



PROCEEDINGS

1  
2 CHAIRMAN KELLEY: Ordinance No. 11015,  
3 Council Member Kelley by Departmental request.  
4 An emergency ordinance to make appropriations  
5 and provide current expenses for the daily  
6 operations of all municipal departments of the  
7 City of Cleveland, for the fiscal year from  
8 January 1, 2015 until December 31, 2015.

9 Mayor, welcome, great to have you here.  
10 I've certainly read your Letter of  
11 Transmittal, but I would like to give you an  
12 opportunity to address the body.

13 MAYOR JACKSON: Thank you,  
14 Mr. President and the Council Members. This  
15 is my ninth year submitting general fund. You  
16 know the law requires that we submit a  
17 balanced budget and that you pass one. So  
18 it's always the conversation between that  
19 matters, and then as we're doing that, we go  
20 about the delivery of service in providing  
21 this service.

22 This budget is \$1.3 billion. That  
23 includes general fund and enterprise fund.  
24 The small enterprise, Airport, Utilities,  
25 that's over 700 and something million; and

1           then 541 million that's in the general  
2           operations budget.

3           The enterprise funds are doing well.  
4           Airport is about 150-something million.  
5           They're doing well. There is some loss of  
6           revenue as a result of the reduction of  
7           flights when Continental de-hubbed. But their  
8           cash balance and everything is healthy. As  
9           you know, the airport has aviation revenue and  
10          it has non-aviation, like parking and  
11          concessions. So the Director's been pretty  
12          good at creating a variety of revenue sources  
13          that has allowed him to maintain a good  
14          healthy cash balance. Even though there's a  
15          loss in some revenue because of landing fees,  
16          the number of planes taking off, the size of  
17          them, we're beginning to recover that also.  
18          As new airlines come in and these new airlines  
19          are really allowing our customers to have a  
20          better experience with a better aircraft at a  
21          much better price.

22          We believe that -- and the Director can  
23          talk about that when he comes up -- we believe  
24          in the near future we'll, not only recover all  
25          the lost revenues, but be much further ahead,

1 and position Cleveland as we've always  
2 attempted to do with the airport, in a way  
3 that we are competitive, regardless of what  
4 happens in the airline industry.

5 With Utilities, with the help of  
6 Council, you've helped us in regards to CPP,  
7 Water Pollution Control, in terms of the cost  
8 versus expenditure challenges we've had there.  
9 You've helped us move through those  
10 challenges, so that we could not only maintain  
11 operation, but we can now do much better in  
12 our capital demands, particularly at WPC.

13 With Water, we are in a position where  
14 we are doing the studies to see if, in fact,  
15 we can have or see a rate increase going  
16 forward. This study has not been completed  
17 and we are weighing not only what our current  
18 cash balance is and what the cost are going in  
19 the future, but projecting those costs out,  
20 plus some revenue streams out. Based on that,  
21 we'll come up with something to bring to  
22 Council for rate. Our goal is to have that  
23 zero, but we have not validated whether or not  
24 that is going to be. So as a result of this  
25 study, we will be able to determine other

1 things some time this year. I think this is  
2 the year where we submit rate increases.

3 For general fund, it's very interesting  
4 in general fund, we have, with all the  
5 prosperity that has occurred in the City of  
6 Cleveland, particularly over the last few  
7 years, we have less revenue for operations  
8 than we did in 2006. I think in 2006, we had  
9 \$517 million in revenue to help run the  
10 general operation. This year we'll have less  
11 than \$500 million. So in spite all the  
12 prosperity, we still have probably over \$20  
13 million less revenue coming in now than we did  
14 in 2006.

15 Now, what are the factors associated  
16 with that. Three major factors; one is the  
17 significant cut in State revenue that we are  
18 entitled to, based on formulas. Since we  
19 produce the revenue that goes to Columbus that  
20 they put into this formula to redistribute out  
21 to the rest -- redistribute out to the cities  
22 and municipalities of the State of Ohio, we  
23 generate -- urban centers generated that. We,  
24 however, have received far less than we have  
25 in the past. So we have a permanent cut of

1 over \$30 million. That goes local government  
2 fund, State taxes, CAD taxes, Commercial  
3 Activity Tax. All types of revenue streams  
4 that are produced here, we have lost. So  
5 that's permanent loss of over \$30-something  
6 million.

7 The recession hit us pretty hard, as  
8 you know. We were able to sustain ourselves  
9 through it and came out of it really in a much  
10 better position, in terms of our economic  
11 growth than we were before the recession. But  
12 we have lost about \$18 million permanent loss  
13 in property tax. We were collecting around  
14 \$50 million in property tax. Now, we're  
15 around \$32 million. So it's about an \$18  
16 million permanent loss in property tax.

17 In one year alone, we lost \$24 million  
18 in just income tax. I think that was 2009.  
19 We have recovered the income tax, plus more.  
20 So we recovered that which we lost in income  
21 tax of 20-something million, and we might be  
22 \$10-12 million to the good, in regards to  
23 that. So income tax, which shows that there  
24 are jobs that have been created. There is  
25 profits that have been created. There's

1 wealth being created. We just have not been  
2 able to share in that profit and that wealth,  
3 in a way that reflects our entire general  
4 fund.

5 Then we've lost -- so what is that,  
6 about 58 million, at least \$48 million or so,  
7 and then we have \$7 million in lost revenue  
8 with traffic cameras. And there are other  
9 smaller losses that we've had. So I imagine  
10 that we are pretty close to \$60 million of  
11 revenue that we would have had, but for  
12 certain things.

13 Now, what does that mean? That means a  
14 lot, because when -- right now, we have to  
15 carry over \$50 million to balance out this  
16 year's budget, which means we're not  
17 structurally balanced. Whenever you're not  
18 structurally balanced, you will never be able  
19 to increase service, because there's no extra  
20 money to spend on that. If we were  
21 structurally balance, which we would have  
22 been, but for this loss, these tens of  
23 millions of dollars, not only would we have  
24 been balanced out, structurally, this year,  
25 where the amount what it costs us to run the

1 City this year, we raised this year, we would  
2 have had in excess of that of probably 10 or  
3 so million dollars, that would have allowed us  
4 to invest in areas, based on where the  
5 administration and council believe that need  
6 would have been, whether it would have been in  
7 Public Works, whether it would have been in  
8 Development Building and Housing, whether it  
9 been in Safety, whatever those areas would  
10 have been. But the fact that we're not  
11 structurally balanced, and we do have to  
12 constantly manage costs every year in order to  
13 fill whatever gap may occur next year, then  
14 our ability to do that service increase is not  
15 there.

16 Looking forward, we do have -- there  
17 was a law passed in the House and the Senate,  
18 and, I believe, and the Governor signed it,  
19 that House Bill 5. It's not Senate Bill 5.  
20 Senate Bill 5 was about unions. House Bill 5  
21 is about our income tax. It just seems that  
22 every time there is a revenue source that is  
23 doing well, somebody else wants it. As a  
24 result of that, we now have House Bill 5, and  
25 it will take effect next year, not this year.

1 It passed, I think, in December of last year  
2 or January of this year. It will not take  
3 effect until next year, but the effect of that  
4 is that there are some millions of dollars of  
5 revenues that we currently receive that we  
6 will not be receiving in 2016. So that's an  
7 additional grab at local revenues that has  
8 been taken effect.

9 So with all that being said, we will  
10 manage the budget this year. We will provide  
11 -- budget reflects the level of service in  
12 terms of personnel and investment in those  
13 areas. The only increase you'll see is in  
14 police, where they're based on a commitment we  
15 made to Council. I think it was last year  
16 some time that we would execute the COPS Grant  
17 that allows us to bring on ten additional  
18 police officers based on that commitment we  
19 made to Council.

20 CHAIRMAN KELLEY: Thank you, Mayor. In  
21 Public life, sometimes, things aren't kind.  
22 But I don't think I've ever heard anybody say  
23 that you weren't a good fiscal manager of the  
24 City's budget, so we're here to deal with  
25 that.

1           On our side, we're always -- and I'm  
2           sure yourself -- we're always worried about  
3           what does that mean for services, how do we  
4           pay for the services. Just when you mentioned  
5           the fact, and Finance Director has talked  
6           about this as well, that despite all the  
7           prosperity, we're still at 2006 levels, that  
8           we're not sharing it.

9           MAYOR JACKSON:       We're below.

10          CHAIRMAN KELLEY: Below 2006. But the  
11          real story that we're not telling loudly  
12          enough, is that but for actions that took  
13          place in Columbus, we are above where we were  
14          in 2006. We have recovered from our income  
15          taxes. We have created the environment. When  
16          you think about the cataclysmic effect of the  
17          recession and think about National City  
18          clearing out, and all of the salaries there,  
19          and all of the financial devastation that took  
20          place in the City of Cleveland, I think it's  
21          impressive that we have recovered from our  
22          income tax basis, and but for the fact that  
23          Columbus is constantly attacking, trying to  
24          keep more of the money that we give them, I  
25          think we would be in much better shape.

1           So I think that's more of the story,  
2           more of a political story that we need to let  
3           our State government know that we are doing,  
4           on our end, what we can, things that are  
5           within our control to manage our budget. It's  
6           the things that are outside of our control,  
7           the money that go to Columbus that we're  
8           struggling with.

9           MAYOR JACKSON:       Council President,  
10          you're correct, and if you actually have met  
11          with some people in Columbus last week, as a  
12          matter of fact, and many times their view is  
13          that we will give you some additional tools to  
14          help you be more efficient. My comment to  
15          them was, we have learned how to be efficient,  
16          and we are pretty good at it. We just need  
17          you to stay out of our pocket. So that's the  
18          one side.

19          But the other side is the recognition  
20          that we will never be out of the woods on  
21          this, until we get structural balance.

22          CHAIRMAN KELLEY:    Correct.

23          MAYOR JACKSON:       Never.

24          CHAIRMAN KELLEY:    Correct.

25          MAYOR JACKSON:       And I can remember

1 maybe 3-4 years ago right at the recession,  
2 and we were talking about how we were  
3 balancing the budget based on containing  
4 costs, be more efficient, providing service  
5 for less money; doing all these things. I can  
6 remember you asking at that time, when will we  
7 get to the point where the revenues will  
8 increase, and I said we're right there, but  
9 we're not there yet; and then it came. And  
10 when it came, others noticed it also, and they  
11 began to say, well, I guess you don't need  
12 this, or I guess you don't that.

13 But you're right. At the end of the  
14 day, our duty and obligation is to run the  
15 City, and to do it in the best way that we  
16 can, with the resources that we have, and to  
17 be good stewards of those resources and that  
18 responsibility.

19 CHAIRMAN KELLEY: Thank you. As we go  
20 into this year, there's a couple of unknowns  
21 that we've discussed and the Finance  
22 Director's discussed with us; potential costs  
23 associated with DOJ report, potential costs  
24 associated with the RNC that we're not sure  
25 about.

1                   MAYOR JACKSON:     If I may add, we  
2 still have the remaining Public Safety --

3                   CHAIRMAN KELLEY:   The 50 contracts that  
4 are out, right.

5                   MAYOR JACKSON:     Contracts that would  
6 mean that whatever that raise is plus back  
7 pay. So there's a significant --

8                   CHAIRMAN KELLEY:   Moving parts that are  
9 here. As far as the RNC, are we -- when we  
10 did the bond dollars for it and part of it was  
11 our vehicle fleet. Is that something -- are  
12 we able to kind of coordinate our needs with  
13 this opportunity, that is the RNC, in terms of  
14 our Public Safety forces vehicle fleet and  
15 equipment. Are we able to maybe offset a  
16 little bit of the capital that we might have  
17 spent out of that?

18                  MAYOR JACKSON:     I've been asked that  
19 several times. They have to remain distinct  
20 and different, simply because there's no --  
21 we're applying for a \$50 million grant from  
22 the Federal government. They've given it to  
23 every city since 9/11, so we're pretty  
24 confident we'll get that. But that grant is  
25 to support putting on the convention, and it's

1 not to support us balancing our budget or to  
 2 pay for our capital needs. Now, if they  
 3 coincide, they coincide, but there is a  
 4 distinct difference and we cannot, and will  
 5 not, have a conversation around whether or not  
 6 one benefits the other.

7 I know that we have, with Council's  
 8 approval, we've paid our shared \$2.5 million  
 9 of what will amount to about a \$110 million  
 10 proposition to put on this convention, \$50  
 11 million of that will come from the grant.  
 12 We're anticipating some \$60-something million  
 13 will come from the host committee raising  
 14 private money and some in kind service. So  
 15 we'll spend money. We'll be spending money in  
 16 preparation. One of the reasons why we have  
 17 on the \$100 million bond issue, for two years,  
 18 we are not paying the debt, because we built  
 19 into the bond issuance the ability to sneak in  
 20 debt service in the third year.

21 One, this year, is because of knowing  
 22 that we need some flexibility this year; and  
 23 then 2016 is our ability to up front some  
 24 money that we anticipate we'll get reimbursed  
 25 for it, in terms of cost, to put on the

1 convention. Then after 2016, in 2017, then  
2 we'll be doing the debt service on the \$100  
3 million bond.

4 CHAIRMAN KELLEY: So I don't want to  
5 monopolize all the time. I want to give my  
6 colleagues an opportunity, but I do want to  
7 just kind of -- looking forward, we'll have  
8 to, obviously, kind of keep a close watch on  
9 those parts of the budget that are yet unknown  
10 that are going to be our responsibility.

11 Just moving forward, I've heard, you've  
12 heard, we've had discussions about some of the  
13 challenges of filling positions. With the way  
14 things are set up with Civil Service and other  
15 challenges, I'd like to make a priority this  
16 year of just kind of working with your  
17 administration, figuring out how do we fix  
18 this and how do we get it so that directors  
19 have the ability to put the people in place  
20 that they need to do, to do their jobs.

21 MAYOR JACKSON: Well, Council  
22 President, so that you know, we have a  
23 standing hiring for service delivery. I do a  
24 critical hire every month, meaning that people  
25 have to demonstrate that this person or these

1 groups of people you want to hire are  
2 critical, and just not a wish list. But when  
3 it comes to just a basic service delivery,  
4 Waste Collection, the Streets, all those other  
5 kinds of things like that. There's no need  
6 for that. It's pretty much they have a  
7 standing authority to do that.

8 Now as you said, there is a process of  
9 particularly since the Courts have said that  
10 we just can't do temporary hires without  
11 giving Civil Service tests. What we found is  
12 that if we attempt to do temporary hires and  
13 hire people, then those people still have to  
14 take Civil Service test, if they do not score  
15 high enough on the testing to be reached, then  
16 they're terminated, which is unfair also. So  
17 there is a need to coordinate the Civil  
18 Service testing. As you know, the list lasts  
19 for two years. There's a test given. So many  
20 of the positions that take a little bit longer  
21 than we would like, are positions that have to  
22 go through that process, that are not just  
23 basic positions.

24 I'll give you another example. If  
25 something is done by resume or certain minimum

1           qualification, where there's no need to take a  
2           test, then you can have a list of people based  
3           on that, so you don't have to give the test;  
4           you don't have to wait for the results; you  
5           don't have to do all of that, because the  
6           resume speaks for itself. So there's always a  
7           constant pool in regards to that. On some,  
8           there is a need to wait, and we are very  
9           sensitive to the fact that if I hire somebody  
10          today, and then by the time we wind up giving  
11          a new test, and ranking that test is maybe a  
12          year, and then that person's terminated  
13          because they're not able to be reached, based  
14          on the vacancy and where they fall on that  
15          list.

16                   CHAIRMAN KELLEY: Just one more going  
17                   forward issue that I always want to make sure,  
18                   and I know that you are committed to this, and  
19                   I had a long conversation with Councilman  
20                   Cleveland, who is, by the way, at the  
21                   RTA Board. She expresses her regrets.

