State of the City**

*The work we have done over the last eight years has positioned Cleveland for a strong and successful future. We've strengthened our financial position, even through the global recession. We've become more efficient in delivering service to every neighborhood. We're building a sustainable economy and driving our investment dollars into the local economy. We're transforming education for all Cleveland students. And we will continue this work – until it is engrained in every action we take and every dollar we invest.*

*Mayor Frank G. Jackson  
March 5, 2014*

Each year, as Mayor Frank G. Jackson discusses the state of the City of Cleveland, he talks about the city's financial condition; economic development and investment strategy, basic city services and quality of life issues, such as safety and public health. And, he focuses on education and the need to increase opportunities for Clevelanders to participate in our economic prosperity. This year, he continues to focus on the necessity of institutionalizing the successful policies and strategies that he has put in place so that Cleveland will have a strong future and so that all Clevelanders have an outstanding quality of life and standard of living.

This year, in lieu of a traditional State of the City speech, Mayor Jackson participated in a public conversation with local journalist Russ Mitchell (WKYC). This was an unscripted, live interview in front of an audience of approximately 1,000 people, followed by a question and answer session with the audience. The following information is provided as background regarding recent accomplishments by the Jackson Administration and information regarding city programs, policies and initiatives. The following information does not represent a formal speech, nor the exact topics discussed during the State of the City event.

**Media Note:** If you would like more information about any of the topics listed below, please contact the Mayor's Office of Communications at 216-664-2200.

## 2014 State of the City of Cleveland

### City Operations

**Finance:** Since 2006, the City of Cleveland has overcome the greatest global economic crisis since the great depression. Despite this tremendous challenge and the loss of tens of millions of dollars in annual revenue, Mayor Jackson balanced the budget each year, while protecting as many city jobs as possible and continuing to invest in the economy. He has invested in departments and divisions in a way that encourages efficiency, allowing the City to maintain and even increase city services in some areas. This year, Mayor Jackson proposed an operating budget of \$540 million.

**Human Resources:** The Department of Human Resources is supporting efforts citywide to improve accountability, reduce costs, increase efficiency and improve quality of life for the City's workforce.

- The City is increasing employee accountability through a standardized performance management process. In 2013, 150 front-line supervisors were trained on the process and components of performance management.
- Health Insurance: In an effort to control rising healthcare costs, the City is converting from a fully insured medical plan to a self-insured medical plan.
- Employee Wellness: The City is expanding wellness programming to motivate our employees to embrace a healthier lifestyle, positively impact our healthcare costs and develop a culture of wellness. We are offering incentives connected to health care premiums for employees who meet established program requirements.

### City Planning

City Planning's Connecting Cleveland 2020 Citywide Plan provides the framework for the city's investments, partnerships and initiatives with the goal of creating vibrant neighborhoods, improving quality of life and encouraging development.

- **West Shoreway:** For the first time in Cleveland's history, a concrete freeway will be transformed into a landscaped parkway, as the City won full-funding in 2013 for the long-planned West Shoreway lakefront project. Already completed are two pedestrian and bike connections to Edgewater Park from nearby neighborhoods. In the next two years, work will begin on extending West 73<sup>rd</sup> Street to the lakefront and reconstructing the Shoreway as the new "Edgewater Parkway."

- **Healthy Neighborhoods:** The City Planning office has now broadened its review of new development projects to include an assessment of the impact on the health of neighborhood residents. During 2013, City Planning staff demonstrated this new approach by examining the proposed “Upper Chester” project, with the goal of maximizing benefits to residents of the Hough neighborhood in which the project is located. This initiative is part of Mayor Jackson’s larger “Healthy Cleveland” program.
- **Convention Center/ Global Center:** In 2013, Cleveland joined the ranks of American cities with first class convention facilities. The opening of the new Cleveland Convention Center and the attached Global Center for Health Innovation makes Cleveland a competitive location for attracting national conventions. The expected increase in visitors is already resulting in the investment of hundreds of millions of dollars in new hotels and restaurants, creating thousands of new jobs for Clevelanders and making downtown Cleveland a vibrant “24/7” community.

