

| *From the Transition Committee for* **JUSTIN M. BIBB**

TRANSITION REPORT

2022

Bibb!



**This Transition Report is a tribute to the
best of Cleveland and all that it can be.**

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WELCOME LETTER FROM THE MAYOR

Fellow Clevelanders,

On November 2, 2021, you entrusted me to lead the City of Cleveland into a new age. I'm humbled and grateful. Thank you for your faith in me.

The "New Cleveland" of tomorrow is going to take the imagination, commitment and diligence of all of us. That's why, even before I took office, I put together a talented team to help my administration hit the ground running. During the two months between the election and the inauguration, we assembled some 80 local experts, professionals, leaders—and a few good troublemakers—to think through our city's toughest challenges.

Their mandate was simple. Ten subcommittees, each focused on a different policy area, to deliver ten policy proposals for the first 100 days of my administration.

Today, I am pleased to present this Transition Report as the result of their efforts.

This document is a call-to-action to lead with urgency on our commitments to Cleveland. It doesn't fixate on or shy away from the challenges we face as a city: COVID-19, mental health, climate change, public safety, lead poisoning, and poverty – it identifies what we can do about them.

It's a roadmap to a more prosperous and progressive future, like it says on our city's flag. It outlines how we can use what we celebrate about our home—our history, our diversity, our lake!—to reach that promised land of opportunity for everyone. What's more, it's the result of a civic engagement process involving hundreds of voices from all walks of life.

This Transition Report is a tribute to the best of Cleveland and all that it can be. Thank you for taking the time to review. We're on the right path but we're not going to stop there. Together, let's get to work!

SINCERELY,



A photograph of a man in a suit and glasses, smiling broadly. He is the central focus of the image. The background shows other people, also in suits, but they are out of focus. The entire image has a strong blue color cast.

Welcome

MEET THE CO-CHAIRS & MANAGERS

This transition came together under the leadership of six esteemed co-chairs, whose vision and tenacity have made real impacts in the labor, business, faith, and community sectors. Together, these dynamic and diverse leaders oversaw the ten policy-focused subcommittees that made up the heart of the transition.



ERIKA ANTHONY

Executive Director,
Ohio Transformation Fund

Executive Director of the Ohio Transformation Fund since December 2019. Erika has extensive experience in fund development and pushing for state and local policy change. Her focus is on racial equity and inclusion, civic engagement, and transforming the criminal punishment system. Erika co-founded both Cleveland VOTES and Hack Cleveland.



PAUL CLARK

Former Regional President,
PNC Bank Cleveland

Retired Regional President of PNC Bank, Cleveland. He started leading PNC in the Cleveland area in 2009 and retired in 2019. Paul has been active in over twenty-five civic and business organizations throughout his career. He currently is Board Chair of Cleveland Rock and Roll, Inc. which operates the Rock & Roll Hall of Fame and Museum in Cleveland, Baldwin Wallace University and the Cleveland Council on World Affairs. He previously served on philanthropic and community boards across the region.



RICHARD GIBSON

Pastor,
Elizabeth Baptist Church

Leader of Elizabeth Baptist Church (EBC) since 2003. In addition to education and worship, EBC operates a homeless shelter for pregnant women and children. EBC provides a feeding and a clothing ministry that impacts over 9,000 people each year. EBC also operates many youth programs, has two substance abuse ministries, and works closely with the largest prison ministry in Ohio, and the largest interfaith group in Northeast Ohio.

**MEET THE CO-CHAIRS
& MANAGERS**



PHYLLIS "SEVEN" HARRIS

Executive Director,
LGBT Community Center of Greater Cleveland

Trusted nonprofit leader with 25+ years of experience. Phyllis is an influential community leader, playing a strong role as an advocate in Cleveland's LGBTQ+ community. As Executive Director of the LGBT Community Center of Greater Cleveland since 2012, the center has experienced unprecedented growth and expansion.



DARRELL MCNAIR

President & Chief Executive Officer,
MVP Plastics Corporation

Accomplished business owner and leader with diversified experience in operations, finance and marketing. Darrell had worked at Fortune 100 companies and small to mid-market entrepreneurial ventures, combining strong operational and financial control techniques with sound business judgment.



JOHN RYAN

Former Labor and Nonprofit Leader

Longtime Cleveland civic and labor leader, John was principal officer of the Cleveland AFL-CIO, co-chair of the Cleveland Metropolitan School District bond issue, and member of various nonprofit boards including the City Club of Cleveland, Policy Matters Ohio, and United Way.



BRADFORD DAVY

Transition Manager

Bradford Davy was the Transition Manager and is currently serving the Bibb Administration as the Chief Strategy Officer. Prior to working for Mayor Bibb, Bradford was the Director of Regional Engagement at The Fund for Our Economic Future where he collaborated with foundations, business leaders and community stakeholders to advance inclusive economic development across Northeast, Ohio. Prior to working at the Fund, Bradford worked in business development for Camcode Global, an international subsidiary of a Cleveland-based manufacturing company.

Bradford is a graduate of the Levin College of Urban affairs at Cleveland State where he received a Masters of Science in Urban Studies. He holds Bachelors of Arts from the University of Toledo in Political Science.



JESSICA TRIVISONNO

Deputy Transition Manager

Jessica Trivisonno was the Deputy Transition Manager and is currently serving the Bibb Administration as the Senior Strategist focusing on the West Side Market. Prior to working for Mayor Bibb, Jessica was Economic Development Director at Detroit Shoreway Community Development Organization and Cudell Improvement, Inc., where she supported small business owners and commercial property owners in the Cudell, Detroit Shoreway, and Edgewater neighborhoods on Cleveland's near west side. Prior to working in community development, Jessica was an associate at Walter Haverfield, LLP where she focused her legal practice on municipal law and land use and zoning matters.

Jessica graduated from American University with an interdisciplinary Bachelor's degree in Communication, Law, Economics, and Government. She received her J.D. from Case Western Reserve School of Law.

TEN TRANSITION
SUBCOMMITTEES

- 1 **ECONOMIC DEVELOPMENT**
- 2 **EDUCATION**
- 3 **ENVIRONMENT**
- 4 **EQUITY IN ACTION**
- 5 **HEALTH**
- 6 **MODERN CITY HALL**
- 7 **NEIGHBORHOODS**
- 8 **OPEN GOVERNMENT**
- 9 **SAFETY**
- 10 **TALENT**



**ECONOMIC
DEVELOPMENT**
SUBCOMMITTEE

Defining the Mission

The Economic Development Subcommittee defined *economic development* as: investing in growing the economy to enhance sustainable access to jobs (including through transit investments), prosperity, financial stability, well-being, and quality of life for Cleveland residents.

MEMBERS

Paul Clark, *Co-Chair*

April Miller Boise

Millie Caraballo

Jade Davis

David Gilbert

Ariane Kirkpatrick

Tessa Xuan

FACTORS TO CONSIDER

“Economic development” is a broad and essential concept. To facilitate the work of the subcommittee, it broke the concept down into three more-specific concepts:

**Cleveland as
a place to live:**

Neighborhood development and revitalization
Housing and development incentives
Population growth and talent attraction
Transit and transportation

**Cleveland as
a place to work:**

Downtown development
Business attraction

**Cleveland as
a place to visit:**

Port Authority, airport development, and air service
Facility development (stadiums, convention center,
golf courses, waterfront access, parks, etc.)

COMMUNITY ENGAGEMENT

The Economic Development Subcommittee hosted multiple and extensive town hall sessions, in which some of the brightest minds and most serious leaders in local development provided their insight into what economic development issues Cleveland faces—and what can be done about them.

The town halls were divided into subject areas:

Economic Development Organizations

Greater Cleveland Partnership, President's Council, Cleveland Neighborhood Progress, JumpStart, Urban League, Hispanic Chamber, Asia Town Initiatives, Assembly for the Arts, Team NEO

Foundations

Cleveland Foundation, Fund for Our Economic Future, St Luke's Foundation, George Gund Foundation

Entrepreneurs and Organizations that Support Entrepreneurs

Goldman Sachs, COSE, Mezzanine Fund, Edwin's, MD Energy Advisors, Manufacturing Works, Passages, Growth Opportunity Partners

Community Development Corporations (CDCs)

Slavic Village, Old Brooklyn, Greater Collinwood, Burton Bell Carr, Downtown Cleveland Alliance, Midtown Cleveland, Ohio City Inc.

Contractors and Developers

National Association of Minority Contractors, Gilbane, Turner, Whiting-Turner, Ozanne Construction, All Phase General Construction, Allen Estates, Cumberland Development, WRJ Developers, Frontline Development, Fairmount Properties

Workforce Development for Youth

Promoting Access to Credentials and Employment (PACE), Youth Opportunities Unlimited (YOU), ACE (Architecture, Construction, Engineering) Cleveland, MyCom Cleveland

Operation of City Owned Properties

Huntington & Cleveland Convention Center, Cleveland Metroparks, Port Authority

Other Important Voices

Cleveland Neighborhood Progress, NAACP, Urban League of Greater Cleveland, Northeast Ohio Hispanic Chamber of Commerce, Smart Development, U.S. Department of Commerce, Western Reserve Land Conservancy, Policy Bridge, NOACA, Cleveland State University, Rust Belt Analytics, Western Reserve Land Conservancy, Urban Strategies, Omega Research, CLE Consulting, Akin Affrica, MD Energy Advisors, New Localism Advisors

COMMUNITY INSIGHTS

- 1. The City of Cleveland as an entity is not an active participant, much less a leader, when it comes to economic development in the local and regional ecosystems.**
 - 2. Navigating the city's processes for permits, approvals related to construction, and other economic development activity is confusing and unclear to large businesses, small businesses, and individuals alike.**
 - 3. The economic development planning and project implementation processes too often ignore and disregard residents and the Community Development Corporations of Cleveland.**
 - 4. The City of Cleveland owns a significant amount of vacant and underdeveloped land and other assets that need to be leveraged for commercial and residential development to drive economic activity and prosperity.**
 - 5. Many city-owned assets are underperforming. They need new management structures and strategic plans to generate revenue for the city and provide quality services to Clevelanders.**
 - 6. Plan review and building department fees are one of the highest of all major cities in the United States making it less attractive for development.**
 - 7. Economic and workforce development must include equity in employment, contracting, and sustainability for minority- and women-owned businesses.**
 - 8. Storefront renovation programs should incentivize new businesses to open as well as attract, retain, and support locally-owned businesses.**
-

RECOMMENDATIONS

Immediately Establish a Small Business Advisory Council.

- This Council would identify City of Cleveland ordinances that hinder business operations, growth, and attraction. It would analyze and review of all Office of Equal Opportunity Certification Standards and approval processes. The Council would also implement a Reentry Business Enterprise certification program to be included with other certified businesses and entrepreneurs (Minority Business Enterprises, Female Business Enterprises, and Cleveland Small Businesses), so that formerly incarcerated individuals can also access opportunities with the City of Cleveland and in the private sector.

Create a Structure for the Coordinated Master Planning and Development of Cleveland's Lakefront, Riverfront, and Downtown Development.

- Cleveland's creation and growth as a major city is due to its unique location at the confluence of Lake Erie and Cuyahoga River. Its past, present, and future success is tied to making the most of these assets for inclusive and accessible recreation, commerce, and living. It is our differentiator.
- The majority of past development efforts have been disparate and episodic, leading to individual one-off projects and not the advancement of a large-scale vision. With the current potential for federal spending and the increased recognition of the critical nature of water access to our future, we cannot afford to wait longer for this opportunity. The City of Cleveland needs to take the lead on the creation of a dedicated structure or structures to advance master planning and action-oriented development of our lakefront, riverfront, and downtown, considering the engagement of relevant stakeholders to maximize effectiveness.

Initiate the Assessment of New Models for Improving the Management and Performance of City-Owned Assets—and Potential City Investments in New Assets—That Increase Economic Productivity and Quality of Life for Cleveland Residents.

- At a minimum, the assessment should address overall quality of assets, operational efficiencies, service delivery, increasing utilization of assets, and improving revenues of assets whenever possible. Targeted city-owned assets should receive study due to their importance on both residents' quality of life and impact on business operations/attraction/retention.
- **Critical assets that the city should consider for evaluation include:** the airport system, city-owned metered parking and garages, city-owned utilities, the West Side Market, Cleveland's Historic League Park, and the City Land Reutilization (Land Bank) Program.
- This assessment should also result in a set of recommendations on how the City of Cleveland can use current assets to address technological divides within neighborhoods and support the development of neighborhood-level economic activity. Specifically, the recommendations must address how the City of Cleveland can use and leverage assets like school buildings, city-owned rooftops, recreation centers, and utility rights of way to enhance affordable broadband access, energy resiliency, and environmental sustainability.

RECOMMENDATIONS

Employ Transit-Oriented Development to Spur Economic Prosperity, Sustainability, and Access to Opportunity.

- Use public transit as an economic driver in the city by focusing on transit-oriented development projects and developing major corridors in commercial, educational, and residential communities. The city will identify and prioritize major economic development projects that can be enhanced by strong public transit and priority corridors—i.e., West 25th, Kinsman, Opportunity Corridor, East 65th, Lee, Buckeye, Miles.
- In doing so, the city should connect sustainable residential and main street commercial development in neighborhoods to transit corridors and encourage multimodal transportation development, thereby ensuring that the city is on track for a sustainable, equitable future.
- The city should evaluate the feasibility of making RTA free for all riders in the city.

Create and Implement a More Fluid and Transparent Economic Development Process at City Hall.

- A process dedicated to leading a City Hall commitment to identifying, mitigating, and eliminating lack of communication, compatibility, and clarity pertaining to fundamental Economic Development processes. This should include zoning, permitting, and public subsidy financing.
- The process would bring together the Department of Economic Development, the Department of Community Development, the Office of Equal Opportunity, the Department of Building and Housing, the Cleveland Planning Commission, and the Law Department.

- The city should establish an Economic Development Operations Task Force with oversight powers to oversee the process. The Task Force should be composed of employees and non-employees of the City of Cleveland. The first order of business would be for every department to create and commit to writing policies and procedures to be reviewed and evaluated by the Economic Development Operations Task Force.