22                   MAYOR JACKSON: We have to make sure  
23                   we get some neighborhood development over  
24                   there.

25                   CHAIRMAN KELLEY: Yes, so that's what

1 she's there for. In that same breath, just  
2 really making sure that of the prosperity you  
3 described of everything that's coming in 2016,  
4 to really just make sure that Clevelanders are  
5 benefiting from this, our workforce  
6 development is robust and there's a portal to  
7 all these jobs that we hear about and this  
8 prosperity we see, so that anybody in the City  
9 of Cleveland who wants to work, there's a job  
10 that they can go to.

11 MAYOR JACKSON: Council President,  
12 that has been an ongoing effort since I became  
13 Mayor, and we continue to work in that vein.  
14 The whole community benefits agreement speaks  
15 to that. The Fannie Lewis law that requires,  
16 in construction, where we have a certain  
17 amount of investment, at least 20 percent of  
18 the work hours go to Clevelanders, is there.  
19 Now, what we've done is we've gotten the  
20 private sector to voluntarily adopt the  
21 community benefits that includes the Fannie  
22 Lewis law. Now every private developer  
23 doesn't do that or every private institution  
24 doesn't do it, but the major ones do.  
25 University Hospital was the first to adopt all

1 of our OEO laws and one of the first  
2 signatures of our community benefits  
3 agreement, and use it as a floor; not as a  
4 ceiling to strive for, but as a floor to start  
5 with.

6 The Cleveland Clinic, over the last  
7 couple of years, has come to the point where  
8 they have adopted it voluntarily. We had the  
9 greater Cleveland partnership adopt it. We  
10 are currently now working, not only on the  
11 side that includes construction, but if you  
12 really want -- the people look at construction  
13 -- a lot of money and it's glamorous and they  
14 think they want to go there, but that is if  
15 you want continuing access to wealth and  
16 income, the best way to do this, through  
17 procurement of goods and services. But we're  
18 using the procurement of goods and services as  
19 another outlet to better insure the Cleveland  
20 companies, or Cleveland area companies, have  
21 access to us as a city and government, but  
22 also the private sector's procurement. And in  
23 doing that, it helps to retain and, in some  
24 cases, increase employment.

25 So it's a constant effort. It does,

1 not only look at the jobs that it created and  
2 who participates in those jobs, it's about  
3 doing those things necessary to create  
4 eligibility for those jobs as they become  
5 available. And it's also about the  
6 contracting end, whether in construction or  
7 the procurement of goods and services. It's  
8 about wealth and how do you keep as much of  
9 that wealth local, and keep it spinning around  
10 a local economy. The more we can keep a  
11 dollar rolling in our local economy, the more  
12 people can benefit from that dollar. If that  
13 dollar stays here for one or two times and is  
14 gone, then the benefit is very small.

15 CHAIRMAN KELLEY: Thank you, Mayor.  
16 With that, I want to, again, thank you for  
17 being here. I want to open the floor up to my  
18 colleagues for questions. I would ask  
19 everybody to limit their questions -- their  
20 conversation -- to ten minutes, as there's a  
21 lot of people that would like to speak.

22 So I would like to begin with Majority  
23 Whip Terrell Pruitt.

24 COUNCILMAN PRUITT: Thank you,  
25 Mr. President. Good morning, Mayor.

1                   MAYOR JACKSON:        Good morning.

2                   COUNCILMAN PRUITT:            You opened up  
3 your statements talking about the general fund  
4 as well as the enterprise. Well, I have a  
5 question about CPP. We know we have a pretty  
6 clear understanding of the future for WPC. As  
7 you said, we passed a capital plan, which  
8 allows for them to insure their future short  
9 term, and we have a plan to go long term.

10                   When it comes to the Water Department,  
11 we finished a pep a few years ago. We're now  
12 moving into the distribution lines and making  
13 sure that we have a solid AMR system that  
14 supports the billing system.

15                   But in regards to CPP, I know there's  
16 been a lot of work around the marketing and  
17 retaining customers. There's also been a lot  
18 of work around getting a better picture of  
19 what is our fixed costs, as well as reducing  
20 operations, and trying to get a better  
21 prognostication of what is going to be the  
22 requirement for purchasing procuring power.  
23 But ultimately, what do you see as the future,  
24 because you know that when you have a reduced  
25 customer base; when the customers that we do

1 retain use less energy; and we're in a hyper-  
2 competitive market. What do you see as the  
3 future for CPP?

4 MAYOR JACKSON: Well, Mr. Chairman to  
5 the Councilman, the future of CPP is really in  
6 our hands. It's a question of whether or not  
7 we want to run it as a business or we want to  
8 run it as something that we can ask the people  
9 don't pay bills or run it in a way that  
10 minimizes the business-like approach that we  
11 need to take. CPP would not survive without a  
12 business model that is based on business.  
13 We've lost our competitive edge to a great  
14 extent, because of the whole deregulation  
15 thing and now they're back trying to do  
16 something else. So PUCO hasn't been friendly  
17 to us, and as a result of that, we find  
18 ourselves attempting to provide service, a  
19 high quality service, with a reduced amount of  
20 money. Looking at our debt service, and being  
21 in the dilemma of if you do want to expand,  
22 you have to create debt to expand, which means  
23 your cash balance becomes -- you either  
24 eliminate it or reduce it substantially, which  
25 means you put yourself more in a sub-prime

1 market than in a prime market.

2 So we're working on all these factors  
3 that really are impacting CPP, not just  
4 recently, this has been going on for years.  
5 We've moved CPP into a more business model. I  
6 think Council just recently, I think last  
7 year, passed legislation that allowed us to do  
8 some things in terms of the rate. In looking  
9 at what is our fixed costs and whether or not  
10 that fixed cost is passed on as you do in a  
11 regular business, you pass that fixed cost on  
12 to your customers. Or do we, as we have been  
13 doing in the past, we just completely absorb  
14 it by draining our cash balance.

15 It's those kind of decisions. The fact  
16 that we have tremendous differences in rates  
17 when it comes to residential, commercial and  
18 industrial. If you look at where your most  
19 profitable and your least profitable, and  
20 where legislation doesn't allow you to do this  
21 here, but it allows you to do that there. So  
22 those are the restrictive kind of things that  
23 makes them less able to operate as a business.  
24 So moving forward, as we identify these  
25 things, we'll come back to Council, and we'll

1 do as we've done in the past, particularly in  
2 the past couple of years, identify needs that  
3 we have, and the rationale for asking you to  
4 do whatever it is we're asking you to do; and  
5 the purpose is to insure the survival of  
6 Cleveland Public Power and its profitability.

7 One final thing, we are locked into  
8 some long-term contracts. Those long-term  
9 contracts are fixed costs. As we analyze  
10 that, we see in a certain period of time where  
11 that cost will begin to go down. That, what  
12 you allowed us to do to restructure debt, to  
13 save so much debt service per year, has  
14 allowed us to have the kind of cash flow we  
15 need, so that when we get to the point that  
16 our fixed cost goes and we identify where we  
17 need to put some resources to be more  
18 competitive, then we'll come back to Council  
19 for that too.

20 COUNCILMAN PRUITT: Switching up  
21 a little bit, through the Chair, your  
22 administration brought over a capital plan at  
23 the beginning of this year. It's obvious we  
24 wholeheartedly support the need for new  
25 vehicles. That's something that you can see.

1 That's an obvious need, especially, of the  
2 experience of the past couple weeks. More  
3 increased investment in residential side  
4 streets, as well as, doing more for the  
5 transmission streets. But you had one new  
6 caveat in there, that I thought was very  
7 interesting, but didn't necessary have. That  
8 was the neighborhood equity component. We  
9 passed it, because we had a lot of faith that  
10 this is something new to spur economic  
11 development, because often you get the  
12 criticism from everything's being developed  
13 downtown, and what are we doing for the  
14 neighborhoods.

15 So tell me a little bit, what was your  
16 goal and your vision with this neighborhood  
17 equity bond.

18 MAYOR JACKSON: Well, Mr. President  
19 to the Councilman, in terms of the entire  
20 bond, it's \$100 million but it's advancing us.  
21 So it's not like we're going to do \$100  
22 million a year.

23 COUNCILMAN PRUITT: You sure?

24 MAYOR JACKSON: Oh no, I wouldn't  
25 want to do that. So what we have is this

1 gives us the ability to upgrade our fleet  
2 immediately. It gives us the ability to put  
3 tens of millions of dollars in a leverage,  
4 tens of millions of more dollars for  
5 infrastructure work, in terms of our streets  
6 main, secondary and residential. It also  
7 gives us the ability to look at our capital  
8 needs for the deferred maintenance that has  
9 been going on in our buildings, whether their  
10 safety, recreation, any of our public  
11 facilities.

12 So this is pulling money in the future  
13 into the present, in order to stabilize  
14 things. That's on that side.

15 Now, with the neighborhood equity  
16 bonds, as you call them, what -- there's this  
17 perception that money is spent downtown and  
18 not in neighborhoods, which is not accurate.  
19 First of all, downtown is a neighborhood. I  
20 think you have about -- how many people living  
21 downtown?

22 COUNCILMAN PRUITT: 15,000.

23 MAYOR JACKSON: 15,000. Our goal is  
24 25,000. In your ward, how many live in your  
25 ward, sir?

1 COUNCILMAN PRUITT: 25,000.

2 MAYOR JACKSON: 25,000. So I would  
3 say, in the next couple of years, you'll  
4 probably be up to about 17,000 people living  
5 downtown. So there's an investment downtown  
6 that needs to be made.

7 Now, that being said, if you look at  
8 the capital investments that have occurred in  
9 neighborhoods -- somebody got the number,  
10 they'll tell me whatever it is -- but it is --  
11 what is it? Over 90 percent of capital  
12 investment occur in neighborhoods. The  
13 biggest problem we have is that what does that  
14 leverage. It's not the dollars that we put in  
15 the neighborhoods. What does it leverage?

16 It just so happens is that if you  
17 invest \$10 million in a downtown project, you  
18 may leverage \$70-80 million of private  
19 investment. So you get a return of 8-9 to 1  
20 on that \$1. If I invest in some  
21 neighborhoods, not all neighborhoods, but in  
22 some neighborhoods, if I invest \$10 million in  
23 capital, I might get 50 cent on the dollar. I  
24 might, and that may not necessarily be  
25 directly related to that investment.

1           Then in other neighborhoods that are  
2           doing relatively well, I call them a consumer  
3           neighborhood. These are neighborhoods where  
4           people are consuming the quality of life and  
5           the lifestyle of that neighborhood. So they  
6           go there. They're not production  
7           neighborhoods. They're not neighborhoods that  
8           we would consider neighborhoods that are  
9           producers of something other than quality of  
10          life and lifestyle and standard of living, and  
11          people purchase that. So if you invest a  
12          dollar there, you might get two or three  
13          dollars.

14                 But there are certain neighborhoods  
15                 that are very challenging and very difficult.  
16                 What we've decided was to -- but these  
17                 neighborhoods are very challenged. So what we  
18                 did was we worked with the financial  
19                 institutions and we said to them, we want you  
20                 to commit to us that we will figure out a way  
21                 to take a neighborhood that has as high risk  
22                 for you, for your investment dollars and we'll  
23                 figure out a way to invest public dollars  
24                 there to leverage your private dollars. It's  
25                 a great theory. The question is how do you

1 execute.

2 What I've said to my people, as you  
3 know we develop a set of criterias, and you  
4 have to do that for the bonding companies. In  
5 order to do the bonds, they want to know how  
6 you're going to invest, you know, what are you  
7 going to invest in. So you have to develop  
8 those criteria. But what I've said to my  
9 people, I am not going to put extra money into  
10 the same tools. I'm not doing that. Because  
11 all that would mean, is that we will spend  
12 that money using the same tool, and I'll get  
13 no other outcome other than what I've got now.

14 So what I'm asking them to do is be  
15 creative in terms of leveraging specific  
16 dollars for specific types of project that has  
17 the greatest return, not only in terms of  
18 private equity and investment, but in terms of  
19 what does that do for the quality of life,  
20 standard of living, and the amenities of that  
21 neighborhood. What does that mean? That  
22 could be different depending on neighborhood.  
23 It could be like when I was a Councilman, it  
24 took me 15 years to get a grocery store.

25 So it could be a grocery store. It

1           could be a manufacturing facility or some  
2           retail investment. It could be any. It could  
3           be creating a brownfield that is clean,  
4           cleaning a brownfield where you know a  
5           developer will come in, but for the fact you  
6           got this dirty property. It could be looking  
7           at an older building that could be retrofitted  
8           for many different things.

9           So I'm asking our people, my people, to  
10          look at what are, not only the tools, because  
11          we already got tools, and those tools we have,  
12          have done quite well in areas where the  
13          private sector has assumed the risk is  
14          reasonable enough for them to take a risk.  
15          But it's not done anything in areas where you  
16          have the highest risk, nothing.

17          So we have tools. Those tools will  
18          continue to be used every neighborhood  
19          throughout the City of Cleveland; continue to  
20          be used. But this money is designed for areas  
21          that are the most problematic, that have the  
22          greatest challenges, and that can build off  
23          other things that have been -- one of the  
24          reasons why we're so interested -- my  
25          administration -- in public transportation;

1 public transportation and RTA has invested --  
2 how much did that station cost over there?

3 VOICE: \$12 million.

4 MAYOR JACKSON: \$12 million. The  
5 question is, did that \$12 million make a  
6 difference for Slavic Village. That's the  
7 question. It's a nice looking station. So  
8 the question didn't become, if there's an  
9 opportunity to build off that, that would  
10 allow us to spend off something there because  
11 of that transportation mode, then we should be  
12 dealing with it. We invested -- how much in  
13 that rec center, 11?

14 VOICE: 11.

15 MAYOR JACKSON: \$11 million. Did it  
16 provide the amenity and the quality of life  
17 that people appreciated and loved? Yeah. Did  
18 it spur another dollar somewhere? I don't  
19 necessarily think that happened. Although, it  
20 has stabilized some, in terms of the people  
21 who live in that area. It has stabilized. So  
22 that's a public investment that we need to  
23 measure what do we get for it. It's not just  
24 in terms of dollars. It's in terms of what  
25 does it do for that community and the people

1 in that community. That's what that \$25  
2 million is for.

3 COUNCILMAN PRUITT: Excellent.  
4 Thank you.

5 CHAIRMAN KELLEY: Thank you.  
6 Councilman Reed?

7 COUNCILMAN REED: Thank you,  
8 Mr. Chairman. Thank you, Mr. Mayor for coming  
9 over again, and providing us with a balanced  
10 budget. Also I want to thank you for no  
11 layoffs this year, allowing our employees to  
12 continue to have the stability and security of  
13 not being laid off.

14 MAYOR JACKSON: Councilman, we'll see  
15 how that goes. Now, we did not propose any  
16 layoffs. We did not propose any layoffs and  
17 it's not our intent to do that. So as we move  
18 forward -- if I may, I know you're going to  
19 ask the question. We have three primary  
20 purposes, and I have a meeting 2-3 times a  
21 year with about 600 or 700 of my people in  
22 management positions, and I go over this  
23 budget, and I keep them updated on it, and  
24 talk about the challenges. There's three  
25 purposes.

1           One, by law, you have to balance it.  
2           So there's nothing you can do about there.  
3           Second, is to deliver a level of service that  
4           is acceptable to us, in terms of our standard.  
5           And third, to maintain employment. It goes in  
6           that order. It goes in that order, and you  
7           can not satisfy the second one without doing  
8           the third one, because once you eliminate  
9           people, you eliminate service.

10           COUNCILMAN REED: Through the chair, as  
11           you know, there's a meeting tonight on the  
12           dredging, and I'm assuming that we're going to  
13           have someone there to let them know that  
14           that's not something we want to do to our  
15           lake?

