1   BEFORE THE CITY OF CLEVELAND CITY COUNCIL

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5   In Re: :
                                    :
6   2015 Budget Hearings   :
     Mayor's Letter of Transmittal:
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                              Cleveland City Hall
10   601 Lakeside Avenue
                              Cleveland, Ohio 44114
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13   Transcript of the video recorded

14   above-entitled matter, held on Tuesday,

15   February 17, 2015.

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1   PROCEEDINGS

2   CHAIRMAN KELLEY: Ordinance No. 11015,

3   Council Member Kelley by Departmental request.

4   An emergency ordinance to make appropriations

5   and provide current expenses for the daily

6   operations of all municipal departments of the

7   City of Cleveland, for the fiscal year from

8   January 1, 2015 until December 31, 2015.

9   Mayor, welcome, great to have you here.

10   I've certainly read your Letter of

11   Transmittal, but I would like to give you an

12   opportunity to address the body.

13   MAYOR JACKSON: Thank you,

14   Mr. President and the Council Members. This

15   is my ninth year submitting general fund. You

16   know the law requires that we submit a

17   balanced budget and that you pass one. So

18   it's always the conversation between that

19   matters, and then as we're doing that, we go

20   about the delivery of service in providing

21   this service.

22   This budget is $1.3 billion. That

23   includes general fund and enterprise fund.

24   The small enterprise, Airport, Utilities,

25   that's over 700 and something million; and
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 1        then 541 million that's in the general

 2        operations budget.

 3               The enterprise funds are doing well.

 4        Airport is about 150-something million.

 5        They're doing well.  There is some loss of

 6        revenue as a result of the reduction of

 7        flights when Continental de-hubbed.  But their

 8        cash balance and everything is healthy.  As

 9        you know, the airport has aviation revenue and

10        it has non-aviation, like parking and

11        concessions.  So the Director's been pretty

12        good at creating a variety of revenue sources

13        that has allowed him to maintain a good

14        healthy cash balance.  Even though there's a

15        loss in some revenue because of landing fees,

16        the number of planes taking off, the size of

17        them, we're beginning to recover that also.

18        As new airlines come in and these new airlines

19        are really allowing our customers to have a

20        better experience with a better aircraft at a

21        much better price.

22               We believe that -- and the Director can

23        talk about that when he comes up -- we believe

24        in the near future we'll, not only recover all

25        the lost revenues, but be much further ahead,
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1   and position Cleveland as we've always

2   attempted to do with the airport, in a way

3   that we are competitive, regardless of what

4   happens in the airline industry.

5   With Utilities, with the help of

6   Council, you've helped us in regards to CPP,

7   Water Pollution Control, in terms of the cost

8   versus expenditure challenges we've had there.

9   You've helped us move through those

10   challenges, so that we could not only maintain

11   operation, but we can now do much better in

12   our capital demands, particularly at WPC.

13   With Water, we are in a position where

14   we are doing the studies to see if, in fact,

15   we can have or see a rate increase going

16   forward. This study has not been completed

17   and we are weighing not only what our current

18   cash balance is and what the cost are going in

19   the future, but projecting those costs out,

20   plus some revenue streams out. Based on that,

21   we'll come up with something to bring to

22   Council for rate. Our goal is to have that

23   zero, but we have not validated whether or not

24   that is going to be. So as a result of this

25   study, we will be able to determine other

1   things some time this year. I think this is

2   the year where we submit rate increases.

3   For general fund, it's very interesting

4   in general fund, we have, with all the

5   prosperity that has occurred in the City of

6   Cleveland, particularly over the last few

7   years, we have less revenue for operations

8   than we did in 2006. I think in 2006, we had

9          $517 million in revenue to help run the

10   general operation. This year we'll have less

11   than $500 million. So in spite all the

12   prosperity, we still have probably over $20

13   million less revenue coming in now than we did

14   in 2006.

15   Now, what are the factors associated

16   with that. Three major factors; one is the

17   significant cut in State revenue that we are

18   entitled to, based on formulas. Since we

19   produce the revenue that goes to Columbus that

20   they put into this formula to redistribute out

21   to the rest -- redistribute out to the cities

22   and municipalities of the State of Ohio, we

23   generate -- urban centers generated that. We,

24   however, have received far less than we have

25   in the past. So we have a permanent cut of

1   over $30 million. That goes local government

2   fund, State taxes, CAD taxes, Commercial

3   Activity Tax. All types of revenue streams

4   that are produced here, we have lost. So

5   that's permanent loss of over $30-something

6   million.

7   The recession hit us pretty hard, as

8   you know. We were able to sustain ourselves

9   through it and came out of it really in a much

10   better position, in terms of our economic

11   growth than we were before the recession. But

12   we have lost about $18 million permanent loss

13   in property tax. We were collecting around

14   $50 million in property tax. Now, we're

15   around $32 million. So it's about an $18

16   million permanent loss in property tax.

17   In one year alone, we lost $24 million

18   in just income tax. I think that was 2009.

19   We have recovered the income tax, plus more.

20   So we recovered that which we lost in income

21   tax of 20-something million, and we might be

22   $10-12 million to the good, in regards to

23   that. So income tax, which shows that there

24   are jobs that have been created. There is

25   profits that have been created. There's

1   wealth being created. We just have not been

2   able to share in that profit and that wealth,

3   in a way that reflects our entire general

4   fund.

5   Then we've lost -- so what is that,

6   about 58 million, at least $48 million or so,

7   and then we have $7 million in lost revenue

8   with traffic cameras. And there are other

9   smaller losses that we've had. So I imagine

10   that we are pretty close to $60 million of

11   revenue that we would have had, but for

12   certain things.

13   Now, what does that mean? That means a

14   lot, because when -- right now, we have to

15   carry over $50 million to balance out this

16   year's budget, which means we're not

17   structurally balanced. Whenever you're not

18   structurally balanced, you will never be able

19   to increase service, because there's no extra

20   money to spend on that. If we were

21   structurally balance, which we would have

22   been, but for this loss, these tens of

23   millions of dollars, not only would we have

24   been balanced out, structurally, this year,

25   where the amount what it costs us to run the

1   City this year, we raised this year, we would

2   have had in excess of that of probably 10 or

3   so million dollars, that would have allowed us

4   to invest in areas, based on where the

5   administration and council believe that need

6   would have been, whether it would have been in

7   Public Works, whether it would have been in

8   Development Building and Housing, whether it

9   been in Safety, whatever those areas would

10   have been. But the fact that we're not

11   structurally balanced, and we do have to

12   constantly manage costs every year in order to

13   fill whatever gap may occur next year, then

14   our ability to do that service increase is not

15   there.

16   Looking forward, we do have -- there

17   was a law passed in the House and the Senate,

18   and, I believe, and the Governor signed it,

19   that House Bill 5. It's not Senate Bill 5.

20   Senate Bill 5 was about unions. House Bill 5

21   is about our income tax. It just seems that

22   every time there is a revenue source that is

23   doing well, somebody else wants it. As a

24   result of that, we now have House Bill 5, and

25   it will take effect next year, not this year.

1   It passed, I think, in December of last year

2   or January of this year. It will not take

3   effect until next year, but the effect of that

4   is that there are some millions of dollars of

5   revenues that we currently receive that we

6   will not be receiving in 2016. So that's an

7   additional grab at local revenues that has

8   been taken effect.

9   So with all that being said, we will

10   manage the budget this year. We will provide

11   -- budget reflects the level of service in

12   terms of personnel and investment in those

13   areas. The only increase you'll see is in

14   police, where they're based on a commitment we

15   made to Council. I think it was last year

16   some time that we would execute the COPS Grant

17   that allows us to bring on ten additional

18   police officers based on that commitment we

19   made to Council.

20   CHAIRMAN KELLEY: Thank you, Mayor. In

21   Public life, sometimes, things aren't kind.

22   But I don't think I've ever heard anybody say

23   that you weren't a good fiscal manager of the

24   City's budget, so we're here to deal with

25   that.

1   On our side, we're always -- and I'm

2   sure yourself -- we're always worried about

3   what does that mean for services, how do we

4   pay for the services. Just when you mentioned

5   the fact, and Finance Director has talked

6   about this as well, that despite all the

7   prosperity, we're still at 2006 levels, that

8   we're not sharing it.

9   MAYOR JACKSON: We're below.

10   CHAIRMAN KELLEY: Below 2006. But the

11   real story that we're not telling loudly

12   enough, is that but for actions that took

13   place in Columbus, we are above where we were

14   in 2006. We have recovered from our income

15   taxes. We have created the environment. When

16   you think about the cataclysmic effect of the

17   recession and think about National City

18   clearing out, and all of the salaries there,

19   and all of the financial devastation that took

20   place in the City of Cleveland, I think it's

21   impressive that we have recovered from our

22   income tax basis, and but for the fact that

23   Columbus is constantly attacking, trying to

24   keep more of the money that we give them, I

25   think we would be in much better shape.

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 1            So I think that's more of the story,
 2       more of a political story that we need to let
 3       our State government know that we are doing,
 4       on our end, what we can, things that are
 5       within our control to manage our budget.  It's
 6       the things that are outside of our control,
 7       the money that go to Columbus that we're
 8       struggling with.
 9            MAYOR JACKSON:   Council President,
10       you're correct, and if you actually have met
11       with some people in Columbus last week, as a
12       matter of fact, and many times their view is
13       that we will give you some additional tools to
14       help you be more efficient.  My comment to
15       them was, we have learned how to be efficient,
16       and we are pretty good at it.  We just need
17       you to stay out of our pocket.  So that's the
18       one side.
19            But the other side is the recognition
20       that we will never be out of the woods on
21       this, until we get structural balance.
22            CHAIRMAN KELLEY:  Correct.
23            MAYOR JACKSON:   Never.
24            CHAIRMAN KELLEY:  Correct.
25            MAYOR JACKSON:   And I can remember
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1        maybe 3-4 years ago right at the recession,

2        and we were talking about how we were

3        balancing the budget based on containing

4        costs, be more efficient, providing service

5        for less money; doing all these things.  I can

6        remember you asking at that time, when will we

7        get to the point where the revenues will

8        increase, and I said we're right there, but

9        we're not there yet; and then it came.  And

10       when it came, others noticed it also, and they

11       began to say, well, I guess you don't need

12       this, or I guess you don't that.

13            But you're right.  At the end of the

14       day, our duty and obligation is to run the

15       City, and to do it in the best way that we

16       can, with the resources that we have, and to

17       be good stewards of those resources and that

18       responsibility.

19            CHAIRMAN KELLEY:  Thank you.  As we go

20       into this year, there's a couple of unknowns

21       that we've discussed and the Finance

22       Director's discussed with us; potential costs

23       associated with DOJ report, potential costs

24       associated with the RNC that we're not sure

25       about.
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 1              MAYOR JACKSON:    If I may add, we
 2        still have the remaining Public Safety --
 3              CHAIRMAN KELLEY:  The 50 contracts that
 4        are out, right.
 5              MAYOR JACKSON:    Contracts that would
 6        mean that whatever that raise is plus back
 7        pay.  So there's a significant --
 8              CHAIRMAN KELLEY:  Moving parts that are
 9        here.  As far as the RNC, are we -- when we
10        did the bond dollars for it and part of it was
11        our vehicle fleet.  Is that something -- are
12        we able to kind of coordinate our needs with
13        this opportunity, that is the RNC, in terms of
14        our Public Safety forces vehicle fleet and
15        equipment.  Are we able to maybe offset a
16        little bit of the capital that we might have
17        spent out of that?
18              MAYOR JACKSON:    I've been asked that
19        several times.  They have to remain distinct
20        and different, simply because there's no --
21        we're applying for a $50 million grant from
22        the Federal government.  They've given it to
23        every city since 9/11, so we're pretty
24        confident we'll get that.  But that grant is
25        to support putting on the convention, and it's
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1   not to support us balancing our budget or to

2   pay for our capital needs. Now, if they

3   coincide, they coincide, but there is a

4   distinct difference and we cannot, and will

5   not, have a conversation around whether or not

6   one benefits the other.

7   I know that we have, with Council's

8   approval, we've paid our shared $2.5 million

9   of what will amount to about a $110 million

10   proposition to put on this convention, $50

11   million of that will come from the grant.

12   We're anticipating some $60-something million

13   will come from the host committee raising

14   private money and some in kind service. So

15   we'll spend money. We'll be spending money in

16   preparation. One of the reasons why we have

17   on the $100 million bond issue, for two years,

18   we are not paying the debt, because we built

19   into the bond issuance the ability to sneak in

20   debt service in the third year.

21   One, this year, is because of knowing

22   that we need some flexibility this year; and

23   then 2016 is our ability to up front some

24   money that we anticipate we'll get reimbursed

25   for it, in terms of cost, to put on the

1   convention. Then after 2016, in 2017, then

2   we'll be doing the debt service on the $100

3   million bond.

4   CHAIRMAN KELLEY: So I don't want to

5   monopolize all the time. I want to give my

6   colleagues an opportunity, but I do want to

7   just kind of -- looking forward, we'll have

8   to, obviously, kind of keep a close watch on

9   those parts of the budget that are yet unknown

10   that are going to be our responsibility.

11   Just moving forward, I've heard, you've

12   heard, we've had discussions about some of the

13   challenges of filling positions. With the way

14   things are set up with Civil Service and other

15   challenges, I'd like to make a priority this

16   year of just kind of working with your

17   administration, figuring out how do we fix

18   this and how do we get it so that directors

19   have the ability to put the people in place

20   that they need to do, to do their jobs.

21   MAYOR JACKSON: Well, Council

22   President, so that you know, we have a

23   standing hiring for service delivery. I do a

24   critical hire every month, meaning that people

25   have to demonstrate that this person or these

1   groups of people you want to hire are

2   critical, and just not a wish list. But when

3   it comes to just a basic service delivery,

4   Waste Collection, the Streets, all those other

5   kinds of things like that. There's no need

6   for that. It's pretty much they have a

7   standing authority to do that.

8   Now as you said, there is a process of

9   particularly since the Courts have said that

10   we just can't do temporary hires without

11   giving Civil Service tests. What we found is

12   that if we attempt to do temporary hires and

13   hire people, then those people still have to

14   take Civil Service test, if they do not score

15   high enough on the testing to be reached, then

16   they're terminated, which is unfair also. So

17   there is a need to coordinate the Civil

18   Service testing. As you know, the list lasts

19   for two years. There's a test given. So many

20   of the positions that take a little bit longer

21   than we would like, are positions that have to

22   go through that process, that are not just

23   basic positions.

24   I'll give you another example. If

25   something is done by resume or certain minimum

1   qualification, where there's no need to take a

2   test, then you can have a list of people based

3   on that, so you don't have to give the test;

4   you don't have to wait for the results; you

5   don't have to do all of that, because the

6   resume speaks for itself. So there's always a

7   constant pool in regards to that. On some,

8   there is a need to wait, and we are very

9   sensitive to the fact that if I hire somebody

10   today, and then by the time we wind up giving

11   a new test, and ranking that test is maybe a

12   year, and then that person's terminated

13   because they're not able to be reached, based

14   on the vacancy and where they fall on that

15   list.