## **Sustainability**

Mayor Jackson is committed to making city operations more sustainable as well as transforming our economy into a sustainable economy through Sustainable Cleveland 2019, now in its fifth year. Recent accomplishments include:

- A new Bikeway Implementation Plan has been designed to increase the number of bikeway miles by 250% by the end of 2017. The goal of the City’s plan is to provide cycling amenities in every neighborhood, whether for transportation or recreational use;
- The City of Cleveland led a community process to create a Climate Action Plan (CAP) to not only reduce GHG emissions, but also plan for changes in the climate that will affect Clevelanders. The CAP lays out 33 actions that will reduce GHG emissions in Cleveland 16% by 2020 and 40% by 2030.
- Implementing Downtown Recycling Bins;
- Through governmental aggregation, a community purchasing program, the City of Cleveland leverages group buying power for the purchase of electricity. This aggregation saves customers money, supports Ohio and regional renewable projects, and reduces Cleveland’s carbon footprint. The City of Cleveland's community aggregation program provides residential and small commercial Cleveland Electric Illuminating (CEI) customers the opportunity to save money on their electric bills. Since July 2013, about 65,000 CEI customers have received both a 21% electricity bill savings off the market rate (or Price to Compare) AND 100% of their electricity from green energy sources.

## Neighborhood Investment

**Community Development:** The City of Cleveland's Department of Community Development continued to invest in Cleveland's neighborhoods by supporting strategic demolition, housing renovation, new housing, and land reutilization. These efforts are guided by the citywide plan and the City's sustainability policies. Over the past several years, Community Development leveraged nearly \$60 million dollars in federal stimulus funding to support its work citywide.

- **Habitat for Humanity:** Partnered with this organization which began expanding its affordable home ownership model in 2013 to include rehab of existing housing. Traditionally a new construction program, Habitat for Humanity began work on a 12-unit rehab project in two neighborhoods in 2013.
- **Fairfax Intergenerational Housing Project:** We supported the completion of this innovative project – 40 units of new construction, rental townhomes specifically for low income seniors that have legal custody of their grandchildren, one of the first projects specifically designed to address this population. The project was developed jointly by Fairfax Renaissance Development Corporation and the Cuyahoga Metropolitan Housing Authority, with substantial financial assistance from the City of Cleveland.
- **Housing First Initiative:** In partnership with a broad coalition of non-profit housing developers and service providers, we continue to collaborate in an effort to reduce and prevent homelessness. More than 575 units of permanent supportive housing have been developed since 2006, including two projects that were completed in 2013: the \$9.4 million 40-unit Winton on Lorain, at 9431 Lorain Avenue, created 40 units and the \$11.5 million 65-unit Buckeye Square Emerald Alliance VI project, at 11529 Buckeye, added 65 apartments.
- **Land Reuse:** Repositioning vacant urban land into productive community gardens and urban farms has continued as a priority for making our neighborhoods more vibrant and sustainable.

**Building & Housing:** Throughout 2013, Building & Housing continued an aggressive blight abatement program as the City demolished 1,087 condemned structures at a cost of \$9.8 million. Since taking office in 2006, the Jackson Administration has demolished more than 7,600 blighted structures at a cost of more than \$59 million. Mayor Jackson cites the need to identify new demolition funding sources as one of the greatest challenges facing the city in 2014.

In spite of the challenges posed by the amount of vacant, abandoned property in the city, private investment in the city remained strong in 2013 as 15,746 construction permits were issued. The value of the construction was nearly \$900 million. It is anticipated that the year 2014 will be an even more robust construction year.

## Economic Development

Positive momentum continued in 2013, led by increasing financial investments from public and private sector funding. The downtown office vacancy rate declined from 18.4 % to 18.2%. Total downtown housing units increased from 4,756 to 5162 and maintained a 95% occupancy rate. 817 housing units came online in the last 18 months. In the next 24 months 1,133 units of housing is expected to come online.

