



WARD 12 IN 2022

Ward 12 Transition Plan

PREPARED BY

WARD 12 COUNCILWOMAN
REBECCA MAURER

Dear Neighbors,

I look forward to serving you – the residents and stakeholders of Ward 12 – at this critical moment for our city.

Our ward covers four distinct neighborhoods: Old Brooklyn, Slavic Village, Brooklyn Centre, and Tremont. We are a diverse ward in every sense, including that we span both east and west of the Cuyahoga River.

As I think about the work ahead in serving on Cleveland City Council, I am reminded of one moment from the campaign trail that has shaped the way I view the challenges ahead for our city. This past summer, I was running an errand in Old Brooklyn as a heavy storm swept through the area. When I tried to drive up Valley Road, I found the area entirely blocked by a massive fallen tree.

Although the storm had passed only moments earlier, it seemed like the whole neighborhood was outside, knocking on each other's doors, checking on neighbors, and making calls. Other residents were already walking up the side streets towards Valley with extra rakes and brooms to begin cleaning up leaves and debris.

One thing was clear: Clevelanders know how to respond in an emergency. We will help each other.

But what happens when emergencies become normal? What happens when we, as a city, have become used to having the highest child poverty rate in the country, or having a lead poisoning rate 4x higher than the national average? What happens when our neighbors give up on local government after years of poor communication and missed opportunities.

We have to remember that those situations are, in fact, emergencies. And respond to them with the urgency, grace, and solidarity with which we respond to a storm. Of course, it can be challenging to focus on long-term goals when there are so many pressing immediate priorities. But I have faith in our ability as a ward, and as a city, to both address what's broken today and to have a vision for a better City tomorrow.

This document serves as the first of what I hope to be many check-ins outlining my goals in the months ahead. In this case, this paper covers **my three key goals in the months ahead:**

1. **Establishing:** Establishing open channels of communication with key Ward 12 stakeholders and establishing a strong office culture for response to resident calls.
2. **Acting:** Acting alongside colleagues on council, the Mayor, and community partners to pass legislation and bring changes to City Hall.
3. **Sustaining:** Building capacity and vision to sustain the long-term, foundational changes that Cleveland needs.

We cannot change all of these problems overnight, but we need to believe that change is possible and work towards it every day. From tackling low-hanging fruit like the way we replace garbage bins to tackling systemic challenges like our aging housing stock, I am ready for the work ahead, and I promise to communicate with you my plans and goals every step of the way.

Sincerely,



I. Establishing

Establishing Key Relationships with Ward 12 Stakeholders

One of my most important jobs in the months between the election and being sworn in is to meet with stakeholders all across our ward. These meetings allow us to keep doing what's working and identify what needs to change. I opened up a publicly available meeting request form and also began making calls to individuals I already knew to set up meetings. **I would love to meet you, if we haven't met already. To set up a meeting, feel free to call 216-236-3631 or fill out the form at <https://bit.ly/MeetRebeccaMaurer>.**

STAKEHOLDERS	EXAMPLES	NOTES
Ward 12 Block Clubs	Forest City, E 63 rd Street, South Hills Neighborhood Association, etc.	I connected with all formal Block Clubs in the Ward and have either attended a meeting or will in the coming months.
Ward 12 Small Business Owners	Christmas Story House, Saucisson, Red Chimney, Gabe's Family Restaurant, etc.	This is an on-going process because of how many small businesses we have, but I make an effort to go in and introduce myself to small business owners as I'm driving the Ward.
Ward 12's Community Development Corporations	Old Brooklyn CDC, Slavic Village Development, MetroWest and Tremont West	All initial meetings with the four CDCs have been set & communication is on-going.
First Responders	Cleveland Police, Cleveland Fire, Cleveland EMS	I requested ride-alongs to Police, Fire, and EMS. Because of administrative limitations, some of these ride-alongs won't be possible until January.
Ward 12 Non-Profits	Neighborhood Pets, Art House, Broadway School of Music, Third Federal Foundation, University Settlement	I have begun my outreach and meetings are set with many of these groups.

