



"What Got Us Here, Won't Get Us There: Moving From Success to Greatness" Full text of Mayor Frank G. Jackson's State of the City Address on Oct. 10

Cleveland is a successful city, but it is not a great city.

A great City is one where everyone can participate in a good quality of life and prosperity. When we eliminate disparities and institutionalize equity and equality as a normal function, then we will have a great city. Success has a short shelf life, but greatness is sustainable.

In order to become great, we have to know where we are now, where we must be in the future and have the courage and a strategic plan to get there. It also means that success is not the goal. It is what we have to do without giving it a second thought. Greatness forces us to be disruptive and it forces us to commit to actions that make the status quo unacceptable.

So, as we strive for greatness, we still have to do the basics right - those things that may not be glamorous, but without them, there is no possibility for success, let alone greatness.

Now, let's start with the basics.

Every organization and institution must have sound fiscal management, the City of Cleveland is no different. The City of Cleveland is a Municipal Corporation with a \$1.7 Billion budget, not a private or for-profit corporation. Our bottom line is not profit, it is service. State Law requires that we have a balanced budget. If the cost of running the city is greater than the revenues coming in, then we must reduce cost, raise revenue or do both to balance the budget. Cost reduction will always result in cuts in city services and increased revenues will happen through economic growth, job creation, tax and fee increases.

The City of Cleveland has overcome the challenges of two major events that affected our revenues.

The first was the great recession of 2008, which led to the financial collapse of Wall Street. This resulted in foreclosures, bankruptcies, job loss and reduction of property values. The City of Cleveland lost tens of millions of dollars in the form of income taxes, property taxes and various fees. At the same time, the city's cost of delivering services went up because of the abandonment of properties and rising safety issues. All of this resulted in layoffs and service reduction.

The second major event was the cut of over \$143 million dollars between 2010-2016 from the State of Ohio. Unlike the recession where the driving factor was financial mismanagement in the private sector, this event was a direct attack on city revenues by the state government and can never be understated. Our

economy was recovering from the recession, corporate profits were going up, jobs were being created and revenues were coming into the City of Cleveland. We began to restore city services and bring back laid off employees, but the state attack on local revenue streams forced Cleveland and other Ohio cities into a budget deficit that resulted in service reductions and layoffs.

Again, the City of Cleveland struggled through the challenges of these two major events and avoided bankruptcy. Our ability to avoid bankruptcy was not by luck, rather it was the result of sound fiscal management, correct fiscal policy and decisive decision making.

But it became apparent, that if we were going to financially survive, be able to meet our bottom line of quality services and position the city for the future, then we needed more revenue to replace what the state cut.

In 2016, the voters of the City of Cleveland passed Issue 32, which is an income tax increase. Again, a tax increase that would not have been necessary, but for the cuts in state revenues.

I continue to thank the people of the City of Cleveland for their support and passage of Issue 32. It has made it possible for us to hire additional employees, restore, enhance and create new services and programs throughout the entire city. Again, these are basic city services that not only allow us to meet our bottom line of quality service delivery, but puts the city in a position to be able to move forward.

For example, the Department of Public Works , hired new staff; developed new recreation programs; placed armed, off-duty police officers in every recreation center & all outdoor pool; provided a fourth cut of vacant lots; abated over 1,000 dump sites; enhanced playground and athletic field maintenance and increased the number of trees inspected and trimmed.

Issue 32 allowed us to add funding to the 50/50 Sidewalk Repair & Tree Removal Program, and restore the Residential Street Sweeping and Leaf Pickup Programs. It allowed the division of Waste Collection to purchase new equipment, add staff and improve the daily collection schedule and reduce the number of collection complaints.

The Mayor's Office of Capital Projects and the department Public Works have invested \$24 million to resurface a total of 275 Residential Streets and over \$95 million dollars has been spent on 36 of our main and secondary streets during 2017 & 2018. We completed pothole repairs by mid-July and repaired approximately 3,320 sidewalks under our Tree Damaged Sidewalk Program, a total investment of over \$3.9 million.

Since 2013, over \$45 million has been spent resurfacing 516 residential streets and over \$288 million was invested in 604 major street reconstruction citywide.

Issue 32 has also allowed the Department of Building & Housing to hire new staff to assist in debt collection for demolition and board ups, create the Rental Inspections Unit and increase rental registrations from over 40,000 in 2016 to over 50,000 in 2017. The Safe Routes to Schools Demolition Budget was increased by 100 percent from \$5 million-to-\$10 million.

We demolished 720 abandoned and vacant structures and added \$3 million for the abandoned commercial structures, bringing the total of demolished properties to around 10,000 since 2006.