- **Manitowoc/Cleveland Range:** A long-time Cleveland company, Cleveland Range was purchased by Manitowoc, consolidating the Cleveland and Indiana facilities and expanding the facility in Cleveland. The City is working to re-brand this area as the Nottingham Commerce Park, including signage and streetscape elements to create a first class commerce park around this anchor company.
- **Steelyard Commons Phase 2:** To build off of the success of Phase I, First Interstate Properties, Ltd. is ready to move forward with the expansion of Steelyard Commons. Phase II will be located on the empty 19.5 acre parcel at Steelyard Commons and will occur over 4 years.
- **Residences at 1717:** The former East Ohio Gas Building, located at East Ninth and Superior, is a 21-story 350,000 square foot building with an attached eight and a half level parking garage. The mixed-use redevelopment will feature 10,000 SF of retail on the first floor and 223 upscale one-bedroom, two-bedroom and penthouse suites on the remaining floors.
- **Striebinger Block, LLC – Hingetown Project:** The Hingetown Project, a mixed-use redevelopment of a 96-year old, 13,320 sq. ft. brick building, is viewed as the “link project” that connects the Ohio City and Detroit Shoreway Neighborhoods.
- **Flats East Bank – Phase II:** Phase II of the Flats East Bank redevelopment has the potential to change the landscape of downtown Cleveland and build upon the success of Phase I. Phase II’s mix of residential, office, retail, and entertainment options will provide a model live-work-play environment and strengthen Cleveland’s downtown.
- **Energy Loans:** The City of Cleveland partnered with Cuyahoga County, State of Ohio and the private sector to move forward two energy loans that are projected to save over \$1.2 million in energy costs, reducing buildings’ energy use by over 30% and causing an annual reduction of over 12,000 metric tons of carbon dioxide (CO<sub>2</sub>). The two projects benefiting from this partnership are Playhouse Square and the new Westin Hotel. These efforts support the Mayor’s Office of Sustainability’s recently adopted Climate Action Plan.

## Workforce

**Mayor's Office of Equal Opportunity (OEO):** Over the past year, OEO made great strides in its work to institutionalize a Community Benefit Agreement approach to private and public development in Cleveland in addition to continuing the success of the Cleveland Resident Employment Law (the Fannie Lewis Law) and expanded certified business registration opportunities.

- **Community Benefits Agreements (CBAs):** An historic Memorandum of Understanding between the City of Cleveland, the business community, educational institutions, labor, and community organizations focused on workforce development was signed in 2013. Signers included 10 major development project owners in Cleveland.
  - A demand study for construction labor is underway by Mohr Partners with the Upjohn Institute, and will be complete by April, 2014.
  - Nine projects have been identified for CBAs and the involved parties are moving towards finalizing the agreements.
  - On March 6, 2014, 14 students will graduate from the Cuyahoga Community College pre-apprentice program.
- **Resident Employment Law (Fannie Lewis Law):** This year marks the 10<sup>th</sup> year of the Fannie Lewis Law. For the fourth consecutive year, contractors in Cleveland who are subject to the law have exceeded the requirement of 20% of the work hours being completed by Cleveland residents.
- **LGBT Registration:** In February of this year, OEO started the Gay Lesbian Bisexual Transgender Registration. The registry provides an official recognition of LGBT businesses and will provide a connecting point between companies with contracting opportunities and LGBT businesses.

**Workforce Development:** A joint City of Cleveland-Cuyahoga County office, Workforce Development continues its efforts to improve the skills of our workforce and connect people and companies to support our local economy. Workforce Development placed 4,175 job-seekers into jobs during the program year, an increase of 31% over the prior year; and, conducted more than 150 employer recruitments during the program year, up 44% from the previous year. In partnership with the Ohio Department of Job and Family Services, it also provided specialized mentoring, job readiness and job experience services to 150 youth exiting the foster care system through a collaborative pilot program known as Connect-The-Dots.