16   CHAIRMAN KELLEY: Just one more going

17   forward issue that I always want to make sure,

18   and I know that you are committed to this, and

19   I had a long conversation with Councilman

20   Cleveland, who is, by the way, at the

21   RTA Board. She expresses her regrets.

22   MAYOR JACKSON: We have to make sure

23   we get some neighborhood development over

24   there.

25   CHAIRMAN KELLEY: Yes, so that's what

1   she's there for. In that same breath, just

2   really making sure that of the prosperity you

3   described of everything that's coming in 2016,

4   to really just make sure that Clevelanders are

5   benefiting from this, our workforce

6   development is robust and there's a portal to

7   all these jobs that we hear about and this

8   prosperity we see, so that anybody in the City

9   of Cleveland who wants to work, there's a job

10   that they can go to.

11   MAYOR JACKSON: Council President,

12   that has been an ongoing effort since I became

13   Mayor, and we continue to work in that vein.

14   The whole community benefits agreement speaks

15   to that. The Fannie Lewis law that requires,

16   in construction, where we have a certain

17   amount of investment, at least 20 percent of

18   the work hours go to Clevelanders, is there.

19   Now, what we've done is we've gotten the

20   private sector to voluntarily adopt the

21   community benefits that includes the Fannie

22   Lewis law. Now every private developer

23   doesn't do that or every private institution

24   doesn't do it, but the major ones do.

25   University Hospital was the first to adopt all

1   of our OEO laws and one of the first

2   signatures of our community benefits

3   agreement, and use it as a floor; not as a

4   ceiling to strive for, but as a floor to start

5   with.

6   The Cleveland Clinic, over the last

7   couple of years, has come to the point where

8   they have adopted it voluntarily. We had the

9   greater Cleveland partnership adopt it. We

10   are currently now working, not only on the

11   side that includes construction, but if you

12   really want -- the people look at construction

13   -- a lot of money and it's glamorous and they

14   think they want to go there, but that is if

15   you want continuing access to wealth and

16   income, the best way to do this, through

17   procurement of goods and services. But we're

18   using the procurement of goods and services as

19   another outlet to better insure the Cleveland

20   companies, or Cleveland area companies, have

21   access to us as a city and government, but

22   also the private sector's procurement. And in

23   doing that, it helps to retain and, in some

24   cases, increase employment.

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

1   not only look at the jobs that it created and

2   who participates in those jobs, it's about

3   doing those things necessary to create

4   eligibility for those jobs as they become

5   available. And it's also about the

6   contracting end, whether in construction or

7   the procurement of goods and services. It's

8   about wealth and how do you keep as much of

9   that wealth local, and keep it spinning around

10   a local economy. The more we can keep a

11   dollar rolling in our local economy, the more

12   people can benefit from that dollar. If that

13   dollar stays here for one or two times and is

14   gone, then the benefit is very small.

15   CHAIRMAN KELLEY: Thank you, Mayor.

16   With that, I want to, again, thank you for

17   being here. I want to open the floor up to my

18   colleagues for questions. I would ask

19   everybody to limit their questions -- their

20   conversation -- to ten minutes, as there's a

21   lot of people that would like to speak.

22   So I would like to begin with Majority

23   Whip Terrell Pruitt.

24   COUNCILMAN PRUITT: Thank you,

25   Mr. President. Good morning, Mayor.

1   MAYOR JACKSON: Good morning.

2   COUNCILMAN PRUITT: You opened up

3   your statements talking about the general fund

4   as well as the enterprise. Well, I have a

5   question about CPP. We know we have a pretty

6   clear understanding of the future for WPC. As

7   you said, we passed a capital plan, which

8   allows for them to insure their future short

9   term, and we have a plan to go long term.

10   When it comes to the Water Department,

11   we finished a pep a few years ago. We're now

12   moving into the distribution lines and making

13   sure that we have a solid AMR system that

14   supports the billing system.

15   But in regards to CPP, I know there's

16   been a lot of work around the marketing and

17   retaining customers. There's also been a lot

18   of work around getting a better picture of

19   what is our fixed costs, as well as reducing

20   operations, and trying to get a better

21   prognostication of what is going to be the

22   requirement for purchasing procuring power.

23   But ultimately, what do you see as the future,

24   because you know that when you have a reduced

25   customer base; when the customers that we do

1   retain use less energy; and we're in a hyper-

2   competitive market. What do you see as the

3   future for CPP?

4   MAYOR JACKSON: Well, Mr. Chairman to

5   the Councilman, the future of CPP is really in

6   our hands. It's a question of whether or not

7   we want to run it as a business or we want to

8   run it as something that we can ask the people

9   don't pay bills or run it in a way that

10   minimizes the business-like approach that we

11   need to take. CPP would not survive without a

12   business model that is based on business.

13   We've lost our competitive edge to a great

14   extent, because of the whole deregulation

15   thing and now they're back trying to do

16   something else. So PUCO hasn't been friendly

17   to us, and as a result of that, we find

18   ourselves attempting to provide service, a

19   high quality service, with a reduced amount of

20   money. Looking at our debt service, and being

21   in the dilemma of if you do want to expand,

22   you have to create debt to expand, which means

23   your cash balance becomes -- you either

24   eliminate it or reduce it substantially, which

25   means you put yourself more in a sub-prime

1   market than in a prime market.

2   So we're working on all these factors

3   that really are impacting CPP, not just

4   recently, this has been going on for years.

5   We've moved CPP into a more business model. I

6   think Council just recently, I think last

7   year, passed legislation that allowed us to do

8   some things in terms of the rate. In looking

9   at what is our fixed costs and whether or not

10   that fixed cost is passed on as you do in a

11   regular business, you pass that fixed cost on

12   to your customers. Or do we, as we have been

13   doing in the past, we just completely absorb

14   it by draining our cash balance.

15   It's those kind of decisions. The fact

16   that we have tremendous differences in rates

17   when it comes to residential, commercial and

18   industrial. If you look at where your most

19   profitable and your least profitable, and

20   where legislation doesn't allow you to do this

21   here, but it allows you to do that there. So

22   those are the restrictive kind of things that

23   makes them less able to operate as a business.

24   So moving forward, as we identify these

25   things, we'll come back to Council, and we'll

1   do as we've done in the past, particularly in

2   the past couple of years, identify needs that

3   we have, and the rationale for asking you to

4   do whatever it is we're asking you to do; and

5   the purpose is to insure the survival of

6   Cleveland Public Power and its profitability.

7   One final thing, we are locked into

8   some long-term contracts. Those long-term

9   contracts are fixed costs. As we analyze

10   that, we see in a certain period of time where

11   that cost will begin to go down. That, what

12   you allowed us to do to restructure debt, to

13   save so much debt service per year, has

14   allowed us to have the kind of cash flow we

15   need, so that when we get to the point that

16   our fixed cost goes and we identify where we

17   need to put some resources to be more

18   competitive, then we'll come back to Council

19   for that too.

20   COUNCILMAN PRUITT: Switching up

21   a little bit, through the Chair, your

22   administration brought over a capital plan at

23   the beginning of this year. It's obvious we

24   wholeheartedly support the need for new

25   vehicles. That's something that you can see.

1   That's an obvious need, especially, of the

2   experience of the past couple weeks. More

3   increased investment in residential side

4   streets, as well as, doing more for the

5   transmission streets. But you had one new

6   caveat in there, that I thought was very

7   interesting, but didn't necessary have. That

8   was the neighborhood equity component. We

9   passed it, because we had a lot of faith that

10   this is something new to spur economic

11   development, because often you get the

12   criticism from everything's being developed

13   downtown, and what are we doing for the

14   neighborhoods.

15   So tell me a little bit, what was your

16   goal and your vision with this neighborhood

17   equity bond.

18   MAYOR JACKSON: Well, Mr. President

19   to the Councilman, in terms of the entire

20   bond, it's $100 million but it's advancing us.

21   So it's not like we're going to do $100

22   million a year.

23   COUNCILMAN PRUITT: You sure?

24   MAYOR JACKSON: Oh no, I wouldn't

25   want to do that. So what we have is this

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1        gives us the ability to upgrade our fleet

2        immediately.  It gives us the ability to put

3        tens of millions of dollars in a leverage,

4        tens of millions of more dollars for

5        infrastructure work, in terms of our streets

6        main, secondary and residential.  It also

7        gives us the ability to look at our capital

8        needs for the deferred maintenance that has

9        been going on in our buildings, whether their

10       safety, recreation, any of our public

11       facilities.

12            So this is pulling money in the future

13       into the present, in order to stabilize

14       things.  That's on that side.

15            Now, with the neighborhood equity

16       bonds, as you call them, what -- there's this

17       perception that money is spent downtown and

18       not in neighborhoods, which is not accurate.

19       First of all, downtown is a neighborhood.  I

20       think you have about -- how many people living

21       downtown?

22            COUNCILMAN PRUITT:       15,000.

23            MAYOR JACKSON:    15,000.  Our goal is

24       25,000.  In your ward, how many live in your

25       ward, sir?
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1              COUNCILMAN PRUITT:      25,000.
2              MAYOR JACKSON:     25,000.  So I would
3      say, in the next couple of years, you'll
4      probably be up to about 17,000 people living
5      downtown.  So there's an investment downtown
6      that needs to be made.
7              Now, that being said, if you look at
8      the capital investments that have occurred in
9      neighborhoods -- somebody got the number,
10     they'll tell me whatever it is -- but it is --
11     what is it?  Over 90 percent of capital
12     investment occur in neighborhoods.  The
13     biggest problem we have is that what does that
14     leverage.  It's not the dollars that we put in
15     the neighborhoods.  What does it leverage?
16             It just so happens is that if you
17     invest $10 million in a downtown project, you
18     may leverage $70-80 million of private
19     investment.  So you get a return of 8-9 to 1
20     on that $1.  If I invest in some
21     neighborhoods, not all neighborhoods, but in
22     some neighborhoods, if I invest $10 million in
23     capital, I might get 50 cent on the dollar.  I
24     might, and that may not necessarily be
25     directly related to that investment.
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1   Then in other neighborhoods that are

2   doing relatively well, I call them a consumer

3   neighborhood. These are neighborhoods where

4   people are consuming the quality of life and

5   the lifestyle of that neighborhood. So they

6   go there. They're not production

7   neighborhoods. They're not neighborhoods that

8   we would consider neighborhoods that are

9   producers of something other than quality of

10   life and lifestyle and standard of living, and

11   people purchase that. So if you invest a

12   dollar there, you might get two or three

13   dollars.

14   But there are certain neighborhoods

15   that are very challenging and very difficult.

16   What we've decided was to -- but these

17   neighborhoods are very challenged. So what we

18   did was we worked with the financial

19   institutions and we said to them, we want you

20   to commit to us that we will figure out a way

21   to take a neighborhood that has as high risk

22   for you, for your investment dollars and we'll

23   figure out a way to invest public dollars

24   there to leverage your private dollars. It's

25   a great theory. The question is how do you

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1        execute.

2                What I've said to my people, as you

3        know we develop a set of criterias, and you

4        have to do that for the bonding companies.  In

5        order to do the bonds, they want to know how

6        you're going to invest, you know, what are you

7        going to invest in.  So you have to develop

8        those criteria.  But what I've said to my

9        people, I am not going to put extra money into

10       the same tools.  I'm not doing that.  Because

11       all that would mean, is that we will spend

12       that money using the same tool, and I'll get

13       no other outcome other than what I've got now.

14               So what I'm asking them to do is be

15       creative in terms of leveraging specific

16       dollars for specific types of project that has

17       the greatest return, not only in terms of

18       private equity and investment, but in terms of

19       what does that do for the quality of life,

20       standard of living, and the amenities of that

21       neighborhood.  What does that mean?  That

22       could be different depending on neighborhood.

23       It could be like when I was a Councilman, it

24       took me 15 years to get a grocery store.

25               So it could be a grocery store.  It
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1   could be a manufacturing facility or some

2   retail investment. It could be any. It could

3   be creating a brownfield that is clean,

4   cleaning a brownfield where you know a

5   developer will come in, but for the fact you

6   got this dirty property. It could be looking

7   at an older building that could be retrofitted

8   for many different things.

9   So I'm asking our people, my people, to

10   look at what are, not only the tools, because

11   we already got tools, and those tools we have,

12   have done quite well in areas where the

13   private sector has assumed the risk is

14   reasonable enough for them to take a risk.

15   But it's not done anything in areas where you

16   have the highest risk, nothing.

17   So we have tools. Those tools will

18   continue to be used every neighborhood

19   throughout the City of Cleveland; continue to

20   be used. But this money is designed for areas

21   that are the most problematic, that have the

22   greatest challenges, and that can build off

23   other things that have been -- one of the

24   reasons why we're so interested -- my

25   administration -- in public transportation;

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1        public transportation and RTA has invested --

2        how much did that station cost over there?

3              VOICE:              $12 million.

4              MAYOR JACKSON:    $12 million.  The

5        question is, did that $12 million make a

6        difference for Slavic Village.  That's the

7        question.  It's a nice looking station.  So

8        the question didn't become, if there's an

9        opportunity to build off that, that would

10       allow us to spend off something there because

11       of that transportation mode, then we should be

12       dealing with it.  We invested -- how much in

13       that rec center, 11?

14             VOICE:              11.

15             MAYOR JACKSON:    $11 million.  Did it

16       provide the amenity and the quality of life

17       that people appreciated and loved?  Yeah.  Did

18       it spur another dollar somewhere?  I don't

19       necessarily think that happened.  Although, it

20       has stabilized some, in terms of the people

21       who live in that area.  It has stabilized.  So

22       that's a public investment that we need to

23       measure what do we get for it.  It's not just

24       in terms of dollars.  It's in terms of what

25       does it do for that community and the people
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1   in that community. That's what that $25

2   million is for.

3   COUNCILMAN PRUITT: Excellent.

4   Thank you.

5   CHAIRMAN KELLEY: Thank you.

6   Councilman Reed?

7   COUNCILMAN REED: Thank you,

8   Mr. Chairman. Thank you, Mr. Mayor for coming

9   over again, and providing us with a balanced

10   budget. Also I want to thank you for no

11   layoffs this year, allowing our employees to

12   continue to have the stability and security of

13   not being laid off.

14   MAYOR JACKSON: Councilman, we'll see

15   how that goes. Now, we did not propose any

16   layoffs. We did not propose any layoffs and

17   it's not our intent to do that. So as we move

18   forward -- if I may, I know you're going to

19   ask the question. We have three primary

20   purposes, and I have a meeting 2-3 times a

21   year with about 600 or 700 of my people in

22   management positions, and I go over this

23   budget, and I keep them updated on it, and

24   talk about the challenges. There's three

25   purposes.