The Department of Public Health has hired employees, focused on youth violence as a public health issue, while continuing to focus on:

- Preventing lead poisoning,
- Reducing infant mortality,
- Addressing the opiate epidemic,
- Improving our environment,
- HIV/Aids programs, as well as other health related services

In 2017, the Department of Aging served 5,000 individuals with one or more core programs and hired:

- A Social Worker,
- Home Repair Coordinator,
- Grants Administrator,
- Housing Manager and
- A Spanish Liaison
- And the Senior Transportation Connection Service, provided over 28,000 rides to Cleveland Seniors.

The Division of EMS:

- Added 72 staff
- Purchased nine new ambulances
- Opened seven additional EMS locations
- Increased the number of ambulances from 18-to-25 in service on the day shift and from 18-to-21 in service during the evening to reduce response time, and
- Received the Ohio State Emergency Medical Technician Training Accreditation, which will allow us to hire, train and certify candidates to become EMTs, with training starting next year.

The Division of Fire graduated a total of 39 cadets this past July, has an additional 20 cadets currently in the Academy, with another class scheduled to begin next spring. Last year, we opened Fire Station 28, Engine Company 2, to provide relief to the downtown and near West Side companies and to support the Celebreeze fire boat when needed.

The Division of Animal Care & Control will open the new Kennel in December of this year, with new staff who will:

- Care for the animals
- Respond to field calls
- Assist with field operations
- Assist the veterinarian
- This does not include the over 400 "Friends of the Kennel" Volunteers that help in the care and adoption at the Kennel and I want to thank them for their continued support.

Unfortunately, Cleveland is not unique when it comes to the challenges law enforcement face. We are facing the same challenges as most major metropolitan areas, such as the opiate crisis and gun violence.

Crime, particularly violent crime, challenges our quality of life and affects our ability to create a great city with a sustainable future. The Cleveland Division of Police is in the midst of an aggressive recruitment program to have 1,600 sworn officers in 2019.

In 2017-2018, the Division of Police held five (5) Academies and graduated 193 police officers. We are currently training 87 police cadets in two simultaneous Academy classes and are processing an additional 80 recruits who will start this December. Next year, we will have a minimum of two additional Cadet Classes.

Law enforcement partnerships are important as we fight drug problems and violent crime. The Division of Police regularly partners with law enforcement agencies on the local, state and federal levels. This year alone, our law enforcement partners have confiscated over 1,200 firearms and seized high volumes of narcotics, including: heroin, cocaine, fentanyl and marijuana.

The Gang Impact Unit (G.I.U.) and our Repeat And Violent Offender Enforcement Program (R.A.V.E.N.), working with our partners have arrested nearly 200 violent fugitives on charges including aggravated murder. In addition, we established the new Homicide Review Task Force to solve open homicides.

These investments are crucial to fighting crime through enforcement actions and removing criminals whose behaviors reduce the quality of life in our neighborhoods. Community Engagement is also important in our fight to reduce crime and our partnerships are equally as important as we position Cleveland for the future.

This year, the Division of Police introduced the Community Engagement Officers (CEOs) program, which is vital to enhancing the division's ability to provide community policing and increase trust in our neighborhoods. In 2016, the Division of Police purchased 300 bikes for the RNC, which have been used to establish a Bicycle Squad, which is present during community events citywide.

In 2014, I invited the Department of Justice to conduct a review of the Cleveland Division of Police and we entered into a Consent Decree, with a focus on training in the following areas:

- Use of Force,
- Crisis Intervention Training,
- Bias Free Policing Training,
- Community and Problem Oriented Policing, and
- Search and Seizure

The Consent Decree gives us the opportunity to create a systematic and holistic change and reform. Everything that we have done and have been successful at, we have done as a community and this applies to law enforcement, where everyone has a role to play in helping to keep our neighborhoods safe through:

- Aggressive urban law enforcement that follows constitutional policing and respects the community, and
- Community engagement, where police and citizens work together for safety and quality of life in neighborhoods.

The introduction of new technologies is especially important in policing today. It ensures that Cleveland is a city of the future and is a valuable tool in fighting crime.

The Division of Police is in the process of forming and implementing a Real Time Crime Center, which will assist officers with solving crimes immediately and in “real time.” In 2014, Cleveland became the first major police department to equip all frontline officers with body cameras. This greatly reduced the amount of complaints against police officers, as well as, helped to reduce use of force, while increasing accountability and citizen confidence.