## Education

Education remains one of Mayor Jackson's top priorities, with the goal of providing every child in Cleveland with an excellent education.

- The **Cleveland Plan for Transforming Schools** is being implemented in the Cleveland Metropolitan School District and partner charter schools, supported by a tax levy passed in the fall of 2012.
- **Cleveland Transformation Alliance:** Built in to the Cleveland Plan, the Transformation Alliance is responsible for reporting to the community on the progress of the Cleveland Plan and the state of the schools in Cleveland. A newly created website, [www.clevelandta.org](http://www.clevelandta.org) was launched this week, providing access to school "report cards" and encouraging families to choose the best school for their children.
- **Higher Education Compact of Greater Cleveland:** Formed in 2011, the Compact continues to provide Cleveland students and their parents with the information, resources, financial aid and counseling they need to help the students go to and graduate from college. Over the past year, the Compact increased efforts to have partner institutions participate in the Reverse Transfer Program, which allows former Cuyahoga Community College students to be awarded an Associate's Degree upon finishing the graduation requirements at another Compact college or university.

## Public Health

The Cleveland Department of Public Health is focused on building a healthier Cleveland, including leading the Healthy Cleveland effort, with the support of Cleveland City Council and in partnership with Cleveland's four major hospital systems. CDPH's work from the last year includes:

- A city-wide education and outreach event to inform Cleveland residents about their options for obtaining health care insurance through the Affordable Care Act's Health Insurance Marketplace. More than 500 individuals attended and received one-on-one assistance from a team of health care navigators, certified application counselors, insurance agents and brokers.
- Securing over \$3 million from the USEPA for the remediation of hazardous chemicals at the W.C. Reed Playfield.
- Contributed to the successful prosecution of illegal dumpers at the Wayside Avenue dumpsite and also facilitated the clean-up of the site.
- Conducting a city-wide Safe Sleep Community Education Campaign that included 25 billboards targeting ten neighborhoods with the highest sleep related

deaths to decrease the infant mortality rates in Cleveland's communities. In addition, over 100 Safe Sleep Tool Kits were distributed to places of worship throughout Greater Cleveland.

- CDPH, in partnership with the Cuyahoga County Board of Health, established the Ohio Institute for Equity in Birth Outcomes. This three year project is designed to implement community-wide initiatives to reduce infant mortality and to eliminate health disparities in birth outcomes.
- The CDPH Office of Emergency Preparedness earned the highest preparedness rating in the history of the Cleveland Cities Readiness Initiative Program scoring 100%

## Aging

The Department of Aging is committed to ensuring Cleveland is an elder friendly community by enhancing the quality of life for Cleveland seniors through advocacy, planning service coordination and the delivery of needed services. Major accomplishments from 2013 include:

- **Senior Transportation Program:** This program went citywide in May of 2013, completing the two-and-a-half-year phasing in of this needed and popular service, which now has nearly 4,000 seniors registered. In 2013, more than 20,000 trips were provided. Approximately 70% of those trips were for medical appointments.
- **National Senior Games:** Approximately 11,000 athletes 50 years of age and older from all 50 states arrived and competed in 19 different competitive sports in Cleveland in 2013. The Annual Cleveland Senior Walk, held in collaboration with the National Senior Games, had more than 1,600 participants. The purpose of the walk is to promote exercise, good nutrition and healthy life styles for older adults.
- **Core Services:** Provided the core services of a fully operational Aging and Disability Resource Center, as part of the Western Reserve Area Agency on Aging's five county Aging and Disability Resource Network. The Core services include: Information and Assistance, Benefits Assistance, Economic Case Management and Options Long Term Support Counseling.
- More than 5,700 Cleveland seniors received one or more services through the Department of Aging in 2013:
  - Case management to prevent homelessness for older Cleveland seniors and adults with disabilities;
  - Assistance in accessing state and federal benefits like Medicare;



- Help with major home repair jobs like a roof, plumbing or electrical work and with chores like grass cutting and leaf raking;
- Case management to assist clients with difficult financial situations to improve their economic security;
- Supportive services to assess needs and link clients to needed social services; and,
- Telephone reassurance to check on the well-being of vulnerable seniors through Cleveland Care Calls.