Take an Active, Visible Leadership Role and Collaborate with Partners Already Leading.

- Many of the most pressing issues facing Cleveland and the region can only be resolved with large-scale collaborative and ecosystem-like efforts engaging public, private and civic partners. Examples include Cleveland Innovation Project (CIP), comprehensive development for adjoining and middle neighborhoods, Lakefront/Riverfront development, and large-scale talent attraction. Such initiatives can only advance to scale with a robust and proactive role by the City of Cleveland as a leader, convener, collaborator, or supporter. The City of Cleveland will prioritize identifying such initiatives and engage in each in a prioritized and meaningful way.

Empower Chief of Government Affairs Office with a Specific Goal of Managing the City of Cleveland's Efforts to Identify and Leverage Current Opportunities to Access Federal and State Dollars to Support Economic Development and Infrastructure Projects Throughout the City.

- The office of the Chief of Government Affairs should be funded at a level that will allow it to focus simultaneously on federal, state, and local legislative and regulatory issues that impact economic development, as well as other City of Cleveland priorities as directed by the mayor.
- Establish an Office of Economic Recovery within the Office of Government Affairs to better align City of Cleveland public policy efforts with critical economic and community development needs and opportunities. The primary focus of the Office of Economic Recovery should be leading grant application and advocacy efforts for critical areas such as: water infrastructure, lead abatement, public housing, community development, and research & development opportunities.

Prepare and Market Vacant Land in the City for High-Priority and Sustainable Commercial and Residential Development.

- A significant amount of land in the city sits vacant and ready for development. The Western Reserve Land Conservancy and Cuyahoga County Land Bank have done an enormous amount of work to collect vacant parcels.

- The city should be intentional about real estate development. As such, it should prepare and market key "ready now" parcels for residential and commercial (i.e., 20+ acres) development. The city should identify and focus its development on priority corridors and prioritize new residential construction and homeownership as a means to provide jobs for residents, build wealth, and grow the tax base.

Implement a Master Neighborhood Development Plan that Improves Resident and Community Well-Being, by Spearheading an Ordinance that Re-Envisions Cleveland's Community Benefits Agreements (CBA).

- To attract developers and investors, empower CDCs and local partners, and ensure a fair deal for the city and for residents impacted by neighborhood development, the city should pass and implement a well-functioning CBA ordinance.
- The CBA ordinance should include: measurable Community Benefit Values (CBVs) intended to be achieved through CBAs; scalable, outcome-oriented requirements and recommended actions for developers to meet CBVs; and incentives for developers to exceed minimum thresholds and to invest in historically redlined neighborhoods. CBVs to receive their full definitions through community engagement include Equity, Sustainability, Affordability, and Resident/Community Wealth Building.

RECOMMENDATIONS

Reform the Development, Plan Review, and Permitting Processes at City Hall.

- The city should create clearly defined and seamless development and permit review processes supported by customer service. Ensure processes are timely, consistent, respectful, clear, accountable, and conducted in partnership with the development community.
 1. Consider retaining a 3rd party to conduct a development and process permitting study so that coordination among City departments can be implemented.
 2. Implement a Lean Process System to evaluate and streamline permit processes.
 3. Create city "Development Guides" for each development project.
 4. Create an "ombudsman" role, utilizing integrated project delivery concepts, to help navigate the process and benefit the City of Cleveland, developers, contractors, and residents.
 5. Consider an inspection program for vacant and abandoned homes.

FURTHER READING

1. **“A Best Practices Model for Streamlined Local Permitting,”** *The Massachusetts Association of Regional Planning Agencies, 2017.*
2. **“Construction Permits and Flow of Projects Within the Sunyani Municipality, Ghana,”** *E. Zoya Kpamma and Theophilus Adjei-Kumi, 2013.*
3. **“Development and Permitting Process Improvement Study,”** *City of Lincoln, Nebraska, 2005.*
4. **“Development Process Efficiency: Cutting Through the Red Tape,”** *National Association of Home Builders, 2015.*
5. **“Development Review Process, Improvement Project, Phase One Report,”** *City of Beaverton, Oregon, 2015.*
6. **“Guidelines, Policy and Procedures,”** *Minneapolis Truth-In-Sale of Housing, 2021.*
7. **“Point of Sale Inspection Overview,”** *City of New Hope, Minnesota Community Development.*
8. **“Venturing Beyond the Gates, Facilitating Successful Reentry with Entrepreneurship,”** *Nicole Lindahl, 2007.*



EDUCATION
SUBCOMMITTEE

Defining the Mission

From newborn to adult learner, from student to worker, education is the basis for a stronger future for our community. The Mayor of the City of Cleveland has special and legal obligations to the municipal schools, students, and staff.

MEMBERS

John Ryan, *Co-Chair*

Rosa Morales Cruz

Eric Gordon

Alex Johnson

Ann Mullin

Shari Obrenski

Sonya Pryor-Jones

Holly Trifiro

Helen Williams

COMMUNITY INSIGHTS

- 1. Cleveland's children are our city's most important asset and must be a priority for the new administration.**
 - 2. The Mayor of Cleveland has a civic responsibility to support all children in the city, to facilitate their ability to thrive, and to assure they are prepared for the future— while simultaneously holding a unique legal responsibility to the CMSD, by virtue of the fact that he appoints all nine voting members of the CMSD school board.**
 - 3. COVID-19 provides an extraordinary opportunity to leverage unprecedented city, county, and state American Rescue Plan Act (ARPA) funds. Cleveland must build upon and align these assets around a shared children's agenda.**
 - 4. Racism and poverty play a significant and unacceptable role in dictating the opportunities available to too many Clevelanders. They must be addressed as part of any education strategy.**
-

FACTORS TO CONSIDER

Cleveland's Children Are Our City's Most Important Asset

Collectively, our city is not providing children with what they need to thrive and succeed in life. Cleveland has some of the highest levels of segregation, child poverty, infant mortality, lead poisoning, digital inequity, and lowest educational attainment in the U.S.

Cleveland Has Made Measurable Progress Across the Education Continuum

The Cleveland Plan has heralded in significant progress over the last decade:

Between 2014 and 2019, enrollment in high-quality preschool increased 72 percent, from 2,857 preschool students to 4,819.

CMSD high school graduation rates increased nearly 30 percentage points, from 52.2 percent in 2011 to 80.9 percent in 2021. CMSD also eliminated the graduation achievement gap between white students and students of color.

Following the launch of Say Yes Cleveland, college matriculation rates increased 5 percentage points for the Class of 2019 (to 49 percent of graduates), the first gain since 2015.

The Ongoing COVID-19 Pandemic Continues to Put Progress at a Significant Risk

The pandemic has laid bare the deep inequities in our city and has had a profoundly negative impact on our city's education institutions and providers, as well as the families and children they serve.

Enrollment and attendance are down across our preschool programs, K-12 classrooms, and colleges and universities.

The trauma and social isolation resulting from COVID-19 is affecting the emotional well-being and mental health of students and their families as well as educators.

The Education System Is One Part of a Larger Ecosystem

COVID-19 has made it clear that the education system must work seamlessly with other systems and entities if our children are to succeed.

This ecosystem includes government, city-wide and neighborhood-based nonprofits, faith-based organizations, business, philanthropy, education institutions, labor organizations, and individuals and groups organizing to improve their communities.

COMMUNITY ENGAGEMENT

Organized Panels/Conducted Interviews

The Education Subcommittee conducted a number of organized panels and individual interviews to gather detailed and diverse perspectives in developing its recommendations. Subcommittee members spoke with community leaders across the educational continuum and landscape, which involved 25 individuals representing 21 organizations in in-depth discussions around four topic areas:

Early Childhood (0–5 years) Panel

Katrice Cain, Interim Executive Director, First Year Cleveland
Rebekah Dorman, Director, Cuyahoga County of Early Childhood/ Invest in Children
Katie Kelly, Executive Director, PRE4CLE
Jazmin Long, Executive Director, Birthing Beautiful Communities
Nancy Mendez, President and CEO, Starting Point
Karen Mintzer, Director, Bright Beginnings

Post-Secondary Education Panel

Maggie McGrath, Executive Director, Higher Education Compact
Nick Petty, Director, Undergraduate Inclusive Excellence & Parker Hannifin Living Learning Community, Cleveland State University
Dr. Michele Scott Taylor, Chief Program Officer, College Now Greater Cleveland
Julie Szeltner, Senior Director of Adult Programs, College Now Greater Cleveland
DeAntae Ware, Program Director, Tri-C Say Yes Scholars Program

Expanded Learning / “Out of School Time” Panel

Dale Anglin, The Cleveland Foundation
Diane Downing, Say Yes Cleveland
Tracy Hill, Executive Director of Family and Community Engagement, CMSD
Carol Lockhart, Executive Director of Say Yes Programming, CMSD
Kasey Morgan, My COM
Lisa Baskin Naylor, Say Yes Cleveland
Leo Serrano, Executive Director of Institutional Advancement, CMSD

Understanding the Non-CMSD (Charter and Parochial) Education Landscape Interviews

Tom Gill, President, Urban Community School
Frank O’Linn, Superintendent, Cleveland Catholic Diocese
Rich Clark, Founding Director, the Partnership Schools Cleveland
Ralph Johnson, Chief Executive Officer, Breakthrough Schools
Meran Rogers, Executive Director, Global Ambassadors Language Academy
Stephanie Klupinski, Vice-President, Legal Affairs Buckeye Community Hope Foundation
Chad Aldis, Vice-President, Ohio Policy and Advocacy, the Thomas B. Fordham Institute

Collected and Reviewed Background Materials

Examined a broad range of materials focused on early learning, K–12, and post-secondary education including the development and implementation of the Cleveland Plan, results of the Cleveland Transformation Alliance parent outreach surveys and focus groups, the Mayor’s Youth Action Council, the Cleveland Children’s Coalition Briefing Book, and more.

Additional Resources Used

Cleveland Plan and Transformation Alliance Background Materials
Early Childhood-Post Secondary Mayoral Candidate Briefing Materials
Cleveland Children’s Coalition Mayoral Candidate Briefing Book and
Post-Election Letter to Mayor

Surveyed the Cleveland Teachers Union (CTU) Membership

Reviewed survey results from CTU members who were asked what Mayor Bibb’s education priorities should be in his first 100 days in office.

RECOMMENDATIONS

Act Urgently to Address COVID-19

Convene an Education COVID-19 Task Force

- This task force should include representatives from CMSD, charter schools, private schools, and early childhood providers.
- It should focus on how City Hall and the Mayor can help address the collective challenges PreK–12 education organizations are facing during COVID-19 including policy, staffing, supply chain, and mental health.

Create a Campaign to Prevent Further Spread of COVID-19

- This comprehensive campaign should include policy mandates and mobilize the community to focus on the importance of vaccinations, mask-wearing, social distancing, and testing and include actions that reach every neighborhood and provide easy access move up.
- One example is to kick-off a “100 Schools in 100 Days” campaign where, each day over the 100-day period, one school building in Cleveland is open as a vaccination site.

Prioritize & Address Mental Health Crisis

- Emphasize in action and publicly declare that mental health is a responsibility of the city government. Raise awareness that the conditions of the pandemic and the trauma it has brought have led to everyone (students, families, staff, educators, administration) experiencing mental health challenges. Convene providers, school partners, the ADAMHS Board, and county to develop a plan to optimize tiered mental health service for PreK through post-secondary students.

Leverage the Unique Position of Mayor’s Office to Create Systemic Change

Restructure City Government to Support Children & Youth

- Establish a Mayor’s Cabinet on Children and Youth that focuses comprehensively on the well-being of all young people in Cleveland ages 0-24.
 1. The Cabinet should include a combination of leadership from all city departments that touch the lives of children and may include leadership from intermediary and community-based organizations that focus day-to-day on improving the lives of Cleveland’s youngest residents.
 2. As a first step, the Cabinet should conduct a landscape analysis of the status of Cleveland’s children and an overview of existing assets as well as areas that need attention.
 3. Develop and implement a multi-stakeholder engagement strategy that focuses on students, parents, alumni, and the public to gather their needs and ideas surrounding education in the first 100 days.
 4. Based on this analysis, the Cabinet should develop an action agenda that maintains a commitment to regular student, parent, alumni, and community feedback and includes goals and benchmarks for measuring progress.
 5. The Cabinet should, at minimum, be staffed by a Chief of Children and Youth and a Chief of Education that work collaboratively and each of which is integrated into the cabinet structure.

Seek & Maximize Unprecedented Funds Available to Stabilize Education

- Federal ARPA and infrastructure funds available to the city—either directly or through the county and state—can provide significant investments in programs, strategies, and infrastructure that support the education of our students and address barriers to learning. To capture all available funding and build internal expertise on allowable fund deployment, the subcommittee recommends that Mayor Bibb assemble a team to identify, track and understand fully how federal funds can be used. Support for this work can come from the Center for Community Solutions’ Greater Cleveland American Rescue Plan Council. In addition, the Bibb Administration should support the following immediate education-related priorities:
 1. Approve pending \$5 million proposal from PRE4CLE to the City of Cleveland to support the Cleveland Early Learning Spaces Project to renovate and eliminate health hazards, including lead, in early learning spaces.
 2. Take an active role in the funding of out-of-school programming including restoring the city’s original level of Comprehensive Extracurricular Activities Program (CEAP) funding, in light of the resources invested in the Say Yes initiative by the county, the district, philanthropic institutions, and private donors.
 3. Work with colleges, universities, and the Say Yes Scholarship Board to leverage ARPA dollars and other resources to assist college students with on-going short-term debt that often results in students having to drop out. Currently colleges and universities are using federal aid to provide this assistance, but these supports expire at the end of this year.