16           MAYOR JACKSON: Council President to  
17           Councilman, we're on record both privately and  
18           publicly with the Army Corps of Engineer and  
19           our Federal Delegation and our Ohio EPA, that  
20           we are opposed to open-lake dumping. We  
21           believe it's not the proper or right thing to  
22           do at this time. We believe that using the  
23           sediments in a way that can -- I forget what  
24           they call these things that they put them in  
25           -- the dikes that they create, whatever it

1           might be. That is still the best way to do  
2           it. As a matter of fact, there's a 50 acre  
3           site over in your area that we're using,  
4           dredging to create a 50 acre site for  
5           development activity. So it's a higher,  
6           better use of the material, and it's not  
7           environmentally good for the lake dredging.

8           COUNCILMAN REED: Mr. Chairman to the  
9           Mayor, thank you, with the cold weather, thank  
10          you for opening up the warming centers. Is  
11          there a budget reason why there's no heating  
12          centers on the far west side of the City of  
13          Cleveland? You've got one in Collinwood, you  
14          got one in (inaudible), but there's not one  
15          far west.

16          MAYOR JACKSON: There's no budget  
17          reason. We pay for it within our budget. If  
18          in their rec centers, and there are plenty of  
19          rec centers over there.

20          COUNCILMAN REED: That's what I'm  
21          saying. The only one on the west side is  
22          Zone.

23          MAYOR JACKSON: You have Zone. You  
24          have Dale. You have Estrabrook.

25          COUNCILMAN REED: No, that's the only

1 one that's open. The only one that's open for  
2 a heating center is Zone.

3 MAYOR JACKSON: Oh, the only one  
4 open.

5 COUNCILMAN REED: Yes, and I was just  
6 wondering why that is.

7 MAYOR JACKSON: Well, I don't know.  
8 I would ask the Department of Aging and our  
9 people, but we usually do that based on some  
10 analysis, and I can't tell you what that is.  
11 Usually, we assist people in getting there,  
12 many times, too. So it's just like at Zelma  
13 George, people want to come from Collinwood if  
14 Collinwood's not open. So it's at Zone and if  
15 they're over in Tremont or Detroit Shoreway,  
16 they usually find a way over there.

17 COUNCILMAN REED: All right. Then  
18 reading through the book, you said something  
19 about the state, but then on Page 47, you say,  
20 we do think we have not seen the last of the  
21 Federal and State injection of stimulus money.

22 MAYOR JACKSON: Right.

23 COUNCILMAN REED: Do you have a reason  
24 for that optimism in light of Congress and  
25 Columbus at work?

1                   MAYOR JACKSON:       Well, yes, we have a  
2                   reason.  It will come in various forms and  
3                   those forms may not necessarily be in the form  
4                   that we would deem to be the most appropriate  
5                   or would be the most desirable.  But there  
6                   will be -- there's always federal money  
7                   coming.  The TIGER Grants, the ones that  
8                   helped RTA build these stations.  There's the  
9                   moneys we've gotten for major infrastructure  
10                  work that we would not have gotten but for us  
11                  doing a little leveraging, but the money came  
12                  from somewhere else.  So there will be moneys  
13                  coming.

14                 I think there's also some COPS Grants  
15                 that now have come available for public  
16                 safety.  So we'll see money coming.  The  
17                 question is whether or not we can access them  
18                 financially and whether they're in the areas  
19                 that we would like to see them in.

20                 COUNCILMAN REED:  Mr. Chairman to the  
21                 Mayor, for my final few minutes, I want to  
22                 hone in on something that throughout your  
23                 budget, maybe you can help me clarify, because  
24                 I didn't see it very well.  In what I call  
25                 destination neighborhoods, before these

1 neighborhoods became destinations  
2 neighborhoods, and we clearly know what those  
3 neighborhoods look like, you call them  
4 consumer neighborhoods or whatever, public  
5 safety had to step in, and then the private  
6 sector stepped in to a number of these  
7 neighborhoods. The neighborhoods on the east  
8 side of the City of Cleveland, especially in  
9 Ward 1 and Ward 2, which are not challenged  
10 neighborhoods, some of them are stable  
11 neighborhoods in the City of Cleveland; we  
12 have felt the effects of this violence.

13 I looked throughout your entire budget.  
14 Not once did the word violence get used in  
15 your Transmittal Letter or through those  
16 examples throughout the entire book. I'm  
17 starting to believe, Mr. Mayor, that some  
18 believe that we on the east side, especially  
19 in Wards 1 and 2, can cope with this violence.  
20 When I look at what happened with this Douglas  
21 Shine, Jr. situation, that's the alleged  
22 murder of these people in the barber shop. On  
23 December 22, 2014, that thug shot somebody 12  
24 times. Then it's recorded that he and his  
25 friends probably went up to John Adams and

1 shot that van up in front of John Adams at  
2 1:30 in the afternoon. But until he went up  
3 there and did the senseless shooting of those  
4 people in Warrensville, there wasn't an all  
5 out bulletin to go get that guy. When someone  
6 shoots somebody 12 times, I'm assuming that  
7 he's a danger to society.

8 So, my question to you, Mr. Mayor, is,  
9 as I looked at your book and looked at your  
10 Transmittal, where's the violence reduction  
11 plan as it relates to getting, especially on  
12 the east side of the City of Cleveland, this  
13 violence under control?

14 MAYOR JACKSON: Well, Mr. Chairman to  
15 the Councilman, violence is something that's  
16 perpetrated and it's also something tolerated,  
17 and I would say to you that just as the  
18 gentleman that you mentioned over in  
19 Warrensville, somebody told it, that's how he  
20 got caught. I'm pretty sure that when he shot  
21 somebody 12 times and shot up that van,  
22 somebody didn't tell it, and he didn't get  
23 caught. So I would say that violence is  
24 perpetrated but it's also tolerated.

25 Let me go a little bit further. So we

1 spend a lot of time, not only looking at  
2 violence, but all those things associated with  
3 criminal activity in the City of Cleveland.  
4 You're right, to a great extent, it is about  
5 who it happens to sometimes is the greater  
6 determiner as to how people respond. When it  
7 happens to this group of people, then people  
8 tend to be more outraged than when it happens  
9 to that group of people. So you're right in  
10 that regard.

11 COUNCILMAN REED: And in certain  
12 neighborhoods.

13 MAYOR JACKSON: When I'm talking  
14 about groups of people, that's what I'm  
15 talking about. It's not to me an east side or  
16 west side issue. It is really around what is  
17 the infrastructure of violence and how does  
18 that infrastructure maintain itself, and how  
19 does it perpetrate that violence. What I've  
20 found, not only as Mayor, but from being a  
21 Councilman, even before I became a Councilman  
22 living in Central, where I still live, is that  
23 there are underlying factors. The primary  
24 underlying factor when you look at criminal  
25 activity and what helps to under guard it is

1 the financial side of, primarily, drugs. I've  
2 seen it from everything from heroin to powder  
3 cocaine to crack cocaine to boy, girl,  
4 pharmaceuticals up on 55th and over in Hough.  
5 I've seen all of that, and I've seen now,  
6 heroin is back, and heroin has a lot of  
7 violence associated with it, not only in terms  
8 of those involved in the trafficking of, but  
9 those who use it. So it's a violent activity,  
10 violent activity.

11 Then when you have groups competing  
12 against each other or having a cultural mind-  
13 set as to how they interact with each other in  
14 different groups. There's violence, all this  
15 violence.

16 Now, what have we done, since I've been  
17 Mayor, we've worked with the U.S. Attorney's  
18 office, before Mr. Dettelbach, Mr. White, and  
19 there have been -- I can't tell you the number  
20 of people who have been arrested under Federal  
21 indictments for drug trafficking and gun  
22 trafficking, and who are purveyors of  
23 violence. What you'll find is that those  
24 purveyors of violence, don't necessarily live  
25 in that neighborhood. They don't live in that

1 neighborhood. That's just where the activity  
2 occurred.

3 Ms. Lewis used to say all the time, the  
4 drugs are permitted in certain areas, because  
5 that becomes the marketplace where people go  
6 to buy and sell. That is the marketplace  
7 where people go to buy and sell drugs, where  
8 they go to buy and sell sex, where they go to  
9 buy and sell guns. That neighborhood and that  
10 community cannot sustain that activity 24/7,  
11 so it has to have people come in from the  
12 outside, in order to feed that market. In  
13 order to address the violence of it, you have  
14 to get to the underlying cause of the drug  
15 activity, and that's the interdiction; that's  
16 the police side.

17 Now, let's go a little bit further.  
18 Because I can put something in here and call  
19 it what you want, but it don't mean that  
20 you're going to get anything different than  
21 what you got. Now, the two things that I  
22 think are the most able to prevent the  
23 scenario that I just described to you, and  
24 we'll actually begin to dismantle that  
25 infrastructure are two major things; a good

1 education and wealth that includes the ability  
2 to own a business, as well as give a job.  
3 Those two things.

4 Now, it doesn't mean that people who  
5 are well educated and people who make a lot of  
6 money don't commit crime, a la Wall Street and  
7 I could just go on and on and on. But if  
8 you're talking about street-level crime, just  
9 basic street-level crime, and giving young men  
10 and women these days, the opportunity and  
11 choice to make the right choice. A good  
12 education that allows them to be competitive  
13 in a job market and a career, as well as  
14 making good life decisions, and prosperity and  
15 sharing in that prosperity through  
16 entrepreneurship, wealth creation, and the  
17 ability to give a job.

18 So, I don't work on these things in an  
19 immediate way as some may like it, where they  
20 may say I got the solution, I got the panacea  
21 for crime. I got the panacea for violence. I  
22 don't. I don't. But what I do have, is the  
23 long-term solution and those things that I  
24 believe make the greatest impact for that  
25 infrastructure and that culture of violence.

1           And that's what I do. You'll see it reflected  
2           in here, but not designated in here.

3                   Just like the Councilman asked me about  
4           25 million. You know, 25 million, yeah, but  
5           what do we do with 25 million. Who shares in  
6           that 25 million? Who shares in the 100 or 200  
7           million that's spent off as an investment of  
8           that 25 million? Who then owns the means of  
9           production? Who then has the ability to give  
10          a job? Who then is qualified through a good  
11          education and good training to be able to  
12          participate in all of what we do?

13                   Is it slow? Yeah. It's slow, but it's  
14          sure. I will guarantee you that if we stay on  
15          track, in terms of educating our young people,  
16          and creating an inclusion, a true inclusion,  
17          just not the theory of inclusion, but a true  
18          inclusion of wealth, of people who have been  
19          denied that inclusion; and the ability because  
20          I'm older than you and I can remember a time  
21          when the same people in the same communities  
22          that you talk about, that we're now looking  
23          and saying are at risk, or communities that  
24          are becoming destabilized, because I can  
25          remember when who owned the businesses. I

1 remember who the doctors were, who the lawyers  
2 were, who the dentists were, who the notaries  
3 were. I remember that, and it worked. It  
4 worked.

5 So I just believe panaceas don't work.  
6 They're short-term fixes and they create the  
7 illusion of success. They create the illusion  
8 of resolution. When in fact, they're just an  
9 illusion. So I've settled in and I'm doing it  
10 in the way that we're doing it, albeit, it is  
11 slow. I will tell you, Councilman, that  
12 violence is a major issue in Cleveland, and  
13 violence is a major issue throughout this  
14 country. And it will never be resolved as  
15 long as we have disparity in terms of wealth,  
16 disparity in terms of education, and disparity  
17 in terms of opportunity. It will never be  
18 resolved.

19 COUNCILMAN REED: Well, thank you,  
20 Mayor, and I agree with everything you said.  
21 I totally agree. The only thing I would ask,  
22 as we go through the budget and your people  
23 come forward, that's going to be one of the  
24 things that we're going to be talking about,  
25 because I don't think, as it relates to -- I

1 travel to New York a lot, and they use the  
2 public health model, and I look at your Public  
3 Health Department; they don't even mention the  
4 word violence in anywhere as it relates to it,  
5 and more and more people are saying it's  
6 violence as it relates to a disease. If we  
7 handle it in that same way, we could do a  
8 serious reduction of violence. And nowhere in  
9 your Public Health Department do they even  
10 mention the word violence, as it relates to  
11 reduction.

12 Thank you, Mr. Chairman.

13 CHAIRMAN KELLEY: Thank you,  
14 Councilman.

15 MAYOR JACKSON: Council President,  
16 you're right, but your Healthy Cleveland  
17 Initiative who is spearheaded out of this  
18 Council does, and we are in partnership with  
19 them, as well as we are looking towards how do  
20 we, not only deal with violence in a sense as  
21 a health problem, but also as a mental health  
22 condition that we need to address.

23 COUNCILMAN REED: Well, Mr. Chairman,  
24 just on that.

25 CHAIRMAN KELLEY: I'm sorry, we need to

1 go to the next speaker. Councilman  
2 Brancatelli?

3 COUNCILMAN BRANCATELLI: Thank you,  
4 Mr. Chairman. Most of my questions have been  
5 answered, but just a couple of quick points.  
6 One, we're sitting here on Fat Tuesday, and  
7 this budget is anything but fat. Over the  
8 last 12 years, we're down a few thousand  
9 employees and you've done a great job of  
10 balancing the budget and wringing the  
11 efficiencies out needed to provide the  
12 services. Just to tag on a little bit to some  
13 of the questions that were asked earlier, can  
14 you talk a little bit about kind of the  
15 assault on our budget, a little bit around the  
16 looming jock tax that folks are coming after  
17 and how that might impact us.

18 MAYOR JACKSON: Council President to  
19 the Councilman, that's that House Bill 5 I'm  
20 talking about that doesn't take effect until  
21 next year. With that, and there's some other  
22 pending, I guess, some legal kind of things  
23 going on that basically what will happen is  
24 those who earn the most and are most  
25 wealthiest will pay the least, and in some

1 case, nothing. There will be people who earn  
2 millions of dollars a year and they'll put  
3 those millions of dollars in some category  
4 that this new law will say that they do not  
5 have to pay withholding tax from. So they'll  
6 reduce their base pay. In a sense, their base  
7 pay will be minimum, but the huge amount and  
8 the majority of their annual salary will be  
9 put in a category that can no longer be taxed.  
10 Now these aren't sport jocks, these are  
11 wealthy people.

12 Then you have sports people, and this  
13 whole thing about even with construction  
14 sometimes where they want to extend the number  
15 of days that a person has to be in the city to  
16 work in that city, before they begin to pay  
17 taxes. Well, we already have some amount --  
18 what is that amount, how many days?

19 COUNCILMAN BRANCATELLI: 20.

20 MAYOR JACKSON: Six months. So they  
21 want to go from 20 days to six months. So  
22 what benefit is to us to do a development, a  
23 construction, if the construction is over with  
24 in six months or less, there's nobody paying  
25 taxes.

1                   COUNCILMAN BRANCATELLI: For that  
2 segment of the development, yeah.

3                   MAYOR JACKSON: Right. So what  
4 benefit is that to us, but we have to provide  
5 police protection, safety protection. We have  
6 to plow the streets. We have to do all those  
7 things that make it possible for them to get  
8 in and out and to service their needs, but we  
9 cannot collect any revenue associated with  
10 income they make. I can just go on and on  
11 about those who are being exempt from, and  
12 will be exempt starting in January of next  
13 year, from having to pay taxes.

14                   Now, what dollar amount does that mean  
15 for us right now? I don't know. I can tell  
16 you it's millions. It's millions. I can tell  
17 you that. What exactly it will be, we won't  
18 know until the time comes and we actually have  
19 to go through it.

20                   COUNCILMAN BRANCATELLI: I appreciate  
21 that. I know it's an ongoing challenge that  
22 we face and hopefully we can work with our  
23 State legislators to fend off some of those  
24 that are going to impact us the most.

25                   MAYOR JACKSON: Well, they told me

1           they'll give us tools to be more efficient.  
2           That's what they told me.