## **Public Safety**

The Department of Public Safety makes up 57% of the City's operating budget. Improving public safety and the perception of safety in Cleveland is a primary goal of the Jackson Administration. Despite some high profile challenges over the past several years, violent crime is trending down and accountability among the safety forces is increasing.

**Department of Justice Investigation (DOJ):** In early 2013, Mayor Jackson requested that the Department of Justice come to Cleveland to review the use of force by Cleveland Police. The goal of the investigation is to determine if there are "patterns and practices" related to the use of force in Cleveland that must be addressed. The DOJ investigation was announced March 14, 2013. Since that time, the DOJ has requested and received numerous city records, some of which are updated monthly. Cleveland Police officers, supervisors, command staff have met with the DOJ multiple times. The DOJ has participated in ride-alongs with patrol officers and police supervisors and has met with members of the Police Review Board and employees of the Office of Professional Standards.

**Cleveland Police – Use of Force:** The Cleveland Division of Police tracks use of force – whether deadly or less lethal. The statistics show a downward trend in the number of arrests, the use of deadly force and use of less lethal force since Mayor Jackson took office in 2006. (See attachment.)

**Cleveland Police – Crime Stats:** The Cleveland Division of Police tracks crime statistics on a year-to-date basis as well as in comparison to a six-year average. Compared to the average of the previous six years (2007-2013), 2013 saw a reduction in homicides, felonious assault, burglary, theft, grand theft motor vehicle and arson. Overall, this is a downward trend and is good for our community. However, we know that to the victim of any crime, these statistics are not a comfort. That is why Cleveland Police will continue every effort to improve public safety in Cleveland. (See attachment.)

**City/County Jail Operations Transition Plan** The City and Cuyahoga County have been actively engaged in a planning process that, if approved by our respective Councils, would transfer the responsibility for booking, processing, and the care of suspects arrested by the Cleveland Division of Police and prisoners and inmates held or sentenced by the Judges of Cleveland Municipal Court to the County Sheriff.

If approved, the City will enter into a Memorandum of Understanding with the County and pay \$85.00 per day, per prisoner. The City would also deactivate the City Jail at the Justice Center and the House of Correction, leaving the House of Correction site in Highland Hills available for future development. The Division of Correction currently houses an average of 265 individuals per day, with a FY2014 projected budget of \$14,693,159. This agreement, if approved, represents an annual savings to the City of as much as \$5 million. Legislation was introduced to Cleveland City Council on March 3, 2014.

**False Alarms** – In 2013, Cleveland Police responded to nearly 12,000 residential alarm calls. 97.99 percent of those alarms were false – a good thing for property owners, but a challenge for police resources. To ensure officer safety, at least two uniformed officers were dispatched to every alarm to determine if a crime was committed. While police responded to false alarms, citizens with legitimate safety needs had to sit and wait. At the direction of Mayor Jackson, Martin L. Flask, Executive Assistant to the Mayor for Special Projects, is working with a Safety Director Michael McGrath, Cleveland City Council Safety Chairman Matt Zone and others to develop a comprehensive strategy to reduce the frequency of false alarms. In doing so, we can continue to respond to alarms and better manage our resources to respond to other calls for service.

**Fire, Rescue and Emergency Medical Service:** We have made progress in the integration of the Divisions of Fire and EMS, designed to improve our response to medical calls for service, while maintaining and enhancing fire suppression and all hazards response.

- 17 of the City's 18 ambulances are now co-located with fire response apparatus and last summer, several EMS employees successfully completed fire cross training. Five fire engine companies offer Advanced Life Support (ALS) capabilities and are staffed around the clock with a paramedic. They are strategically deployed in neighborhoods to reduce response time to critical life threatening medical emergencies. The next phase of the plan calls for an increase of ALS medical delivery throughout our neighborhoods as more ALS first responders are added through the continued cross training process.
- In 2013, the Division of Fire hired and trained 34 new firefighters. In addition, five EMS paramedics were cross-trained as firefighters and graduated from the Fire Training Academy. They will be eligible to be some of the first cross-over

employees in the integrated Division, providing a valuable dual-role position in the work force.