- **Actively Shape & Support Implementation of the Cleveland Plan**

1. Use the bully pulpit of the Mayor’s Office to encourage all families to ensure their children are regularly and actively attending school. Since the onset of the pandemic in March 2020, public, charter, and private schools have all seen a significant increase in chronic absenteeism, further exacerbating the challenges students are facing in learning and thriving academically.
2. As chair of the Cleveland Transformation Alliance, play a leading role in supporting the direction and strategies outlined in the refreshed [Cleveland Plan](#).
3. Appoint representatives to serve on Cleveland Early Childhood Compact, the Higher Education Compact, and the Cleveland Say Yes to Education Operating Committee.
4. Work with community leaders to raise the remaining \$30 million of the \$125 million Say Yes Scholarship Fund goal by the end of 2022.

RECOMMENDATIONS

Mobilize the Community to Address Key Challenges Facing Our Children

Address the Lead Issue Comprehensively & Urgently

- In concert with the Lead Safe Cleveland Coalition, marshal local, county, state, and federal resources to establish a comprehensive and coordinated effort to abate lead, operate a lead testing program, and address the needs of lead-impacted children. We must end the lead-poisoning of our children for all time.

Ensure Access to City-Wide Broadband for All Families

- Take a lead role in the Greater Cleveland Digital Equity Commission and leverage city and state ARPA and infrastructure dollars to quickly invest in the necessary infrastructure to ensure access to high speed internet for all residences in the city. Work with non-profit (i.e., Digital C) and for-profit (i.e., Spectrum) providers to lead efforts to provide permanent low-cost high-speed internet for residents in need.

Champion City-Wide Literacy Campaign

- Visibly champion and expand upon the American Federation of Teachers' literacy initiative, Reading Opens the World, in partnership with parents, caregivers, out-of-school providers, community centers, faith-based organizations, libraries, schools, labor organizations, and the broader community. Reading is a foundational skill that allows children to succeed. With the disruptions due to the pandemic, the focus on literacy is more important than ever to help our children not only catch up, but thrive.

Maximize the Use of the Child Tax Credit

- The Child Tax Credit (CTC), signed into federal law in March 2021 as part of the CARES ACT, can have a profound impact on child poverty. The subcommittee urges Mayor Bibb to organize and facilitate a community-based campaign to ensure every qualified family fully benefits from the child tax credit, bringing \$13 million directly to Cleveland families, advocate for the continuation of the child tax credit in upcoming federal legislation, educate families who are eligible but who have not applied, and encourage families who have leveraged the CTC in 2021 to file their 2021 taxes to receive the second half of the payment.

RELATED BOARDS & COMMISSIONS

Through its work and analysis, the Education Subcommittee identified the following boards and commissions as essential to the development of local education policy and action.

- 1. Cleveland Board of Education**
- 2. Cleveland Transformation Alliance**
- 3. Cleveland/Cuyahoga County Workforce Development Board**
- 4. Cleveland Say Yes to Education Operating Committee**
- 5. Mayor's Youth Advisory Council**
- 6. Cleveland Public Library Board of Trustees**
- 7. Cleveland Early Childhood Compact**
- 8. Higher Education Compact of Greater Cleveland**



ENVIRONMENT
SUBCOMMITTEE

Defining the Mission

Climate Action: This principle highlights the work already underway to rise to the immediate and future challenges of the climate crisis. Climate Action recommendations will focus on immediately actionable, scalable solutions that will propel us to become a more economically and environmentally sustainable community.

Clean Water: This principle seeks policy recommendations related to water affordability, setting the stage for water quality through long-needed infrastructure upgrades; reducing contaminants and lead exposure in drinking water; and ensuring that the city consistently enforces existing ordinances addressing storm-water runoff, drinking water, and recreational water are enforced.

Healthy Housing: This principle prioritizes related to healthy homes and other indoor environments. Recommendations related to this principle include: lead poisoning prevention, home weatherization, utility insecurity, healthy indoor air, and home safety.

Healthy Transportation: This principle focuses on creating space for low carbon and active transportation options that promote equitable mobility and good air quality.

Trees/Nature/Parks: This principle ensures we prioritize accessible, beautiful, culturally relevant green spaces that are enhancing the lives and health of all Clevelanders.

MEMBERS

Erika Anthony, *Co-Chair*

Dr. Aparna Bole, MD, FAAP

Daniel Brown

Angie Schmitt

Shanelle Smith Whigham

Brian Zimmerman

FACTORS TO CONSIDER

Comprehensive Plans and Policies

Cleveland has a wide network of nonprofit stakeholders and residents that have spent an extensive amount of time addressing environmental and climate issues, and they are primed to support the new administration.

Bold + Urgent Action

While Cleveland is fortunate to have tremendous assets, the new administration must urgently embrace a culture shift with the residents of Cleveland to ensure the principles are adopted and fully implemented.

Environmental Justice is Racial Justice

To embrace and fully adopt the principles of climate and environmental justice, this administration must acknowledge the underlying racial injustice that has produced unjust conditions for Clevelanders. This is not an issue for a single department, but instead must be addressed throughout each department.

COMMUNITY ENGAGEMENT

The Environment Subcommittee engaged in a robust outreach to a number of individuals who know the intricacies of how environmental policy is developed and implemented in Cleveland. The subcommittee hosted a roundtable discussion and gathered dozens of policy ideas oriented toward the first 100 days.

Comprehensive Scan/Review of Existing Plans

As previously noted, Cleveland has a robust network of nonprofit and resident stakeholders actively working towards developing and implementing strategies to address this climate and environmental issues. The subcommittee reviewed, discussed and leveraged these plans to inform its 10 recommendations.

Roundtable Discussion

The subcommittee hosted a Roundtable Discussion on December 15th. Eighty-seven individuals registered and 77 individuals attended. The participants spent time discussing key recommendations for the subcommittee's considerations in breakout groups.

1:1 Conversations

Members of the subcommittee were incredibly well-versed and deeply embedded in climate and environmental justice infrastructure in Cleveland. Leveraging their existing relationships, they engaged a number of stakeholders to obtain feedback and insights for the subcommittee's consideration.

COMMUNITY INSIGHTS

1. Encouraged and Motivated

- Residents and stakeholders are encouraged and motivated by Mayor Bibb's commitment to prioritizing and embedding the priorities of climate and environmental justice throughout City Hall. Moreover, they believe he can be a trailblazer not only for our city but the whole region.

2. Invest in and Support Resident-Led Efforts

- Cleveland has a strong nonprofit climate/environmental infrastructure. The new administration should leverage these assets and prioritize investing in and empowering residents to be change agents.

3. Intersectionality

- Creating and fostering most fair and justice environmental conditions will improve Cleveland residents' health, homes, infrastructure, neighborhoods, and walkability.

4. Celebrate the 100th Day

- The 100th day (April 13th) of Mayor Bibb's Administration also corresponds with the beginning of tree planting season. The subcommittee recommends commemorating the day by selecting a project where a sizable number of trees are planted by April 13th.
-

RECOMMENDATIONS

Establish a Department of Transportation/Mobility

Currently, transportation efforts are not consolidated in a single, easily identified area making coordination between departments and thorough public input difficult. Research finds that access to transportation is the factor most likely to influence household economic success.

Accelerate the City's Commitment to 100% Renewables

The City of Cleveland has committed to 100% renewables by 2050. This timeline is incompatible with the latest climate change science. To demonstrate our leadership, the new administration must accelerate this timeline and aim to make this transition by 2030. Cleveland can achieve this goal by reviewing/renegotiating its supply contract with the Northeast Public Energy Council and requiring that renewables make up the majority of the city's energy portfolio, including community-owned solar.

Improve the City's Home/Water Efficiency Programs While Addressing Utility Insecurity

Improving the functionality of the City's energy efficiency programs can improve the economic strength, resilience, competitiveness, and wealth of our community.

The subcommittee recommends:

- improvements to the city Home Weatherization Assistance Program (create incentives for landlords);
- a commitment to timely legal review of Cleveland Public Powers' American Municipal Power contract,
- implementing new policies to suspend utility/water shut offs for marginalized households (i.e. those with infants or pregnant persons);
- and developing a financial aid program for residents in need.

Establish a Cabinet-Level Standalone Parks Department

While this will require legislative action, there is well-documented support from the community and Council.

Collectively, we must reimagine and commit to prioritizing the importance of green-spaces in our community. Our parks can be multi-dimensional and improve the quality of life for the residents of Cleveland; there are climate, health benefits and social benefits to be gained.

(See Mayor Bibb's [comments](#) to the Parks and Greenspace Coalition.)

Conduct an Analysis to Identify Lead Service Lines

Analyze, inventory, and devise an action plan to build a case for federal funding and matching state funds. This type of analysis would position the City of Cleveland to be prepared for potential state and federal grants to replace lead pipes.

Pass Complete and Green Streets Legislation

Promote healthy activity, better safety, and sustainability by joining the National Association of City Transportation Officials (NACTO) and passing the Complete and Green Streets legislation that has been stagnant since 2020.

The updated Complete and Green Streets Ordinance would:

- codify a "vulnerable user first" design ethic;
- require the use of modern design guides from NACTO and the Ohio Department of Transportation's forthcoming Multi-Modal Design Guide; and
- establish a city-staffed and regularly scheduled Transportation Infrastructure Advisory Committee consisting of key city departments and community stakeholders.

RECOMMENDATIONS

(For further reference, see: [“Critics say Cleveland can do better on Complete and Green Streets, bike lanes,” Cleveland.com, 2/22/2020](#); Smart Growth America, [National Complete Streets Coalition](#); and the [NACTO](#).)

Establish an Environmental Justice Fund

Establishing an Environmental Justice Fund would support efforts led by and for the people most affected by environmental and climate inequities: Black, Indigenous, People of Color, immigrants, refugees, people with low incomes, youth, and elders. Funding for projects include capacity building, ongoing strategic planning, community education, efforts that address climate preparedness, air quality, food insecurity, green jobs, and other environmental and climate justice issues. This fund should deploy capital no less than \$25,000 and no more than \$100,000 per recipient.

(See: [Seattle’s Environmental Justice Fund](#))

Commit to Hiring a Lead Czar

Install a newly created Lead Czar, with an interdepartmental purview. The Lead Czar should establish milestones and a timeline for the Lead Safe Certification implementation and enforcement. Additionally, they should establish a plan for decreasing the health department's backlog of cases pertaining to kids with elevated blood lead levels that require home inspection. The Lead Czar may consider improving efficiency by extending time for case closure, hiring more case managers, playing a role in care coordination.

Increased Marketing & Outreach for Affordability Programs

Increase and maximize the usage of underutilized programs (Homestead Exemption program) to assist owner-occupied properties and seniors with their water expenses because of the lack of awareness

regarding these programs. The City of Cleveland could play a crucial role by increasing public awareness about what programs exist.

Commit to Urban-Agriculture Land Tenure

Establish a land trust for urban agriculture projects that have an established track record of operations, community gathering, and positive output. Currently, almost all community gardens are on a year-to-year lease, which makes production planning or community organizing efforts centered around food very difficult.

(See: [Urban Agriculture and Commercial Development by Community Land Trusts](#).)

BOARDS & COMMISSIONS

1. Existing Boards + Commissions

Conduct an Audit

- Since Climate + Environmental Issues are cross-sectional, it will be critical to conduct an audit of the existing boards to determine where and how this issue area shows up.

2. New Boards + Commissions for Consideration

Resident Sustainability Committee/Climate Advisory Board

- Establish a ward-level subcommittee/board to inform decision making and sharing with residents, particularly those most impacted by environmental and climate injustices.
- Environmental Justice (EJ) Agenda
- Established a shared environmental justice agenda between the city, residents, residents, and stakeholders. Create opportunities for direct community engagement and evaluation of progress.

FINAL THOUGHTS

“I am hopeful for Cleveland and our new mayoral administration. [Mayor] Justin Bibb ran on an environmental platform that focused on addressing environmental justice and climate action. Many of the solutions to climate change intersect with other challenges facing our new mayor. Clean energy, electric vehicles and free transit improve air quality and reduce asthma and chronic obstructive pulmonary disease (COPD) rates, diseases that disproportionately impact Cleveland’s residents of color.”

“Mayors around the world are working to transition their economies in ways that are just, equitable and leave no resident behind. [Mayor] Bibb has an opportunity to lead, globally, in this transition.”

“My most significant takeaway from Glasgow is this: The world can stop catastrophic climate change, but we must have the ambition and fortitude to move at the speed science demands. Cleveland and Ohio need to lead this transition. The world is looking for leadership. We are positioned to become a model for cities and states around the world, and I am hopeful my city and state will rise to this challenge, seizing the mantle of leadership and teaching the world how to transition to a carbon-free economy centered on climate justice. As the world’s youth continue to remind us: Our very lives are at stake.”

[“As the world’s 26th largest emitter, Ohio can make a climate-change difference.”](#)

John Mitterholzer,
*The George Gund Foundation’s
Program Director for Climate and
Environmental Justice.*

EXISTING POLICY PLATFORMS + RECOMMENDATIONS TO REFERENCE

Key stakeholders in Cleveland have been actively working to advance more equitable climate and environmental justice policies.

Please see below for a selection of briefs, proposals, and resources of note:

- [Recommendations from CNP](#) - submitted to the Environmental Committee in December 2021
- [Green Stormwater Infrastructure](#) - submitted to the Environmental Committee in December 2021
- [Child Trends publication on Environmental Racism](#) - submitted to the Environmental Committee in December 2021
- [Bike Cleveland](#) - submitted to the Environmental Committee in December 2021
- [Cleveland Comprehensive Environmental Policy Platform](#)
- [Cleveland Climate Action Plan](#)
- [Cleveland Parks + Greenspace Coalition](#)
- [Clevelanders for Public Transit + Clevelanders for Public Transit Demands](#)
- [A next Cleveland mayor needs to focus on equitable and safe drinking-water access: Crystal Davis,”](#) Opinion, Cleveland.com, 10/21/2021.
- [Cleveland Clean and Equitable Future Report](#)



EQUITY IN ACTION
SUBCOMMITTEE

Defining the Mission

Subcommittee Overview: The subcommittee sought to take the energy and enthusiasm around equity in Cleveland and channel it into a comprehensive framework and specific recommendations for the incoming administration.