1   One, by law, you have to balance it.

2   So there's nothing you can do about there.

3   Second, is to deliver a level of service that

4   is acceptable to us, in terms of our standard.

5   And third, to maintain employment. It goes in

6   that order. It goes in that order, and you

7   can not satisfy the second one without doing

8   the third one, because once you eliminate

9   people, you eliminate service.

10   COUNCILMAN REED: Through the chair, as

11   you know, there's a meeting tonight on the

12   dredging, and I'm assuming that we're going to

13   have someone there to let them know that

14   that's not something we want to do to our

15   lake?

16   MAYOR JACKSON: Council President to

17   Councilman, we're on record both privately and

18   publicly with the Army Corps of Engineer and

19   our Federal Delegation and our Ohio EPA, that

20   we are opposed to open-lake dumping. We

21   believe it's not the proper or right thing to

22   do at this time. We believe that using the

23   sediments in a way that can -- I forget what

24   they call these things that they put them in

25   -- the dikes that they create, whatever it

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1      might be.  That is still the best way to do

2      it.  As a matter of fact, there's a 50 acre

3      site over in your area that we're using,

4      dredging to create a 50 acre site for

5      development activity.  So it's a higher,

6      better use of the material, and it's not

7      environmentally good for the lake dredging.

8              COUNCILMAN REED:  Mr. Chairman to the

9      Mayor, thank you, with the cold weather, thank

10     you for opening up the warming centers.  Is

11     there a budget reason why there's no heating

12     centers on the far west side of the City of

13     Cleveland?  You've got one in Collinwood, you

14     got one in (inaudible), but there's not one

15     far west.

16             MAYOR JACKSON:    There's no budget

17     reason.  We pay for it within our budget.  If

18     in their rec centers, and there are plenty of

19     rec centers over there.

20             COUNCILMAN REED:  That's what I'm

21     saying.  The only one on the west side is

22     Zone.

23             MAYOR JACKSON:    You have Zone.  You

24     have Dale.  You have Estrabrook.

25             COUNCILMAN REED:  No, that's the only
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1   one that's open. The only one that's open for

2   a heating center is Zone.

3   MAYOR JACKSON: Oh, the only one

4   open.

5   COUNCILMAN REED: Yes, and I was just

6   wondering why that is.

7   MAYOR JACKSON: Well, I don't know.

8   I would ask the Department of Aging and our

9   people, but we usually do that based on some

10   analysis, and I can't tell you what that is.

11   Usually, we assist people in getting there,

12   many times, too. So it's just like at Zelma

13   George, people want to come from Collinwood if

14   Collinwood's not open. So it's at Zone and if

15   they're over in Tremont or Detroit Shoreway,

16   they usually find a way over there.

17   COUNCILMAN REED: All right. Then

18   reading through the book, you said something

19   about the state, but then on Page 47, you say,

20   we do think we have not seen the last of the

21   Federal and State injection of stimulus money.

22   MAYOR JACKSON: Right.

23   COUNCILMAN REED: Do you have a reason

24   for that optimism in light of Congress and

25   Columbus at work?

1   MAYOR JACKSON: Well, yes, we have a

2   reason. It will come in various forms and

3   those forms may not necessarily be in the form

4   that we would deem to be the most appropriate

5   or would be the most desirable. But there

6   will be -- there's always federal money

7   coming. The TIGER Grants, the ones that

8   helped RTA build these stations. There's the

9   moneys we've gotten for major infrastructure

10   work that we would not have gotten but for us

11   doing a little leveraging, but the money came

12   from somewhere else. So there will be moneys

13   coming.

14   I think there's also some COPS Grants

15   that now have come available for public

16   safety. So we'll see money coming. The

17   question is whether or not we can access them

18   financially and whether they're in the areas

19   that we would like to see them in.

20   COUNCILMAN REED: Mr. Chairman to the

21   Mayor, for my final few minutes, I want to

22   hone in on something that throughout your

23   budget, maybe you can help me clarify, because

24   I didn't see it very well. In what I call

25   destination neighborhoods, before these

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 1          neighborhoods became destinations

 2          neighborhoods, and we clearly know what those

 3          neighborhoods look like, you call them

 4          consumer neighborhoods or whatever, public

 5          safety had to step in, and then the private

 6          sector stepped in to a number of these

 7          neighborhoods.  The neighborhoods on the east

 8          side of the City of Cleveland, especially in

 9          Ward 1 and Ward 2, which are not challenged

10          neighborhoods, some of them are stable

11          neighborhoods in the City of Cleveland; we

12          have felt the effects of this violence.

13               I looked throughout your entire budget.

14          Not once did the word violence get used in

15          your Transmittal Letter or through those

16          examples throughout the entire book.  I'm

17          starting to believe, Mr. Mayor, that some

18          believe that we on the east side, especially

19          in Wards 1 and 2, can cope with this violence.

20          When I look at what happened with this Douglas

21          Shine, Jr. situation, that's the alleged

22          murder of these people in the barber shop.  On

23          December 22, 2014, that thug shot somebody 12

24          times.  Then it's recorded that he and his

25          friends probably went up to John Adams and
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1   shot that van up in front of John Adams at

2   1:30 in the afternoon. But until he went up

3   there and did the senseless shooting of those

4   people in Warrensville, there wasn't an all

5   out bulletin to go get that guy. When someone

6   shoots somebody 12 times, I'm assuming that

7   he's a danger to society.

8   So, my question to you, Mr. Mayor, is,

9   as I looked at your book and looked at your

10   Transmittal, where's the violence reduction

11   plan as it relates to getting, especially on

12   the east side of the City of Cleveland, this

13   violence under control?

14   MAYOR JACKSON: Well, Mr. Chairman to

15   the Councilman, violence is something that's

16   perpetrated and it's also something tolerated,

17   and I would say to you that just as the

18   gentleman that you mentioned over in

19   Warrensville, somebody told it, that's how he

20   got caught. I'm pretty sure that when he shot

21   somebody 12 times and shot up that van,

22   somebody didn't tell it, and he didn't get

23   caught. So I would say that violence is

24   perpetrated but it's also tolerated.

25   Let me go a little bit further. So we

1   spend a lot of time, not only looking at

2   violence, but all those things associated with

3   criminal activity in the City of Cleveland.

4   You're right, to a great extent, it is about

5   who it happens to sometimes is the greater

6   determiner as to how people respond. When it

7   happens to this group of people, then people

8   tend to be more outraged than when it happens

9   to that group of people. So you're right in

10   that regard.

11   COUNCILMAN REED: And in certain

12   neighborhoods.

13   MAYOR JACKSON: When I'm talking

14   about groups of people, that's what I'm

15   talking about. It's not to me an east side or

16   west side issue. It is really around what is

17   the infrastructure of violence and how does

18   that infrastructure maintain itself, and how

19   does it perpetrate that violence. What I've

20   found, not only as Mayor, but from being a

21   Councilman, even before I became a Councilman

22   living in Central, where I still live, is that

23   there are underlying factors. The primary

24   underlying factor when you look at criminal

25   activity and what helps to under guard it is

1   the financial side of, primarily, drugs. I've

2   seen it from everything from heroin to powder

3   cocaine to crack cocaine to boy, girl,

4   pharmaceuticals up on 55th and over in Hough.

5   I've seen all of that, and I've seen now,

6   heroin is back, and heroin has a lot of

7   violence associated with it, not only in terms

8   of those involved in the trafficking of, but

9   those who use it. So it's a violent activity,

10   violent activity.

11   Then when you have groups competing

12   against each other or having a cultural mind-

13   set as to how they interact with each other in

14   different groups. There's violence, all this

15   violence.

16   Now, what have we done, since I've been

17   Mayor, we've worked with the U.S. Attorney's

18   office, before Mr. Dettelbach, Mr. White, and

19   there have been -- I can't tell you the number

20   of people who have been arrested under Federal

21   indictments for drug trafficking and gun

22   trafficking, and who are purveyors of

23   violence. What you'll find is that those

24   purveyors of violence, don't necessarily live

25   in that neighborhood. They don't live in that

1   neighborhood. That's just where the activity

2   occurred.

3   Ms. Lewis used to say all the time, the

4   drugs are permitted in certain areas, because

5   that becomes the marketplace where people go

6   to buy and sell. That is the marketplace

7   where people go to buy and sell drugs, where

8   they go to buy and sell sex, where they go to

9   buy and sell guns. That neighborhood and that

10   community cannot sustain that activity 24/7,

11   so it has to have people come in from the

12   outside, in order to feed that market. In

13   order to address the violence of it, you have

14   to get to the underlying cause of the drug

15   activity, and that's the interdiction; that's

16   the police side.

17   Now, let's go a little bit further.

18   Because I can put something in here and call

19   it what you want, but it don't mean that

20   you're going to get anything different than

21   what you got. Now, the two things that I

22   think are the most able to prevent the

23   scenario that I just described to you, and

24   we'll actually begin to dismantle that

25   infrastructure are two major things; a good

1   education and wealth that includes the ability

2   to own a business, as well as give a job.

3   Those two things.

4   Now, it doesn't mean that people who

5   are well educated and people who make a lot of

6   money don't commit crime, a la Wall Street and

7   I could just go on and on and on. But if

8   you're talking about street-level crime, just

9   basic street-level crime, and giving young men

10   and women these days, the opportunity and

11   choice to make the right choice. A good

12   education that allows them to be competitive

13   in a job market and a career, as well as

14   making good life decisions, and prosperity and

15   sharing in that prosperity through

16   entrepreneurship, wealth creation, and the

17   ability to give a job.

18   So, I don't work on these things in an

19   immediate way as some may like it, where they

20   may say I got the solution, I got the panacea

21   for crime. I got the panacea for violence. I

22   don't. I don't. But what I do have, is the

23   long-term solution and those things that I

24   believe make the greatest impact for that

25   infrastructure and that culture of violence.

1   And that's what I do. You'll see it reflected

2   in here, but not designated in here.

3   Just like the Councilman asked me about

4   25 million. You know, 25 million, yeah, but

5   what do we do with 25 million. Who shares in

6   that 25 million? Who shares in the 100 or 200

7   million that's spent off as an investment of

8   that 25 million? Who then owns the means of

9   production? Who then has the ability to give

10   a job? Who then is qualified through a good

11   education and good training to be able to

12   participate in all of what we do?

13   Is it slow? Yeah. It's slow, but it's

14   sure. I will guarantee you that if we stay on

15   track, in terms of educating our young people,

16   and creating an inclusion, a true inclusion,

17   just not the theory of inclusion, but a true

18   inclusion of wealth, of people who have been

19   denied that inclusion; and the ability because

20   I'm older than you and I can remember a time

21   when the same people in the same communities

22   that you talk about, that we're now looking

23   and saying are at risk, or communities that

24   are becoming destabilized, because I can

25   remember when who owned the businesses. I

1   remember who the doctors were, who the lawyers

2   were, who the dentists were, who the notaries

3   were. I remember that, and it worked. It

4   worked.

5   So I just believe panaceas don't work.

6   They're short-term fixes and they create the

7   illusion of success. They create the illusion

8   of resolution. When in fact, they're just an

9   illusion. So I've settled in and I'm doing it

10   in the way that we're doing it, albeit, it is

11   slow. I will tell you, Councilman, that

12   violence is a major issue in Cleveland, and

13   violence is a major issue throughout this

14   country. And it will never be resolved as

15   long as we have disparity in terms of wealth,

16   disparity in terms of education, and disparity

17   in terms of opportunity. It will never be

18   resolved.

19   COUNCILMAN REED: Well, thank you,

20   Mayor, and I agree with everything you said.

21   I totally agree. The only thing I would ask,

22   as we go through the budget and your people

23   come forward, that's going to be one of the

24   things that we're going to be talking about,

25   because I don't think, as it relates to -- I

1   travel to New York a lot, and they use the

2   public health model, and I look at your Public

3   Health Department; they don't even mention the

4   word violence in anywhere as it relates to it,

5   and more and more people are saying it's

6   violence as it relates to a disease. If we

7   handle it in that same way, we could do a

8   serious reduction of violence. And nowhere in

9   your Public Health Department do they even

10   mention the word violence, as it relates to

11   reduction.

12   Thank you, Mr. Chairman.

13   CHAIRMAN KELLEY: Thank you,

14   Councilman.

15   MAYOR JACKSON: Council President,

16   you're right, but your Healthy Cleveland

17   Initiative who is spearheaded out of this

18   Council does, and we are in partnership with

19   them, as well as we are looking towards how do

20   we, not only deal with violence in a sense as

21   a health problem, but also as a mental health

22   condition that we need to address.

23   COUNCILMAN REED: Well, Mr. Chairman,

24   just on that.

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

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1          go to the next speaker.  Councilman

2          Brancatelli?

3               COUNCILMAN BRANCATELLI:  Thank you,

4          Mr. Chairman.  Most of my questions have been

5          answered, but just a couple of quick points.

6          One, we're sitting here on Fat Tuesday, and

7          this budget is anything but fat.  Over the

8          last 12 years, we're down a few thousand

9          employees and you've done a great job of

10         balancing the budget and wringing the

11         efficiencies out needed to provide the

12         services.  Just to tag on a little bit to some

13         of the questions that were asked earlier, can

14         you talk a little bit about kind of the

15         assault on our budget, a little bit around the

16         looming jock tax that folks are coming after

17         and how that might impact us.

18              MAYOR JACKSON:   Council President to

19         the Councilman, that's that House Bill 5 I'm

20         talking about that doesn't take effect until

21         next year.  With that, and there's some other

22         pending, I guess, some legal kind of things

23         going on that basically what will happen is

24         those who earn the most and are most

25         wealthiest will pay the least, and in some
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1   case, nothing. There will be people who earn

2   millions of dollars a year and they'll put

3   those millions of dollars in some category

4   that this new law will say that they do not

5   have to pay withholding tax from. So they'll

6   reduce their base pay. In a sense, their base

7   pay will be minimum, but the huge amount and

8   the majority of their annual salary will be

9   put in a category that can no longer be taxed.

10   Now these aren't sport jocks, these are

11   wealthy people.

12   Then you have sports people, and this

13   whole thing about even with construction

14   sometimes where they want to extend the number

15   of days that a person has to be in the city to

16   work in that city, before they begin to pay

17   taxes. Well, we already have some amount --

18   what is that amount, how many days?

19   COUNCILMAN BRANCATELLI: 20.

20   MAYOR JACKSON: Six months. So they

21   want to go from 20 days to six months. So

22   what benefit is to us to do a development, a

23   construction, if the construction is over with

24   in six months or less, there's nobody paying

25   taxes.

1   COUNCILMAN BRANCATELLI: For that

2   segment of the development, yeah.