In April of this year, I announced my Safe Smart CLE Initiative, which combines LEDs with smart surveillance camera technology. Phase 1 includes \$34 million investment that will convert 61,000 streetlights to LEDs over the next 18–24 months and the installation of approximately 1,000 security cameras citywide. This technology will allow Cleveland Public Power to use smart photocells for proactive maintenance, while allowing for the smart policing of our neighborhoods.

The City of Cleveland is using innovation that will position all of our departments with technology of the future. Our overall technology enhancements include the implementation of NEOgov, an automated system for recruiting, testing and hiring city employees. We have a new Computer Aided Dispatch System, which allows calls for service to be viewed in vehicles instead of waiting on radio to dispatch and we have completed an overhaul of the Records Management Systems and instituted an Automated Vehicle Locator Program city wide.

We have installed new software that allows for the tracking and repairing of fire hydrants and purchased Thermal Imaging Technology that allows fire fighters to locate people in darkness and in smoke.

All of what I just covered are the things we do everyday.

These are only a portion of what we are doing; however, in order for all of what we have done to be sustainable, to better guarantee the city’s future and better position the city for greatness, we are increasing our investment in people. One such investment is in youth and young adults.

To address crime, particularly violent crime, we cannot depend on law enforcement alone. A broader holistic approach has to be used. Crime, dysfunctional behaviors, poor choices and a negative community environment, are all symptoms of underlying problems

Last January, I created the Mayor’s Office of Prevention, Intervention and Opportunities for Youth & Young Adults, because the City of Cleveland understands and recognizes that violence, particularly youth violence, is a public health issue. This office utilized a public health approach as we developed programs and initiatives to assist youth and young adults to develop the knowledge and skills necessary for: Success in school, the workplace, at home and in the community.

Many of our youth and young adults suffer from trauma and a toxic stress environment, which occurs at a very early age and is continually re–enforced. It shapes their minds, emotions and decision making and has a severe impact on the individual, family and community.

The Office of Prevention, Intervention and Opportunities has created several initiatives to identify, help to direct to proper services and to begin the process for recovery.

The Toxic Stress Trauma Management Initiative has trauma coaches at all of our recreation centers. The coaches and all of our rec center staff have been trained to identify youth exhibiting signs of trauma or toxic stress and then they connect those youth and their families to the appropriate resources, treatment and supportive services.

As part of our Toxic Stress and Trauma Management effort, we are developing year-round programming and activities at all recreation centers in an effort to reduce the harmful effects of toxic stress and to provide our youth and families with the tools and resources they need to live productive quality lives and make better decisions. An important part of this program is our partnership with many organizations and agencies who have an expertise in this area.

We have and continue to create juvenile re-entry and diversion programs designed to connect high risk and formerly incarcerated youth with the wrap-around supportive services to reduce the likelihood of recidivism and create a foundation for a successful future. We are providing quality summer and year-round employment, internships and exposure to opportunities to assist our young people in developing career readiness skills that prepares them for the future.

I want to remind you that many of our young people are making the right decisions in spite of the challenges they face and this initiative is also designed to assist them. A Toxic Stress environment and the behavior and decisions that come out of that environment are a major contribution to crime, poor choices and are an impediment to educational achievement.

Education is the key to our success and the elimination of educational disparity is essential if we are going to be a great city.

What are some of the things being done to eliminate disparity in education? One effort to accomplish this goal is Pre4Cle. Children that start their education in high quality preschool are more prepared to enter kindergarten. Pre4Cle, along with the County's Invest in Children program and other community agencies are working together to better prepare our kids to enter kindergarten.

The Cleveland Reform Plan of 2012 has helped moved the Cleveland School district in the right direction. Since the institution of The Cleveland Plan, the graduation rate is 74.6 percent, which is a 22 percent increase from previous years. African Americans and Hispanic student's graduation rates are 75.2 percent and 74.3 percent, respectfully. And 83.8 percent of third graders met the Third Grade Reading Guarantee, a growth of 4.3 percent. Math and English test scores improved by an average of 6.7 percent from last year.

Forty-three out of 104 schools received a C for Closing the Achievement Gap; 13 high schools saw improvement in their four year graduation rates, with nine achieving rates above 90 percent and the Cleveland School of Architecture and Design, along with Cleveland Early College High School, both had 100 percent graduation rates.

These are just some of the accomplishments and they indicate that the District is making improvements and that the District has been successful in some areas, but as a system, we are failing and not closing disparity fast enough.

A tool the school district is seeking to use to achieve the highest academic gain in the shortest time is the Say Yes To Education Program. Say Yes To Education recognizes the effects of a toxic stress environment with traumatic experiences on a child's ability or willingness to learn. Say Yes To Education works with the local community to develop an infrastructure to identify the needs of the child and find proper wrap around services for the child and their family, in addition to retooling the social service system and raising money for scholarships.