Statement of Purpose:

Equity in Cleveland is *inclusion-forward* participation and prosperity *within a society*, which encourages all to reach *their full potential*.

- [Network, A. \(2021\). Equity in Action: Equity in Action.](#)

Equity Definition: Established hierarchies (race, gender, sexuality, and gender expression, ableness, and more) exist within the city as an institution, creating disparate opportunities and outcomes internally (for city staff) and externally (in policy and service outcomes) for city residents.

Equity Framework: Every decision—personnel, programmatic, or policy—should be made with an equity lens, a conscious understanding of these hierarchies, and a commitment to eliminating their impact wherever possible.

MEMBERS

Phyllis “Seven” Harris, *Co-Chair*

Mordecai Cargill

Brian E. Hall

Chinenye Nkemere

Victor Ruiz

Elaine Tso

COMMUNITY INSIGHTS

1. **Framework:** The new administration should begin this work by adopting a framework for how to practically address racial equity within city government.
 2. **Community Investment:** There is a powerful desire for greater equity and transparency in the investments that City Hall makes in neighborhoods.
 3. **Ongoing Dialogue:** Community members want the city to prioritize authentic, meaningful civic engagement around equity—sharing information and engaging in dialogue about equity, while meeting residents where they are.
 4. **Leadership + Collaboration:** Mayor Bibb should use his bully pulpit to push back against hateful rhetoric and to promote a community-wide vision of equity that provides for more meaningful collaboration between local organizations.
 5. **Representation Matters:** Diversity among city hall staff and leadership (cabinet, director-level, strategic advisors, etc.) will be early indicator of the administration’s commitment to equity and inclusion.
 6. **Equity Champion:** The mayor, members of his cabinet, and the whole administration have critical roles to play as individual champions of equity.
 7. **Defining “the Clevelander”:** Need to articulate clear role and expectations for Cleveland residents, workers, stakeholders, etc.
 8. **Equitable Civic Engagement:** Establish external accountability mechanisms that demonstrate and reinforce public engagement over equity.
-

COMMUNITY ENGAGEMENT

Virtual Listening Sessions

The subcommittee held two virtual listening sessions in December, soliciting feedback from dozens of community members.

Feedback from Other Transition Committees

The subcommittee reached out to the other transition subcommittees to understand how equity-an overarching principle-was showing up in their work.

One-on-One Stakeholder Meetings

Subcommittee members spent a great deal of time in conversation with community stakeholders, to inform the subcommittee's work.

FACTORS TO CONSIDER

COVID-19 and an Equitable Recovery

The ongoing pandemic has shone a light on systemic racial inequities, and the recovery from COVID-19 is an opportunity to tackle issues in a race-conscious way.

Racism as A Public Health Crisis and Similar Initiatives

City's Hall work around equity should align with existing coalition-based efforts, like **Racism Is a Public Health Crisis** and **Lead Safe Cleveland**.

Public Safety and Issue 24

The push for equity is most urgent in the area of public safety, as shown by existing efforts to advance police accountability.

RECOMMENDATIONS

A Structure for Equity at City Hall

Create Two Cabinet Positions Related to Equity—a Chief Equity Officer and a Director of Diversity, Equity, and Inclusion (DEI)—with Appropriate Staffing for Each.

- Pursuing equity in city government is too much work for one role. The Committee recommends a division of responsibilities between internal “culture” work and external “policy” work.
- Chief Equity Officer
 1. Externally focused on meeting equity goals in policy and service outcomes.
 2. Co-strategist and accountability partner for Mayor and city departments.
 3. Action-oriented, can drive progress on Mayor’s policy priorities, while keeping equity at center of each effort.
 4. Within the framework of the transition, the Chief Equity Officer would broadly oversee issues relating to economic development, education, environment, health, safety.
- Director of DEI
 1. Internally focused on shifting culture within City Hall:
 - Creating a stronger sense of inclusion and belonging among city staff
 - Improving equity in hiring, training, retention, and promotion
 - Coordinating equity work in contracting, procurement and grant writing
 2. Within the framework of the transition, the Director of DEI would broadly oversee issues relating to government operations, modern city hall, open government, and talent.
- The two new roles are devised along the “Impact Continuum”: Action and Awareness.
- These reflect the shared tactics between the Chief Equity Officer and Director of DEI.

Action: Ensure That Each City Department Sets Goals and Metrics Around Equity.

- Create equity action plans.
- Use specific equity indicators and dashboards.
- Use specific policy and programmatic interventions.
- Commit to disrupting and reforming decision-making processes.
- Track progress.

Awareness: Focus on Education, Training, and Culture Change Within City Hall.

- Establish a process through which all city employees take part in racial equity training.
- Follow up on training with evaluation and metrics.
- Commit to continuous learning and dialogue.

Actions to Engage Specific Communities

Develop a Comprehensive Hispanic/Latinx Strategy for City Hall.

- This should include Hispanic/Latinx Cabinet representation, ensuring communication between the Office of Hispanic Outreach and the mayor, creating a Hispanic Advisory Council, and committing to 10% goals in Hispanic/Latinx representation in city workforce and MBE purchasing.

Designate City Liaisons for the LGBTQ+ Community.

- Ensure that there are LGBTQ+ liaisons for the city administration generally and the Division of Public Safety specifically, so that there are clear bridges between the community and City Hall, and to help develop a further outreach and engagement strategy for the city.

Create an Office of Asian Outreach to Engage a Growing Local Community .

- Create an office that seeks to understand and tackle the concerns of Cleveland’s Asian American community, at a time when anti-Asian hate has risen dramatically.

Establish an Office of Immigrant Affairs to Support Folks Building a New Life in This Country and Community.

- This office would help support recently-arrived immigrant populations, including addressing the current housing shortage, and increasing bilingual resources like signage and interpreters.

Prioritize Black Women Through a Black Women’s Equity Office.

- Create a Black Women’s Equity Office to target both gender-based and race-based equity within healthcare, professional/workplace, and education systems in Cleveland. Using the foundation of “targeted universalism,” Cleveland can focus on inequality in both race and gender by commissioning qualitative and quantitative research similar to groundbreaking work in Pittsburgh.

1. Purpose:

- *Amplify and ameliorate the stark inequities Black Women experience within the healthcare, professional/workplace, and education systems in Cleveland.*

2. Goals:

- *Create a Black Women’s Equity Office to target both gender-based and race-based equity within healthcare, professional/workplace, and education systems in Cleveland.*
- *Utilizing the foundation of targeted universalism, the City of Cleveland can target both gender-based and race-based inequality.*

3. Action items:

- *Creation of a complete and comprehensive qualitative and quantitative research [study into inequality across race and gender](#), based on the groundbreaking work out of the City of Pittsburgh.*
- *Champion guaranteed basic income pilot to combat gender exacerbated poverty and inequity.*

RECOMMENDATIONS

4. Nonprofit Examples and Resources:

- [*Black Girls Break Bread:*](#)
Advocacy nonprofit focused on social and emotional wellness of Black girls and women within Chicago
Hosts therapeutically safe spaces to empower Black girls and women.
- [*Black Girls Smile:*](#)
Nonprofit that provides young Black women with educational and mental health resource/support to develop mentally healthy lives
Publishes research, hosts focus groups, and individual experiences that highlight the mental health needs of Black Women.
Hosts free events such as guided meditation/journaling.
Education, sexual health education, coping, self-care, empowerment .
- [*National Black Women's Justice Institute:*](#)
Produces community led solutions to address the criminalization of Black women/girls.
Attempts to build pathways of opportunity and healing for Black Women and girls touched by incarceration.
Research published on lived experiences of Black women/girls impacted by the criminal justice and legal systems in order to push for policies/solutions centered on Black women/girls.
Publishes local and national projects to test innovative solutions for Black women/girls.

Accountability and Transparency

Reformulate Community Relations Board to Advance Equity Efforts, and Look to Add More Voices to the Conversation.

- The Cleveland Community Relations Board has a long history in civil rights and race relations in Cleveland. With new appointments in 2022, the board should refocus as an accountability partner for the city's equity efforts. The city should also create a Youth Advisory Board to gather feedback from the young people of Cleveland.

Prioritize the Equitable Distribution of Community Development Funds Throughout Cleveland Neighborhoods, and Share Data Publicly.

- The dollars that City Hall invests in neighborhoods can have an extraordinary impact in righting historical wrongs. It is vital that such funds be distributed in a way that lifts up historically marginalized communities.

Create a Cycle of Continuous Engagement with the Community.

- The city should be in constant dialogue with the community regarding equity, using a variety of different mediums of communication. This creates an external cycle of actions, transparency, and feedback.

Additional Recommendations

The subcommittee discussions and listening sessions generated many ideas in addition to the preceding recommendations. Each deserves thoughtful consideration and inclusion, but a few are highlighted below:

- Create a Universal Basic Income "laboratory" similar to pilot programs in Stockton, CA; Compton, CA; St. Paul, MN; and Pittsburgh, PA.
- Increase resources to address mental health challenges.
- Center equity in the American Rescue Plan Act (ARPA) funding decisions.
- Rebuild public trust to improve civic participation and combat disengagement.
- Digital equity - modernize processes and lessen the bureaucratic burden on POC and women-led businesses.
- Increase access to capital for POC and women-owned businesses.
- Fight for better fair housing laws and better implementation of them.
- Embrace grassroots organizations that are not the typical beneficiaries of funding.
- View accessible transportation as a critical way of remedying inequities.
- Focus on environmental justice to address health disparities.
- Remedy gender and racial inequities in wages at City Hall.
- Consider representation in staffing as a form of accountability.



HEALTH SUBCOMMITTEE

Defining the Mission

As a part of Mayor Bibb's strategy for policy development and community engagement, the Health Subcommittee was created to listen and engage City of Cleveland stakeholders and residents on the topic of public health.

MEMBERS

Pastor Richard Gibson, *Co-Chair*

Dr. Amy Acton

Laura Black

Dr. Akram Boutros

Elizabeth Fiordalis

Heidi Gartland

Rick Kemm

Jazmin Long

Emily Lundgard

Dr. Cliff Megerian

Dr. Tomislav Mihaljevic

Jean Polster

FACTORS TO CONSIDER

COVID-19 Pandemic

Cleveland is in the grips of a devastating pandemic—as is the county, the state, the country, and the world. No other challenges can be addressed in full while the pandemic absorbs the community’s attention and precious resources.

Social Determinants

Cleveland has a health crisis that is built on the interconnection of other crises: poverty, racism, housing, transit, education, food access, and safety.

Local Resources

Despite Cleveland’s challenges, the city is also well-positioned to lead in achieving better and more equitable health outcomes thanks to its world-class non-profit, philanthropic, and community-based health resources.

COMMUNITY ENGAGEMENT

Five Community Listening Sessions

The Health Subcommittee held five virtual listening sessions to hear resident and community stakeholders' ideas for how the new administration could respond better to the needs of Clevelanders. Over 90 community members were engaged.

Participant responses at the listening sessions were gathered and reviewed for potential themes and actionable items for the administration. The issues were then categorized into recurring themes as identified in the key findings section of this report.

Calling the Community to Action

At each listening session and beyond, the subcommittee challenged attendees to consider what actions they could take to further the cause of a healthier Cleveland. The outpour of ideas and commitments was an overwhelming joy to behold.

COMMUNITY INSIGHTS

1. Across Government:

- Public health is an essential lens that needs to be internalized and implemented across all of local government, not just in the Department of Public Health.

2. Other Issues Are Also Public Health Issues:

- Gun violence, food deserts, and especially racism, among other issues in our community, should all be understood as urgent public health crises.

3. Legislation:

- Public health process requires a robust legislative agenda to achieve reforms like Source of Income Protections, Pay-to-Stay, and addressing racism as a public health crisis.

4. Social Determinants:

- Social determinants of health, like housing, transit, and the environment, have too-long gone overlooked by health professionals. That must end.

RECOMMENDATIONS

Combatting Covid-19

Mayor Bibb should take a leadership role in combating the Covid Pandemic.

The Bibb Administration should engage the major hospitals, health centers and community partners to establish a "war room" style advisory group for strategic planning and weekly, if not daily, messaging on COVID-19 related information. This work should support different health campaigns, including Guardians CLE, and community outreach efforts to promote testing, vaccines, and boosters.

Mayor Bibb should consider:

- Targeting neighborhoods in most need, including establishing neighborhood hubs for testing, vaccination, and treatment where gaps exist.
- Using trusted voices as messengers with coordinated multi-channel marketing techniques to promote testing, vaccines, and booster shots.
- Providing information about free and accessible testing, vaccination, and treatment for all Cleveland residents.

Confronting Racial Disparities

Mayor Bibb should acknowledge the impact of racism on public health and as a barrier to health equity and quality healthcare.

Implement a multi-system, multi-department approach looking at racism as a public health crisis with responsibility to develop an actionable, measurable plan with strategies, both at systemic and intervention levels, to address historical discriminatory practices and eliminate barriers to health equity and access.

Mayor Bibb should consider:

- Addressing infant and maternal mortality by identifying all services and programs available for pregnant people and infants and connect these services through resource mapping.
- Working with community-based organizations to develop large-scale prenatal and safe sleep campaigns.
- Leading the charge to diversify Cleveland's healthcare leadership.
- Assure racial disparities are addressed in all public health priorities and data, including COVID-19, chronic illness and mental health and substance abuse.

(Re)building Trust in the Community

Mayor Bibb should deliver strong, trusted, equitable leadership and communications to the community regarding current and future health priorities.

Develop and execute a robust health communications plan to communicate with and enlist support from community stakeholders—consistently, effectively, and transparently. Coordinate the delivery of community information, resources, and services to inform residents on where to go for help. The communication plan should also have a strategy around crisis management and public health risk communications to speak directly to Clevelanders.

Mayor Bibb should consider:

- Co-building programs, policies, and spending priorities in a participatory manner with residents and community organizations.
- Creating internal City Hall policies and procedures to promote health, such as paid family leave.