3   MAYOR JACKSON: Right. So what

4   benefit is that to us, but we have to provide

5   police protection, safety protection. We have

6   to plow the streets. We have to do all those

7   things that make it possible for them to get

8   in and out and to service their needs, but we

9   cannot collect any revenue associated with

10   income they make. I can just go on and on

11   about those who are being exempt from, and

12   will be exempt starting in January of next

13   year, from having to pay taxes.

14   Now, what dollar amount does that mean

15   for us right now? I don't know. I can tell

16   you it's millions. It's millions. I can tell

17   you that. What exactly it will be, we won't

18   know until the time comes and we actually have

19   to go through it.

20   COUNCILMAN BRANCATELLI: I appreciate

21   that. I know it's an ongoing challenge that

22   we face and hopefully we can work with our

23   State legislators to fend off some of those

24   that are going to impact us the most.

25   MAYOR JACKSON: Well, they told me

1   they'll give us tools to be more efficient.

2   That's what they told me.

3   COUNCILMAN BRANCATELLI: We have a

4   continuing growing medical industry and

5   education industries, but we also have

6   continuing use of land that becomes tax

7   exempt. I think we have a quarter billion

8   dollars of exemptions being challenged as we

9   speak today. Are we getting any further in

10   working relationships or how we do that

11   analysis of those exemptions?

12   MAYOR JACKSON: Council President to

13   Councilman, there have been several attempts

14   to address this issue. Mainly, you're talking

15   about the primary people, people talk about

16   when they talk about this are hospitals.

17   There's always been a conversation, will

18   people come to some agreement to pay something

19   in lieu of taxes, as opposed to paying what

20   the actual tax value is. That has not gotten

21   that far, but I will also tell you that

22   government is a great non-tax paying entity.

23   Churches are non-tax paying industry.

24   I can go on and on when you look at the

25   value, the actual property value, that exists

1   in the City of Cleveland, and then what

2   they're valued at, because, believe me, those

3   who do pay the taxes and pay the bulk of it,

4   go into the Board of Revision on a constant

5   basis to get their property value reduced, so

6   they have to pay less taxes. So it's an

7   ongoing struggle. The only good tax is one

8   you don't pay. The next best one is one you

9   paid, you get something for it. You get

10   something for it, at least you can see

11   something for it. The worst tax is one you

12   pay and you get nothing.

13   So many people who do pay taxes are

14   attempting to reduce the amount of taxes they

15   pay by going into the Board of Revision, and

16   they're being successful. Then you have

17   large, large, huge amount of properties that

18   are tax exempt by law. The major one that

19   people talk about are the hospitals, but

20   they're not the only ones.

21   COUNCILMAN BRANCATELLI: I know we've

22   had a huge reset of downtown property values

23   over the past few years, which has had a

24   significant impact as well.

25   MAYOR JACKSON: That's right.

1   COUNCILMAN BRANCATELLI: Certainly,

2   thank you --

3   MAYOR JACKSON: If I may too, and

4   then you have the collection rate. The

5   collection rate has improved since the

6   recession ended. So now, I don't know what

7   they collect on a dollar now. I don't think

8   it's in the 90s, but it's higher than it's

9   been in the past. So the collection rates are

10   going up, but it's going up on a smaller

11   amount.

12   COUNCILMAN BRANCATELLI: Certainly,

13   thank you on your notice around strategic

14   investments. Certainly, we know neighborhoods

15   that can have those happen. I think we're

16   looking at the future of the St. Hyacinth

17   neighborhood, with the transit oriented design

18   around the rapid station and the connection of

19   opportunity corridor as all having positive

20   impacts that will make that neighborhood grow

21   and expand, and really, that public investment

22   has set the table, and, certainly, on the

23   job-ready site, where we're going to reap some

24   benefits, as well as the Fleet infrastructures

25   like Fleet Avenue, our green infrastructure

1   project. So thank you for your ongoing

2   commitment to being strategic and how we use

3   those precious resources.

4   MAYOR JACKSON: I appreciate it,

5   thank you.

6   CHAIRMAN KELLEY: Thank you,

7   Councilman. Councilman Polensek?

8   COUNCILMAN POLENSEK: Thank you,

9   Mr. Chairman, my own colleagues, Honorable

10   Mayor. I would concur on the assault on us by

11   Columbus. It really concerns me greatly the

12   fact that they fail to understand the

13   importance of the urban area in Columbus and

14   the revenue that we generate towards the State

15   of Ohio.

16   MAYOR JACKSON: May I interrupt you?

17   COUNCILMAN POLENSEK: Go ahead.

18   MAYOR JACKSON: Council President, I

19   don't think they don't understand. In my

20   conversation with them, they fully understand

21   the value of urban centers, and the wealth

22   that is created there, and their ability to do

23   what they do for the rest of the state based

24   on urban centers. I just believe they have

25   the urbanitis, for lack of a better term, and

1   they just believe that urban centers -- they

2   know the value. It's just not in their mind-

3   set to support urban initiatives, and I do

4   believe a lot of that has to do with who urban

5   people are. I do believe that.

6   COUNCILMAN POLENSEK: Right. Well,

7   clearly, there is an assault on us and it's

8   impacting us in a very negative way, and I

9   think citizens need to understand that more of

10   what's happening.

11   One of the things I wanted to redirect,

12   because you have talked so often about

13   service. We look at the budget and you've

14   indicated our revenues are flat. I'm

15   concerned about the level of service and I'm

16   also concerned about deployment as it pertains

17   to service. So, you all know the experience,

18   and you know as well as I do the problem that

19   we've had within the last week, last two

20   weeks, with snow removal.

21   As I look at each Department and

22   Division as I go through the general fund

23   budget, and that's directly tied to delivery

24   of service, the general fund budget. I've

25   come to the realization it's not so much even

1   with the amount of money we direct, but it's

2   how people are deployed, and how they're

3   administered, and how they're directed. So

4   often I see this disconnect with directors,

5   assistant directors, commissioners, as it

6   pertains to what we expect around this table,

7   and what our citizens are expecting, versus

8   what we seeing delivered in our neighborhoods.

9   So two of the areas that has -- well,

10   three of the areas that concern me the

11   greatest are, obviously, police deployment,

12   Public Works, and Building and Housing. See,

13   I believe it's beyond the point of talking

14   about dollars. Our dollars are important.

15   You know as well as anyone how important

16   dollars are, having been in this body and now

17   your role as Mayor. If money was the answer,

18   we know we could fix everything, be Utopia.

19   But we don't have that, so, with the people we

20   have available to us, we've got to get the

21   best we can out of them. What I see

22   repeatedly is -- I don't even want to use it

23   as a term -- as a breakdown, as a disconnect

24   from what we expect, what we should be

25   receiving and what, ultimately, we are

1   receiving.

2   I'm looking at the fact that we were

3   not told, we were given mis-information with

4   regard to snow plowing. We were given

5   mis-information. You know from sitting on

6   this side of the table whether the news is

7   good news, indifferent news or bad news. All

8   you've ever wanted was the good straight news.

9   MAYOR JACKSON: You can deal with it

10   with that.

11   COUNCILMAN POLENSEK: That's right.

12   I can deal with whatever it is. I can go back

13   to my citizens and explain to them and try to

14   tell them, but what I'm told repeatedly, and I

15   know better, because I'm out there in the

16   street. I'm out there talking to people. I'm

17   out there talking to people that are

18   delivering the service, and they're telling me

19   something completely different that I know

20   that there's a disconnect.

21   So I look at that, what we experienced,

22   and we had it last year as well.

23   MAYOR JACKSON: Can I before you --

24   COUNCILMAN POLENSEK: Go ahead.

25   MAYOR JACKSON: So Mr. Chairman to

1   the Councilman, look, our bottom line is

2   service. Our failure to deliver quality

3   service is a failure on the administrative

4   side, not the Council side. People don't work

5   for Council, other than your staff. People

6   work for the administration. So ultimately

7   the Mayor is responsible for delivery of

8   service or the failure to deliver that

9   service.

10   So I take that serious. Even though

11   you don't see me doing the -- I don't have the

12   opportunity to do floor speeches anymore.

13   Even though you don't see that kind of

14   activity out of me, don't think that I don't

15   take these things seriously, and that those

16   who were responsible for that success or that

17   failure, I don't communicate with. So don't

18   think that.

19   That being said, I think you would, and

20   hopefully you would say and most of Council,

21   that this last event was not a normal event,

22   not in terms of the amount of snow. Forget

23   that. Forget that, because if it was a foot

24   more of snow, that's not an excuse. It was

25   not a normal event in how we reacted to it.

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1          There are a couple of factors that came into

2          play there.  One major factor was just the

3          breakdown of equipment.  That's why we're

4          doing the $20 million in vehicles.  We've

5          already sent our letters to the vendors, so we

6          can be in line before the people, hopefully to

7          get these vehicles, not just for Street, but

8          for Waste, for Safety, for Public Works in

9          general; get then in time for the next snow

10         season, so we can get them outfitted and get

11         them geared up.  So that was one major thing.

12              But that's not an excuse, because even

13         with that, even with that, our expectation, my

14         expectation, our expectation was higher than

15         the service that was delivered, even with

16         that.  Because if, in fact, you have a

17         systematic approach to addressing this, then

18         what you were given should have been close to

19         the delivery of the service, and your

20         expectation should have been met, with maybe a

21         half a day at the most, a day, being off.  But

22         what happened to us is that we kept the

23         expectation alive, but operationally, we

24         didn't implement it.

25              VOICE:            Exactly.
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1   MAYOR JACKSON: So I'm trying to give

2   you the reason why that didn't happen. One is

3   the vehicles, but that's not the major excuse

4   or the major problem. The major problem was

5   that we began to chase complaints. That was

6   the problem. There was a Councilman call, we

7   went there. A citizen called, we went there.

8   A school called, we went there. And a result

9   of us chasing complaints, we got further and

10   further and further behind.

11   When I became aware of us getting off

12   the game plan -- the game plan is always a

13   systematic approach, because under that

14   systematic approach, you will address every

15   complaint in a reasonable amount of time. If

16   you chase complaints, you'll always be chasing

17   them because you'll never catch up.

18   So once I became aware that we had

19   gotten off our game plan and it went to

20   chasing complaints, we had a meeting, and

21   within 24 hours we were caught up. That was

22   not a pleasant meeting. Now what we caught up

23   to, the expectation that had been told you,

24   no, because we were just that far behind. But

25   we caught up to the expectation that we needed

1   to be in order to get back on our game, yes.

2   So within a short period of time, it was

3   resolved, but it should have been resolved

4   three days earlier. Should have been resolved

5   three days earlier.

6   Now, so what are we doing as we go

7   forward on this? We're not going to come here

8   and tell you we don't have enough vehicles,

9   even though vehicles are a problem. We knew

10   that. There's no excuse. We knew we didn't

11   have enough vehicles that wouldn't break down.

12   We knew that. That's why I'm paying $20

13   million to get another set of them, because I

14   knew how bad they were. So you're not going

15   to tell Council or the public that it's

16   because of our vehicles. That's not true.

17   Now, should we have told you, now, this

18   is going to take us another 24 hours, maybe 36

19   hours to kind of do what we need to do to meet

20   the expectation we've done in the past.

21   That's what we should have told you. So

22   rather than the 48 hours, it should have been

23   a 72 hour. That's what should have happened.

24   It did not happen. Why? Because we were

25   communicating based on the old -- two things:

1   That we had more vehicles operating then we

2   actually did, and that we would stay in a

3   systematic approach. Once we got off the

4   system, once we got off our game and provided

5   a systematic approach, there was no catching

6   up, no catching up.

7   So what we did once we realized what

8   had happened, we quickly retooled, re-engaged

9   our workforce, re-engaged our supervisors out

10   in the street, re-engaged Commissioners,

11   re-engaged Directors, and re-engaged my

12   immediate reports, and we were able to get it

13   under control within 24 hours.

14   COUNCILMAN POLENSEK: Okay. Just

15   let me, briefly, about Police and Housing.

16   Again, we all around this table wish there

17   were dollars there to bring on more police

18   officers than the ten that are being brought

19   on. But I'm also concerned about deployment,

20   about the engagement between the citizens and

21   the police, and coming up with a better game

22   plan as how the police interact with our

23   citizens. Obviously, you know the position of

24   my self and others about mini-station

25   officers. But the fact of the matter is,

1   there needs to be, in my opinion, a better

2   engagement between the police officers and our

3   citizens, and that's deployment. That is how

4   people are deployed out in our neighborhood.

5   The other part of this equation is

6   Building and Housing.

7   MAYOR JACKSON: Can I?

8   COUNCILMAN POLENSEK: Go ahead,

9   Mayor.

10   MAYOR JACKSON: Mr. Chairman to the

11   Councilman, what you're speaking of is

12   community policing, and in my opinion, that's

13   not deployment, that's attitude.

14   COUNCILMAN POLENSEK: Okay.

15   MAYOR JACKSON: That's attitude.

16   Community policing isn't attitude. Now there

17   are various types of community policing. I

18   will tell you that community policing in some

19   of our neighborhoods would be more of what

20   people think about traditional kind of thought

21   of what a community policing would be. In

22   other neighborhoods, there needs to be a more

23   aggressive policing. Now, even with that

24   aggressive policing, however, there's an

25   expectation of professionalism. There's an

1   expectation of people not being rude. There's

2   an expectation of not the use of excessive

3   force, or those kinds of things.

4   So you can still do community policing

5   in more aggressive ways. It's just attitude.

6   It's an attitude and a lot of that goes back

7   to training. A lot of that goes back to

8   in-service training. A lot of it goes back to

9   who lives in the City of Cleveland and who

10   doesn't, because I will guarantee you that

11   somebody with the best intention being a

12   police officer, who does not understand an

13   urban environment, will not do well. And it

14   ain't got nothing to do with black and white.

15   COUNCILMAN POLENSEK: I agree with

16   you.

17   MAYOR JACKSON: What it has to do

18   with is, do they understand an urban

19   environment. A black officer or a white

20   officer who understands an urban environment

21   will always give you better community

22   policing, even if they have to be aggressive.

23   An officer who does not understand an urban

24   environment, will always result to a more

25   enhanced response than need be at that time.

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1          You know the loss of residency was a major

2     impact on us in regards to that.

3               COUNCILMAN POLENSEK:     Major.

4               MAYOR JACKSON:    Now deployment.

5     Deployment -- I don't run the Police

6     Department.  I've made it my business to let

7     the Chief be the Chief, regardless of who the

8     Chief is.  When the Chief is not going in the

9     direction that I think we should go in, then I

10    do interject, but I do not -- the men and

11    women in the Cleveland Division of Police tell

12    you that the Mayor does not run the police,

13    that the Chief, the Deputy Chief, the

14    Commanders run the Police Department.

15         So I rely on them in terms of telling

16    me where they need to have deployment.