3                   COUNCILMAN BRANCATELLI:   We have a  
4           continuing growing medical industry and  
5           education industries, but we also have  
6           continuing use of land that becomes tax  
7           exempt.  I think we have a quarter billion  
8           dollars of exemptions being challenged as we  
9           speak today.  Are we getting any further in  
10          working relationships or how we do that  
11          analysis of those exemptions?

12                   MAYOR JACKSON:       Council President to  
13          Councilman, there have been several attempts  
14          to address this issue.  Mainly, you're talking  
15          about the primary people, people talk about  
16          when they talk about this are hospitals.  
17          There's always been a conversation, will  
18          people come to some agreement to pay something  
19          in lieu of taxes, as opposed to paying what  
20          the actual tax value is.  That has not gotten  
21          that far, but I will also tell you that  
22          government is a great non-tax paying entity.  
23          Churches are non-tax paying industry.

24                   I can go on and on when you look at the  
25          value, the actual property value, that exists

1 in the City of Cleveland, and then what  
2 they're valued at, because, believe me, those  
3 who do pay the taxes and pay the bulk of it,  
4 go into the Board of Revision on a constant  
5 basis to get their property value reduced, so  
6 they have to pay less taxes. So it's an  
7 ongoing struggle. The only good tax is one  
8 you don't pay. The next best one is one you  
9 paid, you get something for it. You get  
10 something for it, at least you can see  
11 something for it. The worst tax is one you  
12 pay and you get nothing.

13 So many people who do pay taxes are  
14 attempting to reduce the amount of taxes they  
15 pay by going into the Board of Revision, and  
16 they're being successful. Then you have  
17 large, large, huge amount of properties that  
18 are tax exempt by law. The major one that  
19 people talk about are the hospitals, but  
20 they're not the only ones.

21 COUNCILMAN BRANCATELLI: I know we've  
22 had a huge reset of downtown property values  
23 over the past few years, which has had a  
24 significant impact as well.

25 MAYOR JACKSON: That's right.

1                   COUNCILMAN BRANCATELLI: Certainly,  
2                   thank you --

3                   MAYOR JACKSON:        If I may too, and  
4                   then you have the collection rate. The  
5                   collection rate has improved since the  
6                   recession ended. So now, I don't know what  
7                   they collect on a dollar now. I don't think  
8                   it's in the 90s, but it's higher than it's  
9                   been in the past. So the collection rates are  
10                  going up, but it's going up on a smaller  
11                  amount.

12                  COUNCILMAN BRANCATELLI: Certainly,  
13                  thank you on your notice around strategic  
14                  investments. Certainly, we know neighborhoods  
15                  that can have those happen. I think we're  
16                  looking at the future of the St. Hyacinth  
17                  neighborhood, with the transit oriented design  
18                  around the rapid station and the connection of  
19                  opportunity corridor as all having positive  
20                  impacts that will make that neighborhood grow  
21                  and expand, and really, that public investment  
22                  has set the table, and, certainly, on the  
23                  job-ready site, where we're going to reap some  
24                  benefits, as well as the Fleet infrastructures  
25                  like Fleet Avenue, our green infrastructure

1 project. So thank you for your ongoing  
2 commitment to being strategic and how we use  
3 those precious resources.

4 MAYOR JACKSON: I appreciate it,  
5 thank you.

6 CHAIRMAN KELLEY: Thank you,  
7 Councilman. Councilman Polensek?

8 COUNCILMAN POLENSEK: Thank you,  
9 Mr. Chairman, my own colleagues, Honorable  
10 Mayor. I would concur on the assault on us by  
11 Columbus. It really concerns me greatly the  
12 fact that they fail to understand the  
13 importance of the urban area in Columbus and  
14 the revenue that we generate towards the State  
15 of Ohio.

16 MAYOR JACKSON: May I interrupt you?

17 COUNCILMAN POLENSEK: Go ahead.

18 MAYOR JACKSON: Council President, I  
19 don't think they don't understand. In my  
20 conversation with them, they fully understand  
21 the value of urban centers, and the wealth  
22 that is created there, and their ability to do  
23 what they do for the rest of the state based  
24 on urban centers. I just believe they have  
25 the urbanitis, for lack of a better term, and

1           they just believe that urban centers -- they  
2           know the value. It's just not in their mind-  
3           set to support urban initiatives, and I do  
4           believe a lot of that has to do with who urban  
5           people are. I do believe that.

6                   COUNCILMAN POLENSEK:       Right. Well,  
7           clearly, there is an assault on us and it's  
8           impacting us in a very negative way, and I  
9           think citizens need to understand that more of  
10          what's happening.

11                   One of the things I wanted to redirect,  
12          because you have talked so often about  
13          service. We look at the budget and you've  
14          indicated our revenues are flat. I'm  
15          concerned about the level of service and I'm  
16          also concerned about deployment as it pertains  
17          to service. So, you all know the experience,  
18          and you know as well as I do the problem that  
19          we've had within the last week, last two  
20          weeks, with snow removal.

21                   As I look at each Department and  
22          Division as I go through the general fund  
23          budget, and that's directly tied to delivery  
24          of service, the general fund budget. I've  
25          come to the realization it's not so much even

1 with the amount of money we direct, but it's  
2 how people are deployed, and how they're  
3 administered, and how they're directed. So  
4 often I see this disconnect with directors,  
5 assistant directors, commissioners, as it  
6 pertains to what we expect around this table,  
7 and what our citizens are expecting, versus  
8 what we seeing delivered in our neighborhoods.

9 So two of the areas that has -- well,  
10 three of the areas that concern me the  
11 greatest are, obviously, police deployment,  
12 Public Works, and Building and Housing. See,  
13 I believe it's beyond the point of talking  
14 about dollars. Our dollars are important.  
15 You know as well as anyone how important  
16 dollars are, having been in this body and now  
17 your role as Mayor. If money was the answer,  
18 we know we could fix everything, be Utopia.  
19 But we don't have that, so, with the people we  
20 have available to us, we've got to get the  
21 best we can out of them. What I see  
22 repeatedly is -- I don't even want to use it  
23 as a term -- as a breakdown, as a disconnect  
24 from what we expect, what we should be  
25 receiving and what, ultimately, we are

1 receiving.

2 I'm looking at the fact that we were  
3 not told, we were given mis-information with  
4 regard to snow plowing. We were given  
5 mis-information. You know from sitting on  
6 this side of the table whether the news is  
7 good news, indifferent news or bad news. All  
8 you've ever wanted was the good straight news.

9 MAYOR JACKSON: You can deal with it  
10 with that.

11 COUNCILMAN POLENSEK: That's right.  
12 I can deal with whatever it is. I can go back  
13 to my citizens and explain to them and try to  
14 tell them, but what I'm told repeatedly, and I  
15 know better, because I'm out there in the  
16 street. I'm out there talking to people. I'm  
17 out there talking to people that are  
18 delivering the service, and they're telling me  
19 something completely different that I know  
20 that there's a disconnect.

21 So I look at that, what we experienced,  
22 and we had it last year as well.

23 MAYOR JACKSON: Can I before you --

24 COUNCILMAN POLENSEK: Go ahead.

25 MAYOR JACKSON: So Mr. Chairman to

1 the Councilman, look, our bottom line is  
2 service. Our failure to deliver quality  
3 service is a failure on the administrative  
4 side, not the Council side. People don't work  
5 for Council, other than your staff. People  
6 work for the administration. So ultimately  
7 the Mayor is responsible for delivery of  
8 service or the failure to deliver that  
9 service.

10 So I take that serious. Even though  
11 you don't see me doing the -- I don't have the  
12 opportunity to do floor speeches anymore.  
13 Even though you don't see that kind of  
14 activity out of me, don't think that I don't  
15 take these things seriously, and that those  
16 who were responsible for that success or that  
17 failure, I don't communicate with. So don't  
18 think that.

19 That being said, I think you would, and  
20 hopefully you would say and most of Council,  
21 that this last event was not a normal event,  
22 not in terms of the amount of snow. Forget  
23 that. Forget that, because if it was a foot  
24 more of snow, that's not an excuse. It was  
25 not a normal event in how we reacted to it.

1           There are a couple of factors that came into  
2           play there. One major factor was just the  
3           breakdown of equipment. That's why we're  
4           doing the \$20 million in vehicles. We've  
5           already sent our letters to the vendors, so we  
6           can be in line before the people, hopefully to  
7           get these vehicles, not just for Street, but  
8           for Waste, for Safety, for Public Works in  
9           general; get them in time for the next snow  
10          season, so we can get them outfitted and get  
11          them geared up. So that was one major thing.

12                    But that's not an excuse, because even  
13           with that, even with that, our expectation, my  
14           expectation, our expectation was higher than  
15           the service that was delivered, even with  
16           that. Because if, in fact, you have a  
17           systematic approach to addressing this, then  
18           what you were given should have been close to  
19           the delivery of the service, and your  
20           expectation should have been met, with maybe a  
21           half a day at the most, a day, being off. But  
22           what happened to us is that we kept the  
23           expectation alive, but operationally, we  
24           didn't implement it.

25                    VOICE:                    Exactly.

1           MAYOR JACKSON:       So I'm trying to give  
2           you the reason why that didn't happen. One is  
3           the vehicles, but that's not the major excuse  
4           or the major problem. The major problem was  
5           that we began to chase complaints. That was  
6           the problem. There was a Councilman call, we  
7           went there. A citizen called, we went there.  
8           A school called, we went there. And a result  
9           of us chasing complaints, we got further and  
10          further and further behind.

11                 When I became aware of us getting off  
12          the game plan -- the game plan is always a  
13          systematic approach, because under that  
14          systematic approach, you will address every  
15          complaint in a reasonable amount of time. If  
16          you chase complaints, you'll always be chasing  
17          them because you'll never catch up.

18                 So once I became aware that we had  
19          gotten off our game plan and it went to  
20          chasing complaints, we had a meeting, and  
21          within 24 hours we were caught up. That was  
22          not a pleasant meeting. Now what we caught up  
23          to, the expectation that had been told you,  
24          no, because we were just that far behind. But  
25          we caught up to the expectation that we needed

1 to be in order to get back on our game, yes.  
2 So within a short period of time, it was  
3 resolved, but it should have been resolved  
4 three days earlier. Should have been resolved  
5 three days earlier.

6 Now, so what are we doing as we go  
7 forward on this? We're not going to come here  
8 and tell you we don't have enough vehicles,  
9 even though vehicles are a problem. We knew  
10 that. There's no excuse. We knew we didn't  
11 have enough vehicles that wouldn't break down.  
12 We knew that. That's why I'm paying \$20  
13 million to get another set of them, because I  
14 knew how bad they were. So you're not going  
15 to tell Council or the public that it's  
16 because of our vehicles. That's not true.

17 Now, should we have told you, now, this  
18 is going to take us another 24 hours, maybe 36  
19 hours to kind of do what we need to do to meet  
20 the expectation we've done in the past.  
21 That's what we should have told you. So  
22 rather than the 48 hours, it should have been  
23 a 72 hour. That's what should have happened.  
24 It did not happen. Why? Because we were  
25 communicating based on the old -- two things:

1 That we had more vehicles operating than we  
2 actually did, and that we would stay in a  
3 systematic approach. Once we got off the  
4 system, once we got off our game and provided  
5 a systematic approach, there was no catching  
6 up, no catching up.

7 So what we did once we realized what  
8 had happened, we quickly retooled, re-engaged  
9 our workforce, re-engaged our supervisors out  
10 in the street, re-engaged Commissioners,  
11 re-engaged Directors, and re-engaged my  
12 immediate reports, and we were able to get it  
13 under control within 24 hours.

14 COUNCILMAN POLENSEK: Okay. Just  
15 let me, briefly, about Police and Housing.  
16 Again, we all around this table wish there  
17 were dollars there to bring on more police  
18 officers than the ten that are being brought  
19 on. But I'm also concerned about deployment,  
20 about the engagement between the citizens and  
21 the police, and coming up with a better game  
22 plan as how the police interact with our  
23 citizens. Obviously, you know the position of  
24 my self and others about mini-station  
25 officers. But the fact of the matter is,

1           there needs to be, in my opinion, a better  
2           engagement between the police officers and our  
3           citizens, and that's deployment. That is how  
4           people are deployed out in our neighborhood.

5                     The other part of this equation is  
6           Building and Housing.

7                     MAYOR JACKSON:        Can I?

8                     COUNCILMAN POLENSEK:        Go ahead,  
9           Mayor.

10                    MAYOR JACKSON:        Mr. Chairman to the  
11           Councilman, what you're speaking of is  
12           community policing, and in my opinion, that's  
13           not deployment, that's attitude.

14                    COUNCILMAN POLENSEK:        Okay.

15                    MAYOR JACKSON:        That's attitude.  
16           Community policing isn't attitude. Now there  
17           are various types of community policing. I  
18           will tell you that community policing in some  
19           of our neighborhoods would be more of what  
20           people think about traditional kind of thought  
21           of what a community policing would be. In  
22           other neighborhoods, there needs to be a more  
23           aggressive policing. Now, even with that  
24           aggressive policing, however, there's an  
25           expectation of professionalism. There's an

1 expectation of people not being rude. There's  
2 an expectation of not the use of excessive  
3 force, or those kinds of things.

4 So you can still do community policing  
5 in more aggressive ways. It's just attitude.  
6 It's an attitude and a lot of that goes back  
7 to training. A lot of that goes back to  
8 in-service training. A lot of it goes back to  
9 who lives in the City of Cleveland and who  
10 doesn't, because I will guarantee you that  
11 somebody with the best intention being a  
12 police officer, who does not understand an  
13 urban environment, will not do well. And it  
14 ain't got nothing to do with black and white.

15 COUNCILMAN POLENSEK: I agree with  
16 you.

17 MAYOR JACKSON: What it has to do  
18 with is, do they understand an urban  
19 environment. A black officer or a white  
20 officer who understands an urban environment  
21 will always give you better community  
22 policing, even if they have to be aggressive.  
23 An officer who does not understand an urban  
24 environment, will always result to a more  
25 enhanced response than need be at that time.

1 You know the loss of residency was a major  
2 impact on us in regards to that.

3 COUNCILMAN POLENSEK: Major.

4 MAYOR JACKSON: Now deployment.  
5 Deployment -- I don't run the Police  
6 Department. I've made it my business to let  
7 the Chief be the Chief, regardless of who the  
8 Chief is. When the Chief is not going in the  
9 direction that I think we should go in, then I  
10 do interject, but I do not -- the men and  
11 women in the Cleveland Division of Police tell  
12 you that the Mayor does not run the police,  
13 that the Chief, the Deputy Chief, the  
14 Commanders run the Police Department.

15 So I rely on them in terms of telling  
16 me where they need to have deployment.  
17 Knowing that in an ideal world, they would  
18 have more people in specialized units that  
19 could do follow-up work than they currently  
20 have. In an ideal world, we would not have  
21 laid off in 2000 --

22 COUNCILMAN POLENSEK: '04.

23 MAYOR JACKSON: Yeah. Well, no,  
24 before you weren't here then. Yeah, about  
25 250.

1 VOICE: 252.

2 MAYOR JACKSON: Right. Then in 2008,  
3 125. In an ideal world that would not have  
4 happened, but in the real world it did happen.  
5 So I cannot run the police division in a  
6 political way. I have to allow the Chief, his  
7 Deputy Chiefs and his Commanders to suggest to  
8 me how that deployment should occur, and  
9 that's whose advise I take in regards to that.

10 Now, contrary to what people think,  
11 contrary to what people think, there is an  
12 ongoing assessment as to what is needed and  
13 where it is needed, and the type of needs that  
14 is there. I would guarantee you that if those  
15 in the First District, who will represent the  
16 First District, if we went simply by stats,  
17 maybe those in the Fourth District and in the  
18 Fifth District would say, you know what, by  
19 stats, we deserve more police officers. Well,  
20 you talk to the Council people representing  
21 the First District, and so there's an ongoing  
22 thing.