Strengthening the Cleveland Department of Public Health

Mayor Bibb should create a model city health department and prioritize a culture of learning, healthcare experience, and an appreciation of inclusion and diversity.

Immediately conduct an organizational assessment and regional health strategy with third-party analysis, develop a plan for a model city health department, hire and/or retain executive leadership and professionals with healthcare credentials and experience working in public health that is representative of the city's residents, and increase resources to the department. Elevate, support, and empower the city's public health officials by incorporating health into the mission, vision, and values of the city's administration.

Mayor Bibb should consider:

- Advocating for a Chief Health Strategist with a regional focus supported by a public-private partnership.
- Maintaining the COVID-19 war room as a small advisory group for public health planning.
- Expanding the outreach work of the Department of Public Health to advise other City departments.
- Continue active participation in the Community Health Needs Assessment process and priorities.

Improving Health System Relationships, Coordination, and Access

Mayor Bibb should convene and coordinate with the region's major hospitals, healthcare providers, and health related community organizations.

Create a Health Council including the mayor, city, and county public health leadership, leaders of major health systems, community-based health care organizations, and residents. The Health Council should regularly and publicly convene, at least once per quarter, regarding current and future health priorities and strategies.

Mayor Bibb should consider:

- Prioritizing coordinated access to neighborhood-based healthcare by assessing the role of the Cleveland Department of Public Health community health centers in collaboration with Federally Qualified Health Centers and other community-based providers.
- In the short-term, increasing the city's health-related spending through American Rescue Plan funding.
- Assessing the city's overall health workforce demands and needs and advocating for associated workforce development programs.
- In the long-term, increasing overall health related spending beyond the 1% currently allocated in the city budget.
- Include local foundations in efforts to build public-private partnerships focused on health.

RECOMMENDATIONS

Addressing Lead Poisoning

Mayor Bibb should surge resources toward lead poisoning prevention.

Fully staff and resource the equitable implementation and enforcement of the Lead Safe Certification law as well as invest in the Lead Safe Home Fund to proactively create more lead safe rental and owner-occupied homes across the city.

Mayor Bibb should consider:

- Appointing a Lead Czar to coordinate these efforts.
- Increasing resources for lead screening and testing.
- Supporting efforts to expand lead safe approach for childcare settings.
- Expanding support for families impacted by lead by coordinating with Cleveland schools, departments, and other community organizations.

Addressing Social Determinants of Health

Mayor Bibb should acknowledge social determinants of health impact all health outcomes, especially the downstream impact on Cleveland's youth. Mayor Bibb should develop strategies to catalyze reinvestment in disinvested neighborhoods, combat racial disparities, and social determinants of health, including healthy food, access to safe, affordable housing, access to well-funded transportation, improve neighborhood safety, and access to greenspace.

Develop a legislative agenda, programs, and policies, to specifically address social determinants of health.

Mayor Bibb should consider:

- Immediately endorsing housing policies such as Source of Income Protections and Pay to Stay.
- Addressing gun violence through an explicit public health lens.
- Increasing funding for affordable housing, lead safe housing, rapid rehousing, and transitional housing for returning Clevelanders.
- Exploring a framework to coordinate hospital investments in neighborhoods to address social determinants of health.
- Expanding funding for public transit and transportation.
- Developing a city-wide plan to address food insecurity and reduce food deserts.
- Establishing strong and continuous conversations with Cuyahoga County Departments that impact health such as senior services, child welfare, benefits enrollment and others that impact resident health and wellbeing

Addressing Mental and Behavioral Health, Substance Use, and Trauma

Mayor Bibb should advocate for and support policies inclusive of mental health, behavioral health, and substance use disorders.

Implement wider use of trauma-informed care to address addiction, community violence, mental health, behavioral health, and deaths of despair and establish and promote universal language and definitions around critical health issues.

Mayor Bibb should consider:

- Expanding the use of the Diversion Center by enabling EMS or Cleveland Division of Police to transport to the Center and immediately removing the barrier of requiring police to contact a prosecutor prior to taking someone to the Center.
- Tailoring school-based and community-based behavioral health programs to specifically address youth with mental health needs, youth experiencing trauma, and youth in the juvenile justice system. Programs should address community violence and suicide prevention and awareness.
- Creating a coordinated and comprehensive plan to prevent and address substance use disorders distinct from behavioral health.
- Engaging with community providers in mental health and substance abuse to identify gaps in service and plan for immediate expansion of services to residents to address the growing mental health crisis in our community.

Improving Data Collection

Mayor Bibb should develop and maintain transparent community health data analytics.

Develop a comprehensive and public-facing data platform to track and share community health data, including how federal, state, and city funds will be used and their impact on building a healthy and equitable Cleveland. This work should include metrics on progress made during the first one hundred days.

Mayor Bibb should consider:

- Using health data to highlight critical health disparities.
- Working with a third-party vendor to track, map, share, and consistently maintain community health data on the following: COVID-19, lead poisoning, infant and maternal mortality, gun violence, substance abuse, etc.
- Using community health data to analyze the effectiveness of city programs and to inform city spending priorities and investments to create equitable neighborhoods.



MODERN CITY HALL
SUBCOMMITTEE

Defining the Mission

The city is known for its dysfunctional and inconsistent delivery of services to residents and customers.

This subcommittee sought to identify ways to modernize City Hall with new technologies, streamlined permitting processes, and improved online services. City Hall must open its doors to everyone and engage all residents.

MEMBERS

Darrell McNair, *Co-Chair*

Shannon Copfer Brace

Amy Brady

Linda Burns

Rev. Brian Cash

Jimmie Corrigan

Sean Freeman

Eden Giagnorio

David Passalacqua

Caroline Peak

Bill Premier

FACTORS TO CONSIDER

Digital Divide

Cleveland faces an infamous digital divide, and there are many organizations already working in this space. Cleveland will need to close the digital divide to gain digital service efficiencies—while also designing high-quality complementary services.

Organizational Stagnation

Digital and customer-service successes have not historically been priorities of City Hall. Those successes will require the City of Cleveland to re-imagine organizational and accountability structures.

Service Thinking

Excellent services provided in a digital format are only possible when excellent services are possible in the first place. The administration must examine the entire service ecosystem: from back end technology and data, to teams and processes, to touchpoints designed for our constituents.

COMMUNITY ENGAGEMENT

Constituent Interviews

The subcommittee conducted interviews with residents, business owners, and city employees about service access and the digital/technology space in Cleveland.

Constituent Surveys

The subcommittee surveyed business owners to understand more about their pain points surrounding permitting and service delivery for businesses.

Survey Demographics

Surveyed 162 minority businesses between November 23rd–November 29th. Received 30 responses for a return rate of roughly 20 percent. Good response considering the timing over the holiday period.

Survey Question Asked

“We have heard from many businesses about their experiences in dealing with the City of Cleveland via the various departments at City Hall. (Such things as permitting, zoning, licensing, taxes, returned phone calls, lost paperwork, etc.). Please list any encounters you may have had in addition to identifying any opportunities for enhancement you would like to share with the Bibb administration.”

Summary of Survey Responses

- Unacceptable wait times and or no responses to inquiries
- Phone calls not returned
- Lack of electronic or digital forms
- Inadequate information on the website to properly direct you
- Do not know who to call/contact
- OEO Department, inefficient process

for business certifications

- Permits—online system was slow
- Indicated in-person is better
- Updating records is a slow process
- Poor customer service
- Employees seem disinterested, frustration with bureaucracy and perceived incompetence
- Transparency in understanding contract awards and decision making
- Getting paid on time
- Fees for various license and permits compared to other major cities
- Central Collection agency (CCA)—inefficient, loses paperwork, no answers to questions
- Housing Department—inconsistency in inspectors

Suggestions for Improvement

- Establish a clearly defined business website for small businesses detailing all the resources the City provides, including support, funding, etc.
- Create a position of Continuous Improvement Czar—Backbelt, Six Sigma trained

COMMUNITY ENGAGEMENT (CONTINUED)

City Worker Survey

Overall feedback:

Backend culture, structure, processes, and tools all have an important impact on the users' experience of the City. Technology alone cannot fix broken organization, processes, culture, etc.

Empower Current Employees, Especially in Technology Roles

- Many want to be collaborative/innovative but have not been supported. The city needs to make an explicit commitment to continue learning about what employees need and to make change for them.

I.e., through a survey of all current employees about their challenges.

- Require basic technology training for all City employees

Hire full-time staff to support ongoing needs

Free up tech-savvy employees to focus on tech work

- Make more advanced/specialized training available as needed
- Keep the skilled/specialized tech employees the city already has

Pay them more

Enable remote work

Create City Organizational Changes to Support Collaboration and Alignment

- For technology, combine a decentralized and centralized model for consistent hierarchy city-wide
I.e., tech people/teams in each department that connect regularly to align
- Create explicit City-Hall-led goals around being "user-centered" and around technology adoption

Create Transparency and Accountability Structures

- Create & share full city organization chart
- Assign responsibility for user-centered and technology goals, empower employees
- Tracking & exposing work may lend to greater accountability
- HR needs fresh consideration

Learn from Other Cities

- Cleveland is not the first city to attempt major digital transformation efforts, Cleveland should survey municipal civic tech practitioners.

Subject Matter Experts

The subcommittee spoke with subject matter experts in municipal technology in other cities in the United States, for advice and feedback on our ideas.

COMMUNITY INSIGHTS

1. **As It Stands, the Onus Is on the Constituent to Drive Service Delivery.**

- It is confusing, frustrating, and time consuming for residents and businesses to fully use many city services (work requests, permitting, etc.)

2. **City Hall Employees Do Not Feel Empowered.**

- The current culture tends to default towards sharing less information rather than more. Power structures are frustrating or unclear.

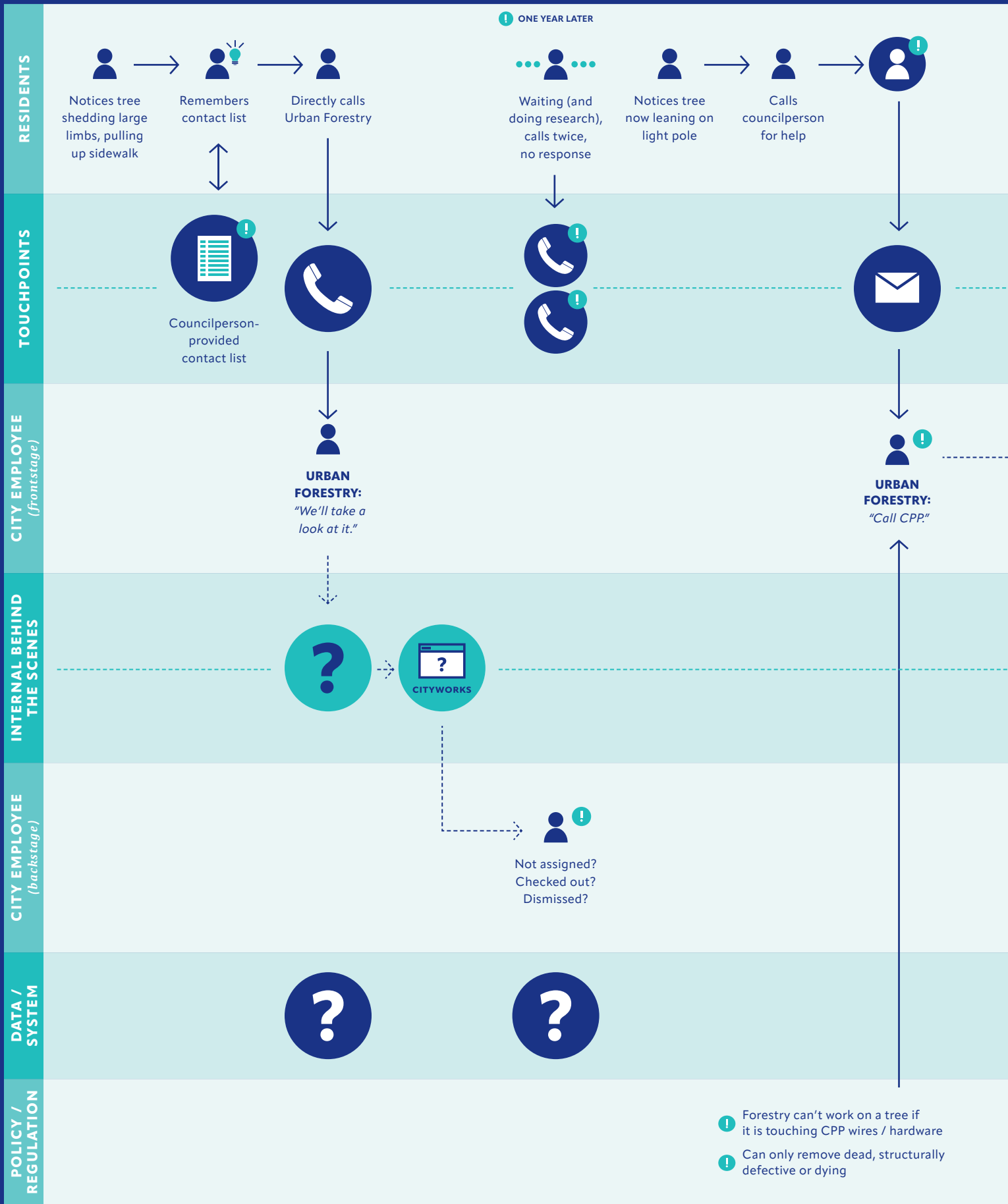
3. **Tech Skills are Missing.**

- There is a digital divide within City Hall, and many employees have low computer-literacy. The city has a poor record of hiring and retention of technical talent. Most heavy digital projects go to vendors.