Cleveland will join Syracuse, NY Buffalo, NY and Guilford County, NC, when it becomes the fourth community-wide city to become a Say Yes City. Each of the current Say Yes cities have shown improvement in academic outcomes for children. Say Yes to Education will be a valuable tool to assist the school district in moving forward faster, but more has to be done if we are going to see the improvements in the shortest time, then we have to be more innovative in our method of teaching based on how young people learn and where the world is going.

A few months ago I had the opportunity to visit the construction site of the new medical school, a partnership between Case Western Reserve University and the Cleveland Clinic. I saw blue prints for the medical library. Not only was it a small space, but I was told it had very few books. My question was how do you have a small medical library with very few books? The answer I received was: by utilizing Virtual Reality. Through this technology, the student is able to have a virtual hands-on experience with changing scenarios.

If we are going to position our education system for where the world is going in the future, we have to break out of the confines of the existing models. The Problem Based Learning Approach uses Virtual Reality Technology to achieve this. The approach works by giving the student a task or problem to solve, instead of giving them a lecture, reading assignment in a text book, or other traditional material. They are not memorizing things or digesting long tests of information, but rather figuring out what the issues are and how to solve them.

An example that this approach works is at the Lerner College of Medicine. No tests, lectures or grades are given. Neither are there class rankings for students.

Problem Based Learning and Virtual Reality creates images where the students are heavily involved in two and three dimensional anatomy, which makes it real and makes it visual. It is linked to the problems the student is trying to work through and solve. The student easily grasps it and they better retain what they have learned.

The same model and method can be used outside medical school. It can be used to teach mathematics, engineering or a whole spectrum of subjects. Now we have to create a model to demonstrate that it works with students regardless of previous academic performance. Also, that it works for children who have been exposed to a toxic environment and have suffered from a traumatic experience.

There are no panaceas, but this innovative approach and technology, along with Say Yes to Education will go a long way to eliminate disparity in education in the shortest time and position our educational system for the future.

Positioning Cleveland for the future through innovation and breaking out of traditional models applies to Economic Development. Under my administration, the Department of Economic Development invested over \$400 million in approximately 1,000 development projects that leveraged almost \$3.6 billion of investments in our business districts and our neighborhoods. These investments led to the creation of over 22,000 jobs and the retention of over 13,000 jobs.

We have invested in vacant and contaminated property, cleaning them up and returning them to market under our Industrial Commercial Land Bank Program. Over 138 acres of property have been repurposed as public facilities and private development sites.

Our Small Business and Neighborhood Development Program, has supported over 490 small and medium-sized businesses from retail to manufacturing to technology, collectively employing over 12,000 people.

The Cleveland economy continues to recover from the 2008 recession, resulting in new challenges and the need to adapt to a changing world.

Our Cleveland Airport System is key to our future and its ability to adapt to the changing environment has helped us sustain Cleveland's economy. This year alone, Cleveland Airport System increased its passengers by over 15 percent. They were also awarded the "Most Improved Airport by Region" in North America from the 2017 Airport Service Quality Survey, of the Airport Council International. Standard & Poors upgraded their rating to an 'A' and Moody's increased its rating to 'A3', which is the first time in 8 years that both rating agencies have rated us in the A category.

Manufacturing remains the largest sector of our economy, however, while manufacturing production continues to grow, manufacturing employment remains flat.

The Health Care sector is the largest growth sector and is projected to create 50,000 jobs in the next 10 years.

The Health-Tech Corridor Initiative, has new health and technology developments like the University Hospitals Rainbow Center for Women & Children and Link59. Dealer Tire, Cleveland Heart Lab, CWRU and Cleveland Clinic's Medical & Dental School, along with Tri-C's Metro Campus renovations, in addition to Cleveland State University developments, are all examples of major investments.

MetroHealth is also investing \$1 Billion in a new campus on West 25th that will be a catalyst for growth on the near West Side, again, another major investment.

The Information Technology sector is growing and is where we are struggling to fill jobs that are in demand.

Blockchain is a new disruptive technology that has the potential for creating jobs of the future. This December, the City of Cleveland is one of the sponsors of the Blockland Solutions Conference, where developers, business leaders, government representatives and blockchain experts will meet and connect on real-world applications of blockchain technology.

The question is: has all of this economic activity resulted in prosperity and quality of life for everyone?