Ward 12 Schools	Mound, AB Hart, Ben Franklin, Rhodes, Cleveland Central Catholic, etc.	I have connected with the school board and attended tours at AB Hart and Cleveland Central Catholic. I am continuing to connect with our other schools.
City-Wide Civic Structure	Bike Cleveland, Policy Matters Ohio, Lead Safe Cleveland Coalition, MetroParks etc.	Meetings with these example organizations have been set, and I continue to conduct more outreach with additional groups.
Big-Box Retail	Steelyard Commons Stores	This has gone slowly so far. I believe it will be easier to get meetings with the store managers and developers once I am sworn in.
City Hall and Governmental Departments	Building and Housing, Waste Management, NEORS, partners at the County	Initial conversations are on-going. Ridealongs and on-site visits will need to wait until January.
Labor Unions	SEIU Local 1, AFSCME, Cleveland Teachers Union, etc.	Initial meetings have been scheduled for December and January with key union partners.
Religious Institutions	Jones Road Church, Schaaf Road UCC, etc.	<p>Attending services and meeting with religious leaders on an on-going basis.</p> <p>Please note: I am conscientious of not intruding in religious spaces without an initial invitation. If you are part of one of Ward 12's faith communities and think your congregation would want to connect, I encourage you to reach out.</p>
Key tenant groups	Tenants in Crestview, Spring Hills Villa, Jennings Commons, Valley Road Villa	Initial meeting at Spring Hills Villa has been scheduled, others will take place after January.
Other Ward 12 Stakeholders	Individual Residents, Developers, Landlords,	These are on-going. Please feel free to request a meeting with me. https://bit.ly/MeetRebeccaMaurer .

I expect many of these conversations to extend well into 2022. If you are missing from this list or have a group that would like to meet with my office, please reach out.

Establishing the Council Office

In addition to these meetings, I am hard at work setting up my Council office so that we can provide the highest quality services to our residents and begin to establish a regular rhythm of communication with residents.

In December we had our first set of office hours in each of our four neighborhoods. These were open hours where any resident can come and meet with me.

OLD BROOKLYN	SLAVIC VILLAGE	BROOKLYN CENTRE	TREMONT
MONDAY, DECEMBER  6th	TUESDAY, DECEMBER  7th	WEDNESDAY, DECEMBER  8th	THURSDAY, DECEMBER  9th
5:00-6:00pm	5:00-6:00pm	5:00-6:00pm	5:00-6:00pm
 South Brooklyn Library Branch, 4303 Pearl Rd	 Fleet Library Branch, 7224 Broadway Ave	 Brooklyn Library Branch, 3706 Pearl Rd	 Makeka's Loft, 3148 W 14th St <small>*Next to Terrapin Bakery and Urban Orchid</small>

The meetings were a huge success with between 10-30 residents attending each. Beginning with the official office transition on January 3, my goal is to make these office hours a regular part of the Ward 12 schedule. **The current plan is to take the first full week of every month starting in February and spend Monday-Thursday rotating between these four locations.** This is a new practice here in Ward 12, so we will update in the next report about how this program went, and whether we will make any modifications to the schedule, particularly given on-going concerns with the Omicron variant of COVID-19.

We are also hiring for both a full-time Executive Assistant and a part-time Legislative Assistant. Having a multi-person office will allow us to provide the highest quality services to the residents of Ward 12 and push for needed legislative change in Cleveland.

II. Acting

We will take immediate steps to act on key issues that can be addressed in the first 100 days.

Constituent Services

	TITLE	EXPLANATION	DAY 100 GOALS
	Implement constituent services system	Currently there is no uniform system to receive and respond to constituent calls.	Implement constituent call system so that we can collect data, respond to complaints, and follow up with residents.
	Begin review of key intersections & traffic patterns	We need to review traffic patterns at problematic Ward 12 intersections including Pearl & Denison, Aetna & Broadway, the one-way on Henninger Road, stop signs identified by SHNA & visibility at Gino Ln and Jennings. I will also request traffic calming studies of key streets identified by Vision Zero Cleveland, including Denison & Valley.	Report back to residents on discussions with the Division of Traffic around each of the identified intersections. With the support of fellow members of Council, pass the Complete and Green Streets ordinance to ensure that future streetscaping meets Cleveland's 21st century needs.
	Improve waste management's system for new bins	The current system to get new garbage and recycling bins is broken. We need to work with the mayor's administration to implement a new system.	Work with the mayor's administration to Implement a new, online system for replacing recycling and garbage bins.
	Improve and report on recycling program	Cleveland does not have an active recycling system at the moment. Cleveland is preparing to begin an opt-in system, but we need to make sure it is implemented.	Report on newly implemented recycling program, expand recycling opt-in numbers across Ward 12 by 20%.
	Improve Urban Forestry	There is a long backlog when it comes to dealing with city trees. We need to work with the mayor's administration to make data available and increase staffing at the Section of Urban Forestry.	Approve city-wide budget that increases staffing at Urban Forestry and work with the administration to make Urban Forestry data available online.