4. **These Challenges are Everywhere.**

- Cities across the country are in various stages of digital transformation, and this work can take decades. But we can also learn from other cities doing the work.
 - Service journey needs updated (see next page).
-

RESIDENT JOURNEY — EXPANDED *(current)*



! TWO YEARS LATER

Original issues still remain

Sends reply:
"Legal notice /
you call CPP:"



URBAN
FORESTRY



CPP



Came out,
cleared light
only, left debris



URBAN
FORESTRY



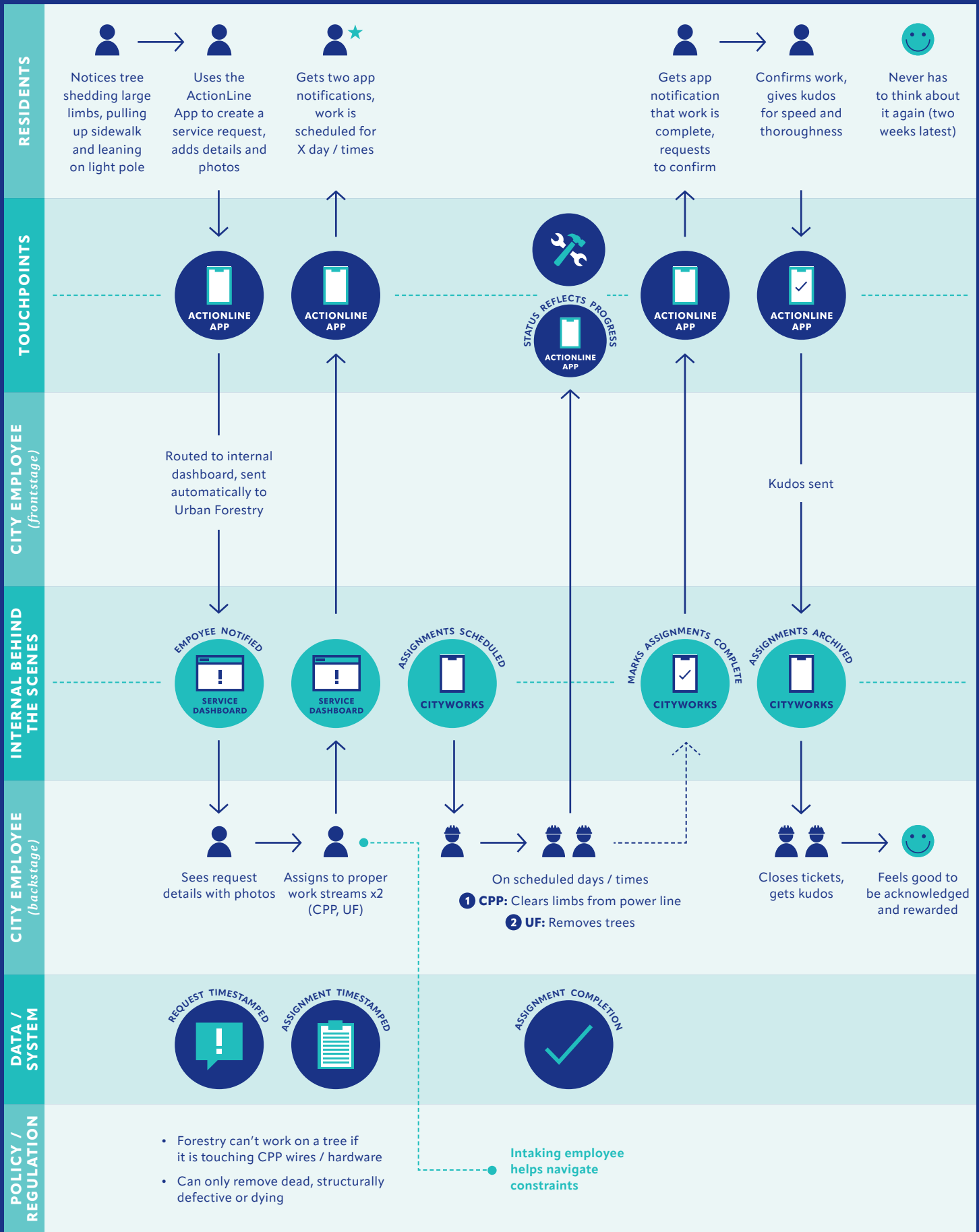
CPP



Came out,
cleared debris
only



RESIDENT JOURNEY — EXPANDED *(proposed)*



RECOMMENDATIONS

Conduct Studies to Map the Current Technology Landscape in Cleveland.

- Identify current technology leaders, employees, skills, tools, vendors, systems, projects, and initiatives throughout City Hall and its departments.
- Determine steps needed in order to centralize technology operations, governance, and procurement—specifically around organizational structure and accountability. From the centrally managed technology governance body, digital service teams should be embedded into each City department. These teams would then stay centrally connected and strategically aligned.
- Evaluate the City’s current physical/hardware/networking technology infrastructure and identify improvement areas.
- Determine steps needed to achieve 100% fiber internet access for Clevelanders, including a plan to partner with existing community organizations (corporations, nonprofits, foundations, etc.) already focused on broadband & other digital divide efforts.
- Analyze other cities’ approaches and assess the relevance of each approach.

Evaluate and Recommend Strategies to Attract, Retain, and Train In-House Technology Talent.

This includes increasing pay to market rates for technologists, enabling remote work, establishing fellowships, using innovative talent exchange programs like business “volunteers” (i.e., the “Executive on Loan” program), and partnering with universities for student resources, etc.

- Consider specific technology skillset trainings for current City Hall employees, for new skills missing in the present landscape, and for existing skills that encourages career path growth.

Publish a Formal Commitment That Any Technology or Digital Touchpoint Created for Use by Constituents or Employees of the City of Cleveland.

This commitment should include in-depth standards for cross-departmental use, based around the following three requirements that the city must internalize:

- The City of Cleveland must be service-oriented & empowering: prioritizing findability and usability of service interactions, created with contextual awareness of broader goals and journeys.
- The City of Cleveland must be inclusive & accessible—designed to equitably serve Cleveland’s various constituent groups and their needs (by ethnicity and language, age, physical/mental disability status, neighborhood, etc.).
- The City of Cleveland must be safe—sensitively and securely built to protect users and their personal information, adhering to modern information security standards.

Publish New “Communication and Engagement Standards for Modern Service Delivery” for All City Departments to Improve Service Delivery.

- This may include cross-channel requirements (digital and non-digital) about branding guidelines (visual style & content voice), disability access requirements, multi-language access requirements, equity and inclusion considerations, physical city government locations, analog touchpoint navigation, and community engagement methods.
- This should specifically include city website recommendations and standards.
- It will require collaboration between the offices relating to communications, technology, digital transformation, service excellence, and potentially others.

RECOMMENDATIONS (CONTINUED)

Swiftly Assemble an Expert Advisory Board to Support Current City Departments' Efforts to Meet Standards for Communication and Constituent Engagement.

- The board would consist of appointed community technology leaders working alongside and advising the Chief Communications Officer & Chief Technology and Innovation Officer.
- The board should emphasize diversity and include specialists in disability access; multi-language and multicultural communications and service; and Diversity, Equity, and Inclusion practices.
- Establishing this board early would prove especially useful in setting the groundwork for forming new offices and departments.

Appoint Four "Directors of Constituent Experience," Each Dedicated to Residents, Businesses, Visitors, and City Employees.

- These leaders would be responsible for employing user research tools and methods (interviews, surveys, focus groups, etc.) in order to collect and organize input and feedback about end-to-end service delivery, becoming experts in how their target audience interacts with each department within City Hall.
- These leaders would employ design thinking tools and methods to partner with departments and project teams to help turn research insights into actionable strategies, design concepts, and recommendations for digital & non-digital touchpoint service improvements.
- This work would span across all city departments, and these leaders should be empowered to collaborate with any level of City Hall employee.
- These leaders would be responsible for convening four "Constituent Councils" made up of actual members of each constituent group (Residents, Businesses, Visitors, and City Employees), to be used as research subjects, sounding boards, and co-designers. Councils would consolidate data, provide recommendations, and share findings with the public.

Conduct a Study to Evaluate Opportunities to Partner with Community Spaces to Increase Two-Way Access, Creating "Front Doors" to City Hall.

- **Community spaces for review should include both city-owned assets and others:** Cleveland Public Library, rec centers, community centers, schools, churches, CDCs, etc.). This approach could deepen mutually-beneficial partnerships with these community spaces.
- Programming could bring City Hall priorities to the public, support constituents with in-person services, and provide an opportunity to highlight what is currently available in these spaces.
- Special focus is needed on digital training, support, and service assistance, especially as City Hall processes are digitized.
- Resources and additional training may be needed to staff "satellite" City Hall locations.
- A "pilot" approach is recommended: choosing one or two physical locations to start and experimenting with different goals and engagement ideas at those limited locations.

Appoint a "Chief of Service Excellence" with a Mandate to Increase Customer Service Quality, Accountability, and Efficiency.

- The Chief of Service Excellence would provide recommendations across City Hall and be responsible for programming to improve constituent service among employees. They should be empowered to make organizational and operations recommendations to City Hall and its departments, so City Hall can deliver outstanding services and grow a customer service-first culture.

For example, the Chief of Service Excellence could:

- Recommend that city service requests and related data (response times, employee contacts & handoffs) be published and tracked—both internally and publicly.
- Make resources available for regular employee training and provide professional development for Lean, Six Sigma, and excellence in constituent service, etc.
- Institute a program for internal employee customer service rotations.
- Implement a rewards system for employees, encouraging customer service mentality and going above-and-beyond to help constituents.
- Monitor service touchpoints for adherence to published communications & engagement standards (including accessibility considerations & multi-language access).

Conduct a Study to Identify All External Community Organizations Working on Key Administration Issues and Publish a Digital Directory of City Hall Community Partners.

- This would expand and deepen relationships with external community partners, such as foundations, the chambers of commerce, etc.
- After creating this repository, next steps would include: analyzing how the organizations work together; convening these partners to establish our modern city hall's reputation as a convener; increase the bandwidth of City Hall; and demonstrate the use of technology as a tool to share information and empower all.

Create and Regularly Convene a "Municipal Digital Innovation Panel."

- The panel should include select municipal technologists and mayors from tech-forward cities to discuss digital transformation strategies and innovative approaches.
- It should focus on learning from their experience and leapfrogging Cleveland's City Hall into the future.

Examples from Other Cities

New Offices, Boards, and Commissions

Innovation and Technology

- Boston's [New Urban Mechanics Office](#) (or some cross-cutting office to look at long-term challenges and innovation. Also see [One NYC.](#))
- South Bend's [Innovation and Technology Office](#)
- Austin's [Community Technology Commission](#)

Communication and Equitable Engagement

- Civic Engagement and Community Relations Board/Task Force
- [Civic Imagination](#) Office
- [Public Information and Communication](#) Commission
- [Youth](#) Board/Commission
- Various minority group commissions (LGBTQ, African American, Latino, gender-based, disability, elderly, etc.)
- [Mayor's Interfaith](#) Council

Accountability and Responsiveness

- [Ethics and Government Accountability](#) Board
- [Open Government](#) Advisory Group

RECOMMENDATIONS (CONTINUED)

Investing in Organization (Fostering a Culture of Innovation at City Hall; Creating a Cross-Cutting Office Around Innovation and Engagement)

Office of New Urban Mechanics (Boston):

- This forward-thinking office was established in 2010 to “work across departments and communities to explore, experiment, and evaluate new approaches to government and civic life.” This team of 10 (plus fellows) prototypes and explores solutions to different problems and holds open weekly office hours to brainstorm with residents who have creative ideas for Boston.

Civic Imagination Office (Bologna):

- According to the [City Innovation website](#), Bologna’s “Civic Imagination Office serves as an urban policy innovation lab to research, communicate, and co-design urban transformations. The Office helps oversee six District Labs—hubs of collaboration and innovation where city officials and residents work together to tackle challenges facing Bologna. These Labs not only accompany residents’ project proposals (called collaboration pacts), but also facilitate the participatory budgeting process in Bologna. These efforts have led to a significant increase in resident engagement: resulting in more than 480 collaboration pacts being implemented, and more than 14,000 people voted in the first year of participatory budgeting.” It taps into funding dedicated to innovation in the city.

Department of Innovation and Technology (South Bend):

- Each quarter, this team works with a different city department on a high-priority project. This department includes divisions of services (internal tech-related services for city employees), applications (all software apps and platforms, including 311), civic innovation (resident access to tech and

digital literacy), business analytics (resources for projects to other city departments; tech & data for improvement), and infrastructure (hardware, software, and security).

Investing in People (Training City Hall Employees, Attracting and Developing Future City Hall Leaders)

Digital Service Academy (Orlando):

- Orlando was a finalist for the Engaged Cities Award for its efforts to digitize and simplify processes for its residents, using resident input and launching a 3-day Digital Service Academy on human-centered design to train city employees to build and test digital services. The city created a Digital Platforms and Service Design team to facilitate this training and implement new solutions. As a result, service satisfaction among residents has increased by 60%.

Innovation Fellows and New Urban Mechanics Fellows (Boston):

- Summer Fellowships help retain and attract diverse talent as well as spark innovation. Housed in the [Department of Innovation and Technology](#), innovation Fellows spend 8 weeks over the summer working on projects such as piloting new technologies, connecting with residents, and testing innovative problem-solving approaches. This summer internship is open to undergraduate students, graduate students, and recent graduates and they are paid a stipend (unspecified). New Urban Mechanics Fellows, housed in the [Office of New Urban Mechanics](#), “Fellows work as a team, creating and putting in place thoughtful new prototypes, policies, or programs to benefit Boston.” Aiming to attract the next generation of leadership to public service, this team also works for 8 weeks and is paid a stipend of \$5,880. Similarly, there is a 2-year fellowship (\$75k annually) for young talent in the New Urban Mechanics Office. There is an emphasis on diversity and applicants must have some connection to Boston (go to school there, live there, etc.).

Community Engagement Plan (Minneapolis)

- Minneapolis has a 50+ page community engagement plan to ensure more equitable participation. They utilized some really creative tactics to get input from community members for their [2040 Comprehensive Plan](#).

Investing in Structures (Developing Platforms, Websites, Physical Places, and Space for Community to Engage Meaningfully and to Help City Meet People’s Needs)

Engage PGH (Pittsburgh):

- Residents can filter by type of event or project (like environment, community, etc.) and by area of city. This calendar is more focused on planning, design, and neighborhood or park master plans.