17    Knowing that in an ideal world, they would

18    have more people in specialized units that

19    could do follow-up work than they currently

20    have.  In an ideal world, we would not have

21    laid off in 2000 --

22             COUNCILMAN POLENSEK:     '04.

23             MAYOR JACKSON:    Yeah.  Well, no,

24    before you weren't here then.  Yeah, about

25    250.
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 1              VOICE:              252.

 2              MAYOR JACKSON:      Right.  Then in 2008,

 3        125.  In an ideal world that would not have

 4        happened, but in the real world it did happen.

 5        So I cannot run the police division in a

 6        political way.  I have to allow the Chief, his

 7        Deputy Chiefs and his Commanders to suggest to

 8        me how that deployment should occur, and

 9        that's whose advise I take in regards to that.

10              Now, contrary to what people think,

11        contrary to what people think, there is an

12        ongoing assessment as to what is needed and

13        where it is needed, and the type of needs that

14        is there.  I would guarantee you that if those

15        in the First District, who will represent the

16        First District, if we went simply by stats,

17        maybe those in the Fourth District and in the

18        Fifth District would say, you know what, by

19        stats, we deserve more police officers.  Well,

20        you talk to the Council people representing

21        the First District, and so there's an ongoing

22        thing.

23              So there is a balancing act as we look

24        at the needs out in the community and where we

25        deploy.  The final thing I'll say on that, but
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1   the lion's share, the lion's share of

2   specialized units that are perhaps the most

3   aggressive, that produce the most results in

4   terms of organized activity, go to those areas

5   that have that level of activity, and they do

6   not get that as much in other areas.

7   COUNCILMAN POLENSEK: And my last

8   point is Building and Housing Code

9   enforcement. We all know we'd like to have

10   more money in the Department, but that's not

11   going to happen. The reality is the follow-up

12   and follow-through. My frustration is at an

13   all time high with regard to our neighborhoods

14   are being descended upon the flippers and the

15   speculators who have benefited as a result of

16   the foreclosure crisis. I'm seeing it

17   probably more so than ever before, and without

18   a doubt, especially, in the East Glenville

19   area, Collinwood Village area; and the fact is

20   that I have this reoccurring problem,

21   Mr. Mayor. I can't get properties into Court

22   and I can't get properties condemned that need

23   to be condemned, and I don't understand it

24   because the law and ordinances are there.

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

1   an elderly lady on St. Clair and Glenville,

2   who now tells me that I'm her third Councilman

3   dealing with the house that's been sitting

4   next her -- the structure's been sitting next

5   to her for 15 years empty, and now full of

6   raccoons. It never goes to Court --

7   MAYOR JACKSON: Can I answer?

8   COUNCILMAN POLENSEK: Yeah.

9   MAYOR JACKSON: Mr. Chairman to the

10   Councilman, let me start off by saying that,

11   as I mentioned, a structurally balanced

12   budget, if we had but for the loss of this

13   revenue, we would have a structurally balanced

14   budget, plus $10-12-15 million extra. Now

15   this would be ongoing continuous revenue, it

16   just wouldn't be one time. That being said,

17   we would be able to increase capacity. One of

18   the areas, not all, not the only areas, but

19   one of the areas that we would have increased

20   our capacity would have been in Building and

21   Housing; would have been Building and Housing.

22   Then, you know, I can talk about some

23   other things that we would add, but it would

24   have been Building and Housing. That being

25   said, I asked the Building and Housing problem

1   to go to every Councilman every year in every

2   CDC to have a conversation with you as to how

3   you want to proceed. I know some of you say

4   no. I know you say no. But if I talk to

5   them, they'll say something different. Now,

6   so I'm not going to debate that. I'm not.

7   I'm not going to debate that.

8   But one of the things that I have

9   noticed, there's a distinct difference on how

10   Council people want their Wards serviced

11   through Building and Housing, distinct

12   difference. A lot of that difference is

13   reflected in condemnation, demolition,

14   inspections, distinct difference. Now, you've

15   picked up new areas that you say are very

16   problematic. My expectation is that you meet

17   with Mr. O'Leary and Ed Rybka, and your

18   non-profit in that area, since we do have,

19   supposedly, working on a relationship between

20   them and us to help work with each other on

21   this identifying property, gladly. Only thing

22   I ask is, if we come up with something, if we

23   come up with something, that we stick to it.

24   That's all I ask, and that we don't get

25   halfway down the road and then the agenda

1   changes.

2   Now, that being said, I do know that

3   last year -- and I really appreciate Council's

4   understanding of last year and the limitations

5   of what we could do, because I think we were

6   at zero doggone -- how many? We had hardly no

7   money. I believe we demolished around 200

8   units. The year before we were over 1,000 or

9   something like that. Now with the County

10   money in and we're now beginning to access

11   that -- well, we're attempting to access the

12   money, because now, I think they're changing

13   the rules again -- we'll have a million

14   dollars. We already have a million dollars on

15   the list, because part of the criteria with

16   the County was that you have to give us 85

17   percent of what you ask for, the first million

18   dollars, have to already be ready to go and

19   demolished within -- what period of time?

20   VOICE: 90 days.

21   MAYOR JACKSON: 90 days. So that

22   means that they already have to have been

23   inspected and condemned. So we have a huge

24   backlog of properties that we did not touch

25   last year, that we are now putting in that

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1        queue, and we'll be doing the first million

2        dollars once we get the money.  Then we'll

3        apply for -- what can we apply for, 2

4        million?  2 million.  What I'd like for you to

5        do, or whoever else, is to work with us to

6        identify, first of all, which properties in

7        your Wards that are already condemned, so you

8        know, and which properties that are not, that

9        you would like to have the process begin.  As

10       you know, that takes months sometimes to do

11       that.  So that when we get into the second --

12       when we get into the $2 million, then you're

13       stuff will move up the list towards

14       demolition.

15            COUNCILMAN POLENSEK:     Mayor, the

16       point I'm trying to make, out of the first

17       queue, the first -- I have one property in

18       that.  My point is, I don't need everything

19       torn down.  I need enforcement.  I need to get

20       them in to court and I can't get them into

21       court and I can't get the stuff condemned and

22       it sits there.  And that's the internal

23       process aren't working.

24            MAYOR JACKSON:          Chairman to

25       the Councilman, I will follow up on that as to
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1   what you've just said because if we have

2   inspectors, and their job is to inspect,

3   whether we have money to demolish or not,

4   they're suppose to inspect. And if they

5   inspect it and have issued a condemnation

6   notice, and the 30 days to correct whatever

7   the violation they have not corrected, then

8   there is a process that going to courts are

9   followed.

10   COUNCILMAN POLENSEK: Exactly.

11   Okay. Thank you.

12   CHAIRMAN KELLEY: Thank you,

13   Councilman.

14   Councilman Zone.

15   COUNCILMAN ZONE: Thank you

16   Mr. Chairman. Good morning Mayor.

17   I see you're under the weather a

18   little? A cold?

19   MAYOR JACKSON: A couple of

20   weeks. Actually, I'm on the good end.

21   COUNCILMAN ZONE: I appreciate

22   your recognition of how hard it is to create

23   vibrancies in neighborhoods and you kind of

24   related it to public safety. That is always

25   the biggest challenge but I'll tell you, Mayor

1   -- and this is going to sound like I'm tooting

2   my horn a little bit, but I want to use this

3   as a good analogy because it's not necessarily

4   me, it was a village, and I was just one part

5   of it -- before we went from six police

6   districts to five, the number one census tract

7   for the most crime in the first police

8   district was West 65th and Detroit, number 1

9   in 2002 to 2007 before we did the transition.

10   Today, that census tract is among the

11   safest in the second police district. We did

12   that, by not necessarily adding more police,

13   but it was a combination of zero tolerance for

14   crime, having a full-time community organizer,

15   full-time safety coordinator working out of a

16   CDC helping people connect to resources,

17   working with the police. It was a solid

18   economic development strategy that we starting

19   implementing in 2006 and we're continuing to

20   work on it. So, it's many, many factors and I

21   know you could probably speak for the next

22   half-hour on this topic but, again, as we

23   worked towards rebuilding our city, an older

24   urban area, over 200 years old, these types of

25   strategies work and can be replicated but it

1   really does take an all-hands-on-deck type of

2   approach. I was just one part of it and,

3   certainly, the money that the city invested

4   helped, but it probably leveraged 10 to 20

5   times more private investment as a result to

6   that. I just wanted to acknowledge it and

7   analogies that to the scenario you lined out.

8   MAYOR JACKSON: Can I

9   respond?

10   CHAIRMAN KELLEY: Yes, briefly.

11   MAYOR JACKSON: Mr. Chairman

12   to the Councilman, neighborhoods go through

13   various stages. I can remember when I first

14   came in to Council in 1990, then Councilman

15   now Judge Pianka was the Councilman and he was

16   struggling just to keep that building on 65th

17   and Detroit from being demolished. I say that

18   because here it is 20 something years later

19   but that's an ongoing process.

20   Then you have neighborhoods like I came

21   from that had pretty much bottomed out in

22   Central and the lower Kinsman area, and then

23   you struggled to create the investment and

24   environment where people want to live or play

25   and do business.

1   Then you have those areas that are

2   teetering, the ones that Councilman Polensek

3   talks about, the one that Councilman Reed

4   talks about, that are traditionally old stable

5   neighborhoods but are at that point of

6   teetering. The question becomes, how do you

7   prevent it from going over the edge? They

8   were able to do that in Detroit-Shoreway.

9   They were able to do it in Tremont. They were

10   able to do it, to a large extent, up in Shaker

11   Square area, Larchmere area. But it is a

12   tremendous challenge to stop that teetering to

13   the point that it starts -- because once it

14   rolls down hill, it is very difficult to stop.

15   That's why investments to stop that downward

16   cycle and investments to encourage the upper

17   tick or key and it has to be very strategic in

18   how you do it.

19   COUNCILMAN ZONE: Through the

20   Chairman to Mayor Jackson, you said something

21   yesterday, that violence is something that is

22   perpetrated and tolerated. I already asked

23   permission from the Council president,

24   tomorrow to be late to the budget hearing but

25   we had a series of crimes that occurred from

1   October of 2013 to November of 2014 where a

2   one-man wrecking crew, a one-man wrecking crew

3   with a gun robbed 19 places on the near West

4   side. Ten of them were in the Ward that I

5   represent; seven of them were in the Second

6   District, so, I'll be going to court tomorrow

7   when this young, unfortunate, 22 year-old who

8   used a gun and used it in seven of the 19

9   situations goes before Judge Dick Ambrose.

10   And not only will I be there, but the

11   community will be there because our community

12   will not tolerate crime and working with and

13   developing strategies and confidences -- this

14   is where I'm building into my next question --

15   is paramount. So, the community will be out

16   there in full force tomorrow.

17   You know, Mayor, December 4th was a

18   difficult day for all of us and I appreciate

19   how you have been very measured in dealing

20   with these findings. I know you're

21   frustrated. I know you're not happy and I

22   know you know there needs to be reforms in the

23   police department. One of the reason that the

24   Council President and our colleagues attempted

25   to do by going out into the community and

1   having these listening tours is to try to

2   create a safe place for people to come out and

3   just release some of that steam, talk about

4   what their concerns are. And so, we are in

5   the process of drafting a report, what we've

6   heard. There's probably like eight or nine

7   themes that keep emerging, a lot of the same

8   things that you're hearing as well. But we're

9   also spending some time talking and I want to

10   give you the opportunity to maybe speak on it.

11   The police are certainly a part of that but

12   there's a lot of other inequalities that

13   occurs in our whole criminal justice system

14   and we are going to also write a chapter

15   devoted to that. Whether it's in not only who

16   gets arrested, but who gets sentenced, who

17   gets a bail, who goes before the grand jury,

18   who gets an intervention type of program. Do

19   you have any just general thoughts about that

20   topic in itself?

21   MAYOR JACKSON: Thank you,

22   Councilman. Mr. Chairman to the Councilman,

23   actually looking forward to your synopsis of

24   whatever your tour is because we are

25   continuing to gather information as we also

1   look at, not only those short term things that

2   we can do and some of which we are doing now,

3   but what kind of structural changes do we need

4   to make because all that will amount to how do

5   you do it and how do you do it well, what

6   comes first and how you prioritize, what the

7   cost is. So there's more to it than just

8   saying something and walking away as if that

9   does it.

10   But in terms of many times, the police

11   are the easiest ones to look at whenever there

12   is some problems. They're the easiest ones to

13   look at because the attention is put on them,

14   particularly if there is a controversial or

15   high profile shooting that involve police or

16   somebody dies at the hands of police. So,

17   it's very obvious then. Generally, what

18   people do, they go to that and they want to

19   resolve that and then they say, we've resolved

20   this and everything is okay and it's not.

21   It's not.

22   There is a systemic problem but that

23   systemic problem is in the criminal justice

24   system itself and in my opinion, there is a

25   clear pattern and practice of constitutional

1   violations within the system. Now, what is

2   that? When you look at, as you mentioned, who

3   get arrested; who gets charged with what; who

4   gets presented to the grand jury; who gets

5   indicted; who doesn't; what they're indicated

6   with; if they wind up being sentenced, what

7   the terms of those sentences are, all that

8   stuff, you'll find great disparity, great

9   disparity in regards to that and who gets the

10   bad end of the stick, so to speak, in regards

11   to that.

12   When you throw a policeman into that

13   mix, that disparity is even greater in terms

14   of how people and how the system views a

15   police officer who is involved in the use of

16   force, whether lethal or not. If they're

17   looked at differently and there's a

18   justification for them being looked at

19   differently because of what their role is and

20   the challenges that they have.   But even with

21   that, there is still a great disparity in

22   terms of whether police officers get charged

23   whether they don't get charged, whether

24   they're disciplined or not disciplined and if

25   you do discipline, whether they are overturned

1   by arbitrators, whether the courts support the

2   overturning of those decisions. If you take

3   it to a prosecutor, whether the prosecutor

4   will choose to charge them, or not. So, all

5   these things are going on.

6   Now, for us to have something completed

7   at the end of this process, and not address

8   the system in a way that needs to be addressed

9   and if we continue to persist in just taking

10   the obvious and the easiest and saying that

11   we've done something and now since we've done

12   this, everything is okay, then we'll be back

13   here talking about the same issue again and

14   again and again.

15   I was looking at the History Channel

16   one day and they were talking about, I think,

17   the early 70's or late 60's and they had a

18   more aggressive civil rights movement in

19   Oakland than they had in other places. As a

20   result of that, there was this hostility

21   between the then growing African-American

22   community and poor and an advocacy kind of

23   community and the police department. They

24   talked about -- and I'm looking at it now in

25   my head -- they were talking about how they

1   were going to solve this by community

2   policing. And they were talking to these

3   police officers and they sound just like what

4   we're talking about today. The community

5   leaders, they sound just like what we're

6   talking about today. They were talking to

7   advocates. All you had to do was transpose,

8   take whoever you want today, and put it on

9   whoever's face it was. It's the same

10   conversation.