Housing Stability

	TITLE	EXPLANATION	DAY 100 GOALS
	Implement lead-safe housing laws	Lead poisoning in Cleveland is 4x higher than the national average and 2x higher than in Flint Michigan. The 2019 lead-safe housing law moves Cleveland to a preventative testing model where we screen rental properties for lead hazards before a child becomes poisoned. However, we need to translate the bill from a law on the books to one that works in practice.	Establish benchmarks on lead-safe housing adoption and implement a regular reporting system for meeting those goals. Make sure benchmarks are reviewed by Health and Human Services Committee, approved by Building and Housing, and recognized by Lead Safe Cleveland Coalition. Make sure \$17m in ARPA dollars are committed to lead-safe housing.
	Increase oversight of property managers	Work to implement the recommendations of the Vacant and Abandoned Properties Action Committee (VAPAC) including by requiring property managers to include their contact information on the rental registry.	Work with VAPAC and fellow members of Council to set legislative goals for vacant and abandoned properties.
	Pass pay to stay legislation	In coordination with the Renter's Rights Day One campaign, it is time that Council passes pay-to-stay legislation. If a renter tenders all past due rent and reasonable late fees they should have the right to stop the eviction proceedings.	Work with fellow members of Council to pass pay-to-stay legislation.
	Pass source of income protections	In coordination with the Renter's Rights Day One campaign it is time that Council passes source of income (SOI) protections to join the more than 100 cities, counties and states throughout the country prohibiting housing denials and discrimination based the source of funds.	Work with fellow members of Council to pass source of income protection that includes, but is not limited to, Housing Choice Vouchers, VA benefits, and Supplemental Security Income.
	Receive eviction, right to counsel & rental assistance updates from Cleveland Housing Court & CHN	Cleveland's eviction system has gone through a quiet evolution during the COVID-19 pandemic -- from changes in protocol at Housing Court to increased availability of rental assistance at CHN. There's an open question of what role Council should play in making these changes permanent and building in further protections. The first step is a more public understanding of the current system.	Send letter to Cleveland Housing Court requesting update on eviction filings, right to counsel, and current mediation procedures. Send letter to CHN requesting updates on availability & processing of rental assistance applications.

Public Safety

	TITLE	EXPLANATION	DAY 100 GOALS
	Expand co-responder and violence intervention models	Extensive research and models from other cities show us that co-response and care response programming improves community outcomes and can decrease the call volume for CPD.	Pass a city-wide budget that provides increased funding for violence intervention, co-response, and/or care response.
	Invest in ambulance repairs	Currently 45% of the ambulance fleet is in poor condition. This puts Clevelanders and paramedics at risk.	Pass appropriations to begin needed repairs and replacements to the ambulance fleet.
	Explore mini-stations	A 2019 revival of the mini-station conversation resulted in no concrete plan or appropriations to institute a mini-station program in the City of Cleveland, despite on-going interest from the community in seeing increased visibility of officers. Although this is a multi-year project, we need to take immediate steps to understand how mini-stations can fit into 21st-century policing.	Although this is a multi-year project, we need to take immediate steps to understand how mini-stations can fit into 21st-century policing. The first step is a report on meetings with the Community Police Commission, as well as 2nd and 4th District Commanders on opening mini-stations.
	Explore dirtbike taskforce	There is a national problem of dirtbike users taking over streets and causing safety issues with pedestrians and cars. Cleveland is no different. I do not support a chase policy, but CPD and neighboring jurisdictions do need to develop a more robust plan for addressing dirtbikes this upcoming summer.	Work with the 2nd and 4th District Commanders to explore a Dirtbike Taskforce that can issue recommendations for addressing dirtbikes during the 2022 season.
	Equalize and increase pay for first responders	There are two distinct issues with first responder pay at the moment. First, Cleveland is facing staffing and recruitment issues across Police, Fire, and EMS because we are not paying competitive salaries compared to close neighboring suburbs. This raises concerns about the quality of services to city residents. Second, there is a disparity among these first responders, with EMS being paid significantly less than the other branches and EMS being underpaid compared to EMS peers in other cities.	Pass city-wide budget that increases and equalizes pay across Police, Fire, and EMS and/or sign updated Collective Bargaining Agreements that increase and equalize pay.