Mychimyfuture (Chicago):

- Residents can view specific event and activity calendars to keep youth connected and engaged.

Dashburgh (Pittsburgh):

- Pittsburgh just announced the launch of Dashburgh, a platform through which residents can access data from a variety of the city’s platforms to see how the city is serving its residents. As of now, residents can view dashboards with data related to equity, public safety, 311 requests, neighborhood development, and more. The city plans to incorporate more data from additional sources. Similarly, Chicago’s [“WindyGrid system”](#) works across departments. It “brings together siloed information to aid in coordination across departments and support data analysis.”

Bogota Listens to You App (Bogotá):

- According to the [Engaged Cities Award](#) website, with this new platform in Bogotá, “The city increased its responsiveness and accountability to citizens by creating a user-friendly Citizen Input Data Dashboard and a new mobile app to better collect complaint data. The data was organized in publicly available maps, allowing residents to more easily submit and track their complaints and helping the city prioritize and efficiently respond to resident needs.” The outcomes are impressive: a 33 percent increase in the number of residents submitting requests and a 55 percent decrease in response time for requests made via the app.

RELATED BOARDS & COMMISSIONS

1. Boards & Commissions Identified as Relevant to Establishing a Modern City Hall:

- Mayor’s Action Center
- Technology Advisory Committee
- Civil Service Commission
- Workforce Investment Board
- Community Relations Board
- City Records Commission

2. We recommend appointing a digital service expert to each of the external boards and commissions to which Mayor Bibb can make appointments (i.e., CMHA, GCRTA, Economic Development, etc.).



NEIGHBORHOODS SUBCOMMITTEE

Defining the Mission

Cleveland is a city of neighborhoods. The Neighborhoods Subcommittee focused on community engagement meetings with residents, institutions, community members, and other stakeholders in Cleveland's neighborhoods. It aimed to listen, to amplify voices, and to produce not just vision but action. The subcommittee focused on fostering a positive and solutions-oriented dialogue, to swiftly move forward to a better Cleveland for all.

Residents and community members desired greater connections in their neighborhoods through both social and physical infrastructure, two-way communication with the Mayor's Office and City Hall, and equitable funding and city service delivery. Longer-term actions include investment in intergenerational indoor and outdoor gathering spaces, cultural competency and community-defined public safety measures, broadband internet accessibility, etc.

MEMBERS

Pastor Richard Gibson, *Co-Chair*

Marilyn Burns

Joyce Huang

Ricardo Leon

Khrystalynn Shefton

Tony Sias

Tim Tramble

FACTORS TO CONSIDER

Including Every Neighborhood

Not all of Cleveland’s diverse and varied neighborhoods have been included in discussions about Cleveland’s future, much less in the plans for Cleveland’s future. This cannot continue.

Cleveland’s Lead Crisis

Cleveland faces a well-identified crisis regarding lead, which has poisoned generations. Now is the time to address lead in full.

Pandemic

The pandemic has disproportionately affected Cleveland’s underserved communities—and Cleveland has found itself as an epicenter of the Delta and Omicron COVID-19 variants.

COMMUNITY ENGAGEMENT

Public Listening Sessions

Hosted a series of online public listening sessions, attended by a broad-reaching group of over 90 community members.

Returning Residents

Hosted an in-person conversation with 25 individuals who returned from incarceration.

Community Connections

Hosted in-person and virtual conversations with a diverse group of community leaders, E. 66th Street stakeholders and residents, and the Hough Youth Advisory Board.

Residents from 16 neighborhoods and community members were included, representing a cross-sector, multi-disciplinary group:

- Affinity groups (Latinx, Asian American Pacific Islander communities)
- Artists of color
- Children's Coalition along with parents with young children
- Cleveland Public Library
- Community Banking and Loans
- Community Development Corporations
- Community Organizers
- Cooperative ownership and wealth-building organizations
- Education
- Faith community and grassroots organizing
- Food access
- Housing advocates, Lead Safe, and vacant land reutilization
- Immigrants and refugees
- Legal Aid
- Low-income housing developers and management
- People experiencing houselessness
- Public safety
- Returning residents
- Youth

COMMUNITY INSIGHTS

1. **Connection:**

- Residents desire greater connections to and within their neighborhoods through both social and physical infrastructure.

2. **Communication:**

- Residents are looking for two-way communication with the Mayor's Office and City Hall.

3. **Equity:**

- Residents are clamoring for equitable funding and city service delivery across neighborhoods.

4. **Vision:**

- Long-term needs have gone unaddressed: gathering spaces, cultural competency, community-defined public safety, broadband accessibility, and more.
-

RECOMMENDATIONS

Monthly Mayoral Walk & Talks in Underattended Neighborhoods.

- With the intent of uplifting the spirit of people, commit to visiting neighborhoods and understanding resident and grassroots perspectives. Focus on areas with lower civic engagement, low-income areas, and areas not frequented by public officials and leaders.

Launch an Assessment to Determine Residents' Preferred Communications Channels and Create a Single Database.

- Residents can be excluded by overly formal processes. Find a system that feels comfortable for residents to receive information. Councilmembers currently rely on Community Development Corporations for "customer relationship management" system access or funding – there is not one singular database of residents that exists.
- Consider using texting, TV20 (the local government access channel), social media, and the city website.
- Publish broadly the resources available to residents, especially residents who are impacted by poverty, crime, violence, trauma and other social determinants. Residents specifically mentioned recycling, road maintenance and tree maintenance as a few of the city service areas in which they prefer more communication.

Align CMSD, CPL, and Cleveland Recreation Center Programming Calendars.

- Aligning the program calendars of these three institutions allows for caregivers to send their children to trusted safe spaces when school is not in session.

Assess City Service Delivery and Create Strategy to Address Underattended Areas.

- Residents noted that areas closer to powerful institutions had more city service delivery and attention. Assess current delivery operations and provide avenues for more equitable service delivery. Customer service should be emphasized. The tone of communications from the city's staff members should be courteous and refrain from being patronizing.

Compile All Existing Neighborhood Reinvestment Plans and Create an Execution Strategy.

- Many organizations (including city departments) have recently completed plans including the [Cleveland 10-Year Housing plan](#), [various neighborhood plans](#), zoning pilots, etc. Assess all city neighborhood plans and direct investments explicitly towards neighborhoods that are in greatest need of human and economic investment.

Fund Alternatives to Police Responders, Like Community Improvement Districts, Through Programs That Offer Support Services.

- Invest in community-led and community-defined public safety efforts that show dignity and respect to all neighbors. Focus on areas that are most needy based on 1) crime indices and 2) where traditional Special Improvement District tax legislation would be a burden on businesses and residents.
- Consider Hire Local efforts to hire residents in their respective neighborhoods. A rough estimation of \$10-25 million in ARPA funds could subsidize neighborhood Community Improvement Districts. See Old Brooklyn CDC and the MidTown-Hough Community Improvement District as models.

RECOMMENDATIONS

Execute Lead Safe Coalition Recommendations to Create Lead Safe Housing—Specifically, the Lead Safe Certification Ordinance.

- Mitigate home lead crisis and encourage safe and healthy homes via [Lead Safe Coalition recommendations](#).

Deploy \$73.7 Million in ARPA Funds for Safe and Affordable Housing to Stabilize, Respond, and Recover from the Pandemic.

- Create an additional eviction prevention fund paired with wrap-around services and communications strategy for people facing homelessness during the pandemic: comprehensive housing stabilization, including dynamic rental assistance, landlord incentives, acquisition and rehab, capitalization of first mortgages, gap financing, lead safe home fund, CDC support.
- [Budget and implement ARPA funds](#) towards comprehensive housing stabilization, including dynamic rental assistance, landlord incentives, acquisition and rehab, capitalization of first mortgages, gap financing, lead safe home fund, CDC support.
- The Department of Community Development should assess the equitable distribution of funds for organizations - with a focus on Black & MBE-led organizations working in neighborhoods, not just the largest players.

Address Gap in Services for Violent Offenders Returning from Incarceration, Who Are Prohibited by Ordinance from Residing at Halfway Houses.

- Returning residents who were incarcerated for violent offenses can struggle to find shelter and stable housing, leading to additional instability and too often perpetuating cycles of violence. Returning Clevelanders need a place to stay in order to reintegrate into society.

Deploy \$10 Million of ARPA Funding for the Arts in Cleveland Neighborhoods.

- Cleveland's arts and culture sector was critically impacted during the pandemic. The unprecedented financial damage rose to \$146 million and impacted 5,000 jobs in Cleveland-area cultural nonprofits alone. Focus funds on local artists and creative neighborhood place-building to uplift and empower residents.

ADDITIONAL RECOMMENDATIONS FOR QUICK IMPLEMENTATION

Pursue “Welcoming City” Status for Immigrants and Refugees.

Streamline Process to Host Block Parties.

- Review the permitting process and minimize the steps needed so residents are empowered to celebrate their neighborhood.
- Add flourishing touches, i.e., coordinate with the fire department to have fire trucks at block parties.

Waive the Cost of Registering for a Minority Business Enterprise (Mbe) Certification to Reduce the Burden on Cleveland-Based Mbe Contractors.

Reschedule Neighborhood Design Review Meetings Times from 8:00/9:00am to Early Evening (and/or Provide Virtual Accessibility), to Facilitate Participation from Residents, Parents, and Neighborhood-Based Developers.

RELATED BOARDS & COMMISSIONS

In order to both learn more from residents about the needs of their communities and to act on those needs, Mayor Bibb will need to pay special attention to the following boards and commissions:

- 1. Community Relations**
- 2. Civic Engagement**
- 3. Planning Commission**
- 4. Public Utilities**



OPEN GOVERNMENT
SUBCOMMITTEE

Defining the Mission

Our working definition of “open government”:

“A culture of governance based on innovative and sustainable public policies and practices inspired by the principles of transparency, accountability, and participation that fosters democracy and inclusive growth.”

— [OECD, Open Government; The Global Context and the Way Forward, 2016.](#)

MEMBERS

Erika Anthony, *Co-Chair*

Nora Kelly

Dan O’Malley

April Urban

Leon Wilson

FACTORS TO CONSIDER

**Open Government
Must Underpin
All Functions of
City Hall**

Embracing and cultivating a culture that embraces Open Government requires an audit, analysis, and transparent communication pertaining to the overarching goals.

**Open Government
Is Not New and Has
Been Embraced and
Implemented Globally**

The concept of Open Government started to be embraced and implemented globally in the early 2000s. There are countless best practices and examples to consider, as well as opportunities for future innovation.

**Adopting These Core
Principles Will Lay
the Groundwork for
Rebuilding Trust and
Fostering a Healthy
Democracy**

Fully embracing the stated core principles and implementing the necessary policies and practices will take time. However, consistent and transparent communication—both internally and externally—will be critical to (re-)establishing trust and ultimately a healthier democracy.

DEFINING THE MISSION (CONTINUED)

From there, the Open Government Subcommittee grounded its work together in a series of six principles. Subcommittee members developed four key principles based on their expertise and experience and, following discussions with resident and stakeholders, drafted two more (marked with *).

Those principles are:

- 1. Accessibility*** ensures that information and materials are provided in formats that honor the diversity of our community, with particular focus on individuals with disabilities, with varying reading levels, who use languages other than English, and who are best reached through a variety of media forms (online, print, social media, and television).
- 2. Accountability** enables the public to hold the government to account for its policy and service delivery performance.
- 3. Collaboration** improves the effectiveness of government by encouraging partnerships and cooperation across levels of government and throughout the community.
- 4. Digital Inclusion*** prioritizes making digital engagement inclusive. The digital gap prevents certain parts of our community from fully participating online; particularly Black, Indigenous, Persons of Color, LGBTQIA+, and low-income individuals; people with disabilities; and women. Digital Inclusion must ensure that internet access is inclusive and address barriers to affordability and accessibility for underrepresented communities and geographically isolated parts of Cleveland.
- 5. Participation** is a key component of a robust and healthy democracy. An open government fosters participation by designing processes and systems that encourage and facilitate participation and benefit from the experiences of residents.
- 6. Transparency** promotes accountability by providing the public with information about what the government is doing.

These principles are the key to any conversation about open government, including the analysis and recommendations below. As Mayor Bibb embarks on this new journey with the residents of Cleveland, the subcommittee encourages him and his administration to embrace these principles.

“We value public participation of all people, equally and without discrimination, in decision making and policy formulation. Public engagement, including the full participation of women, increases the effectiveness of governments, which benefit from people’s knowledge, ideas and ability to provide oversight.”

Open Government Partnership

COMMUNITY INSIGHTS

1. **Online Communication: Single Most Important Area for Improvement**

- Overwhelmingly, the most common forum, interview, and survey responses discussed the need for clear communication, website feasibility and features, and online forms and applications.

2. **City of Cleveland’s Website**

- Participants noted how outdated the current website is, limiting its ability to be effective and benefit the residents of Cleveland. For example, providing community dashboards to track the mayor’s priorities, “how-to” videos to demonstrate how to utilize certain services, or even a space for residents to submit feedback is just not possible on the current platform.

3. **Accessibility + Communication**

- Residents attested that they needed the City of Cleveland to translate its website and/or provide materials in various languages, as well as hire more multilingual staff. Residents also stated the need for the city to provide updates via text and social media—as well as the need for two-way communication, where residents and government can both hold each other accountable for their progress (i.e., 311).

4. **Listen!**

- There is a strong call for accountability and trust-building, which can only occur via listening sessions, public forums, open meetings, office hours, etc., whether conducted virtually or in-person. Residents want their city to hear from them and genuinely consider their voices, but they simultaneously want to hear more directly from the city and the mayor about Cleveland’s challenges and progress.
-

COMMUNITY ENGAGEMENT

Identification of Key Stakeholders + Resources of Note

The subcommittee developed a master matrix that includes: key stakeholder, research and policy options. This grounded the subcommittee's work together, as well as informing our community engagement strategy. It allowed us to see what key information was missing and determine the best methods to collect and engage our community to ensure we had a robust understanding of the issues.