11   And what they did then, they made the

12   mistake that I am saying that I will not go

13   along with, neither will I participate in,

14   creating a facade of a solution that is not

15   there. I will not do it. I will not do it,

16   regardless of what people say. I will not do

17   it. I am looking for real, systemic,

18   substantive, lasting changes that will change,

19   how we not only do policing, but how we engage

20   with our people in terms of creating equity in

21   criminal justice. That's what I'm looking

22   for.

23   Now, anything less than that, then I

24   would just say we failed because over and over

25   again, I've seen these scenarios unfold. I've

1   seen them unfold, I don't know how many times.

2   And every time, we have the same conversation

3   about the same thing, identifying the same

4   problem, talking about the same solution and

5   settling for whatever is expedient for that

6   moment claiming victory.

7   COUNCILMAN ZONE: I appreciate

8   that, Mayor. Through the Chair to Mayor

9   Jackson. I mean I've never been one to

10   subscribe to let's go get the low-hanging

11   fruit, right? I like to take the philosophy,

12   I want to tackle the most difficult thing in

13   the room because the low-hanging fruit will

14   take care of itself if you deal with that most

15   difficult thing.

16   MAYOR JACKSON: It's just

17   like, we talked about snow plow. If you're on

18   your game and you're dealing with a systematic

19   approach of how do you, in infrastructure,

20   other things will begin to take place.

21   COUNCILMAN ZONE: Absolutely,

22   and the reason I say that, Mr. Mayor, you know

23   the Council President, myself and our

24   colleagues have been doing a lot of

25   conversations around what work we can do as a

1   Council to help, maybe, shrink that gap that

2   people feel exist between community and police

3   as we work towards a Consent Decree.

4   We plan, as a Council, assisting the

5   administration in having a lot of focused

6   hearings a lot of topics that come up to speak

7   to, really, about implementation of what we're

8   going to do. It's not only going to relate to

9   police but it's going to relate to community

10   and it's going to relate to a lot of the

11   inequalities in our criminal justice system.

12   We are going to do -- not that we

13   haven't in 2014 because I want to thank my

14   colleagues -- it wasn't easy, Mayor, going out

15   in those community meetings and, basically,

16   being yelled at for 15 straight hours, but we

17   did it. I'm really proud of our colleagues

18   here for doing that, but that's what we

19   subscribe to, right? We're elected officials.

20   MAYOR JACKSON: No one asked

21   us to do this.

22   COUNCILMAN ZONE: No. And what

23   we're going to do over the course of the rest

24   of not only this year, but multiple years to

25   come.

1   MAYOR JACKSON: Mr. Chairman

2   to the Councilman, and make not mistake, I am

3   in no way saying that there is not needs for

4   reform in the Division of Police. And I'm in

5   no way saying that those reforms need to go

6   further than, even we may think they need to

7   be. And I'm not saying in no way that we are

8   resisting those reforms. As a matter if fact,

9   we're welcoming them and we're promoting. We

10   want them to happen. I'm just not willing to

11   be in the deceiving mode to people to, in some

12   kind of way, say to people, that if we do

13   these A, B, C, D things of reform, then all of

14   a sudden those things of violence, Councilman,

15   are going to go away. It's not. It's not

16   going away. Until we deal with the

17   underlining cause of these things that have

18   gone on and to persist in going on, is really

19   a structural pattern and practice of

20   constitutional violation, whether it is

21   wealth, whether it is in civil rights on the

22   social level, economic level, we're not going

23   anywhere.

24   I would say one more thing then I'll be

25   quiet. I say to people all the time, I may

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

2   COUNCILMAN ZONE: Per day?

3   What do you mean?

4   MAYOR JACKSON: At the time.

5   Right now. You know, that goes up or down

6   depending on the day. Some of them are

7   no-brainers, some of them aren't, but I won't

8   make them. I refuse to make them. Do you

9   know why? Because if I could make those 25

10   and 30 decisions a day, but I guarantee you

11   one thing, they'll be all political decisions.

12   And I'll take each of those 25 and 30 things

13   and I'll satisfy the constituency groups under

14   each of those 25 or 30 things and I will

15   guarantee you that there will be no change and

16   no substantive outcome or no change.

17   If we're really going to have as

18   leaders, as leaders -- if we're really going

19   to make the changes that we want to make, we

20   have to deal with it as you mentioned.

21   So, I'll deal with four or five things

22   that are core issues and if when I resolve

23   those four or five things, all 25 or 30 things

24   will fall off the table, but those four or

25   five things will be the most controversial.

1   They'll be the ones whose oxes are going to be

2   gored somewhere. They'll be the ones whose

3   interest will have to given up. They'll be

4   the ones who, may be professing something but

5   not willing to do it because it's not in their

6   interest. So, we have to, as a city and as

7   elected officials, as leaders, we need to be

8   dealing with the four or five things. And

9   when we deal with that, these other things

10   will begin to be addressed.

11   And I maintain that, not only is it

12   education, not only is it economic equity, but

13   it's also the criminal justice equity that we

14   need to insure that happens. And a portion of

15   creating a better equitable outcome for out

16   citizens, that will ultimately lead to

17   community policing, is to reform a community

18   police department. That's one component. But

19   I'm not going to take that one thing and

20   satisfy a bunch of constituency groups knowing

21   that I'm doing nothing but a facade. I'm not

22   doing it. If we can't deal with the real issue

23   then we shouldn't be dealing at all.

24   COUNCILMAN ZONE: Mayor, it's

25   always easy to play Monday morning

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

2   before.

3   MAYOR JACKSON: Several

4   times.

5   COUNCILMAN ZONE: This is hard

6   work and it's real work and what I'd like to

7   see is not a gotcha moment or sensationalizing

8   the moment. I applaud and appreciate the

9   participation of this Council, particularly as

10   it relates to this one particular issue and I

11   just want you to know that we're going to be

12   very thoughtful and measured in how we do our

13   due diligence around, not only the findings,

14   but ultimately the ultimate Consent Decree

15   that gets agreed upon. We're going to try to

16   give our input to influence what that Consent

17   Decree works towards and that's the whole

18   purpose of why we're doing this report and I'm

19   hopeful that in the next two to three weeks,

20   maybe less than that, we can, at least, share

21   a copy with you, as well.

22   MAYOR JACKSON: I appreciate

23   that. I'll be looking forward to it.

24   COUNCILMAN ZONE: Thank you,

25   Mayor.

1   CHAIRMAN KELLEY: Councilman

2   Cummings.

3   COUNCILMAN CUMMINGS: Thank you.

4   Thank you, so much, Mayor and I really

5   appreciate the challenge that we all face,

6   particularly I want to get into, a little bit,

7   this challenge. We've all, in our budget

8   retreats, in your comments, understand the

9   incredible challenges we face with reductions

10   of revenue, be it the long trend in decline of

11   property taxes, some hope in terms of what the

12   income tax is, hopefully, turning a little bit

13   more positive recently and the economy seems

14   to slowly be climbing out of its 12 year

15   doldrums. What I want to hear a little more

16   from you directly, is it -- of the

17   approximately 40 million dollars structural

18   deficit that we have in the three year

19   stewardship with Chief Dumas at the helm, as

20   well, in terms of really riding hard over the

21   budget in insuring that there is carry overs

22   and being able to balance the budgets in your

23   last nine years. I really wonder though, it's

24   obviously, a huge challenge from the

25   standpoint that all we can do is try to

1   support, in terms of good government, the

2   economy relative to, hopefully, seeing the

3   property taxes, income taxes increase.

4   But on the expense side, I note, it's

5   logical that this year's budget is the highest

6   on the expense side in your nine years as

7   mayor, obviously, in terms of increased cost,

8   that we went a few years even with furloughs,

9   in really flat expenses for sometime. But

10   having said that, setting aside the 100

11   million in bonds for some of our

12   infrastructure and capital needs that we have,

13   so desperately need as you indicated, how do

14   you foresee really trying to make the tough

15   decisions of reducing expenses? The 40

16   million or so represents 7 to 8 percent of the

17   budget. I note, in any given budget, probably

18   around 2 to 3 percent, it's not easy but can

19   be identified in terms of saving in a given

20   year. But that additional 4 to 5 percent in

21   potential budget reductions are, hopefully,

22   being offset by increases in revenue. What do

23   you foresee in the next three years?

24   MAYOR JACKSON: Chairman to

25   the Councilman. This is the highest cost

1   budget in, as you know, over 80 percent of our

2   cost in budget is in personnel and benefits.

3   It's a people driven budget. Since our bottom

4   line is not profit, it service delivery, it

5   has to be that way because if you don't have

6   the people, you can't deliver the service.

7   Whereas, if we were in the private sector, we

8   would just cut the costs by laying off a bunch

9   of people and then in order to maintain or

10   increase the profit margin. That's just not

11   what we do.

12   All that being said, there are some

13   opportunities we are looking at a Council-

14   passed legislation, I think it was last year,

15   on us working with the county to get rid of

16   the workhouse that would allow us, not only to

17   reduce our costs in terms of jailing, because

18   we'll be out of the jail business, but it

19   would also make our police officers more

20   efficient in terms of centralized booking and

21   all those other things that we would do with

22   the county. Now that's been talked about for

23   years. I can remember when I was in Council,

24   Councilman Reed used to talk about the

25   workhouse and why aren't we in collaboration

1 with the county, but somebody hasn't dotted

2 the I yet. Now, we've done everything we need

3 to do on this side, so, we're waiting on the

4 county. That's one thing.

5   There's also some opportunity for us to

6 gain some efficiencies with -- now this is

7 with efficiency without reducing of service,

8 through the new vehicles we are getting for

9 waste collection. Many of these vehicles will

10 have on them this arm where you no longer need

11 three people to a truck. You might need two

12 or, in some cases, one, depending on having

13 all of these containers out there now, all of

14 them can be picked up. That helps us in terms

15 of personnel costs because you don't need as

16 many people. It doesn't mean we're going to

17 lay people off, but through attrition, we just

18 wouldn't bring people on, in order to

19 accommodate the new way of doing waste

20 collection. And will also reduce our cost in

21 regards to workmen's comp and all those other

22 kind of things you pay as a result of people

23 getting injured.

24   Another thing that we've done is we've

25 looked at, throughout all of our divisions, as

1   to how people can do things in a more

2   efficient way and how can they keep themselves

3   healthier. That is why we moved from premiums

4   to self-insured. What we were finding is that

5   we were paying premiums and our claims out was

6   lower than the premiums we were paying. So

7   why would we continue to pay premiums to a

8   company for their profit when, in fact, all we

9   had is pay ourselves and we'd have more than

10   enough money to pay a claim. Now, the

11   question there is you'll see in this year's

12   budget, we have a 3 percent increase in that

13   because we need to create the kind of reserve,

14   a healthy reserve, based on catastrophic kind

15   of things. It does mean, however too, we have

16   secondary insurance for if something gets

17   above a certain amount, but, in the long run,

18   you'll see what that will save us, quite a bit

19   of money.

20   So those are three things we're doing,

21   currently. As we move forward, it gets more

22   difficult, to be honest with you. It gets more

23   difficult unless you just want to make the

24   City operation a private enterprise, which

25   doesn't work for us because that's not what my

1   preference is and I don't think it's the

2   preference of Cleveland City Council. We're

3   not in that kind of business to privatize the

4   city operation.

5   That being said, there are some

6   realities that we have to face and if we are

7   unable at any point in time to be able to do

8   what we do and do by law what we're required

9   to do, that's balance the budget and deliver

10   high quality service, and we cannot do that

11   based on financial or cost obligations then we

12   have to consider everything.

13   But our position today is that

14   privatization is not our solution because once

15   you do that, and once you get out of the

16   business, it costs you an arm and a leg to get

17   back. Like if you did waste collection. I

18   wouldn't have to buy all these vehicles for

19   waste collection or snow plowing. I could

20   contract out snow plowing. I wouldn't have to

21   buy all these vehicles for snow plowing. I

22   would just hire somebody and contract it out,

23   but, what happens? How many hundreds or how

24   many people lose their jobs? How many people,

25   if they don't lose their jobs wind up with a

1   lower standard of living, lower quality of

2   life? How many of them receive less benefit

3   in terms of health care, retirement? And then,

4   after about three or four years the money I've

5   saved by not having to do capital, by not

6   having personnel costs, all that will be eaten

7   up and now all of a sudden, I'm paying more

8   than what it would have cost me if I kept

9   operation myself, but for me to get back in

10   business, now it's a huge capital cost to buy

11   all the equipment and then to have to bring on

12   all of these personnel and it would be

13   impossible to do. So, privatization is not a

14   panacea, it's things that have been promoted

15   and it only works under certain circumstances.

16   We do use privatization in emergency things

17   where we've fallen behind in operations where

18   we need to catch up. We bring on, on a

19   temporary basis, some contractors to help us

20   catch up. We did it last year with potholes.

21   We're pretty sure we'll consider that this

22   year and we've done it before for lot cleaning

23   and dumping, pick up. I'm pretty sure we'll

24   consider that this year, too.

25   Finally, the key here is the revenue

1   stream, Our operation has become very

2   efficient even we have to re up on our

3   enthusiasm sometime, we have to re up on that,

4   our operation has become pretty efficient.

5   Now, it's a matter of revenue. Again, if we

6   would have kept the revenue or three-fourths

7   of the revenue that we have lost through no

8   fault of our own, we would be in pretty good

9   shape.

10   COUNCILMAN CUMMINGS: Regarding

11   efficiencies, you've done a great job over the

12   years, be it through your task force for

13   operation efficiencies and looking at

14   potential other enhancements, one thing that

15   I've noticed though, and I wonder sometimes,

16   if it does have an impact on our efficiencies

17   in government in providing services. We look

18   back at the operation efficiencies that we've

19   gained in the water division, for example, but

20   then I look and I see that we still have

21   numerous, very important director positions

22   that are still interim in the sense that

23   either the waste division or the streets

24   division, utilities, even the water director

25   is interim. I'm wondering if it was partly

1   due to some budgetary concerns in not filling

2   those positions with new, competitive hires

3   or, where are we relative to getting some of

4   those key positions filled because I'm

5   wondering, specifically, how that could affect

6   us in terms of insuring really robust

7   management of those divisions?

8   MAYOR JACKSON: Council

9   President to the Councilman, there's no budget

10   impact there. It's because if you're an

11   interim director or interim commissioner, you

12   get paid pretty much at whatever rate that is.

13   So, there's no budgetary impact.

14   The issue there with me is that until

15   I'm convinced that the right person is in the

16   right spot, then they stay interim for that

17   period of time. And there are times that I'm

18   not satisfied just like you've expressed to

19   me, your dissatisfaction. I'm not different

20   than you. The difference is I do the hiring

21   and firing of the people. That's the only

22   difference.