23 So there is a balancing act as we look  
24 at the needs out in the community and where we  
25 deploy. The final thing I'll say on that, but

1 the lion's share, the lion's share of  
2 specialized units that are perhaps the most  
3 aggressive, that produce the most results in  
4 terms of organized activity, go to those areas  
5 that have that level of activity, and they do  
6 not get that as much in other areas.

7 COUNCILMAN POLENSEK: And my last  
8 point is Building and Housing Code  
9 enforcement. We all know we'd like to have  
10 more money in the Department, but that's not  
11 going to happen. The reality is the follow-up  
12 and follow-through. My frustration is at an  
13 all time high with regard to our neighborhoods  
14 are being descended upon the flippers and the  
15 speculators who have benefited as a result of  
16 the foreclosure crisis. I'm seeing it  
17 probably more so than ever before, and without  
18 a doubt, especially, in the East Glensville  
19 area, Collinwood Village area; and the fact is  
20 that I have this reoccurring problem,  
21 Mr. Mayor. I can't get properties into Court  
22 and I can't get properties condemned that need  
23 to be condemned, and I don't understand it  
24 because the law and ordinances are there.

25 As I sit here today, I'm dealing with

1 an elderly lady on St. Clair and Glenville,  
2 who now tells me that I'm her third Councilman  
3 dealing with the house that's been sitting  
4 next her -- the structure's been sitting next  
5 to her for 15 years empty, and now full of  
6 raccoons. It never goes to Court --

7 MAYOR JACKSON: Can I answer?

8 COUNCILMAN POLENSEK: Yeah.

9 MAYOR JACKSON: Mr. Chairman to the  
10 Councilman, let me start off by saying that,  
11 as I mentioned, a structurally balanced  
12 budget, if we had but for the loss of this  
13 revenue, we would have a structurally balanced  
14 budget, plus \$10-12-15 million extra. Now  
15 this would be ongoing continuous revenue, it  
16 just wouldn't be one time. That being said,  
17 we would be able to increase capacity. One of  
18 the areas, not all, not the only areas, but  
19 one of the areas that we would have increased  
20 our capacity would have been in Building and  
21 Housing; would have been Building and Housing.

22 Then, you know, I can talk about some  
23 other things that we would add, but it would  
24 have been Building and Housing. That being  
25 said, I asked the Building and Housing problem

1 to go to every Councilman every year in every  
2 CDC to have a conversation with you as to how  
3 you want to proceed. I know some of you say  
4 no. I know you say no. But if I talk to  
5 them, they'll say something different. Now,  
6 so I'm not going to debate that. I'm not.  
7 I'm not going to debate that.

8 But one of the things that I have  
9 noticed, there's a distinct difference on how  
10 Council people want their Wards serviced  
11 through Building and Housing, distinct  
12 difference. A lot of that difference is  
13 reflected in condemnation, demolition,  
14 inspections, distinct difference. Now, you've  
15 picked up new areas that you say are very  
16 problematic. My expectation is that you meet  
17 with Mr. O'Leary and Ed Rybka, and your  
18 non-profit in that area, since we do have,  
19 supposedly, working on a relationship between  
20 them and us to help work with each other on  
21 this identifying property, gladly. Only thing  
22 I ask is, if we come up with something, if we  
23 come up with something, that we stick to it.  
24 That's all I ask, and that we don't get  
25 halfway down the road and then the agenda

1 changes.

2 Now, that being said, I do know that  
3 last year -- and I really appreciate Council's  
4 understanding of last year and the limitations  
5 of what we could do, because I think we were  
6 at zero doggone -- how many? We had hardly no  
7 money. I believe we demolished around 200  
8 units. The year before we were over 1,000 or  
9 something like that. Now with the County  
10 money in and we're now beginning to access  
11 that -- well, we're attempting to access the  
12 money, because now, I think they're changing  
13 the rules again -- we'll have a million  
14 dollars. We already have a million dollars on  
15 the list, because part of the criteria with  
16 the County was that you have to give us 85  
17 percent of what you ask for, the first million  
18 dollars, have to already be ready to go and  
19 demolished within -- what period of time?

20 VOICE: 90 days.

21 MAYOR JACKSON: 90 days. So that  
22 means that they already have to have been  
23 inspected and condemned. So we have a huge  
24 backlog of properties that we did not touch  
25 last year, that we are now putting in that

1 queue, and we'll be doing the first million  
2 dollars once we get the money. Then we'll  
3 apply for -- what can we apply for, 2  
4 million? 2 million. What I'd like for you to  
5 do, or whoever else, is to work with us to  
6 identify, first of all, which properties in  
7 your Wards that are already condemned, so you  
8 know, and which properties that are not, that  
9 you would like to have the process begin. As  
10 you know, that takes months sometimes to do  
11 that. So that when we get into the second --  
12 when we get into the \$2 million, then you're  
13 stuff will move up the list towards  
14 demolition.

15 COUNCILMAN POLENSEK: Mayor, the  
16 point I'm trying to make, out of the first  
17 queue, the first -- I have one property in  
18 that. My point is, I don't need everything  
19 torn down. I need enforcement. I need to get  
20 them in to court and I can't get them into  
21 court and I can't get the stuff condemned and  
22 it sits there. And that's the internal  
23 process aren't working.

24 MAYOR JACKSON: Chairman to  
25 the Councilman, I will follow up on that as to

1           what you've just said because if we have  
2           inspectors, and their job is to inspect,  
3           whether we have money to demolish or not,  
4           they're suppose to inspect. And if they  
5           inspect it and have issued a condemnation  
6           notice, and the 30 days to correct whatever  
7           the violation they have not corrected, then  
8           there is a process that going to courts are  
9           followed.

10           COUNCILMAN POLENSEK:           Exactly.

11           Okay. Thank you.

12           CHAIRMAN KELLEY:           Thank you,  
13           Councilman.

14           Councilman Zone.

15           COUNCILMAN ZONE:           Thank you  
16           Mr. Chairman. Good morning Mayor.

17           I see you're under the weather a  
18           little? A cold?

19           MAYOR JACKSON:           A couple of  
20           weeks. Actually, I'm on the good end.

21           COUNCILMAN ZONE:           I appreciate  
22           your recognition of how hard it is to create  
23           vibrancies in neighborhoods and you kind of  
24           related it to public safety. That is always  
25           the biggest challenge but I'll tell you, Mayor

1 -- and this is going to sound like I'm tooting  
2 my horn a little bit, but I want to use this  
3 as a good analogy because it's not necessarily  
4 me, it was a village, and I was just one part  
5 of it -- before we went from six police  
6 districts to five, the number one census tract  
7 for the most crime in the first police  
8 district was West 65th and Detroit, number 1  
9 in 2002 to 2007 before we did the transition.

10 Today, that census tract is among the  
11 safest in the second police district. We did  
12 that, by not necessarily adding more police,  
13 but it was a combination of zero tolerance for  
14 crime, having a full-time community organizer,  
15 full-time safety coordinator working out of a  
16 CDC helping people connect to resources,  
17 working with the police. It was a solid  
18 economic development strategy that we starting  
19 implementing in 2006 and we're continuing to  
20 work on it. So, it's many, many factors and I  
21 know you could probably speak for the next  
22 half-hour on this topic but, again, as we  
23 worked towards rebuilding our city, an older  
24 urban area, over 200 years old, these types of  
25 strategies work and can be replicated but it

1 really does take an all-hands-on-deck type of  
2 approach. I was just one part of it and,  
3 certainly, the money that the city invested  
4 helped, but it probably leveraged 10 to 20  
5 times more private investment as a result to  
6 that. I just wanted to acknowledge it and  
7 analogies that to the scenario you lined out.

8 MAYOR JACKSON: Can I  
9 respond?

10 CHAIRMAN KELLEY: Yes, briefly.

11 MAYOR JACKSON: Mr. Chairman  
12 to the Councilman, neighborhoods go through  
13 various stages. I can remember when I first  
14 came in to Council in 1990, then Councilman  
15 now Judge Pianka was the Councilman and he was  
16 struggling just to keep that building on 65th  
17 and Detroit from being demolished. I say that  
18 because here it is 20 something years later  
19 but that's an ongoing process.

20 Then you have neighborhoods like I came  
21 from that had pretty much bottomed out in  
22 Central and the lower Kinsman area, and then  
23 you struggled to create the investment and  
24 environment where people want to live or play  
25 and do business.

1           Then you have those areas that are  
2           teetering, the ones that Councilman Polensek  
3           talks about, the one that Councilman Reed  
4           talks about, that are traditionally old stable  
5           neighborhoods but are at that point of  
6           teetering. The question becomes, how do you  
7           prevent it from going over the edge? They  
8           were able to do that in Detroit-Shoreway.  
9           They were able to do it in Tremont. They were  
10          able to do it, to a large extent, up in Shaker  
11          Square area, Larchmere area. But it is a  
12          tremendous challenge to stop that teetering to  
13          the point that it starts -- because once it  
14          rolls down hill, it is very difficult to stop.  
15          That's why investments to stop that downward  
16          cycle and investments to encourage the upper  
17          tick or key and it has to be very strategic in  
18          how you do it.

19                   COUNCILMAN ZONE:                   Through the  
20          Chairman to Mayor Jackson, you said something  
21          yesterday, that violence is something that is  
22          perpetrated and tolerated. I already asked  
23          permission from the Council president,  
24          tomorrow to be late to the budget hearing but  
25          we had a series of crimes that occurred from

1           October of 2013 to November of 2014 where a  
2           one-man wrecking crew, a one-man wrecking crew  
3           with a gun robbed 19 places on the near West  
4           side. Ten of them were in the Ward that I  
5           represent; seven of them were in the Second  
6           District, so, I'll be going to court tomorrow  
7           when this young, unfortunate, 22 year-old who  
8           used a gun and used it in seven of the 19  
9           situations goes before Judge Dick Ambrose.

10          And not only will I be there, but the  
11          community will be there because our community  
12          will not tolerate crime and working with and  
13          developing strategies and confidences -- this  
14          is where I'm building into my next question --  
15          is paramount. So, the community will be out  
16          there in full force tomorrow.

17                 You know, Mayor, December 4th was a  
18          difficult day for all of us and I appreciate  
19          how you have been very measured in dealing  
20          with these findings. I know you're  
21          frustrated. I know you're not happy and I  
22          know you know there needs to be reforms in the  
23          police department. One of the reason that the  
24          Council President and our colleagues attempted  
25          to do by going out into the community and

1           having these listening tours is to try to  
2           create a safe place for people to come out and  
3           just release some of that steam, talk about  
4           what their concerns are. And so, we are in  
5           the process of drafting a report, what we've  
6           heard. There's probably like eight or nine  
7           themes that keep emerging, a lot of the same  
8           things that you're hearing as well. But we're  
9           also spending some time talking and I want to  
10          give you the opportunity to maybe speak on it.  
11          The police are certainly a part of that but  
12          there's a lot of other inequalities that  
13          occurs in our whole criminal justice system  
14          and we are going to also write a chapter  
15          devoted to that. Whether it's in not only who  
16          gets arrested, but who gets sentenced, who  
17          gets a bail, who goes before the grand jury,  
18          who gets an intervention type of program. Do  
19          you have any just general thoughts about that  
20          topic in itself?

21                   MAYOR JACKSON:       Thank you,  
22          Councilman. Mr. Chairman to the Councilman,  
23          actually looking forward to your synopsis of  
24          whatever your tour is because we are  
25          continuing to gather information as we also

1 look at, not only those short term things that  
2 we can do and some of which we are doing now,  
3 but what kind of structural changes do we need  
4 to make because all that will amount to how do  
5 you do it and how do you do it well, what  
6 comes first and how you prioritize, what the  
7 cost is. So there's more to it than just  
8 saying something and walking away as if that  
9 does it.

10 But in terms of many times, the police  
11 are the easiest ones to look at whenever there  
12 is some problems. They're the easiest ones to  
13 look at because the attention is put on them,  
14 particularly if there is a controversial or  
15 high profile shooting that involve police or  
16 somebody dies at the hands of police. So,  
17 it's very obvious then. Generally, what  
18 people do, they go to that and they want to  
19 resolve that and then they say, we've resolved  
20 this and everything is okay and it's not.  
21 It's not.

22 There is a systemic problem but that  
23 systemic problem is in the criminal justice  
24 system itself and in my opinion, there is a  
25 clear pattern and practice of constitutional

1 violations within the system. Now, what is  
2 that? When you look at, as you mentioned, who  
3 get arrested; who gets charged with what; who  
4 gets presented to the grand jury; who gets  
5 indicted; who doesn't; what they're indicated  
6 with; if they wind up being sentenced, what  
7 the terms of those sentences are, all that  
8 stuff, you'll find great disparity, great  
9 disparity in regards to that and who gets the  
10 bad end of the stick, so to speak, in regards  
11 to that.

12 When you throw a policeman into that  
13 mix, that disparity is even greater in terms  
14 of how people and how the system views a  
15 police officer who is involved in the use of  
16 force, whether lethal or not. If they're  
17 looked at differently and there's a  
18 justification for them being looked at  
19 differently because of what their role is and  
20 the challenges that they have. But even with  
21 that, there is still a great disparity in  
22 terms of whether police officers get charged  
23 whether they don't get charged, whether  
24 they're disciplined or not disciplined and if  
25 you do discipline, whether they are overturned

1 by arbitrators, whether the courts support the  
2 overturning of those decisions. If you take  
3 it to a prosecutor, whether the prosecutor  
4 will choose to charge them, or not. So, all  
5 these things are going on.

6 Now, for us to have something completed  
7 at the end of this process, and not address  
8 the system in a way that needs to be addressed  
9 and if we continue to persist in just taking  
10 the obvious and the easiest and saying that  
11 we've done something and now since we've done  
12 this, everything is okay, then we'll be back  
13 here talking about the same issue again and  
14 again and again.

15 I was looking at the History Channel  
16 one day and they were talking about, I think,  
17 the early 70's or late 60's and they had a  
18 more aggressive civil rights movement in  
19 Oakland than they had in other places. As a  
20 result of that, there was this hostility  
21 between the then growing African-American  
22 community and poor and an advocacy kind of  
23 community and the police department. They  
24 talked about -- and I'm looking at it now in  
25 my head -- they were talking about how they

1 were going to solve this by community  
2 policing. And they were talking to these  
3 police officers and they sound just like what  
4 we're talking about today. The community  
5 leaders, they sound just like what we're  
6 talking about today. They were talking to  
7 advocates. All you had to do was transpose,  
8 take whoever you want today, and put it on  
9 whoever's face it was. It's the same  
10 conversation.

11 And what they did then, they made the  
12 mistake that I am saying that I will not go  
13 along with, neither will I participate in,  
14 creating a facade of a solution that is not  
15 there. I will not do it. I will not do it,  
16 regardless of what people say. I will not do  
17 it. I am looking for real, systemic,  
18 substantive, lasting changes that will change,  
19 how we not only do policing, but how we engage  
20 with our people in terms of creating equity in  
21 criminal justice. That's what I'm looking  
22 for.

23 Now, anything less than that, then I  
24 would just say we failed because over and over  
25 again, I've seen these scenarios unfold. I've

1           seen them unfold, I don't know how many times.  
2           And every time, we have the same conversation  
3           about the same thing, identifying the same  
4           problem, talking about the same solution and  
5           settling for whatever is expedient for that  
6           moment claiming victory.

7                    COUNCILMAN ZONE:                    I appreciate  
8           that, Mayor. Through the Chair to Mayor  
9           Jackson. I mean I've never been one to  
10          subscribe to let's go get the low-hanging  
11          fruit, right? I like to take the philosophy,  
12          I want to tackle the most difficult thing in  
13          the room because the low-hanging fruit will  
14          take care of itself if you deal with that most  
15          difficult thing.