Economic Development & Jobs

	TITLE	EXPLANATION	DAY 100 GOALS
	Pas Guardians for Fair Work – Wage Theft Legislation	Wage theft is the most significant form of theft in the United States today -- far outpacing issues like property crimes. While Ohio has anti-wage theft laws on the books, Cleveland is behind its peer cities in passing an enforcement mechanism that allows Clevelanders to pursue claims for wage theft.	Work with fellow members of Council to pass Wage Theft Legislation.
	Pass Guardians for Fair Work – Fair Scheduling Legislation	In the modern economy, employers can ask that their employees work on short notice or even stay “on call” without pay. These demands make it hard for Clevelanders to schedule child care or keep a second job that they might need to keep food on the table. A fair scheduling law will help employers and employees alike by providing stability and continuity in scheduling -- requiring advance notice of schedule, or compensatory pay for unplanned shifts.	Work with fellow members of Council to pass Fair Scheduling Legislation.
	Support small and minority-owned businesses	Small businesses and minority-owned businesses are the backbone of Cleveland and the backbone of our Ward. There are systems to support small and minority-owned businesses, but many of our business owners aren’t plugged into them. We need to understand where the gaps are and connect our business owners to the support they need.	Work with CDCs to promote minority business outreach as part of their CDBG work. Turn those connections into a listening tour with at least 1 minority business owner from each of Ward 12’s neighborhoods and at least 10 minority business owners overall.
	Smoothing procedures for key business support at City Hall	Key programs for Design Review, Storefront Renovation, and small business loans and grants take a long time to process through Cleveland City Hall. Often the applications are not digitized and there is no tracking system.	Work with the mayor’s administration to set benchmarks for turnaround times on each of these programs and implement digital applications and tracking systems. Additionally, make sure that all business programs have Spanish applications and set up a system to meet needs in other languages.

Neighborhood Programming

	TITLE	EXPLANATION	DAY 100 GOALS
	Improve bus stops	We have many bus stops throughout Ward 12 that are little more than a sign stuck to a pole. We can improve.	Identify 5 bus stops in Ward 12 that can be improved with additional seating and shelter. During the construction season -- which extends beyond the 100 day mark -- we will begin to implement these improvements.
	Invest in our tree canopy	Reviving the tree canopy is one of the best long-term steps we can take to improve sustainability and health in our communities.	By partnering with existing programs through our CDCs and Western Reserve Land Conservancy, I would like to plant at least 50 trees across Ward 12 during the spring planting season which runs from March to April.
	Invest in community building: Cleanups	A consistent frustration I've heard from Ward 12 residents is dealing with trash and debris in their communities. Many block clubs and community groups take this into their own hands with cleanup days. I would like to support the existing system and also expand the cleanups across the ward so that more areas are covered.	Identify and support at least 8 sponsored or co-sponsored community cleanups across Ward 12 by providing dumpsters, advertising and supplies. (Given the spring thaw, some of these cleanups may take place after the 100 day mark, but the goal is to have the all identified by then).
	Invest in community building: participatory budgeting	Participatory Budgeting is a set of practices that allows residents to have direct input over how a portion of the city budget is used. Residents develop and vote together on how to spend the money. This work is supported by the large Participatory Budgeting Cleveland coalition.	Pass a participatory budgeting program for \$30.8 million of ARPA dollars.
	Invest in community building: expanding the Diamond Line model	<p>The Old Brooklyn Community Development Corporation in partnership with Senior Citizens Resources has created a successful free trolley line to connect residents and senior citizens to shopping at the Old Brooklyn Farmer's Market.</p> <p>We would like to expand this model by bringing it to the rest of Ward 12 in partnership with our CDCs.</p>	Work with CDCs to launch pilot routes and dates for a free trolley service in Ward 12 to connect senior citizens and residents to shopping and summer activities on certain summer weekends.

IV. Sustaining Our Long-Term Priorities

As you can see, that is a lot of work in the next 100 days. I look forward to reporting back to you all on what we've accomplished. Where we fall short, I will report back on what we've learned. As we set our sights on these initial 100-day goals, I am also keeping in mind the way that these projects play into our key medium-term and long-term goals.

In the medium term, we're looking to:

- Improve more city services so that Council offices work less like an ombudsman to city services and can focus more on legislation.
- Report to the ward on road repaving and outline a strategic approach to tackling potholes and poor road conditions on our main thoroughfares and our side streets.
- Identify and expand sources of money to pay residents to repair their homes -- beginning to address the millions of dollars in deferred maintenance in our aging housing stock.

And, in turn, these projects feed into our long-term goals – increasing the dignity of Clevelanders and the pride they have in their communities by increasing their health, safety and happiness.

Those long-term goals can feel intangible, which is why setting short-term and medium-term steps along the way are so important. But I never want to lose sight of why we are here. To borrow from Cleveland's official motto, this work is always about Progress and Prosperity.

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REBECCA MAURER