- In 2013, the Division of Fire initiated a “Fast Track” program in coordination with the Office of Risk Reduction and MetroHealth. The goal of the program is to streamline assessment, treatment and ultimately the return to duty of firefighters injured in the line of duty. The initial results have been extremely positive in returning injured firefighters to productivity in a much quicker manner.

## Public Utilities

**Cleveland Water:** Cleveland Water, one of our greatest regional assets, serving more than 1.4 million people in more than 70 Northeast Ohio communities, continues to build on recent customer service improvements. These improvements, increased efficiencies and new technology have put Cleveland Water in a strong position to meet its goal of a 0% water rate increase for the years of 2016 to 2020.

- Cleveland Water has achieved 99% on-time billing and offers a more timely response to customer inquiries.
- We’ve increased collection of delinquent money owed to Cleveland Water to better manage our resources.
- More than 260,000 meters have been installed through the Clear Reads/Automated Meter Reading (AMR) project, which will improve the accuracy and timeliness of bills and provide additional information to help customers monitor and manage their own usage. This project will be largely complete by the end of the year.
- Cleveland Water launched a new website, improving its ability to interact with customers, allowing customers to access their account online. In a few months, we will make hourly and daily consumption information available to customers who have had an AMR meter installed.

**Cleveland Public Power:** We are taking the necessary steps to ensure CPP’s strong financial position in the future. We are looking at opportunities to align the on-going Capacity Expansion Plan with marketing opportunities. CPP is also leveraging technology to become more efficient. We have started a pilot program that allows CPP to communicate with meters remotely. This program has the potential to reduce the number of truck trips and associated fuel costs and vehicle emissions. Additionally, we are continuing our LED streetlight pilot while continuing to provide timely response to streetlight outages reported via our automated reporting system.

**Water Pollution Control (WPC):** Water Pollution Control continued its strong response to customer inquiries and is shifting to a more proactive approach to infrastructure maintenance. This proactive approach will follow an 8-year look ahead for capital projects so that we are addressing issues via preventative maintenance as opposed to being driven by the need to respond by emergencies. In 2013, utilizing the Citywide GIS system, WPC identified and documented all catch basins in the City of Cleveland. This will allow WPC to implement a strategy to inspect, and clean as needed, each catch basin once every three years – a critical step to reduce area and street flooding during heavy storms.

## **Cleveland Airport System**

**Lakefront Development:** The Mayor’s Advisory Committee issued a Request for Qualifications for developers last year for North Coast Harbor and the docks north of First Energy Stadium. The Committee has completed its review and is preparing a recommendation for the Mayor’s consideration. In addition, the Department of Port Control took major steps in launching the Downtown Lakefront Plan, including:

- Signing a development agreement with Geis Companies at Burke Lakefront Airport;
- Constructing the new North Coast Harbor Transient Marina to be opened this spring and issuing a Request for Proposal for a Marina Management firm for the spring opening,
- Contracting with the Downtown Cleveland Alliance to handle property maintenance and special events management for North Coast Harbor.

**Cleveland Hopkins International Airport:** At Cleveland Hopkins, we have begun our transition from a hub airport to a local demand airport. It has been our approach to prepare Cleveland Hopkins to be strong regardless of what happens in the industry. Now, we are seeing initial signs of that positioning with new replacement air service announced by Delta and Frontier airlines. Over the coming months, we will see other carriers announce new service to meet Cleveland’s demand for air service.

We still have work to do including marketing to new carriers and managing cost increases resulting from United’s reductions. Meanwhile, we will continue positioning Cleveland Hopkins with terminal enhancement and customer service projects, new revenue initiatives, and cost reduction strategies.