16                   MAYOR JACKSON:                    It's just  
17          like, we talked about snow plow. If you're on  
18          your game and you're dealing with a systematic  
19          approach of how do you, in infrastructure,  
20          other things will begin to take place.

21                   COUNCILMAN ZONE:                    Absolutely,  
22          and the reason I say that, Mr. Mayor, you know  
23          the Council President, myself and our  
24          colleagues have been doing a lot of  
25          conversations around what work we can do as a

1 Council to help, maybe, shrink that gap that  
2 people feel exist between community and police  
3 as we work towards a Consent Decree.

4 We plan, as a Council, assisting the  
5 administration in having a lot of focused  
6 hearings a lot of topics that come up to speak  
7 to, really, about implementation of what we're  
8 going to do. It's not only going to relate to  
9 police but it's going to relate to community  
10 and it's going to relate to a lot of the  
11 inequalities in our criminal justice system.

12 We are going to do -- not that we  
13 haven't in 2014 because I want to thank my  
14 colleagues -- it wasn't easy, Mayor, going out  
15 in those community meetings and, basically,  
16 being yelled at for 15 straight hours, but we  
17 did it. I'm really proud of our colleagues  
18 here for doing that, but that's what we  
19 subscribe to, right? We're elected officials.

20 MAYOR JACKSON: No one asked  
21 us to do this.

22 COUNCILMAN ZONE: No. And what  
23 we're going to do over the course of the rest  
24 of not only this year, but multiple years to  
25 come.

1                   MAYOR JACKSON:                   Mr. Chairman  
2                   to the Councilman, and make not mistake, I am  
3                   in no way saying that there is not needs for  
4                   reform in the Division of Police. And I'm in  
5                   no way saying that those reforms need to go  
6                   further than, even we may think they need to  
7                   be. And I'm not saying in no way that we are  
8                   resisting those reforms. As a matter if fact,  
9                   we're welcoming them and we're promoting. We  
10                  want them to happen. I'm just not willing to  
11                  be in the deceiving mode to people to, in some  
12                  kind of way, say to people, that if we do  
13                  these A, B, C, D things of reform, then all of  
14                  a sudden those things of violence, Councilman,  
15                  are going to go away. It's not. It's not  
16                  going away. Until we deal with the  
17                  underlining cause of these things that have  
18                  gone on and to persist in going on, is really  
19                  a structural pattern and practice of  
20                  constitutional violation, whether it is  
21                  wealth, whether it is in civil rights on the  
22                  social level, economic level, we're not going  
23                  anywhere.  
24                  I would say one more thing then I'll be  
25                  quiet. I say to people all the time, I may

1 have 25-30 decisions to make, 25-30 decisions.

2 COUNCILMAN ZONE: Per day?

3 What do you mean?

4 MAYOR JACKSON: At the time.

5 Right now. You know, that goes up or down  
6 depending on the day. Some of them are  
7 no-brainers, some of them aren't, but I won't  
8 make them. I refuse to make them. Do you  
9 know why? Because if I could make those 25  
10 and 30 decisions a day, but I guarantee you  
11 one thing, they'll be all political decisions.  
12 And I'll take each of those 25 and 30 things  
13 and I'll satisfy the constituency groups under  
14 each of those 25 or 30 things and I will  
15 guarantee you that there will be no change and  
16 no substantive outcome or no change.

17 If we're really going to have as  
18 leaders, as leaders -- if we're really going  
19 to make the changes that we want to make, we  
20 have to deal with it as you mentioned.

21 So, I'll deal with four or five things  
22 that are core issues and if when I resolve  
23 those four or five things, all 25 or 30 things  
24 will fall off the table, but those four or  
25 five things will be the most controversial.

1 They'll be the ones whose oxes are going to be  
2 gored somewhere. They'll be the ones whose  
3 interest will have to given up. They'll be  
4 the ones who, may be professing something but  
5 not willing to do it because it's not in their  
6 interest. So, we have to, as a city and as  
7 elected officials, as leaders, we need to be  
8 dealing with the four or five things. And  
9 when we deal with that, these other things  
10 will begin to be addressed.

11 And I maintain that, not only is it  
12 education, not only is it economic equity, but  
13 it's also the criminal justice equity that we  
14 need to insure that happens. And a portion of  
15 creating a better equitable outcome for out  
16 citizens, that will ultimately lead to  
17 community policing, is to reform a community  
18 police department. That's one component. But  
19 I'm not going to take that one thing and  
20 satisfy a bunch of constituency groups knowing  
21 that I'm doing nothing but a facade. I'm not  
22 doing it. If we can't deal with the real issue  
23 then we shouldn't be dealing at all.

24 COUNCILMAN ZONE: Mayor, it's  
25 always easy to play Monday morning

1           quarterback. I'm sure you've heard that term  
2           before.

3                       MAYOR JACKSON:                       Several  
4           times.

5                       COUNCILMAN ZONE:                       This is hard  
6           work and it's real work and what I'd like to  
7           see is not a gotcha moment or sensationalizing  
8           the moment. I applaud and appreciate the  
9           participation of this Council, particularly as  
10          it relates to this one particular issue and I  
11          just want you to know that we're going to be  
12          very thoughtful and measured in how we do our  
13          due diligence around, not only the findings,  
14          but ultimately the ultimate Consent Decree  
15          that gets agreed upon. We're going to try to  
16          give our input to influence what that Consent  
17          Decree works towards and that's the whole  
18          purpose of why we're doing this report and I'm  
19          hopeful that in the next two to three weeks,  
20          maybe less than that, we can, at least, share  
21          a copy with you, as well.

22                      MAYOR JACKSON:                      I appreciate  
23          that. I'll be looking forward to it.

24                      COUNCILMAN ZONE:                      Thank you,  
25          Mayor.

1                   CHAIRMAN KELLEY:                   Councilman  
2                   Cummings.

3                   COUNCILMAN CUMMINGS:                   Thank you.  
4                   Thank you, so much, Mayor and I really  
5                   appreciate the challenge that we all face,  
6                   particularly I want to get into, a little bit,  
7                   this challenge. We've all, in our budget  
8                   retreats, in your comments, understand the  
9                   incredible challenges we face with reductions  
10                  of revenue, be it the long trend in decline of  
11                  property taxes, some hope in terms of what the  
12                  income tax is, hopefully, turning a little bit  
13                  more positive recently and the economy seems  
14                  to slowly be climbing out of its 12 year  
15                  doldrums. What I want to hear a little more  
16                  from you directly, is it -- of the  
17                  approximately 40 million dollars structural  
18                  deficit that we have in the three year  
19                  stewardship with Chief Dumas at the helm, as  
20                  well, in terms of really riding hard over the  
21                  budget in insuring that there is carry overs  
22                  and being able to balance the budgets in your  
23                  last nine years. I really wonder though, it's  
24                  obviously, a huge challenge from the  
25                  standpoint that all we can do is try to

1 support, in terms of good government, the  
2 economy relative to, hopefully, seeing the  
3 property taxes, income taxes increase.

4 But on the expense side, I note, it's  
5 logical that this year's budget is the highest  
6 on the expense side in your nine years as  
7 mayor, obviously, in terms of increased cost,  
8 that we went a few years even with furloughs,  
9 in really flat expenses for sometime. But  
10 having said that, setting aside the 100  
11 million in bonds for some of our  
12 infrastructure and capital needs that we have,  
13 so desperately need as you indicated, how do  
14 you foresee really trying to make the tough  
15 decisions of reducing expenses? The 40  
16 million or so represents 7 to 8 percent of the  
17 budget. I note, in any given budget, probably  
18 around 2 to 3 percent, it's not easy but can  
19 be identified in terms of saving in a given  
20 year. But that additional 4 to 5 percent in  
21 potential budget reductions are, hopefully,  
22 being offset by increases in revenue. What do  
23 you foresee in the next three years?

24 MAYOR JACKSON: Chairman to  
25 the Councilman. This is the highest cost

1 budget in, as you know, over 80 percent of our  
2 cost in budget is in personnel and benefits.  
3 It's a people driven budget. Since our bottom  
4 line is not profit, it service delivery, it  
5 has to be that way because if you don't have  
6 the people, you can't deliver the service.  
7 Whereas, if we were in the private sector, we  
8 would just cut the costs by laying off a bunch  
9 of people and then in order to maintain or  
10 increase the profit margin. That's just not  
11 what we do.

12 All that being said, there are some  
13 opportunities we are looking at a Council-  
14 passed legislation, I think it was last year,  
15 on us working with the county to get rid of  
16 the workhouse that would allow us, not only to  
17 reduce our costs in terms of jailing, because  
18 we'll be out of the jail business, but it  
19 would also make our police officers more  
20 efficient in terms of centralized booking and  
21 all those other things that we would do with  
22 the county. Now that's been talked about for  
23 years. I can remember when I was in Council,  
24 Councilman Reed used to talk about the  
25 workhouse and why aren't we in collaboration

1 with the county, but somebody hasn't dotted  
2 the I yet. Now, we've done everything we need  
3 to do on this side, so, we're waiting on the  
4 county. That's one thing.

5 There's also some opportunity for us to  
6 gain some efficiencies with -- now this is  
7 with efficiency without reducing of service,  
8 through the new vehicles we are getting for  
9 waste collection. Many of these vehicles will  
10 have on them this arm where you no longer need  
11 three people to a truck. You might need two  
12 or, in some cases, one, depending on having  
13 all of these containers out there now, all of  
14 them can be picked up. That helps us in terms  
15 of personnel costs because you don't need as  
16 many people. It doesn't mean we're going to  
17 lay people off, but through attrition, we just  
18 wouldn't bring people on, in order to  
19 accommodate the new way of doing waste  
20 collection. And will also reduce our cost in  
21 regards to workmen's comp and all those other  
22 kind of things you pay as a result of people  
23 getting injured.

24 Another thing that we've done is we've  
25 looked at, throughout all of our divisions, as

1 to how people can do things in a more  
2 efficient way and how can they keep themselves  
3 healthier. That is why we moved from premiums  
4 to self-insured. What we were finding is that  
5 we were paying premiums and our claims out was  
6 lower than the premiums we were paying. So  
7 why would we continue to pay premiums to a  
8 company for their profit when, in fact, all we  
9 had is pay ourselves and we'd have more than  
10 enough money to pay a claim. Now, the  
11 question there is you'll see in this year's  
12 budget, we have a 3 percent increase in that  
13 because we need to create the kind of reserve,  
14 a healthy reserve, based on catastrophic kind  
15 of things. It does mean, however too, we have  
16 secondary insurance for if something gets  
17 above a certain amount, but, in the long run,  
18 you'll see what that will save us, quite a bit  
19 of money.

20 So those are three things we're doing,  
21 currently. As we move forward, it gets more  
22 difficult, to be honest with you. It gets more  
23 difficult unless you just want to make the  
24 City operation a private enterprise, which  
25 doesn't work for us because that's not what my

1 preference is and I don't think it's the  
2 preference of Cleveland City Council. We're  
3 not in that kind of business to privatize the  
4 city operation.

5 That being said, there are some  
6 realities that we have to face and if we are  
7 unable at any point in time to be able to do  
8 what we do and do by law what we're required  
9 to do, that's balance the budget and deliver  
10 high quality service, and we cannot do that  
11 based on financial or cost obligations then we  
12 have to consider everything.

13 But our position today is that  
14 privatization is not our solution because once  
15 you do that, and once you get out of the  
16 business, it costs you an arm and a leg to get  
17 back. Like if you did waste collection. I  
18 wouldn't have to buy all these vehicles for  
19 waste collection or snow plowing. I could  
20 contract out snow plowing. I wouldn't have to  
21 buy all these vehicles for snow plowing. I  
22 would just hire somebody and contract it out,  
23 but, what happens? How many hundreds or how  
24 many people lose their jobs? How many people,  
25 if they don't lose their jobs wind up with a

1 lower standard of living, lower quality of  
2 life? How many of them receive less benefit  
3 in terms of health care, retirement? And then,  
4 after about three or four years the money I've  
5 saved by not having to do capital, by not  
6 having personnel costs, all that will be eaten  
7 up and now all of a sudden, I'm paying more  
8 than what it would have cost me if I kept  
9 operation myself, but for me to get back in  
10 business, now it's a huge capital cost to buy  
11 all the equipment and then to have to bring on  
12 all of these personnel and it would be  
13 impossible to do. So, privatization is not a  
14 panacea, it's things that have been promoted  
15 and it only works under certain circumstances.  
16 We do use privatization in emergency things  
17 where we've fallen behind in operations where  
18 we need to catch up. We bring on, on a  
19 temporary basis, some contractors to help us  
20 catch up. We did it last year with potholes.  
21 We're pretty sure we'll consider that this  
22 year and we've done it before for lot cleaning  
23 and dumping, pick up. I'm pretty sure we'll  
24 consider that this year, too.

25 Finally, the key here is the revenue

1 stream, Our operation has become very  
2 efficient even we have to re up on our  
3 enthusiasm sometime, we have to re up on that,  
4 our operation has become pretty efficient.  
5 Now, it's a matter of revenue. Again, if we  
6 would have kept the revenue or three-fourths  
7 of the revenue that we have lost through no  
8 fault of our own, we would be in pretty good  
9 shape.

10 COUNCILMAN CUMMINGS: Regarding  
11 efficiencies, you've done a great job over the  
12 years, be it through your task force for  
13 operation efficiencies and looking at  
14 potential other enhancements, one thing that  
15 I've noticed though, and I wonder sometimes,  
16 if it does have an impact on our efficiencies  
17 in government in providing services. We look  
18 back at the operation efficiencies that we've  
19 gained in the water division, for example, but  
20 then I look and I see that we still have  
21 numerous, very important director positions  
22 that are still interim in the sense that  
23 either the waste division or the streets  
24 division, utilities, even the water director  
25 is interim. I'm wondering if it was partly

1 due to some budgetary concerns in not filling  
2 those positions with new, competitive hires  
3 or, where are we relative to getting some of  
4 those key positions filled because I'm  
5 wondering, specifically, how that could affect  
6 us in terms of insuring really robust  
7 management of those divisions?

8 MAYOR JACKSON: Council

9 President to the Councilman, there's no budget  
10 impact there. It's because if you're an  
11 interim director or interim commissioner, you  
12 get paid pretty much at whatever rate that is.  
13 So, there's no budgetary impact.

14 The issue there with me is that until  
15 I'm convinced that the right person is in the  
16 right spot, then they stay interim for that  
17 period of time. And there are times that I'm  
18 not satisfied just like you've expressed to  
19 me, your dissatisfaction. I'm not different  
20 than you. The difference is I do the hiring  
21 and firing of the people. That's the only  
22 difference.

23 Your point about having some commitment  
24 or leadership that people can look to as a  
25 permanent person is a valid point.

1           Every time I interview for a director  
2 position, in particular, the first thing they  
3 ask me is if I'm running again. I said, it  
4 sounds like the media, are you running again,  
5 are you running again? Because, no one wants  
6 to make that kind of personal commitment of  
7 themselves, their family, particularly if  
8 they're coming from outside and then in  
9 two-and-a-half to three years they're subject  
10 to somebody else's whim. That's a major  
11 issue.

12           We're in the final interview stage of a  
13 director for utilities. We had Mr. Bender, he  
14 left. He had a demand on his time for his  
15 international obligation in consulting  
16 activity so we've been without a director  
17 there for about four months or so, I guess, or  
18 maybe even longer. But we've gone through a  
19 really exhaustive process in terms of who  
20 we're choosing. I think we're down to two and  
21 I'll be interviewing those two within the next  
22 couple of weeks. Now, those two will know,  
23 and I'm pretty sure they've asked and have  
24 been told, that the mayor is in his third  
25 term, the second year of his third term, and

1 that the question of whether or not he's  
2 running or not is his decision but, pretty  
3 sure those people considered whether or not  
4 they wanted to apply for this job based on a  
5 variety of factors, career, longevity.