23   Your point about having some commitment

24   or leadership that people can look to as a

25   permanent person is a valid point.

1   Every time I interview for a director

2   position, in particular, the first thing they

3   ask me is if I'm running again. I said, it

4   sounds like the media, are you running again,

5   are you running again? Because, no one wants

6   to make that kind of personal commitment of

7   themselves, their family, particularly if

8   they're coming from outside and then in

9   two-and-a-half to three years they're subject

10   to somebody else's whim. That's a major

11   issue.

12   We're in the final interview stage of a

13   director for utilities. We had Mr. Bender, he

14   left. He had a demand on his time for his

15   international obligation in consulting

16   activity so we've been without a director

17   there for about four months or so, I guess, or

18   maybe even longer. But we've gone through a

19   really exhaustive process in terms of who

20   we're choosing. I think we're down to two and

21   I'll be interviewing those two within the next

22   couple of weeks. Now, those two will know,

23   and I'm pretty sure they've asked and have

24   been told, that the mayor is in his third

25   term, the second year of his third term, and

1   that the question of whether or not he's

2   running or not is his decision but, pretty

3   sure those people considered whether or not

4   they wanted to apply for this job based on a

5   variety of factors, career, longevity.

6   In terms of other positions,

7   particularly, commissioners in public works,

8   when I make those positions permanent, those

9   are Civil Service protected, and so when they

10   are appointed to those positions as a

11   commissioner, not interim, then they will be

12   there long past me. So, I have to make sure

13   that whoever they are, are the right fit for

14   that operation.

15   I have two assistant directors

16   functioning now as interim commissioners and

17   their jobs is to ensure operation both in

18   waste and in streets. My hope in the

19   relatively near future, that we will have some

20   candidates, whether internal or external, to

21   fill those interim positions so that we can

22   have somebody there of a more permanent

23   leadership capacity in those departments. But

24   those people outlive a mayor. They'll outlive

25   you as Councilpeople because they will become

1   Civil Service protected.

2   In many cases, a commissioner is far

3   more important than a director. Having

4   themembers right commissioner in place and

5   having someone who, not only understands, but

6   has the capacity to implement an operation, is

7   far more important than a director. A

8   director can come and go; a commissioner will

9   be there.

10   COUNCILMAN CUMMINGS: Lastly, it's

11   a tough topic to discuss, really, in terms of

12   the DOJ in the Consent Decree negotiations

13   that are going on, but I wonder though, I'm

14   sure you're aware of the work that is being

15   done on something called the Collaborative for

16   a Safer and Just Cleveland and that we have

17   got members from several universities and

18   several important institution that are

19   involved in those discussions really trying to

20   formulate and understand what the role of the

21   community is going to be in moving forward. I

22   also have the honor and privilege to serve on

23   the community relations board. And I know

24   it's been a challenge in the sense that Wayne

25   Griffin, our able director, is also part of

1   your negotiating team with the DOJ right now

2   and I wonder, at what point in time, I know

3   that looking at the Consent Decree

4   negotiations in other cities, the soonest

5   anyone seems to have been able to pull an

6   agreement together is about six month and the

7   longest has been about three years. I think

8   in speaking within the community and talking

9   to activists I think there's a challenge, as

10   you said, there's no panacea for moving

11   forward and solving these issues but I think

12   people do have a genuine interest in trying to

13   understand what the process is and how long it

14   is going to take and what, in fact, are some

15   of the activities that we'll be looking at.

16   How do you see, particularly, in looking at

17   other cities -- are you encouraged by the work

18   of the Collaborative and what do you see the

19   community's component is in making substantive

20   changes? You said --

21   MAYOR JACKSON: Council

22   President to Councilman, you have several

23   questions there but let me just point out to

24   you, I've been very clear as to what the

25   process is. I don't think people have been

1   satisfied with my expressing of what the

2   process is. We are in negotiations, which

3   means I will not say or do certain things that

4   will jeopardize that negotiation and in

5   particularly, put the City of Cleveland in a

6   negative position. I won't do that. So,

7   that's number 1. But we are in negotiation.

8   I'm not concerned about the length of

9   time it has taken other cities. Again, my

10   concern is, how do we do this; do it right and

11   whatever time that takes, that's what I'm

12   committed to. Whatever we agree upon, the

13   Consent Decree is that those things that we

14   need to do, the prioritization of those things

15   and what those costs are, are major

16   considerations that, not only we as an

17   administration have, but you in Council

18   because you will have to address that in

19   whatever budget is impacted. You have to

20   address it and so you will have to make

21   choices just like I would have to make

22   choices. We're not trying to rush into

23   something. We're trying to have a legitimate,

24   substantive outcome that will last, as I said

25   to in response to Councilman Zone, that is not

1   a pretense but a real Consent Decree.

2   In that Consent Decree, it's essential

3   that you have community participation. Any

4   Consent Decree that comes down as something

5   that is lorded over or given to people as what

6   they should accept, is not going to work. You

7   have to have community participation. The

8   question is, and this is the big question that

9   you asked me, who is the community? It

10   appears on how many are going to call me

11   today. I don't have a problem with the group

12   that you mention. I think they do great work.

13   But I don't have a problem with many of the

14   other groups that you have not mentioned that

15   are doing great work and all of them want to

16   be the one. Someone told me over the weekend,

17   the Plain Dealer wants to be the one. They

18   want to help determine what the Consent Decree

19   is. So, you can see where everybody wants be

20   in this game and everybody wants to be the

21   one. So, in a political sense, I guess you

22   can kind of try to accommodate all of them but

23   in the substantive sense, that doesn't work

24   for us, right? Because we have to live with

25   whatever this is.

1   So, I am open as we're having a

2   conversation with the Department of Justice as

3   to identifying groups, you've heard from them.

4   I've heard from them. The Department of

5   Justice heard from them. As you said,

6   Councilman, there are certain basic things

7   that come from all of them. The real question

8   now is which one, and how they want to be

9   perceived as being the one in charge on the

10   community side. I don't think, myself, the

11   administration, Mr. Dettelbach or the DOJ has

12   resolved that issue at this time because there

13   are so many groups out there that are doing a

14   lot of tremendous work, that have given valid

15   input, that are sincere in their efforts and

16   they don't see eye to eye. They don't see eye

17   to eye because they represent different groups

18   even though they maybe talking about the same

19   thing, come up with the same identification of

20   problems, come up with the same solution, they

21   do not, necessarily want to work with another

22   group. As we go along, that's one of the

23   things that we will have ferret out and figure

24   out, how do we have community participation

25   and have it representative of the community

1   and at the same time, have it with a group

2   that has the real sincere kind of desire that

3   we have to make this a better police division,

4   better criminal justice system. I know we'll

5   get there, it's just that we're not at that

6   point right now.

7   COUNCILMAN CUMMINGS: Thank you.

8   CHAIRMAN KELLEY: Councilman

9   Johnson.

10   COUNCILMAN J. JOHNSON: Thank you,

11   Mr. Chairman. Let me welcome the Mayor back

12   over here. I know my place, I'm one of 18, I

13   know my place relative to the Mayor's

14   position, I know it. I also know that I have

15   a responsibility to finalize a budget for the

16   citizens of Cleveland and, of course, you

17   administer the budget. Instead of going over

18   the areas that I think are doing well as far

19   as the quality of service that, Mayor, you

20   speak about. I can talk about the Department

21   of Aging that I think is, probably, the best

22   department in being able to be responsive in

23   achieving the goals in its mission. The

24   Health Department, as well has done some

25   wonderful things for what I need to do in my

1	Ward. And there are divisions and boards and
2	others that have done a good job but then only
3	because I have a few minutes, I'm going to
4	focus on some of the concerns I have only
5	because I only have a few minutes and we'll
6	flesh them out as we deal with your directors
7	when they come before us.
8	I want to just chime in on what
9	Councilman Polensek said. When it comes to
10	Building and Housing, I actually have a lot of
11	respect for Mr. O'Leary, he's been responsive.
12	He returns my calls but I think for the men
13	with this system, the allocated resources for
14	that department, the foundation, the
15	infrastructure of that department, not
16	withstanding how many conversations they can
17	have with me and I've many with them, I think
18	the structure itself, when you have an
19	inspector required to do so much in one ward,
20	from walking through an empty house to going
21	to all these houses that need to be inspected,
22	particularly in one of those teetering
23	neighborhoods that I represent, a number of
24	them. So, as I look through this budget for
25	Building and Housing I see a fundamental flaw

1   and that is I just don't think we simply don't

2   have enough inspectors. And we sat through a

3   time period where the inspectors positions

4   were open, not at your fault, but whatever

5   system allows for 10-11 openings, not to

6   mention when one goes on medical leave or

7   whatever reason and then is not an opening but

8   it's also not functioning. And so within that

9   structure is the frustration within the

10   neighborhoods, within myself, to do the

11   fundamental code enforcement because to, as

12   you say, take a teetering neighborhood and go

13   the positive way versus negative way, one of

14   the key components is code enforcement.

15   So I'm just putting on the table,

16   putting a red flag, as part of the discussion

17   that what I've seen in the budget relative to

18   that I think it falls short of what we're

19   going to need to do. Now, it's all in the

20   context of lost resources from Governor Kasich

21   to whatever areas we've lost even from the

22   loss of the cameras. I mean, revenues have

23   been lost throughout for this budget, but the

24   reality is that I'm just red flagging for a

25   larger discussion code enforcement. I'm

1   trying to save houses in Glenville and

2   Collinwood. I know the best way to do that is

3   code enforcement.

4   MAYOR JACKSON: Mr. Chairman

5   to the Councilman, you have a unique Building

6   and Housing approach because you do a holistic

7   approach. You just don't say demolition. You

8   just don't say this. You actually do what, in

9   better times, I've seen other Councilman do

10   and that is let's deal with the worst of the

11   worst and then try to do preservation and then

12   when there was money available, you would get

13   from the non-profits, go in and buy property,

14   rehab them, sell them. You have a much better

15   living structure, the structure would be much

16   better than building new. So, that's a

17   holistic approach and you're right, the

18   challenges of the day don't necessarily

19   address your approach because there are not

20   enough resources in community development in

21   terms of home dollars and block grant dollars

22   that we use to be able to have to fund non

23   profits and to be able to do the acquisition

24   or do some second mortgages and things like

25   that.

1   So, it's very problematic and coupled

2   with that, you don't have the same demand that

3   you would have had 10 years ago for housing.

4   That same house, somewhere else, would get

5   picked up like that. But putting that house

6   in a challenging environment, what you would

7   have to invest to bring it up and what you

8   could sell it for, the banks won't finance

9   you. So, it's challenging.

10   Then, what that does, it brings on this

11   whole creeping decay that results from your

12   inability to get it onto the market and then

13   in two to three years, needs to be demolished

14   too. So, I understand what you're saying.

15   As I mentioned earlier, I don't know if

16   you were in the room, that if we were

17   structurally balanced, one of the areas that

18   we looked at, to increase capacity if we were

19   structurally balanced, would have been

20   Building and Housing in a prevention side, in

21   particular, but also the ability to get more

22   caught up on a demolition side, the

23   condemnation side. But a lot of effort to be

24   put in the prevention side because there is a

25   need. Each neighborhood is different. Each

1   demand of that neighborhood is different. And

2   deployment of resources and personnel based on

3   that demand is essential. Our ability to

4   deploy based on that uniqueness is not there

5   now. We don't have the capacity to do it the

6   way we should be able to do it.

7   So, that is where we have looked to

8   when the opportunity comes, to increase

9   capacity in Building and Housing because I

10   fully recognize, particularly northeast side,

11   southeast side, in particular, and even some

12   of the mid west side over in your area where

13   there needs to be some preventative stuff

14   going on as opposed to inspection for

15   demolition and condemnation.

16   COUNCILMAN J. JOHNSON: And with

17   that, we're trying to do creative things,

18   Councilman Conwell and Polensek and myself,

19   have sat down and tried to ignore the

20   political boundaries and try to bring our CDCs

21   all in the same room and we're meeting, of

22   course, with your administration in creating

23   the St. Clair corridor. So, private sector

24   involvement and the non profits, to be able

25   to, at least, find resources, Cleveland State

1   is working with us, because you've laid it out

2   exactly as I see it as well. To be able to do

3   code enforcement mothballing, fighting against

4   foreclosures, having a consumer affairs

5   department that can specialize more in

6   foreclosure preventions, it is a need in my

7   community, or the northeast, to do holistic

8   approaches. Otherwise, I'm continually

9   standing in front of the bulldozer saying, I

10   can't loose this 1908 house. I need to

11   mothball it. I need to fight to save it.

12   MAYOR JACKSON: Chairman to

13   the Councilman, and then at the same time, you

14   have to be able to rationalize that to our

15   irritate constituent.

16   COUNCILMAN J. JOHNSON: I've got to,

17   at least, minimize. First of all, I've got to

18   deal with the fallacy of empty houses being

19   sources of crime. There are some crime-ridden

20   housing and there are some that are not. I

21   have, for example, have mothballed some homes

22   and I have kept the grass cut, kept it

23   bordered and I have folks looking at it and I

24   have not had one incident at it and I'm

25   looking for an investor for the house.

1   So, it's dealing with, frankly, just

2   trying to deal with getting rid of the

3   stereotypes of some of these folks who are

4   pushing for a certain direction but when it's

5   all said and done, it goes back to two things,

6   one, enforcing the code and second, being able

7   to help individuals with emergency repairs,

8   assisting folks in a more impoverished area

9   and I had my share where a roof needs to put

10   in or gutters need to be put in because while

11   I sent a letter to Miss Jones about her

12   gutters being down, and she's 45 years old

13   working poor with two kids and she's got to

14   choose between fixing that roof or get a

15   letter from my CDC. You know, fundamentally,

16   there is a breakdown and there's a fairness

17   issue there.

18   MAYOR JACKSON: Mr. Chairman to the

19   Councilman, and I absolutely agree with you.

20   I remember when I was a Councilman, I did the

21   same thing. I set up a fund for home repair

22   and you have to create criterias in order for

23   it to be eligible, but usually it was seniors

24   could be 55 or older who were owner occupied

25   properties. I can remember having the same

1   approach to life when I ran for mayor in 2005

2   it was used against me that I was anti-code

3   enforcement. That wasn't it. What I was, was

4   anti-mistreatment of people and putting

5   government on people who did not have the

6   wherewithal to provide for themselves. These

7   are people in my ward who were people who -- I

8   lived in my ward since 1960 -- they were there

9   before me. These are people who went through

10   all of the cycle of decline and rebirth and

11   now, since they were building new houses, they

12   wanted to inspect all these older houses and

13   things like that. And I just wouldn't allow

14   it to happen. What I had to do and what I did

15   when there was greater flexibility and we were

16   able to do some things in block grant, was to

17   set up a fund that would be specifically for

18   people in that situation, a couple of hundred

19   dollars here, a thousand dollars here and that

20   is because one of the worst things you can do

21   is take an older person who actually believed

22   the government is right and that if they get

23   something from government, they're suppose to

24   abide by it and they shouldn't break the law

25   and you give them a citation. If you want to

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

2   that.