Roundtable Discussion

The subcommittee hosted a virtual Roundtable Discussion on December 8, 2021, attended by approximately 55 people.

One-on-One Interviews and Surveys

To gain insights on an individual level, the subcommittee conducted ten one-on-one interviews with key individuals; developed and administered a survey that was distributed after the Roundtable; and developed and administered a survey to the community at-large. Our survey was in the field for one week, and 575 individuals completed the survey.

RECOMMENDATIONS

Administer an Open Government + Data Directive

- Formalize a commitment to open government that explicitly names and commits to the guiding principles of transparency, accountability, fostering participation, and collaboration.

Hire a New Chief Technology and Innovation Officer

- Codify the Administration's vision for a Modern City Hall by making this a cabinet-level position and restructure its function under a newly created Office of Technology & Innovation.

Establish a Community Advisory Committee

- Establish a Community Advisory Committee to guide the creation of a more open government, with membership including: the Chief Technology and Innovation Officer, key administration officials, representatives from city council, representatives from the business community, and residents.

Establish an Office of Digital Equity + Inclusion

- Establish a new Office of Digital Equity housed within a restructured Department of Technology and Innovation. A new Director of Digital Equity and Inclusion should be responsible for strategies to provision federal and state funds toward broadband and digital inclusion.

Implement Participatory Budgeting for the 2022 Budget Cycle

- Partner with the Participatory Budgeting Cleveland (PB CLE) Coalition to develop a participatory budgeting implementation plan that draws on existing best practices and resources in this space. One key element includes setting aside \$30.8 million of the second tranche of ARPA dollars to appropriate in direct consultation with the residents of Cleveland.

Create and Launch a Press Engagement Plan

- Establish a plan that details access and responsiveness to media. Strategies for this plan will include regular press briefings with the mayor and administration officials, opportunities for dialogue, and developing protocols to improve regular engagement operations.

Initiate the Establishment of a Sustainable Open Data Portal with Relevant Data

- Proactively establish an online open data portal and make the city's data readily accessible. This portal is a catalog of important data sets and information pertaining to activities within the city.

Amplify Resident Voices Within City Hall

- Audit City Hall and catalog all key processes where resident engagement is insufficient, as well as where engagement is well-utilized.
- Develop a menu of strategies to improve engagement methods.
- Implement changes, monitor outcomes, and iterate as needed.

Develop a Progress Tracker Dashboard for the Transition Team Recommendations

- Retain the support of the Harvard Kennedy School of Government students to help convert the Transition Committee's recommendations for the first 100 days into metrics to measure progress and build off this initial tracker to develop a framework and internal governance controls for ongoing assuring accountability.

Explore and Join National Associations to Amplify a Culture of Learning and Improving the Principles of Open Government.

- Cleveland should embrace learning from and leveraging global open government best practices by joining national associations such as What Works Cities and the Government Alliance on Race and Equity. These generative exchanges will benefit the Bibb Administration across the board, not just in its commitment to Open Government.

BOARDS & COMMISSIONS

- 1. The City of Cleveland has not previously adopted the principles of Open Government. Therefore, there are no Boards or Commissions explicitly focused on this issue area.**
- 2. The subcommittee recommends hiring a Chief Technology and Innovation Officer and assembling a Community Advisory Committee to include key stakeholders inside and outside of City Hall and guide the implementation of Open Government principles.**
- 3. While the subcommittee looks to the proposed Community Advisory Committee to guide this process, it also recommends that the Bibb Administration commits to making available to the public an updated list and roster of all Boards and Commissions, as well as the terms of members and the process for applying to a Board and/or Commission.**



SAFETY SUBCOMMITTEE

Defining the Mission

Our first responders (police, fire, and EMS) must reflect community values and needs, protect the health and wellbeing of the community, and recognize the dignity of each individual during every encounter. The departments must operate with transparency, compassion, and data-driven programming to reduce crime, save lives, and increase the efficiency of service delivery. This should be done while fostering collaboration with community partners and stakeholders.

A truly comprehensive approach to public safety in Cleveland must keep the following objectives as its foundation: (1) create the infrastructure necessary for a continuum of care to address violence in our communities; (2) implement a group-violence reduction strategy; (3) expand the capacity of community-based organizations; (4) change environmental conditions that contribute to violence; and (5) operate with transparency, compassion, and data driven programming.

In pursuit of these objectives and across all city operations, the Bibb Administration must work to dismantle structural racism and reverse policies that perpetuate social and economic inequities.

MEMBERS

Darrell McNair, *Co-Chair*

Dan Bernath

Myesha Crowe

Jeff Follmer

Clayton Harris

Alex Johnson

Francis Lally

Paul Melhuish

Timothy Sommerfelt

Sanford Watson

FACTORS TO CONSIDER

Consent Decree

On May 26, 2015, Chief United States District Judge Solomon Oliver Jr. approved the Consent Decree between the City of Cleveland and the U.S. Department of Justice, committing Cleveland and the Division of Police to comply with its terms.

Proposed Legislation

Ordinance No. 750-15 – first introduced in 2015 by Council members Matt Zone and Kevin Conwell. Ordinance relates to the prohibition for police of biased-based profiling.

Pandemic

The COVID-19 pandemic has challenged all facets of public safety—from the way first responders engage with residents, to the strain of over-capacitation at health care institutions and corrections facilities.

COMMUNITY ENGAGEMENT

The Safety Subcommittee included stakeholders from diverse backgrounds, professions, and experiences. They represent their communities through their professional accomplishments, union leadership roles, or decades of engagement on public safety issues in Cleveland. The recommendations produced by the subcommittee represent the combined wisdom of this group.

As public safety is the paramount issue for residents and municipal leaders, the Safety Subcommittee recommends that the Bibb Administration engage in long-term “deep listening” and engagement sessions to fully embrace the community’s vision for a safer Cleveland. This should include:

- Adopting a stakeholder consensus that public safety is a matter of public health, for the wellbeing of all Cleveland residents and visitors. In doing so, the city should engage a wide array of stakeholders to identify solutions to a complex social problem and implement a city-wide model. This draws on “collective impact” and “localized public health” models of safety engagement.
- Creating a climate in which residents and first responders (CPD, CEMS, CFD) have stronger relationships, including increased trust and positive perceptions of one another through the promotion of legitimate, transparent, and just exercising of CPD officers’ discretionary power during officer encounters.
- Identifying and providing a safe space for expressing the community’s safety concerns, providing resources to the community, and allowing the community to evaluate public safety performance based on goals and initiatives.

COMMUNITY INSIGHTS

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- 1. Engagement involves community building, education, employment, and economic development.**
 - 2. There is a need for increased awareness centered around community safety and the role of first responders.**
 - 3. The public would benefit from a single “civil service institute” (police, fire, and EMS/EMT) to increase exposure to civil service professions and increase chances for job placement.**
-

RECOMMENDATIONS

Encourage the mayor to do a full shift ride-along with first responder units CEMS, CFD and CPD, and to ensure that the ride-along is an authentic reflection of the work performed.

Appoint an Assistant Public Safety Director tasked with the clear responsibility of building a Mental Health Crisis Response Team.

Share data with constituency and stakeholders to better ensure transparency.

- This involves providing resources to continue support and development of high quality, data-driven applications for informed decision making around CEMS, CFD and CPD services, delivery, administration, and proactive preventative measures.

Begin contract negotiations with CEMS, CFD, and CPD unions within 100 days.

- This is earlier than has been done in the past.
- In doing so, the city needs to build a contract that mirrors community values and is equitable to all parties.

Convene a panel to revisit the existing Community Policing Strategy and make recommendations based on today's environment.

Re-evaluate the academy process and in-service training for all divisions, with an increased emphasis on both initial and ongoing training. Utilize best practice models from other metropolitan cities.

Review and evaluate CEMS billing practices to ensure that insurance companies are paying their fair share. A review of initial data indicates Cleveland lags all other cities.

Review leadership throughout the departments at all levels, including Chiefs and Commissioners.

Re-examine CFD shift start times for suppression units as well as potentially changing shift schedules for fire dispatchers from 12- to 24-hours.

Develop a marketing and communication campaign around first responders to assist in telling their story, which will aid in recruitment and retention efforts.

RELATED BOARDS & COMMISSIONS

Public safety policy is implemented through a number of venues. The Safety Subcommittee identified the following as particularly relevant to this moment.

1. **Police Review Board**
2. **Cleveland Police Monitoring Team, which operates under the Consent Degree**
3. **Any board or commission that results from Issue 24**



TALENT
SUBCOMMITTEE

Defining the Mission

The Bibb Administration has a remarkable vision for the transformation of the City of Cleveland. To achieve this vision, the mayor will need the right people, culture, and structure to drive this transformation.

The City of Cleveland will be an employer of choice and attract the best talent in Northeast Ohio. Foundationally, the elevation of the Department of Human Resources to a cabinet-level position will strengthen and empower the talent function at City Hall and help realize of the below recommendations. These recommendations all strive for long-term, sustainable change—including culture change—to support and advance the vision of Mayor Bibb.

MEMBERS

Paul Clark, *Co-Chair*

Elise Hara Auvil

Marquez Brown

Fran DiDonato

Kathryn Hall

Yentil Rawlinson

FACTORS TO CONSIDER

Labor Shortage

Across the United States, employers are facing a historically tight labor market, which increases the competition for talent for government agencies.

Implementing Change Management

A key challenge will be “Change Management” (CM) under the confines and limitations placed by city ordinances, the Civil Service Rules, and the city’s many collective bargaining agreements.

NEO Talent / Brain Drain

Cleveland faces the ongoing challenge of retaining young professionals and underrepresented groups within certain industries.

COMMUNITY ENGAGEMENT

Employee Forum

The Subcommittee hosted a lengthy forum for municipal employees across departments and roles. It was designed to help Talent Subcommittee members develop a more complete vision for attracting, retaining, and engaging talent.

The Subcommittee provided five questions at the forum to kick off the conversation:

- Do you have the resources to do your job?
- Do you receive feedback on your performance?
- What are the opportunity areas for change?
- If you were Mayor Bibb for a day, what would you do to improve the employee experience?
- What motivates you?

COMMUNITY INSIGHTS

1. **Transparency:** Internal and external stakeholders face the constant challenge of understanding internal processes, obtaining and deciphering city data, and obtaining necessary information from the City of Cleveland.
 2. **Leadership Accountability:** Leaders are not equipped with the systems, tools, or expertise to guide and support employees. Leaders are not accountable for performance or for culture.
 3. **Learning & Development:** Employees do not have access to opportunities for growth, for progression, or to improve their skill set. They do not receive feedback on their performance.
 4. **Engagement:** Employees do not feel seen, heard, respected, or recognized by leadership. They have strong connections to peers but are not motivated to perform at the highest levels.
-

RECOMMENDATIONS

Aligned Culture

- Conduct a “mission, vision, and values” session with new leadership team to align goals, behaviors, and expectations for workplace culture. Communicate and reinforce to all employees.

Boards & Commissions

- Communicate the process and roles of boards and commissions to drive transparency and trust. Review the membership to ensure a wider representation of the diversity of the residents of Cleveland.

Talent & Culture Commission

- Establish a “Talent & Culture Commission” to oversee and support the implementation of consistent actions to attract, retain, progress, and engage employees.

HR Structure

- Assess and explore centralization of HR structure to reduce complexity and variation across departments.

Core HR Policies & Procedures

- Review, assess, and revise employee evaluations process and all HR policies and procedures. Embed diversity, equity and inclusion into policies and procedures to ensure fairness.

HR & Talent Processes

- Implement annual talent processes such as succession planning, performance reviews, and development planning.

Learning & Development

- Create internal succession planning by ensuring growth and investment opportunities for existing employees. Develop annual training for leaders to reinforce mission, vision, and expectations.

Education & Training

- Create online training for basic annual requirements (ethics; diversity, equity, and inclusion; sexual harassment, Family Medical Leave Act, public records, etc.).

Employee Listening Sessions

- Demonstrate inclusive leadership by listening to employee feedback on culture and opportunity areas.

Employee Engagement

- Explore engagement processes such as tuition reimbursement, annual engagement survey, and employee recognition systems.

RELATED BOARDS & COMMISSIONS

The Talent Subcommittee identified the following boards and commissions as essential to transforming the culture at City Hall and attracting the best talent in Northeast Ohio.

- 1. Cleveland/Cuyahoga County Workforce Development Board**
- 2. City of Cleveland Civil Service Commission**
- 3. City of Cleveland Fair Employment Wage Board**



THANK YOU

In addition to the incredible subcommittee members, this transition relied on so many others across our community.

The Bibb Transition Staff, whose long hours, hard work, and good humor kept the transition on track: **Kumar Arora, Elise Hara Auvil, Bradford Davy, Austin Davis, Fran DiDonato, Eden Giagnorio, Scott Hubay, Ethan Khorana, Melekte Melaku, Ryan Puente, Hazel Smith, Vanessa Tey Iosue, Jessica Trivisonno, Bridgette Tupes, Connie Waddy, Kate Warren, and Angela Woodson.**

The graduate and PhD student volunteers from Cleveland State University's Maxine Goodman Levin College of Urban Affairs: **Roy Ansted, Tisha D. Barnes, Courtni Began, Cathy Belt, Haley Carl, Emily G. Dahnert, David L. Elliott, Keenan D. Fentress, Josh Gross, Lauren Hodges, Alex Johnson, Cait Kennedy, Ellen Kubit, Nate Lull, Marcus Madison, Margaret Mahoney, Dustin Major, Abby Poeske, Lisa Rapaszky, Matthew Sladek, Uliana Spiridonova, April D. Waltonen, and Sean Webster.** Their support facilitating, administering, writing, and researching for these subcommittees, the transition's policy recommendations, and community outreach produced a robust and comprehensive transition report with resident voices at the center.

The hundreds of residents who participated in the listening sessions, feedback meetings, surveys, roundtables, and interviews.

And you, for reading this report.



Paid for by Bibb Transition Fund.