Community Benefits is one way to connect growth and prosperity with local companies and citizens in terms of contracts and jobs. Since the signing of the Community Benefits MOU in 2013, the total construction spend on public sector contracts for Cleveland was \$446 million.

In addition, 197 construction projects were developed, 319 subcontractors & suppliers participated, MBE's and FBE's received over \$110 million in contracts and wages to residents working on Cleveland public sector construction totaled \$38 million.

The Community Benefits Agreement has helped ensure greater participation in construction projects in both the public and private sectors.

However, it is not enough to guarantee that everyone can participate in prosperity and quality of life.

The public sector alone cannot ensure that, the private sector has to be a part of it. Going beyond construction to supplier diversity is the next step if we are going to move into the future for wealth creation.

Just like crime is a symptom of a greater ill, the lack of equity and prosperity within our economic system is also part of systemic disparity that has to be remedied if we are to be a great city. If we want to be a great city - which is a city of the future - then there has to be economic growth and wealth creation that is inclusive of everyone and all of Cleveland's neighborhoods.

Two years ago, I announced my Neighborhood Transformation Initiative, which is a systematic approach, focused on providing sustainable and equitable opportunities to build wealth and stabilize neighborhoods. We have leveraged \$25 million in city bond funds and \$40 million in bank, nonprofit and philanthropic funding focused on four efforts:

- Commercial re-development
- Residential development
- Entrepreneurship/wealth creation, and
- Workforce training

In my last two State of the City's, I gave examples about how the investment of public dollars leveraged a significant amount of private investment. I talked about how traditional development models just do not work in certain neighborhoods. We are implementing new models that will leverage the public investments to ensure equitable private investment throughout the city. To make these new models work, the private sector has to take risks where it would not have taken them under the old model.

The Neighborhood Transformation Initiative includes using mixed used development to reactivate commercial corridors and uses the \$44 million Cleveland Impact Fund will provide access to capital for the development. In addition, a new Retail Incubator will provide rent and tenant build out subsidy.

Seniors will have access to a Homeowner Repair Program to assist with health and safety repairs as part of our Age Friendly Cleveland effort to assist with them aging in place and help to prevent displacement. A

new Down Payment Assistance Program and a Forgivable Loan Program were created for landlords and tenants to make repairs and help prevent displacement. The Glenville Circle North project is currently under construction at the corner of E. 105th and Ashbury and 26 New Construction Single Family Homes will be built by 2021 and 15 vacant homes will be rehabbed and resold at market rate. Additionally, a local developer will develop 20 market rate homes between E. 118th and E. 122nd Streets and between Ashbury and Wade Park.

The market is already responding to the city's investments in a way it would not have under the old model. Again, this is all designed to create wealth, equity and opportunity for all Clevelanders. This is transformative action taken by the public, private and philanthropic sectors, where traditional models are not working in distressed areas.

The \$331 million Opportunity Corridor Project is another chance to transform neighborhoods. It connects I-490 at E. 55th to E. 105th & Quincy and travels through the Upper Health Care Corridor to University Circle. The Opportunity Corridor traverses through some of the most distressed areas of the city, but investment and development opportunities do exist here. Over 190 Acres of underutilized properties can be assembled, cleared and remediated for economic growth, jobs and wealth creation. Innovative tools and models are necessary to connect people with job opportunities---and businesses with the demand for goods and services from the institutions in the area. The Opportunity Corridor project will be measured by how it helps to reduce disparities in jobs, wealth and quality of life.

We just completed our Sustainable Cleveland Summit for 2018, which focused on the Year of Vibrant Neighborhoods. In order to have a sustainable vibrant neighborhood, we have to do all of the things I just spoke of and we must consider the environment in which people live.

During 2018, I joined 400 Climate Mayors across the country to re-affirm Cleveland's commitment to climate action and continuing our goal of reducing Cleveland's carbon pollution footprint 80 percent by 2050.

Next year will be the culmination of Sustainable Cleveland 2019, focusing on People. And the question will be: Are people better off economically and socially as a result of what we have done over the last 10 years?

Everything we are doing is to ensure that we get a better outcome for the people.

In that, we have seen some success, but...

What got us here.....won't get us there!!

Success, while necessary, should not be our goal. Success is not sufficient for us to be a great city. That being said, the City of Cleveland is well positioned for the future and has the chance to become a great city. We have the ability!!

We must, however, demonstrate the will: The will to have the courage to transform our economic and social

models in a way that guarantee that all will share in a quality of life and prosperity. We must break out of traditional models that have institutionalized disparities and inequities as an accepted outcome!

It can be done!

It must be done!

It will be done!

Because we are Cleveland!