3   So what I did and what you're

4   attempting to do is exactly the same thing.

5   How do you accommodate their needs? How do

6   you accommodate their needs knowing that you

7   can't do all of what they need but you can at

8   least provide for that thing that they needed

9   at that moment.

10   COUNCILMAN J. JOHNSON: And that's

11 our daily challenge.

12   MAYOR JACKSON: That is it.

13 And when you have a limited budget and when

14 you have limited resources, when you have

15 competition for those limited resources, it is

16 a challenge. It's a daily challenge.

17   COUNCILMAN J. JOHNSON: And in our

18 partnership, meaning the Council members and

19 you, and because they work for you, and are

20 responsive to us, I just ask, and I know you

21 know this, that as you look at the personnel,

22 the resources, the very limited resources we

23 have anyway, to determine manpower levels, to

24 determine commitment levels because they vary

25 when it comes to an individual worker out

1   there who's trying to do the things.

2   MAYOR JACKSON: Can I make

3   one more comment? To give you an example,

4   Chairman to the Councilman, 60 percent of our

5   budget is in safety. We have -- how many rec

6   centers? 22 rec centers, some are programmed

7   activity, whatever it costs for that, that's

8   probably about a 12 million dollar budget. A

9   12 million dollar budget. The swing that

10   we're talking about in terms to deal with DOJ,

11   to deal with capacity in Building and Housing,

12   to deal with those things that you're talking

13   about, is whether or not I have a recreation

14   department or not. That's how I look at it.

15   See that's how I look at it.

16   I don't look at it like ten people

17   here. I look at it if I'm going to build a

18   capacity at what I need to have it and to do

19   the expectation that you and I and your

20   constituency demands, I look at it as a

21   recreation budget or half of a recreation

22   budget.

23   I also look at it in terms of public

24   works, what we do during the summer, which is

25   really our active time for public works,

1   you're doing lawn cutting, you're doing

2   cemeteries, you're doing playgrounds, parks,

3   all this other kind of stuff. How much is

4   dumping and lot cleaning? (Unintelligible

5   voices) Cleanup? I look at it as a service.

6   When I'm looking at moving something here, I

7   at a service. I don't look at individual

8   employees. I look at it as a service. So if

9   you're looking at 3.8 million dollars for what

10   you receive in terms of lot cleaning and

11   dumping and stuff and cemeteries and stuff

12   like that, that's 3.8 million dollars. That's

13   what I would look at.

14   So that you would have insight is to

15   how we structure the budget and how we look at

16   it and why the movement becomes minimum for us

17   as opposed to in a huge way because if I do

18   that then I have to look at what service to I

19   eliminate because my budget is finite.

20   COUNCILMAN J. JOHNSON: But because

21   of -- don't get me wrong, we are in a

22   difficult time and the red flag for me is that

23   one of the underpinning of my neighborhood,

24   and therefore, the adjacent budget line item

25   that goes towards that underpinning, deals

1   with housing. It deals with quality, safe,

2   affordable housing.

3   MAYOR JACKSON: Your residential

4   neighborhood.

5   COUNCILMAN J. JOHNSON: My

6   residential, significantly, and not to

7   mention, also, and I haven't, the building

8   portion of Building and Housing that deals

9   with commercial strips and what that means to

10   a neighborhood. So, we're on the same

11   wavelength. The question ultimately is, and

12   my role as one who votes on the budget, is

13   whether there is a way to shift toward what

14   may be a more higher priority in my

15   neighborhood or in most neighborhoods, and

16   that is code enforcement. I have come to

17   believe in my number of years that -- and in

18   my war on the issue demolition versus rehab,

19   that the solution ultimately is assisting

20   folks to stay in the houses, helping them to

21   do the repairs they need, and also to enforce

22   codes against some landlords and those who are

23   helping to cut the fabric of that safety net.

24   So that subject, and I really

25   appreciate the thoughtful discussion on that.

1   We will have much more of the discussion

2   during the hearing. Let me also just say,

3   finally, there's no doubt in my mind that

4   everyone in this room knows my feelings about

5   the Cleveland Police Department. I've made

6   that clear. I respect all other 17 people,

7   including yourself Mayor, about you can have a

8   different opinion. I hold to my philosophy,

9   and my philosophy fundamentally is this:

10   Despite the fact of the disparity within the

11   criminal justice system that you and I will be

12   in total agreement with, from the Prosecutor

13   situations to the other parts.

14   But under my responsibility at 18

15   members and under yours as the leader here,

16   the Police Department, there are things within

17   the Police Department that's in the larger

18   context of criminal justice, in my opinion, we

19   need to do now. I don't need to solve the

20   entire disparity within the criminal justice

21   department -- I'm responding to earlier

22   comments -- of the criminal justice

23   department, to speak to my responsibility and

24   that is, a City service called Police

25   services. I just want to say it personally, I

1 am personally offended and I personally

2 disagree with some of the discussion that was

3 had at this table, and let me just give my

4 side of it.

5   I believe what has been discussed

6 previously by myself and others in this City

7 Hall, as well as what the DOJ report has come

8 across, is not a facade; it's not a gotcha

9 moment; it's not low hanging fruit; it is not

10 a deceiving approach. That's not my intent.

11 I think when a disagreement in philosophy or

12 beliefs in the failure or lack failure of City

13 services, to use those terms is offensive to

14 me, and I just needed to be on record.

15   What I believe is that within this City

16 service called Police, we can do more and we

17 need to focus on more. As Mayor, you choose

18 in the end, because you're responsible

19 directly. I'm responsible indirectly through

20 budgeting. So this is my time once a year,

21 particularly. That I believe, for example,

22 that when City workers decide -- and I believe

23 this, you can choose not to believe it. When

24 City workers decide to tilt a disciplinary

25 review toward an officer versus a citizen's

1   interactions, that that's a City service

2   problem. That's not a criminal justice

3   problem.

4   When we have the issues that have been

5   laid out in the papers about the lawsuits

6   about individual officers who go beyond what I

7   consider to be constitutional means of

8   interaction with the public, that is not a

9   criminal justice problem, it is our primary

10   problem because they work for us. So I'm not

11   trying to deceive my citizens when I simply

12   say to them, that we can do a better job, 18

13   of us, to improve how police service are

14   received in the community. I happen to

15   believe that the DOJ report gives me a

16   blueprint, if you will, of where the problems

17   are. You have every right to disagree with

18   that. But these ain't low hanging fruit for

19   me. This has been going on too long, and I

20   think this budget needs to address, as I wrap

21   up.

22   This budget needs to address the issues

23   that involve with this City service and it is

24   not a panacea. It is living up to our

25   responsibilities, and I believe that we are

1 failing. In the last 10 to 15 years, we have

2 failed in our ability to fix the system that

3 allows for constitutional interaction between

4 the police. Now, if we can demote a

5 Commissioner for 3 or 4 days of not shoveling

6 snow, we sure in heck can figure out how we

7 can fix the leadership that has allowed for

8 ten years. I just think it's ironic that we

9 can demote a Commissioner but not touch the

10 leadership of this Police Department. As I

11 sit within my rights -- I'm going to wrap up

12 -- that's a concept of what I think needs to

13 be done here, and please, please, stop

14 disparaging those of us who disagree on what's

15 going on in the Police Department. Facade,

16 low hanging fruit, gotcha moment. He speaks

17 and moves on. It is disrespectful to me,

18 simply because I disagree with your opinion on

19 this Police Department.

20   It is not gotcha. It is let's fix what

21 I think is broken, just like I talked about

22 Building and Housing. Now, I didn't disparage

23 any of you for being clueless or whatever. I

24 got here for a reason. My opinion is, this

25 budget, there's not enough police officers.

1   Community policing is a joke, but I respect

2   the fact you think it's not a joke. So from

3   this point on, any time someone continues to

4   disparage my opinion and my philosophy -- and

5   I take it personally -- I'm going to counter

6   that. This is not a facade. I am not

7   deceiving anybody. We are trying to make City

8   services for the police, better for the

9   citizens, notwithstanding, the general

10   disparity within the criminal justice.

11   Thank you, Mr. Chairman.

12   MAYOR JACKSON: Mr. Chairman to the

13   Councilman, first of all, we're not that far

14   off. Offense comes in many ways, and it comes

15   from many different people in many different

16   ways, so we should be cognizant of our

17   offensiveness also.

18   But that being said, for me, it's not

19   an ignoring of the facts. There needs to be

20   reform in the Division of Police, and I fully

21   accept that and we will do that. We will do

22   that. What I refuse to do is for those -- and

23   there are those, and it has nothing to do with

24   you -- but there are those who believe or who

25   promote the fact that just doing that, then

1   all of the sudden, everything's okay. It's

2   not. It's not okay.

3   Yes, the long-term dealing with the

4   criminal justice system is just that, and

5   there are some immediate things that need to

6   be done and they will be done, and once we

7   enter into this Consent Decree, and understand

8   exactly what they are and the time table for

9   the execution of it and the cost of that, then

10   we will be back, because we're going to pay

11   for. We're going to pay for it. So we'll be

12   back. So it's in that context that I speak.

13   It's in that context that I speak, not to

14   belittle the need for change now, because

15   there is. I've said, and I've continued to

16   say, this is the greatest opportunity we will

17   have for a long time to come to make those

18   kinds of changes that need to be made. What I

19   intend to do is not blow it. I intend to not

20   to be put in the position, whether politically

21   or otherwise, to accept something and to

22   create a pretense -- again, nothing to do with

23   you -- a pretense that all of the sudden,

24   everything is okay, when, in fact, it won't be

25   okay. It won't be okay and we'll be back

1   again and again.

2   Now, that being said, some of this

3   stuff is going to be easy, some of it is going

4   to be difficult. But if we identify the right

5   thing, and we develop the right Consent Decree

6   -- that's why I ain't just rolling over as

7   someone would want me to do, as those who

8   promote that the Mayor should just roll over

9   and accept it. No. You ever roll over to

10   something and think you're going to do right

11   by it. No. What you do is we're negotiating

12   and we're negotiating for those specific

13   things that we know, not the 25-30 things that

14   sound good and look good, but what are those

15   core things that we need to do, that when we

16   do these things all those other issues will be

17   addressed, and that we will have more

18   substantive and more lasting outcome in a

19   positive way.

20   What are those things? That's what I'm

21   attempting to negotiate. Once we negotiate

22   that, we'll agree to it. We'll agree to a

23   monitor to oversee the implementation of it.

24   We'll involve community people. We'll do all

25   those kind of things. But I refuse -- and

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

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 1                    But I'm not going to say that, all of a
 2          sudden, the DOJ is right and their approach to
 3          doing and changing is the correct way.  It may
 4          not be for us.  It may have been for Portland.
 5          It may be for somebody else.  It may not be
 6          for us.  And that may not be the specific
 7          thing that we need.  If that's the goal, to
 8          have that equity, then what do we do in terms
 9          of structural reform and investment in that
10          structural reform that will get us that and
11          this and this and this too.  What do we do?
12          Rather than us just saying, agreeing on the
13          goal and the objective, and then leaving it up
14          to somebody external to us to govern what we
15          do, and how we do it, and what we pay to get
16          it done, because we have not defined that in a
17          Consent Decree.  It doesn't work that way.
18          We're talking about losing recreation
19          departments and all other kind of stuff.
20                    I want to be responsible.  I intend to
21          be responsible.  I want the Division of Police
22          to be a model policing activity.  I want our
23          citizens to be treated fairly and justly with
24          equity.  I want our police officers to go home
25          and night, and I want them to do their jobs.
```

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1          And that is where I'm -- and that means

2          reform, and we're going to do reform.  That,

3          we will do.

4                COUNCILMAN J. JOHNSON:   Thank you,

5          Mr. Chairman.

6                COUNCILMAN KELLEY:        Councilman,

7          just in response, at this table, I don't think

8          that anybody's disparaging you.  Low hanging

9          fruit is a very commonly understood term as an

10         easy answer to a problem.  If I had heard --

11         if I had picked up that anybody was

12         disparaging another member, I certainly would

13         have stepped in, because that's not what we're

14         here for.

15               COUNCILMAN J. JOHNSON:   Understand,

16         Mr. Chairman, what I said, the disparaging is

17         about a differing of opinion.  It is a

18         defining -- it's defining what has been stated

19         as a position.  They didn't say my name.  They

20         talked about how those -- what I got from it,

21         and this ain't the first day it happened.

22         What I get from it is clear.  They didn't name

23         Jeff Johnson.  But people who hold a

24         philosophy that fixing the system of the

25         Cleveland Police Department is a facade
```

1   because it's really a larger problem. You

2   know, fixing the Cleveland Police Department

3   is low hanging fruit. We need to deal with

4   the tree. And I'm responding to that.

5   I was offended not because they named

6   me personally, but that they disparaged a

7   different opinion that has specifically been

8   laid out by a number of us. I just think when

9   you say something's low hanging fruit, when

10   you think it's a facade, when you use a gotcha

11   moment, it is disrespectful.

12   COUNCILMAN KELLEY: We'll agree

13   to disagree with the level of disparagement,

14   but I appreciate your --

15   COUNCILMAN J. JOHNSON: Well, yeah,

16   because you're not on the other side of it. I

17   get that.

18   COUNCILMAN KELLEY: I appreciate

19   your comments.

20   Mayor, I want to thank you. I want to

21   thank everybody. Before I thank you, finally,

22   I want to just make a comment, that for time

23   budgeting purposes, there's a number of people

24   who have been in and out of here from Boards

25   and Commissions. We're going to hear them,

```
 1          then break for lunch and come back with

 2          Finance Director's statement.

 3                  With that, Mayor, I will thank you, and

 4          look forward to working with yourself and your

 5          staff moving forward.

 6                  MAYOR JACKSON:    Can I?

 7                  COUNCILMAN KELLEY:       Please.

 8                  MAYOR JACKSON:    I do know my Finance

 9          Director's going over with me to the Editorial

10          Board.

11                  COUNCILMAN KELLEY:       Okay.  What

12          time is that?

13                  MAYOR JACKSON:    We're going to be

14          leaving around 1:30.  They've asked me to come

15          over and talk about the budget.  So she'll be

16          back right after that.

17                  COUNCILMAN KELLEY:       What I'd like

18          to, Mayor and Directors, if we could get

19          Boards and Commissions in quickly, because

20          their budgets are pretty -- we'll break for

21          lunch.  Hopefully, we'll be back at 1:00 and

22          this portion -- then Lee will cover when you

23          have to leave.

24                  Okay, thank you.

25                  MAYOR JACKSON:    Thank you.
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1   (End of recording.)

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

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