6 In terms of other positions,  
7 particularly, commissioners in public works,  
8 when I make those positions permanent, those  
9 are Civil Service protected, and so when they  
10 are appointed to those positions as a  
11 commissioner, not interim, then they will be  
12 there long past me. So, I have to make sure  
13 that whoever they are, are the right fit for  
14 that operation.

15 I have two assistant directors  
16 functioning now as interim commissioners and  
17 their jobs is to ensure operation both in  
18 waste and in streets. My hope in the  
19 relatively near future, that we will have some  
20 candidates, whether internal or external, to  
21 fill those interim positions so that we can  
22 have somebody there of a more permanent  
23 leadership capacity in those departments. But  
24 those people outlive a mayor. They'll outlive  
25 you as Councilpeople because they will become

1 Civil Service protected.

2 In many cases, a commissioner is far  
3 more important than a director. Having  
4 themembers right commissioner in place and  
5 having someone who, not only understands, but  
6 has the capacity to implement an operation, is  
7 far more important than a director. A  
8 director can come and go; a commissioner will  
9 be there.

10 COUNCILMAN CUMMINGS: Lastly, it's  
11 a tough topic to discuss, really, in terms of  
12 the DOJ in the Consent Decree negotiations  
13 that are going on, but I wonder though, I'm  
14 sure you're aware of the work that is being  
15 done on something called the Collaborative for  
16 a Safer and Just Cleveland and that we have  
17 got members from several universities and  
18 several important institution that are  
19 involved in those discussions really trying to  
20 formulate and understand what the role of the  
21 community is going to be in moving forward. I  
22 also have the honor and privilege to serve on  
23 the community relations board. And I know  
24 it's been a challenge in the sense that Wayne  
25 Griffin, our able director, is also part of

1 your negotiating team with the DOJ right now  
2 and I wonder, at what point in time, I know  
3 that looking at the Consent Decree  
4 negotiations in other cities, the soonest  
5 anyone seems to have been able to pull an  
6 agreement together is about six month and the  
7 longest has been about three years. I think  
8 in speaking within the community and talking  
9 to activists I think there's a challenge, as  
10 you said, there's no panacea for moving  
11 forward and solving these issues but I think  
12 people do have a genuine interest in trying to  
13 understand what the process is and how long it  
14 is going to take and what, in fact, are some  
15 of the activities that we'll be looking at.  
16 How do you see, particularly, in looking at  
17 other cities -- are you encouraged by the work  
18 of the Collaborative and what do you see the  
19 community's component is in making substantive  
20 changes? You said --

21 MAYOR JACKSON: Council

22 President to Councilman, you have several  
23 questions there but let me just point out to  
24 you, I've been very clear as to what the  
25 process is. I don't think people have been

1 satisfied with my expressing of what the  
2 process is. We are in negotiations, which  
3 means I will not say or do certain things that  
4 will jeopardize that negotiation and in  
5 particularly, put the City of Cleveland in a  
6 negative position. I won't do that. So,  
7 that's number 1. But we are in negotiation.

8 I'm not concerned about the length of  
9 time it has taken other cities. Again, my  
10 concern is, how do we do this; do it right and  
11 whatever time that takes, that's what I'm  
12 committed to. Whatever we agree upon, the  
13 Consent Decree is that those things that we  
14 need to do, the prioritization of those things  
15 and what those costs are, are major  
16 considerations that, not only we as an  
17 administration have, but you in Council  
18 because you will have to address that in  
19 whatever budget is impacted. You have to  
20 address it and so you will have to make  
21 choices just like I would have to make  
22 choices. We're not trying to rush into  
23 something. We're trying to have a legitimate,  
24 substantive outcome that will last, as I said  
25 to in response to Councilman Zone, that is not

1 a pretense but a real Consent Decree.

2 In that Consent Decree, it's essential  
3 that you have community participation. Any  
4 Consent Decree that comes down as something  
5 that is lorded over or given to people as what  
6 they should accept, is not going to work. You  
7 have to have community participation. The  
8 question is, and this is the big question that  
9 you asked me, who is the community? It  
10 appears on how many are going to call me  
11 today. I don't have a problem with the group  
12 that you mention. I think they do great work.  
13 But I don't have a problem with many of the  
14 other groups that you have not mentioned that  
15 are doing great work and all of them want to  
16 be the one. Someone told me over the weekend,  
17 the Plain Dealer wants to be the one. They  
18 want to help determine what the Consent Decree  
19 is. So, you can see where everybody wants be  
20 in this game and everybody wants to be the  
21 one. So, in a political sense, I guess you  
22 can kind of try to accommodate all of them but  
23 in the substantive sense, that doesn't work  
24 for us, right? Because we have to live with  
25 whatever this is.

1           So, I am open as we're having a  
2           conversation with the Department of Justice as  
3           to identifying groups, you've heard from them.  
4           I've heard from them. The Department of  
5           Justice heard from them. As you said,  
6           Councilman, there are certain basic things  
7           that come from all of them. The real question  
8           now is which one, and how they want to be  
9           perceived as being the one in charge on the  
10          community side. I don't think, myself, the  
11          administration, Mr. Dettelbach or the DOJ has  
12          resolved that issue at this time because there  
13          are so many groups out there that are doing a  
14          lot of tremendous work, that have given valid  
15          input, that are sincere in their efforts and  
16          they don't see eye to eye. They don't see eye  
17          to eye because they represent different groups  
18          even though they maybe talking about the same  
19          thing, come up with the same identification of  
20          problems, come up with the same solution, they  
21          do not, necessarily want to work with another  
22          group. As we go along, that's one of the  
23          things that we will have ferret out and figure  
24          out, how do we have community participation  
25          and have it representative of the community

1 and at the same time, have it with a group  
2 that has the real sincere kind of desire that  
3 we have to make this a better police division,  
4 better criminal justice system. I know we'll  
5 get there, it's just that we're not at that  
6 point right now.

7 COUNCILMAN CUMMINGS: Thank you.

8 CHAIRMAN KELLEY: Councilman  
9 Johnson.

10 COUNCILMAN J. JOHNSON: Thank you,  
11 Mr. Chairman. Let me welcome the Mayor back  
12 over here. I know my place, I'm one of 18, I  
13 know my place relative to the Mayor's  
14 position, I know it. I also know that I have  
15 a responsibility to finalize a budget for the  
16 citizens of Cleveland and, of course, you  
17 administer the budget. Instead of going over  
18 the areas that I think are doing well as far  
19 as the quality of service that, Mayor, you  
20 speak about. I can talk about the Department  
21 of Aging that I think is, probably, the best  
22 department in being able to be responsive in  
23 achieving the goals in its mission. The  
24 Health Department, as well has done some  
25 wonderful things for what I need to do in my

1 Ward. And there are divisions and boards and  
2 others that have done a good job but then only  
3 because I have a few minutes, I'm going to  
4 focus on some of the concerns I have only  
5 because I only have a few minutes and we'll  
6 flesh them out as we deal with your directors  
7 when they come before us.

8 I want to just chime in on what  
9 Councilman Polensek said. When it comes to  
10 Building and Housing, I actually have a lot of  
11 respect for Mr. O'Leary, he's been responsive.  
12 He returns my calls but I think for the men  
13 with this system, the allocated resources for  
14 that department, the foundation, the  
15 infrastructure of that department, not  
16 withstanding how many conversations they can  
17 have with me and I've many with them, I think  
18 the structure itself, when you have an  
19 inspector required to do so much in one ward,  
20 from walking through an empty house to going  
21 to all these houses that need to be inspected,  
22 particularly in one of those teetering  
23 neighborhoods that I represent, a number of  
24 them. So, as I look through this budget for  
25 Building and Housing I see a fundamental flaw

1 and that is I just don't think we simply don't  
2 have enough inspectors. And we sat through a  
3 time period where the inspectors positions  
4 were open, not at your fault, but whatever  
5 system allows for 10-11 openings, not to  
6 mention when one goes on medical leave or  
7 whatever reason and then is not an opening but  
8 it's also not functioning. And so within that  
9 structure is the frustration within the  
10 neighborhoods, within myself, to do the  
11 fundamental code enforcement because to, as  
12 you say, take a teetering neighborhood and go  
13 the positive way versus negative way, one of  
14 the key components is code enforcement.

15 So I'm just putting on the table,  
16 putting a red flag, as part of the discussion  
17 that what I've seen in the budget relative to  
18 that I think it falls short of what we're  
19 going to need to do. Now, it's all in the  
20 context of lost resources from Governor Kasich  
21 to whatever areas we've lost even from the  
22 loss of the cameras. I mean, revenues have  
23 been lost throughout for this budget, but the  
24 reality is that I'm just red flagging for a  
25 larger discussion code enforcement. I'm

1           trying to save houses in Glenville and  
2           Collinwood. I know the best way to do that is  
3           code enforcement.

4                           MAYOR JACKSON:                           Mr. Chairman  
5           to the Councilman, you have a unique Building  
6           and Housing approach because you do a holistic  
7           approach. You just don't say demolition. You  
8           just don't say this. You actually do what, in  
9           better times, I've seen other Councilman do  
10          and that is let's deal with the worst of the  
11          worst and then try to do preservation and then  
12          when there was money available, you would get  
13          from the non-profits, go in and buy property,  
14          rehab them, sell them. You have a much better  
15          living structure, the structure would be much  
16          better than building new. So, that's a  
17          holistic approach and you're right, the  
18          challenges of the day don't necessarily  
19          address your approach because there are not  
20          enough resources in community development in  
21          terms of home dollars and block grant dollars  
22          that we use to be able to have to fund non  
23          profits and to be able to do the acquisition  
24          or do some second mortgages and things like  
25          that.

1           So, it's very problematic and coupled  
2 with that, you don't have the same demand that  
3 you would have had 10 years ago for housing.  
4 That same house, somewhere else, would get  
5 picked up like that. But putting that house  
6 in a challenging environment, what you would  
7 have to invest to bring it up and what you  
8 could sell it for, the banks won't finance  
9 you. So, it's challenging.

10           Then, what that does, it brings on this  
11 whole creeping decay that results from your  
12 inability to get it onto the market and then  
13 in two to three years, needs to be demolished  
14 too. So, I understand what you're saying.

15           As I mentioned earlier, I don't know if  
16 you were in the room, that if we were  
17 structurally balanced, one of the areas that  
18 we looked at, to increase capacity if we were  
19 structurally balanced, would have been  
20 Building and Housing in a prevention side, in  
21 particular, but also the ability to get more  
22 caught up on a demolition side, the  
23 condemnation side. But a lot of effort to be  
24 put in the prevention side because there is a  
25 need. Each neighborhood is different. Each

1 demand of that neighborhood is different. And  
2 deployment of resources and personnel based on  
3 that demand is essential. Our ability to  
4 deploy based on that uniqueness is not there  
5 now. We don't have the capacity to do it the  
6 way we should be able to do it.

7 So, that is where we have looked to  
8 when the opportunity comes, to increase  
9 capacity in Building and Housing because I  
10 fully recognize, particularly northeast side,  
11 southeast side, in particular, and even some  
12 of the mid west side over in your area where  
13 there needs to be some preventative stuff  
14 going on as opposed to inspection for  
15 demolition and condemnation.

16 COUNCILMAN J. JOHNSON: And with  
17 that, we're trying to do creative things,  
18 Councilman Conwell and Polensek and myself,  
19 have sat down and tried to ignore the  
20 political boundaries and try to bring our CDCs  
21 all in the same room and we're meeting, of  
22 course, with your administration in creating  
23 the St. Clair corridor. So, private sector  
24 involvement and the non profits, to be able  
25 to, at least, find resources, Cleveland State

1 is working with us, because you've laid it out  
2 exactly as I see it as well. To be able to do  
3 code enforcement mothballing, fighting against  
4 foreclosures, having a consumer affairs  
5 department that can specialize more in  
6 foreclosure preventions, it is a need in my  
7 community, or the northeast, to do holistic  
8 approaches. Otherwise, I'm continually  
9 standing in front of the bulldozer saying, I  
10 can't lose this 1908 house. I need to  
11 mothball it. I need to fight to save it.

12 MAYOR JACKSON: Chairman to  
13 the Councilman, and then at the same time, you  
14 have to be able to rationalize that to our  
15 irritate constituent.

16 COUNCILMAN J. JOHNSON: I've got to,  
17 at least, minimize. First of all, I've got to  
18 deal with the fallacy of empty houses being  
19 sources of crime. There are some crime-ridden  
20 housing and there are some that are not. I  
21 have, for example, have mothballed some homes  
22 and I have kept the grass cut, kept it  
23 bordered and I have folks looking at it and I  
24 have not had one incident at it and I'm  
25 looking for an investor for the house.

1           So, it's dealing with, frankly, just  
2           trying to deal with getting rid of the  
3           stereotypes of some of these folks who are  
4           pushing for a certain direction but when it's  
5           all said and done, it goes back to two things,  
6           one, enforcing the code and second, being able  
7           to help individuals with emergency repairs,  
8           assisting folks in a more impoverished area  
9           and I had my share where a roof needs to put  
10          in or gutters need to be put in because while  
11          I sent a letter to Miss Jones about her  
12          gutters being down, and she's 45 years old  
13          working poor with two kids and she's got to  
14          choose between fixing that roof or get a  
15          letter from my CDC. You know, fundamentally,  
16          there is a breakdown and there's a fairness  
17          issue there.

18                 MAYOR JACKSON:        Mr. Chairman to the  
19          Councilman, and I absolutely agree with you.  
20          I remember when I was a Councilman, I did the  
21          same thing. I set up a fund for home repair  
22          and you have to create criterias in order for  
23          it to be eligible, but usually it was seniors  
24          could be 55 or older who were owner occupied  
25          properties. I can remember having the same

1 approach to life when I ran for mayor in 2005  
2 it was used against me that I was anti-code  
3 enforcement. That wasn't it. What I was, was  
4 anti-mistreatment of people and putting  
5 government on people who did not have the  
6 wherewithal to provide for themselves. These  
7 are people in my ward who were people who -- I  
8 lived in my ward since 1960 -- they were there  
9 before me. These are people who went through  
10 all of the cycle of decline and rebirth and  
11 now, since they were building new houses, they  
12 wanted to inspect all these older houses and  
13 things like that. And I just wouldn't allow  
14 it to happen. What I had to do and what I did  
15 when there was greater flexibility and we were  
16 able to do some things in block grant, was to  
17 set up a fund that would be specifically for  
18 people in that situation, a couple of hundred  
19 dollars here, a thousand dollars here and that  
20 is because one of the worst things you can do  
21 is take an older person who actually believed  
22 the government is right and that if they get  
23 something from government, they're suppose to  
24 abide by it and they shouldn't break the law  
25 and you give them a citation. If you want to

1 take a couple of years off their life, you do  
2 that.

3 So what I did and what you're  
4 attempting to do is exactly the same thing.  
5 How do you accommodate their needs? How do  
6 you accommodate their needs knowing that you  
7 can't do all of what they need but you can at  
8 least provide for that thing that they needed  
9 at that moment.

10 COUNCILMAN J. JOHNSON: And that's  
11 our daily challenge.

12 MAYOR JACKSON: That is it.  
13 And when you have a limited budget and when  
14 you have limited resources, when you have  
15 competition for those limited resources, it is  
16 a challenge. It's a daily challenge.

17 COUNCILMAN J. JOHNSON: And in our  
18 partnership, meaning the Council members and  
19 you, and because they work for you, and are  
20 responsive to us, I just ask, and I know you  
21 know this, that as you look at the personnel,  
22 the resources, the very limited resources we  
23 have anyway, to determine manpower levels, to  
24 determine commitment levels because they vary  
25 when it comes to an individual worker out

1           there who's trying to do the things.

2                       MAYOR JACKSON:                       Can I make  
3           one more comment? To give you an example,  
4           Chairman to the Councilman, 60 percent of our  
5           budget is in safety. We have -- how many rec  
6           centers? 22 rec centers, some are programmed  
7           activity, whatever it costs for that, that's  
8           probably about a 12 million dollar budget. A  
9           12 million dollar budget. The swing that  
10          we're talking about in terms to deal with DOJ,  
11          to deal with capacity in Building and Housing,  
12          to deal with those things that you're talking  
13          about, is whether or not I have a recreation  
14          department or not. That's how I look at it.  
15          See that's how I look at it.

16                       I don't look at it like ten people  
17          here. I look at it if I'm going to build a  
18          capacity at what I need to have it and to do  
19          the expectation that you and I and your  
20          constituency demands, I look at it as a  
21          recreation budget or half of a recreation  
22          budget.

23                       I also look at it in terms of public  
24          works, what we do during the summer, which is  
25          really our active time for public works,

1 you're doing lawn cutting, you're doing  
2 cemeteries, you're doing playgrounds, parks,  
3 all this other kind of stuff. How much is  
4 dumping and lot cleaning? (Unintelligible  
5 voices) Cleanup? I look at it as a service.  
6 When I'm looking at moving something here, I  
7 at a service. I don't look at individual  
8 employees. I look at it as a service. So if  
9 you're looking at 3.8 million dollars for what  
10 you receive in terms of lot cleaning and  
11 dumping and stuff and cemeteries and stuff  
12 like that, that's 3.8 million dollars. That's  
13 what I would look at.

14 So that you would have insight is to  
15 how we structure the budget and how we look at  
16 it and why the movement becomes minimum for us  
17 as opposed to in a huge way because if I do  
18 that then I have to look at what service to I  
19 eliminate because my budget is finite.

20 COUNCILMAN J. JOHNSON: But because  
21 of -- don't get me wrong, we are in a  
22 difficult time and the red flag for me is that  
23 one of the underpinning of my neighborhood,  
24 and therefore, the adjacent budget line item  
25 that goes towards that underpinning, deals

1 with housing. It deals with quality, safe,  
2 affordable housing.

3 MAYOR JACKSON: Your residential  
4 neighborhood.

5 COUNCILMAN J. JOHNSON: My  
6 residential, significantly, and not to  
7 mention, also, and I haven't, the building  
8 portion of Building and Housing that deals  
9 with commercial strips and what that means to  
10 a neighborhood. So, we're on the same  
11 wavelength. The question ultimately is, and  
12 my role as one who votes on the budget, is  
13 whether there is a way to shift toward what  
14 may be a more higher priority in my  
15 neighborhood or in most neighborhoods, and  
16 that is code enforcement. I have come to  
17 believe in my number of years that -- and in  
18 my war on the issue demolition versus rehab,  
19 that the solution ultimately is assisting  
20 folks to stay in the houses, helping them to  
21 do the repairs they need, and also to enforce  
22 codes against some landlords and those who are  
23 helping to cut the fabric of that safety net.

24 So that subject, and I really  
25 appreciate the thoughtful discussion on that.

1 We will have much more of the discussion  
2 during the hearing. Let me also just say,  
3 finally, there's no doubt in my mind that  
4 everyone in this room knows my feelings about  
5 the Cleveland Police Department. I've made  
6 that clear. I respect all other 17 people,  
7 including yourself Mayor, about you can have a  
8 different opinion. I hold to my philosophy,  
9 and my philosophy fundamentally is this:  
10 Despite the fact of the disparity within the  
11 criminal justice system that you and I will be  
12 in total agreement with, from the Prosecutor  
13 situations to the other parts.

14 But under my responsibility at 18  
15 members and under yours as the leader here,  
16 the Police Department, there are things within  
17 the Police Department that's in the larger  
18 context of criminal justice, in my opinion, we  
19 need to do now. I don't need to solve the  
20 entire disparity within the criminal justice  
21 department -- I'm responding to earlier  
22 comments -- of the criminal justice  
23 department, to speak to my responsibility and  
24 that is, a City service called Police  
25 services. I just want to say it personally, I

1 am personally offended and I personally  
2 disagree with some of the discussion that was  
3 had at this table, and let me just give my  
4 side of it.

5 I believe what has been discussed  
6 previously by myself and others in this City  
7 Hall, as well as what the DOJ report has come  
8 across, is not a facade; it's not a gotcha  
9 moment; it's not low hanging fruit; it is not  
10 a deceiving approach. That's not my intent.  
11 I think when a disagreement in philosophy or  
12 beliefs in the failure or lack failure of City  
13 services, to use those terms is offensive to  
14 me, and I just needed to be on record.

15 What I believe is that within this City  
16 service called Police, we can do more and we  
17 need to focus on more. As Mayor, you choose  
18 in the end, because you're responsible  
19 directly. I'm responsible indirectly through  
20 budgeting. So this is my time once a year,  
21 particularly. That I believe, for example,  
22 that when City workers decide -- and I believe  
23 this, you can choose not to believe it. When  
24 City workers decide to tilt a disciplinary  
25 review toward an officer versus a citizen's

1 interactions, that that's a City service  
2 problem. That's not a criminal justice  
3 problem.

4 When we have the issues that have been  
5 laid out in the papers about the lawsuits  
6 about individual officers who go beyond what I  
7 consider to be constitutional means of  
8 interaction with the public, that is not a  
9 criminal justice problem, it is our primary  
10 problem because they work for us. So I'm not  
11 trying to deceive my citizens when I simply  
12 say to them, that we can do a better job, 18  
13 of us, to improve how police service are  
14 received in the community. I happen to  
15 believe that the DOJ report gives me a  
16 blueprint, if you will, of where the problems  
17 are. You have every right to disagree with  
18 that. But these ain't low hanging fruit for  
19 me. This has been going on too long, and I  
20 think this budget needs to address, as I wrap  
21 up.

22 This budget needs to address the issues  
23 that involve with this City service and it is  
24 not a panacea. It is living up to our  
25 responsibilities, and I believe that we are

1 failing. In the last 10 to 15 years, we have  
2 failed in our ability to fix the system that  
3 allows for constitutional interaction between  
4 the police. Now, if we can demote a  
5 Commissioner for 3 or 4 days of not shoveling  
6 snow, we sure in heck can figure out how we  
7 can fix the leadership that has allowed for  
8 ten years. I just think it's ironic that we  
9 can demote a Commissioner but not touch the  
10 leadership of this Police Department. As I  
11 sit within my rights -- I'm going to wrap up  
12 -- that's a concept of what I think needs to  
13 be done here, and please, please, stop  
14 disparaging those of us who disagree on what's  
15 going on in the Police Department. Facade,  
16 low hanging fruit, gotcha moment. He speaks  
17 and moves on. It is disrespectful to me,  
18 simply because I disagree with your opinion on  
19 this Police Department.

20 It is not gotcha. It is let's fix what  
21 I think is broken, just like I talked about  
22 Building and Housing. Now, I didn't disparage  
23 any of you for being clueless or whatever. I  
24 got here for a reason. My opinion is, this  
25 budget, there's not enough police officers.

1 Community policing is a joke, but I respect  
2 the fact you think it's not a joke. So from  
3 this point on, any time someone continues to  
4 disparage my opinion and my philosophy -- and  
5 I take it personally -- I'm going to counter  
6 that. This is not a facade. I am not  
7 deceiving anybody. We are trying to make City  
8 services for the police, better for the  
9 citizens, notwithstanding, the general  
10 disparity within the criminal justice.

11 Thank you, Mr. Chairman.

12 MAYOR JACKSON: Mr. Chairman to the  
13 Councilman, first of all, we're not that far  
14 off. Offense comes in many ways, and it comes  
15 from many different people in many different  
16 ways, so we should be cognizant of our  
17 offensiveness also.

18 But that being said, for me, it's not  
19 an ignoring of the facts. There needs to be  
20 reform in the Division of Police, and I fully  
21 accept that and we will do that. We will do  
22 that. What I refuse to do is for those -- and  
23 there are those, and it has nothing to do with  
24 you -- but there are those who believe or who  
25 promote the fact that just doing that, then

1 all of the sudden, everything's okay. It's  
2 not. It's not okay.

3 Yes, the long-term dealing with the  
4 criminal justice system is just that, and  
5 there are some immediate things that need to  
6 be done and they will be done, and once we  
7 enter into this Consent Decree, and understand  
8 exactly what they are and the time table for  
9 the execution of it and the cost of that, then  
10 we will be back, because we're going to pay  
11 for. We're going to pay for it. So we'll be  
12 back. So it's in that context that I speak.  
13 It's in that context that I speak, not to  
14 belittle the need for change now, because  
15 there is. I've said, and I've continued to  
16 say, this is the greatest opportunity we will  
17 have for a long time to come to make those  
18 kinds of changes that need to be made. What I  
19 intend to do is not blow it. I intend to not  
20 to be put in the position, whether politically  
21 or otherwise, to accept something and to  
22 create a pretense -- again, nothing to do with  
23 you -- a pretense that all of the sudden,  
24 everything is okay, when, in fact, it won't be  
25 okay. It won't be okay and we'll be back

1 again and again.

2 Now, that being said, some of this  
3 stuff is going to be easy, some of it is going  
4 to be difficult. But if we identify the right  
5 thing, and we develop the right Consent Decree  
6 -- that's why I ain't just rolling over as  
7 someone would want me to do, as those who  
8 promote that the Mayor should just roll over  
9 and accept it. No. You ever roll over to  
10 something and think you're going to do right  
11 by it. No. What you do is we're negotiating  
12 and we're negotiating for those specific  
13 things that we know, not the 25-30 things that  
14 sound good and look good, but what are those  
15 core things that we need to do, that when we  
16 do these things all those other issues will be  
17 addressed, and that we will have more  
18 substantive and more lasting outcome in a  
19 positive way.

20 What are those things? That's what I'm  
21 attempting to negotiate. Once we negotiate  
22 that, we'll agree to it. We'll agree to a  
23 monitor to oversee the implementation of it.  
24 We'll involve community people. We'll do all  
25 those kind of things. But I refuse -- and

1 again, it has nothing to do with you,  
2 Councilman, or any other Council person here  
3 or any community, nothing whatsoever. I  
4 refuse, just because someone says that it  
5 would be in the Mayor's best interest to roll  
6 over to the DOJ, I refuse to do that at the  
7 expense of the citizens of the City of  
8 Cleveland. I refuse to do it. You're going  
9 to be involved in it. You already did your  
10 listening tour. I'm pretty sure that you will  
11 be commenting on whatever it is you had come  
12 out of that. I'm pretty sure even once we  
13 reach a Consent Decree, some of what, if not  
14 all or most of what you talked about in your  
15 community tours, will be part of that as a  
16 general goal, as the objectives and the goal.  
17 But the objective and the goal are not what  
18 you negotiate. You negotiate the specifics of  
19 those things you need to do to get to the  
20 objectives and the goal. That's where we are.  
21 That's where we are. And you're right, and I  
22 don't disagree with you. There needs to be an  
23 equity in terms of a complaint that is driven  
24 by a civilian, as opposed to by -- I agree  
25 with you.

1           But I'm not going to say that, all of a  
2 sudden, the DOJ is right and their approach to  
3 doing and changing is the correct way. It may  
4 not be for us. It may have been for Portland.  
5 It may be for somebody else. It may not be  
6 for us. And that may not be the specific  
7 thing that we need. If that's the goal, to  
8 have that equity, then what do we do in terms  
9 of structural reform and investment in that  
10 structural reform that will get us that and  
11 this and this and this too. What do we do?  
12 Rather than us just saying, agreeing on the  
13 goal and the objective, and then leaving it up  
14 to somebody external to us to govern what we  
15 do, and how we do it, and what we pay to get  
16 it done, because we have not defined that in a  
17 Consent Decree. It doesn't work that way.  
18 We're talking about losing recreation  
19 departments and all other kind of stuff.

20           I want to be responsible. I intend to  
21 be responsible. I want the Division of Police  
22 to be a model policing activity. I want our  
23 citizens to be treated fairly and justly with  
24 equity. I want our police officers to go home  
25 and night, and I want them to do their jobs.

1           And that is where I'm -- and that means  
2           reform, and we're going to do reform. That,  
3           we will do.

4                   COUNCILMAN J. JOHNSON:     Thank you,  
5           Mr. Chairman.

6                   COUNCILMAN KELLEY:           Councilman,  
7           just in response, at this table, I don't think  
8           that anybody's disparaging you. Low hanging  
9           fruit is a very commonly understood term as an  
10          easy answer to a problem. If I had heard --  
11          if I had picked up that anybody was  
12          disparaging another member, I certainly would  
13          have stepped in, because that's not what we're  
14          here for.

15                   COUNCILMAN J. JOHNSON:     Understand,  
16          Mr. Chairman, what I said, the disparaging is  
17          about a differing of opinion. It is a  
18          defining -- it's defining what has been stated  
19          as a position. They didn't say my name. They  
20          talked about how those -- what I got from it,  
21          and this ain't the first day it happened.  
22          What I get from it is clear. They didn't name  
23          Jeff Johnson. But people who hold a  
24          philosophy that fixing the system of the  
25          Cleveland Police Department is a facade

1           because it's really a larger problem. You  
2           know, fixing the Cleveland Police Department  
3           is low hanging fruit. We need to deal with  
4           the tree. And I'm responding to that.

5                        I was offended not because they named  
6           me personally, but that they disparaged a  
7           different opinion that has specifically been  
8           laid out by a number of us. I just think when  
9           you say something's low hanging fruit, when  
10          you think it's a facade, when you use a gotcha  
11          moment, it is disrespectful.

12                      COUNCILMAN KELLEY:            We'll agree  
13          to disagree with the level of disparagement,  
14          but I appreciate your --

15                      COUNCILMAN J. JOHNSON:        Well, yeah,  
16          because you're not on the other side of it. I  
17          get that.

18                      COUNCILMAN KELLEY:            I appreciate  
19          your comments.

20                      Mayor, I want to thank you. I want to  
21          thank everybody. Before I thank you, finally,  
22          I want to just make a comment, that for time  
23          budgeting purposes, there's a number of people  
24          who have been in and out of here from Boards  
25          and Commissions. We're going to hear them,

1 then break for lunch and come back with  
2 Finance Director's statement.

3 With that, Mayor, I will thank you, and  
4 look forward to working with yourself and your  
5 staff moving forward.

6 MAYOR JACKSON: Can I?

7 COUNCILMAN KELLEY: Please.

8 MAYOR JACKSON: I do know my Finance  
9 Director's going over with me to the Editorial  
10 Board.

11 COUNCILMAN KELLEY: Okay. What  
12 time is that?

13 MAYOR JACKSON: We're going to be  
14 leaving around 1:30. They've asked me to come  
15 over and talk about the budget. So she'll be  
16 back right after that.

17 COUNCILMAN KELLEY: What I'd like  
18 to, Mayor and Directors, if we could get  
19 Boards and Commissions in quickly, because  
20 their budgets are pretty -- we'll break for  
21 lunch. Hopefully, we'll be back at 1:00 and  
22 this portion -- then Lee will cover when you  
23 have to leave.

24 Okay, thank you.

25 MAYOR JACKSON: Thank you.

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(End of recording.)

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1 State of Ohio, )  
2 County of Cuyahoga.) SS:

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4 C E R T I F I C A T E

5  
6 We, Nicholas Del Re and Steven Mengelkamp, do  
7 hereby certify that we have transcribed  
8 proceedings of the digital video recording  
9 made in the matter of: Cleveland City  
10 Council, 2015 Budget Hearings: Mayor's Letter  
11 of Transmittal, recorded on February 17, 2015,  
12 and that the foregoing is a true and accurate  
13 transcript made to the best of our abilities.

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